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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH

Lori A. Weaver
Commissioner

Katja S. Fox
Director

129 PLEASANT STREET, CONCORD, NH 03301
603-271-9544 1-800-852-3345 Ext. 9544
Fax: 603-271-4332 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

November 19, 2025

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

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to amend an existing contract with NFI North, Inc. (VC#177575), Contoocook, NH to reduce the contract price limitation, pursuant to New Hampshire Chapter Law 140:12 (2025), Department of Health and Human Services, Budget Reduction, by decreasing the price limitation by \$1,000,000 from \$20,909,722 to \$19,909,722 with no change to the contract completion date of June 30, 2027, effective upon Governor and Council approval. 100% General Funds.

The original contract was approved by Governor and Council on June 14, 2023, item #37, and amended on June 4, 2025, Tabled item #163.

Funds are available in the following accounts for State Fiscal Years 2026 and 2027, 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.

05-95-92-922010-41170000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF MENTAL HEALTH SERVICES, CMH PROGRAM SUPPORT

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increased (Decreased) Amount	Revised Budget
2023	102-500731	Contracts for Prog Svc	92204117	\$1,169,650	\$0	\$1,169,650
2024	102-500731	Contracts for Prog Svc	92204117	\$4,857,015	\$0	\$4,857,015
2025	102-500731	Contracts for Prog Svc	92204117	\$4,961,019	\$0	\$4,961,019
2026	102-500731	Contracts for Prog Svc	92204117	\$4,961,019	(\$500,000)	\$4,461,019
2027	102-500731	Contracts for Prog Svc	92204117	\$4,961,019	(\$500,000)	\$4,461,019
			Total	\$20,909,722	\$1,000,000	\$19,909,722

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
Page 2 of 2

EXPLANATION

The purpose of this request is to reduce the contract price limitation, pursuant to New Hampshire Chapter Law 140:12 (2025), Department of Health and Human Services, Budget Reduction, which will result in adjustments to the Contractors' personnel resources. The Contractor was able to reduce staffing costs without impacting personnel for State Fiscal Year (SFY) 2026 due to the timeline of the opening of two (2) residential programs. In SFY 2027, the Contractor will reduce staff by one (1) personal care attendant per site and one (1) licensed nurse assistant per site. Additionally, the Contractor will reduce nursing hours to 20 hours per site, resulting in the reduction of two (2) registered nurse positions. The reduced staffing levels will still allow the Contractor to meet contractual obligations.

Approximately 20 individuals will be served at any given time during State Fiscal Years 2026 and 2027.

The Contractor operates three (3) existing community-based five-bed specialty residential programs and continues to work on opening a fourth. Supported housing and residential life services provided in each residence include clinical and medical services; supported employment and vocational services; targeted case management; and transitional services. The Contractor will continue to deliver an integrated dual diagnosis approach and ensure the use of evidence-based therapies such as dialectical behavior therapy and cognitive behavioral therapy. Additionally, the Contractor will continue to provide support and skills training for individuals to improve independence in daily living skills, achieve wellness and recovery goals, and prepare individuals to maintain living in the least restrictive environment based on the individual's specific needs and goals. These residences fulfill a Community Mental Health Agreement (Amanda D. Settlement) provision requiring the Department to establish specialty residential options to meet the assessed needs of individuals transitioning from, or awaiting admission to, Glenclyff Home.

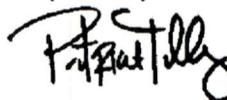
The Department will continue to monitor services by reviewing monthly and quarterly reports provided by the Contractor and holding regular meetings and annual on-site reviews with the Contractor.

Should the Governor and Council not authorize this request, the Department may not be in compliance with New Hampshire Chapter Law 140:12 (2025), Department of Health and Human Services, Budget Reduction.

The Department has determined that the Contractor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. The Contractor is a non-profit organization, and the Department has also confirmed the Contractor is registered and in good standing with the Department of Justice's Charitable Division.

Area served: Statewide.

Respectfully submitted,



For:

Lori A. Weaver
Commissioner

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

This Amendment to the Supported Housing for Adults Transitioning To or From Glenclyff Home contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and NFI North, Inc. ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 14, 2023 (Item #37), and as amended on June 4, 2025 (Tabled Item #163), 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 1.8, Price Limitation, to read:
\$19,909,722
2. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.3., to read:
 - 1.3. 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.
3. Modify Exhibit C, Payment Terms, Section 3.3, to read:
 - 3.3. Payment, outside of initial costs described in Section 3.1. above, shall be on a cost reimbursement basis for actual expenditures incurred net any other revenue received towards the services billed in the fulfillment of this Agreement, and shall be in accordance with the approved line items, as specified in Exhibits C-2, Budget through C-5, Amendment #2, Budget.
 - 3.3.1. The Department may recoup payments made under this Agreement, in whole or in part, in the event the Contractor fails to comply with the provisions of this Agreement, in whole or in part, and does not remedy any such failure to the Department's satisfaction including, but not limited to commencing supported housing services within the timeframes specified in Exhibit B, Scope of Services.
4. Modify Exhibit C-4, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-4, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.
5. Modify Exhibit C-5, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-5, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.

All terms and conditions of the Contract not modified by this Amendment remain in full force and effect. This Amendment shall be effective 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

11/20/2025
Date

DocuSigned by:
Katja S. Fox
Name: Katja S. Fox
Title: Director

NFI North, Inc.

11/20/2025
Date

Signed by:
LUKE REYNARD
Name: LUKE REYNARD
Title: ED

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

OFFICE OF THE ATTORNEY GENERAL

11/20/2025

Date

DocuSigned by:
Robyn Guarino
748734844041460...
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:

Exhibit C-4, Amendment #2, Budget

New Hampshire Department of Health and Human Services			
Contractor Name:		NFI North, Inc.	
Budget Request for:		Supported Housing for Adults Transitioning To or From Glenclyff Home	
Budget Period		7/1/25 - 6/30/26	
Indirect Cost Rate (if applicable)		15%	
Line Item	Program Cost - Funded by DHHS	Program Cost - Contractor Share/ Match	Total Program Cost
1. Salary & Wages	\$2,549,550	\$1,307,000	\$3,856,550
2. Fringe Benefits	\$688,399	\$304,120	\$992,519
3. Consultants	\$147,800	\$0	\$147,800
4. Equipment Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	\$0	\$14,600	\$14,600
5.(a) Supplies - Educational	\$0	\$0	\$0
5.(b) Supplies - Lab	\$0	\$0	\$0
5.(c) Supplies - Pharmacy	\$15,000	\$5,000	\$20,000
5.(d) Supplies - Medical	\$0	\$4,000	\$4,000
5.(e) Supplies Office	\$0	\$16,480	\$16,480
6. Travel	\$0	\$44,320	\$44,320
7. Software	\$4,800	\$0	\$4,800
8. (a) Other - Marketing/ Communications	\$20,000	\$0	\$20,000
8. (b) Other - Education and Training	\$22,200	\$0	\$22,200
8. (c) Other - Other (specify below)	\$0	\$0	\$0
Other (Insurances)	\$88,548	\$0	\$88,548
Other (Occupancy Cost)	\$193,650	\$99,087	\$292,737
Other (Consumables)	\$127,200	\$0	\$127,200
Other (Depreciation)	\$0	\$449,020	\$449,020
Other (Telecomm.)	\$22,000	\$0	\$22,000
Other (Fees, Permits, Misc.)	\$0	\$9,836	\$9,836
9. Subrecipient Contracts	\$0	\$0	\$0
Total Direct Costs	\$3,879,147	\$2,253,463	\$6,132,610
Total Indirect Costs	\$581,872	\$335,829	\$917,701
TOTAL	\$4,461,019	\$2,589,293	\$7,050,311

Contractor Initials: Initial
LR

Date: 11/20/2025

Exhibit C-5, Amendment #2, Budget

New Hampshire Department of Health and Human Services			
Contractor Name:		NFI North, Inc.	
Budget Request for:		Supported Housing for Adults Transitioning To or From Glenclyff Home	
Budget Period		7/1/26 - 6/30/27	
Indirect Cost Rate (if applicable)		15%	
Line Item	Program Cost - Funded by DHHS	Program Cost - Contractor Share/ Match	Total Program Cost
1. Salary & Wages	\$2,564,340	\$1,327,000	\$3,891,340
2. Fringe Benefits	\$690,609	\$326,220	\$1,016,829
3. Consultants	\$125,000	\$23,800	\$148,800
4. Equipment <small>Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.</small>	\$0	\$14,600	\$14,600
5.(a) Supplies - Educational	\$0	\$0	\$0
5.(b) Supplies - Lab	\$0	\$0	\$0
5.(c) Supplies - Pharmacy	\$15,000	\$5,000	\$20,000
5.(d) Supplies - Medical	\$0	\$4,000	\$4,000
5.(e) Supplies Office	\$0	\$16,480	\$16,480
6. Travel	\$0	\$44,320	\$44,320
7. Software	\$4,800	\$0	\$4,800
8. (a) Other - Marketing/ Communications	\$20,000	\$0	\$20,000
8. (b) Other - Education and Training	\$24,000	\$0	\$24,000
8. (c) Other - Other (specify below)	\$0	\$0	\$0
Other (Insurances)	\$93,461	\$9,442	\$102,903
Other (Occupancy Cost)	\$192,737	\$105,100	\$297,837
Other (Consumables)	\$127,200	\$4,000	\$131,200
Other (Depreciation)	\$0	\$449,020	\$449,020
Other (Telecomm.)	\$22,000	\$0	\$22,000
Other (Fees, Permits, Misc.)	\$0	\$9,836	\$9,836
9. Subrecipient Contracts	\$0	\$0	\$0
Total Direct Costs	\$3,879,147	\$2,338,818	\$6,217,965
Total Indirect Costs	\$581,872	\$348,633	\$930,505
TOTAL	\$4,461,019	\$2,687,451	\$7,148,470

Contractor Initials: Initial
LR

Date: 11/20/2025

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 NFI NORTH, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on July 06, 1992. 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: 175745

Certificate Number: 0007039671



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 3rd day of February A.D. 2025.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Dellie Champagne 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 NFI North, Inc.
(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 March 31, 2025, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: Luke Reynard, Executive Director or Jill Allen, COO (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of NFI North, Inc. 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 was **valid thirty (30) days prior to and 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: 11/19/25

Dellie Champagne
Signature of Elected Officer
Name: Dellie Champagne
Title: Clerk/Secretary

NONPROFIT COVER SHEET

A. Entity Name: NFI North, Inc.

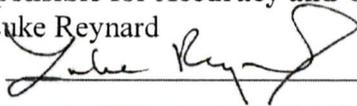
B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Kristi Vazifdar/ kristivazifdar@nafi.com / 603-746-7550

Person responsible for Accuracy and Completeness of information provided:

Name: Luke Reynard Title: Chief Executive Officer

Signature: 

C. List Board of Directors and Affiliations

<u>Name (Identify any additional role(s) in Parentheses)</u>	<u>Affiliations</u>
E.g., John Doe (President)	
Patricia Fillio (President)	Licensed Clinical Mental Health Counselor
Ashley Wainwright (Treasurer)	Marketing Professional
Dellie Champagne (Clerk)	Events Coordinator/Teacher/Consumer Rep
Suanne Nader	Educator
Terry Lochhead	Retired Communications Consultant
Sophia Greabe	Education

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

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
Luke Reynard	CEO	\$196,000	\$0
Jill Allen	COO	\$175,000	\$0
Stacey Charron Gilespie	Medical Director	\$385,000	\$92,400
Sharon Bilodeau	Regional Director	\$130,000	\$23,400
Noel Chipman	Clinical Director	\$120,000	\$19,200
Amy Carter	Program Director	\$85,000	\$85,000
TBH	Program Director	\$85,000	\$85,000

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>

5270	NFI North, Inc.	40 Park Lane	Contoocook	NH	03229	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

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

2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash & Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property & Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

NFI North Mission Statement

Inspiring and empowering people to reach their full potential so that they can live successfully within their own home and community

NFI NORTH, INC.
FINANCIAL STATEMENTS
YEAR END JUNE 30, 2024



CPAs | CONSULTANTS | WEALTH ADVISORS

CLAconnect.com

**NFI NORTH, INC.
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YEAR END JUNE 30, 2024**

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CliftonLarsonAllen LLP
CLAconnect.com

INDEPENDENT AUDITORS' REPORT

Board of Directors
NFI North, Inc.
Contoocook, New Hampshire

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of NFI North, Inc., which comprise the statement of financial position as of June 30, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NFI North, Inc. as of June 30, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) 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 NFI North, Inc. and to meet our other ethical responsibilities in accordance with the 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 audit opinion.

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 NFI North, Inc.'s ability to continue as a going concern for one year after the date the financial statements are available to be issued.

Board of Directors
NFI North, Inc.

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 GAAS 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 GAAS and *Government Auditing Standards*, we:

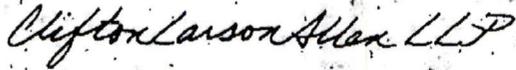
- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, 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 NFI North, Inc.'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 NFI North, Inc.'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.

Board of Directors
NFI North, Inc.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated September 30, 2024, on our consideration of NFI North, Inc.'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 NFI North, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed with *Government Auditing Standards* in considering NFI North, Inc.'s internal control over financial reporting and compliance.



CliftonLarsonAllen LLP

Boston, Massachusetts
September 30, 2024

NFI NORTH, INC.
STATEMENT OF NET POSITION
JUNE 30, 2024

Assets

Current assets:

Cash and equivalents	\$ 7,116,823
Accounts receivable, net	7,438,921
Prepaid expenses and other current assets	193,479
Due from affiliate (note 10)	172,742
Investments (note 4)	5,193,750
Total current assets	20,115,715

Property and equipment:

Land	974,781
Buildings and improvements	12,922,227
Equipment and furnishings	882,329
Vehicles	1,626,500
	16,405,837
Less accumulated depreciation	(7,743,454)
Property and equipment, net	8,662,383

Lease right-of-use assets

Other assets	67,317
	282,074

Total assets	\$ 29,127,489
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Liabilities and Net Assets

Current liabilities:

Current portion of long-term debt (note 5)	\$ 182,899
Current portion of operating lease liabilities (note 6)	33,171
Accounts payable	297,997
Accrued payroll and related liabilities	2,056,241
Other accrued expenses	1,960,834
Deferred revenue	149,668
Total current liabilities	4,680,810

Long-term liabilities:

Long-term debt, net of current portion (note 5)	2,352,754
Operating lease liabilities, net of current portion (note 6)	33,245
Total long-term liabilities	2,385,999

Total liabilities	7,066,809
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Net assets:

Without donor restrictions	21,697,715
With donor restrictions	362,965
Total net assets	22,060,680

Total liabilities and net assets	\$ 29,127,489
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See accompanying Notes to Financial Statements.

NFI NORTH, INC.
STATEMENT OF ACTIVITIES
YEAR END JUNE 30, 2024

Changes in net assets without donor restrictions:	
Revenues and other support:	
Contracts, net	\$ 45,318,236
Contributions:	
Contributed nonfinancial assets	1,154,633
Other	74,746
Interest and dividends	502,708
Miscellaneous	444
	<u>47,050,767</u>
Net assets released from restrictions	162,611
Total revenues and other support	<u>47,213,378</u>
Expenses:	
Program services	40,245,200
Supporting services	4,487,311
Total expenses	<u>44,732,511</u>
Increase in net assets without donor restrictions before nonoperating activities	2,480,867
Nonoperating activities:	
Net realized and unrealized gain on investments	319,447
Gain on sale of property and equipment	54,610
Increase in net assets without donor restrictions	<u>2,854,924</u>
Changes in net assets with donor restrictions:	
Contributions and grants	162,921
Net assets released from restrictions	<u>(162,611)</u>
Increase in net assets with donor restrictions	<u>310</u>
Increase in net assets	2,855,234
Net assets at beginning of year	<u>19,205,446</u>
Net assets at end of year	<u>\$ 22,060,680</u>

See accompanying Notes to Financial Statements.

NFI NORTH, INC.
STATEMENT OF FUNCTIONAL EXPENSES
YEAR END JUNE 30, 2024

	<u>Program services</u>	<u>Supporting services</u>	<u>Total</u>
Personnel expenses:			
Salaries, payroll taxes and employee benefits	\$ 28,621,372	\$ 2,116,686	\$ 30,738,058
Other expenses:			
Contracted services	4,535,521	1,868,632	6,404,153
Other direct costs	1,879,820	268,483	2,148,303
Contributed nonfinancial assets	1,154,633	-	1,154,633
Consumables	1,049,959	-	1,049,959
Occupancy	953,240	49,814	1,003,054
Transportation	799,099	49,390	848,489
Equipment	246,607	51,431	298,038
Interest	87,516	10,745	98,261
	<u>10,706,395</u>	<u>2,298,495</u>	<u>13,004,890</u>
Depreciation and amortization	917,433	72,130	989,563
	<u>11,623,828</u>	<u>2,370,625</u>	<u>13,994,453</u>
Total expenses	\$ 40,245,200	\$ 4,487,311	\$ 44,732,511

See accompanying Notes to Financial Statements.

NFI NORTH, INC.
STATEMENT OF CASH FLOWS
YEAR END JUNE 30, 2024

Cash flows from operating activities:	
Increase in net assets	\$ 2,855,234
Adjustments to reconcile increase in net assets to net cash provided by operating activities:	
Depreciation and amortization	989,563
Gain on sale of property and equipment	(54,610)
Net realized and unrealized gain on investment	(319,447)
Amortization of right-of-use asset	60,832
Changes in assets and liabilities:	
Accounts receivable, net	(2,480,748)
Prepaid expenses and other current assets	(2,967)
Due from affiliate	(172,742)
Other assets	(47,080)
Accounts payable	(35,180)
Accrued payroll and related liabilities	345,231
Other accrued expenses	830,530
Due to affiliate	(60,422)
Deferred revenue	134,736
Operating lease liabilities	(56,249)
Net cash provided by operating activities	<u>1,986,681</u>
Cash flows from investing activities:	
Purchases of property and equipment	(3,313,494)
Purchases of investments	(1,487,466)
Proceeds from sale of property and equipment	55,500
Proceeds from sale of investments	1,351,024
Net cash used in investing activities	<u>(3,394,436)</u>
Cash flows from financing activities:	
Repayments of long-term debt	(181,977)
Net cash used in financing activities	<u>(181,977)</u>
Net decrease in cash and equivalents	(1,589,732)
Cash and equivalents at beginning of year	<u>8,706,555</u>
Cash and equivalents at end of year	<u>\$ 7,116,823</u>
Supplemental data:	
Cash paid for interest	\$ 98,261

See accompanying Notes to Financial Statements.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 1 PRINCIPAL ACTIVITY AND SIGNIFICANT ACCOUNTING POLICIES

Organization

NFI North, Inc. (NFIN) is a nonprofit organization whose purpose is to provide community-based social services to individuals and their families. NFIN is a subsidiary of North American Family Institute, Inc. (NAFI), which is the sole member of NFIN's board of directors. Substantially all of NFIN's revenues are derived from services contracted with the States of Maine and New Hampshire Departments of Human Services, Children, Youth and Families, Medicaid, Medicare, private pay, and local public school districts.

Basis of Presentation

The accompanying financial statements, which are presented on the accrual basis of accounting, have been prepared to focus on NFIN as a whole and to present balances and transactions according to the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified as follows:

With donor restrictions – Net assets subject to donor-imposed stipulations that may or will be met by actions of NFIN and/or the passage of time.

Without donor restrictions – Net assets not subject to donor-imposed stipulations.

Revenues are reported as increases in net assets without donor restrictions unless use of the related assets is limited by donor-imposed restrictions and/or time restrictions. Expenses are reported as decreases in net assets without donor restrictions. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulations or law. Expirations of restrictions on net assets with donor restrictions are reported as reclassifications between the applicable classes of net assets. Expirations of restrictions with donor restrictions occur when donor-imposed stipulated purposes have been accomplished and/or the stipulated time period has elapsed. If an expense is incurred for a purpose for which both net assets with and without donor restrictions are available, a donor-imposed restriction is fulfilled to the extent of the expense incurred unless the expense is for a purpose that is directly attributable to another specified external source of revenue.

Adoption of New Accounting Standards

In 2024, NFIN 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. NFIN adopted this new guidance using the modified retrospective transition method. The adoption of this Standard did not have a material impact on NFIN's financial statements but did change how the allowance for credit losses is determined.

Cash and Equivalents

All short-term investments with an original maturity at purchase of three months or less are considered cash equivalents for purposes of the statement of cash flows. Cash and equivalents within investment accounts are considered to be investments for purposes of the statement of cash flows.

**NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024**

NOTE 1 PRINCIPAL ACTIVITY AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Accounts Receivable

NFIN carries its accounts receivable net of an allowance for credit losses. The allowance is determined to present the net amount of accounts receivable expected to be collected. The allowance represents the expected credit losses based on historical experience, current economic conditions, and certain forward-looking information. The allowance is evaluated on a periodic basis based on an assessment of outstanding balances for all accounts over 90 days past due. Those balances deemed by management to have potential collectability issues are charged to the allowance for credit losses accounts. As of June 30, 2024, the allowance was \$47,658.

Income Taxes

NFIN is an organization described under Section 501(c)(3) of the Internal Revenue Code (IRC) and is generally exempt from income taxes under IRC Section 501(a). NFIN has taken no significant uncertain tax positions:

Use of Estimates

The preparation of financial statements in conformity with U.S. 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.

Concentration of Credit Risk

NFIN maintains cash balances at financial institutions, which at times may exceed federally insured limits. NFIN has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on cash and cash equivalents.

Concentration of Risk

NFIN receives the majority of its funding from state contracts that are renewable annually. Legislative budgets could significantly impact NFIN's ability to start new programs and to continue existing programs.

Property and Equipment

Property and equipment are recorded at cost or, in the case of donated property, at fair value at the date of gift. Depreciation is provided using the straight-line method over the following estimated useful lives:

Buildings and Improvements	5-33.3 years
Equipment and Furnishings	2-10 years
Vehicles	3-5 years

Leasehold improvements are depreciated or amortized according to NFIN's normal depreciation policy except that the time period shall be the shorter of 1) the useful life of the leasehold improvements, or 2) the remaining years of the lease. The remaining years of the lease include the years in the lease renewals that are reasonably assured.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 1 PRINCIPAL ACTIVITY AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Self-Insurance

NFIN is self-insured for employee medical health care costs. As of June 30, 2024, the estimated liability for health care claims incurred but not yet reported or paid was \$172,584 included in accrued payroll and related liabilities in the accompanying statement of financial position.

Fair Value of Financial Instruments

Fair value represents the price that NFIN would receive upon the sale of an asset or paid upon the transfer of a liability in an orderly transaction between market participants as of the measurement date. NFIN uses a three-tier hierarchy to categorize those assets and liabilities based on those valuation methodologies employed. The three-tier hierarchy of inputs is summarized in the three broad levels listed below.

Level 1 – quoted prices in active markets for identical financial instruments.

Level 2 – other significant observable inputs (including quoted prices for similar financial instruments, interest rates, credit risk, etc.).

Level 3 – significant unobservable inputs (including NFIN's own assumptions in determining the fair value of financial instruments).

The fair value hierarchy gives the highest priority to Level 1 inputs and the lowest priority to Level 3 inputs. NFIN utilizes valuation techniques that maximizes the use of observable inputs and minimizes the use of unobservable inputs to the extent possible.

Leases

NFIN determines if an arrangement is a lease at inception. NFIN has leases under which it is obligated as a lessee. Operating leases as a lessee are included in right-of-use assets and lease liabilities in the statement of financial position.

Right-of-use assets represent NFIN's right to use an underlying asset for the lease term. Lease liabilities represent NFIN's liability to make lease payments arising from the lease. Operating right-of-use assets and related obligations are recognized at commencement date based on the present value of lease payments over the lease term discounted using an appropriate incremental borrowing rate. NFIN has elected to use a practical expedient of the risk-free borrowing rate (applicable U.S. Department of Treasury risk-free treasury rate) as the incremental borrowing rate, which is based on the information available at commencement date in determining the present value of lease payments. The value of an option to extend or terminate a lease is reflected to the extent it is reasonably certain management will exercise that option.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 1 PRINCIPAL ACTIVITY AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue Recognition

NFIN recognizes revenue at an amount that reflects the consideration to which NFIN expects to be entitled in exchange for transferring goods or services to its customers using the following five-step process:

1. Identify the contract(s) with the customer
2. Identify the performance obligation(s) in the contract
3. Determine the transaction price
4. Allocate the transaction price to performance obligations in the contract
5. Recognize revenue when (or as) NFIN satisfies a performance obligation.

See note 7 for details on how the above five-step process is applied to NFIN's contracts with customers.

Contributed Nonfinancial Assets

NFIN receives the contributions of the use of facilities which are valued at the fair value of similar properties available use in commercial markets. NFIN also receives contributed goods which are value at estimated fair value. See note 8 for additional information on contributed nonfinancial assets in 2024.

Advertising Costs

Advertising costs are expensed as incurred. Advertising costs incurred totaled \$81,423 during the year ended June 30, 2024.

Subsequent Events

NFIN has evaluated subsequent events through September 30, 2024, the date which the financial statements were available for issue, noting no events requiring adjustment to, or disclosure in, the financial statements.

NOTE 2 LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

As of June 30, 2024, assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date, comprise the following:

Cash and equivalents	\$ 7,116,823
Accounts receivable, net	7,438,921
Investments	5,193,750
Due from affiliate	172,742
Total financial assets	19,922,236
Less amounts designated for program purposes	(362,965)
Total financial assets available for general expenditures	\$ 19,559,271

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 2 LIQUIDITY AND AVAILABLE OF FINANCIAL ASSETS (CONTINUED)

As part of the NFIN's liquidity management, NFIN maintains working capital lines of credit, which provides liquidity available to meet general expenditures as liabilities and other obligation come due.

NOTE 3 LINE OF CREDIT

NAFI makes available to its subsidiaries, including NFIN, NAFI Connecticut, Inc. (NAFICT), NFI Vermont, Inc. (NFIV) and NFI Massachusetts Inc. (NFI), a two-year term committed facility \$8,000,000 line of credit from TD Bank. The line of credit bears interest at a fluctuating rate equal to the Federal Reserve Bank of New York 1-Month Secured Overnight Financing Rate (SOFR), plus 2.00% per annum, not to exceed 6.00%, (6.00% as of June 30, 2024). Borrowings under the line are jointly guaranteed by NAFI, NAFICT, NFIV, NFI and NFIN and are collateralized by substantially all of their assets.

Borrowings under the line of credit due and payable on May 31, 2026, without notice or demand. As of June 30, 2024, there were no borrowings outstanding under this line of credit.

In addition, NAFI has entered into Letter of Credit agreements with TD for a total amount of \$959,620. The Letter of Credit agreements can be utilized by all subsidiaries in the aggregate of \$8,000,000 and are not collateralized by additional cash. The Letter of Credit agreements are a requirement of NAFI's workers' compensation carrier.

NOTE 4 INVESTMENTS

Investments are carried at fair value. Investments as of June 30, 2024 consisted of the following:

Corporate bonds	\$ 2,629,975
Equities	2,440,923
Cash and equivalents	122,852
	<u>\$ 5,193,750</u>

All investments are valued using Level 1 inputs in accordance with the fair value hierarchy, except corporate bonds which are considered Level 2. There were no transfers between fair value levels during the year.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 5 LONG-TERM DEBT

Long-term debt as of June 30, 2024 consisted of the following:

	Fiscal Year Due	Amount
Mortgages payable, secured by real estate, 0.00%-8.00%	2026-2041	\$ 2,535,653
Total long-term debt		2,535,653
Less current portion		(182,899)
Total long-term debt, net of current portion		\$ 2,352,754

Certain mortgages payable to housing authorities provide that a portion of the principal will be forgiven at the end of the loan period if the underlying properties are used to provide housing in accordance with stipulated conditions. In addition, certain mortgages payable contain various prepayment penalties.

NFIN is required to maintain certain debt service coverage ratios.

Scheduled repayments of long-term debt are as follows:

Year ended June 30:	
2025	\$ 182,899
2026	617,920
2027	325,160
2028	462,633
2029	101,573
Thereafter	845,468
	\$ 2,535,653

Interest expense was \$98,261 for the year ended June 30, 2024.

NOTE 6 LEASES

NFIN is committed to annual payments under several long-term non-cancelable (except under certain circumstances) operating leases for property and equipment through fiscal year 2030.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 6 LEASES (CONTINUED)

Lease expense reported in occupancy, transportation, and equipment in the statement of functional expenses amounted to \$105,516 for the year ended June 30, 2024, the components of which are as follows:

Lease cost:

Operating lease expense	\$ 89,316
Short-term lease expense	16,200
	\$ 105,516

Operating right-of-use assets exchanged for lease liabilities during 2024 totaled \$28,649.

Payments due include options to extend leases that are reasonably certain through fiscal year 2030 and are summarized below:

Year ended June 30:	
2025	\$ 35,072
2026	11,489
2027	11,113
2028	6,333
2029	5,865
Thereafter	255
	70,127
Less: amounts representing interest:	(3,711)
Operating lease liabilities	\$ 66,416

The weighted-average remaining lease term for operating leases is 36 months. The weighted-average discount rate for operating leases is 3.47%.

NOTE 7 REVENUE FROM CONTRACTS WITH CUSTOMERS

Under Accounting Standards Codification Topic 606, *Revenue from Contracts with Customers*, (ASC Topic 606), revenue from contracts with customers is recognized when control of the promised goods or services is transferred in an amount that reflects the consideration to which we expect to be entitled in exchange for those goods or services (i.e., the transaction price).

Revenues from contracts are primarily derived from cost reimbursement, per diem and fee-for service contracts. Cost reimbursement contracts are recognized with expenses being reimbursed for services delivered over the course of client enrollment period which is generally as expenses are incurred.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 7 REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

Rate based contracts are recognized with expenses being reimbursed for services delivered over the course of client stay based on an established rate with the related funding source which is generally when services are provided. Revenues from contracts consisted of 23% for cost reimbursement contracts and 77% for rate-based contracts for the year ended June 30, 2024.

Balances of accounts receivable and deferred revenue related to contracts with customers are summarized below:

	Accounts Receivable	Deferred Revenue
Opening (July 1, 2023)	\$ 4,958,173	\$ 14,932
Closing (June 30, 2024)	7,438,921	149,668
Increase	\$ 2,480,748	\$ 134,736

NOTE 8 CONTRIBUTED NONFINANCIAL ASSETS

For the year ended June 30, 2024, contributions of nonfinancial assets recognized by NFIN within the statement of activities included:

Rent	\$ 1,092,565
Consumables and supplies	62,068
	\$ 1,154,633

NFIN recognized contributed nonfinancial assets within revenue, including contributions of rent, consumables and supplies. Contributed nonfinancial assets did not have donor-imposed restrictions.

The contributed space is for programmatic activities. In valuing the contributed space, which is located in Concord, New Hampshire, NFIN estimated the fair value on the basis of recent comparable rental prices in the area's real estate market.

NOTE 9 RETIREMENT PLAN

NFIN has a qualified defined contribution retirement plan for eligible employees to which annual contributions are made at the discretion of NFIN's Board of Directors. NFIN elected to make a contribution of \$420,346 for the year ended June 30, 2024. These expenses are included in employee benefits expense within the accompanying statement of functional expenses.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024

NOTE 10 RELATED PARTY TRANSACTIONS

North American Family Institute, Inc. (NAFI), an affiliate, charges an administrative management fee for supporting service costs that NAFI incurs on behalf of the subsidiaries. These allocated costs amounted to \$1,941,078 for the year ended June 30, 2024, and have been included in supporting services expenses in the accompanying statements of activities and contracted services expenses within the statement of functional expenses.

In addition, NFIN pays NAFI a property charge for usage of certain fixed assets of NAFI. This charge was \$20,502 for the year ended June 30, 2024, and has been included in the accompanying statements of activities and functional expenses.

Cost reimbursement overpayments have resulted in a balance due from NAFI as of June 30, 2024 in the amount of \$172,742. This amount has been reported as due from affiliate in the accompanying statement of financial position and is expected to be paid in one year.

NOTE 11 CONTINGENCIES

In the normal course of operations, NFIN is subject to the laws and regulations of federal, state, and local governments. From time to time, NFIN may be notified of potential claims or litigation. Management evaluates such claims if they arise. NFIN was notified that it was named a party to an ongoing lawsuit. The outcome of the lawsuit is not yet finalized.

NFIN has established a reserve of \$1,083,712 for management's estimation of probable expenses related to ongoing litigation. Since information regarding the case continues to evolve, management continues to evaluate and monitor any potential impact to the organization.



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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

Board of Directors
NFI North, Inc.
Contoocook, New Hampshire

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of NFI North, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated September 30, 2024.

Report on Internal Control Over Financial Reporting --

In planning and performing our audit of the financial statements, we considered NFI North, Inc.'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 opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of NFI North, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of NFI North, Inc.'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.

Board of Directors
NFI North, Inc.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether NFI North, Inc.'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 entity'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 entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Boston, Massachusetts
September 30, 2024



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LUKE REYNARD

ABOUT ME Experienced nonprofit leader in behavioral health and disability service systems and program operations. Currently serving as the Executive Director of NFI North overseeing the administration of agency operations, programs, strategic planning, and ensuring the organization adheres to the agency mission and vision while meeting financial objectives. Adept at fostering relationships with key stakeholders, including board members, state partners, team members, and participants. Well-rounded professional with experience in both operational, administrative and financial operations, and driven by a focus on mission and values. An effective communicator with the ability to translate complex organizational goals into actionable plans, I am proud to bring visionary leadership, operational excellence, and strategic insights to the NFI North Executive Director position.

SKILLS & ABILITIES

- Leadership & Organizational Development
- Financial Acumen
- Analytical Problem Solver

PROFESSIONAL EXPERIENCE

NFI NORTH

EXECUTIVE DIRECTOR January 1, 2024 - Present

Provide leadership and overall management for agency administration including operations, finance, and strategic planning, working closely with the Board of Directors. Responsible for ensuring the successful operation of agency programs serving individuals through the life continuum. Collaborate with the Board of Directors, agency management, business office operations, and key stakeholders to achieve and maintain fiscal and programmatic excellence.

CHIEF OPERATING OFFICER: April 2021 - December 2023

Oversee the program operations of Maine and New Hampshire services, as well as IT and health record operations. Ensure agency compliance with Joint Commission accreditation and standards, as well as state contractual requirements. Support agency strategic plan goals and execution. Represent NFI North with numerous stakeholders and state agencies, cultivating positive relationships. Supervise program expansion and development opportunities.

UNIVERSITY OF NEW HAMPSHIRE

SENIOR BUSINESS AND OPERATIONS MANAGER (ADJUNCT)

April 2021- Present

Provide contractual and budgetary leadership to the START program, the National Research Consortium on MH/IDD, and serve as the grand manager for a federally funded \$5 million grant project on telehealth services for people with disabilities.

DIRECTOR OF OPERATIONS, UNH INSTITUTE ON DISABILITY, START PROGRAM

July 2019 - April 2021

Provided operational and financial leadership for national START MH/IDD program consultation, research, and program development.

MHMR TARRANT TX

CHIEF OPERATING OFFICER, DISABILITY SERVICES

November 2005 - June 2019

Beginning as a case manager, progressively assumed leadership roles culminating in a Chief Operations role for Disability Services for Texas' second-largest community mental health center (CMHC), serving over 4000 people monthly in residential and community-based programs.

EDUCATION ANDERSON UNIVERSITY – PH.D CANDIDATE IN LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

Doctoral student in the Center for Leadership and Organizations with research interests in organizational commitment and antecedent factors, leadership empathy, mindfulness, and emotional intelligence factors.

Expected graduation: May 2025

UNIVERSITY OF TEXAS SYSTEM – MASTER OF BUSINESS ADMINISTRATION

Graduate business program with a focus on economics and analytics

TEXAS STATE UNIVERSITY – BACHELORS DEGREE IN PSYCHOLOGY

Major in psychology; minor in criminal justice

VOLUNTEER & COMMUNITY ACTIVITIES TOWN OF HENNIKER, NH – BUDGET ADVISORY COMMITTEE

Member of the Budget Advisory Committee reporting to the Board of Selectpersons. The role includes financial analysis and recommendations to the Board regarding the annual town budget prior to the town vote.

HENNIKER YOUTH ATHLETICS – COACH

Volunteer coach for youth baseball and basketball.

Jill Allen

Profile

A proven leader in the field of human services for over 32 years. Well organized, smart, and creative. Long term success working with, and across teams throughout the State of Maine and NH. Track record of mentoring people to maximize their potential long term. Remains calm and positive in challenging situations. Loyal and dedicated.

CONTACT

SKILLS

- **BUILDING PERSONAL AND PROFESSIONAL RELATIONSHIPS**
- **DEVELOPING STRONG WORKPLACE CULTURE**
- **ABILITY TO SEE THE GLASS HALF FULL**
- **CLINICALLY SOUND IN DIAGNOSIS AND TRAUMA**
- **HIGHLY ORGANIZED - MULTITASKER**
- **GRITTY AND COMPETITIVE**
- **POLICY AND PROPSOAL WRITING**
- **OPEN TO FEEDBACK AND GROWTH**
- **FISCALLY SAVY**
- **RESPONSIVE**

WORK EXPERIENCE

CHIEF OPERATING OFFICER NFI NORTH, BRIDGTON, MAINE February 2024-Present

Provide oversight to all agency operations for NFI North. Ensure the overall mission, vision, and policies of the agency are followed. Duties include the multi-million-dollar, fiscal management of 26 individual programs in two states, including multiple residential, five schools, and both child and adult community outreach, Foster Care, Wraparound, and Case Management services. Chairperson and facilitator of monthly clinical meetings, ensuring the fidelity of the normative approach and other clinical modalities are followed. Program development and strategic planning as part of the Administrative Team, and in conjuncture with Statewide Partnerships. Uphold all licensing regulations and Joint Commission Standards including DEIB initiatives. Provide direct oversight to the Director of HR and the HR department including the hiring, onboarding, and training of staff. Provide direct oversight to the Director of Development and Marketing and the recent rebranding initiative for the agency. Mentor leadership team members, including Regional Directors for each state of ME and NH, providing supervision, coaching, and guidance as needed. Champion all program participants, families, and connected team members for successful treatment outcomes.

REGIONAL DIRECTOR NFI NORTH, BRIDGTON, MAINE November 1996–2024

Provide oversight to all program operations in the State of Maine. Ensure the overall mission, vision, and policies of the agency are followed. Duties include the multi-million-dollar, fiscal management of 15 individual programs, including residential, four schools, and both child and adult community outreach. Chairperson and facilitator of monthly clinical development meetings, ensuring the fidelity of the normative approach and

Values To Live By:

- ❖ Belonging
- ❖ Dedication
- ❖ Empathy
- ❖ Resilience
- ❖ Trust

other clinical modalities are followed. Program development and strategic planning as part of the Administrative Team, and in conjuncture with Statewide Partnerships. Uphold all licensing regulations and Joint Commission Standards including DEIB initiatives. Mentor leadership team members providing supervision, coaching, and guidance as needed. Champion all program participants, families, and connected team members for successful treatment outcomes.

PROGRAM DIRECTOR NFI NORTH, LEWISTON, MAINE APRIL 1992–NOVEMBER 1996

Provide oversight for all program operations for Dirigo Place, a 7-bed program for adolescents in need. Duties included start up activities including policy writing, facility construction oversight, and the hiring and onboarding of staff. Oversight of all clinical and educational programming. Build community partnerships with stakeholders and development of local Advisory Board. Work in collaboration with local psychiatric hospital and contracted psychiatrist to ensure clinical success. Lead weekly management, staff, and community meetings. Maintain physical plant according to MSHA and State Fire Marshall regulations.

EDUCATION

MASTERS OF SCIENCE IN MENTAL HEALTH COUNSELING UNIVERSITY OF SOUTHERN MAINE 1991-1995

BACHELOR OF ARTS IN COMMUNICATIONS - PSYCHOLOGY UNIVERSITY OF SOUTHERN MAINE 1980—1985

Resident Assistant in the First CO-ED Dorm on Campus 1981-1984

Trainer in the following topic areas:

- ❖ Normative Community Approach
- ❖ Safe Alternatives For Everyone
- ❖ Supervisory Skills
- ❖ Trauma Informed Meaningful Engagement
- ❖ Counseling Skills
- ❖ Group Process
- ❖ Documentation Skills-Evaluation Writing

Recent Trainings Attended:

- ❖ NAFI Conference: Presentation Skills, Public Speaking 2023
- ❖ Boston National Trauma Conference 2022
- ❖ Work Human, Driving Workplace Culture by Leveraging Recognition 2023

Awards and Recognition

- ❖ Best Place to Work in Maine (2018-2023)
- ❖ NFI NORTH Remarkable Role Model 1999
- ❖ NFI NORTH Yitzhak Bakal Leadership 2011
- ❖ NAFI Individual Spirit of Community 1997

Professional Memberships and Assignments

- ❖ Child and Family Provider Network Member 28 years
- ❖ Secretary, 1 year
- ❖ Vice President, 3 years
- ❖ President, 12 years

- ❖ Youth Juvenile Justice Task Force 2018-2019
- ❖ Families First Implementation Member 2019-2022
- ❖ Legislative Advocacy - ongoing

“My job as a leader is not to insist on my own way,
but to get out of other people’s way,
Empowering them to do what they are best at
and affirming them in their growth”

Amy Somerville

STACEY CHARRON MD

EXPERIENCE

JULY 2024 – PRESENT

MEDICAL DIRECTOR, NFI NORTH

Psychiatric treatment including medication management in a transitional home setting as well as availability to staff for support and behavioral recommendations. Supervisor of psychiatric nurse practitioner. Monitoring patient treatment plans and quarterly reports. Being available for medical and psychiatric questions as needed.

AUGUST 2022 – DECEMBER 2024

PSYCHIATRIST, NORTHERN COUNTIES HEALTH CARE INC.

Supervision for psychiatric nurse practitioner. No direct patient care.

MARCH 2020 – JULY 2024

PSYCHIATRIST, NFI NORTH

Psychiatric treatment including medication management in a transitional home setting as well as availability to staff for support and behavioral recommendations. Monitoring patient treatment plans and quarterly reports as well as being available for questions if needed.

NOVEMBER 2018 – PRESENT

PSYCHIATRIST, LITTLE RIVERS HEALTH CARE

Supervision for psychiatric nurse practitioner. No direct patient care.

MAY 2018 – MARCH 2020

PSYCHIATRIST, AMMONOOSUC COMMUNITY HEALTH

One-time psychiatric consultations for primary care providers and ongoing availability for questions through phone consultation.

JANUARY 2018 – JANUARY 2022

PSYCHIATRIST, LITTLETON REGIONAL HEALTHCARE

Psychiatric consultation and short-term medication management in a primary care setting as well as availability to primary care physicians for case reviews.

NOVEMBER 2016 – SEPTEMBER 2021

PSYCHIATRIST, WEEKS MEDICAL CENTER

Psychiatric Consultation to multiple nursing homes providing medication recommendations and staff support. Availability for case review to providers and staff if needed.

OCTOBER 2016 – DECEMBER 2022

MEDICAL DIRECTOR OF RAY OF HOPE UNIT, COTTAGE HOSPITAL

Supervision of psychiatric nurse practitioners, input in providing care for individuals admitted to this geriatric psychiatric unit that has 10 beds, as well as administrative responsibilities.

SEPTEMBER 2016 – APRIL 2020

PSYCHIATRIST, INDIAN STREAM HEALTH CENTER

Psychiatric consultation and short-term medication management in a primary care setting as well as availability to primary care physicians for case reviews.

MAY 2016 – JANUARY 2022

PSYCHIATRIST, ST VINCENT DE PAUL REHABILITATION AND NURSING CENTER

Psychiatric consultation, medication recommendations and support to staff and providers at the nursing facility, as well as availability for case reviews.

FEBRUARY 2016 – DECEMBER 2016

PSYCHIATRIST, BECKETT ACADEMY

Psychiatric treatment including medication management in a group home setting as well as availability to staff for support and behavioral recommendations.

JANUARY 2016 – DECEMBER 2022

PSYCHIATRIST, COOS COUNTY NURSING HOSPITAL

Psychiatric consultation, medication recommendations and support to staff and providers at the nursing facility, as well as availability for case reviews.

JANUARY 2016 – JULY 2024

PSYCHIATRIST, PRIVATE PSYCHIATRIC PRACTICE

Psychiatric medication management and therapy to a limited number of individuals.

JUNE 2004 – DECEMBER 2015

PSYCHIATRIST, NORTHERN HUMAN SERVICES

Staff Psychiatrist at local mental health centers. Responsibilities included medication management, treatment team participation, emergency examinations, on call responsibilities, coverage for psychiatric unit, as well as consultation to nursing homes.

JULY 2003 – JUNE 2004

ADULT MEDICAL DIRECTOR, NORTHWESTERN COUNSELING AND SUPPORT SERVICES

Medical director with responsibilities including medication management, treatment team participation, emergency examinations, on call responsibilities, consultation to nursing homes, and administrative duties.

JULY 2002 – JULY 2003

PSYCHIATRIST, NORTHWESTERN COUNSELING AND SUPPORT SERVICES

Staff Psychiatrist at local mental health center. Responsibilities included medication management, treatment team participation, emergency examinations, on call responsibilities, as well as consultation to nursing homes.

EDUCATION

JUNE 1998 – JUNE 2002

RESIDENT IN PSYCHIATRY, FLETCHER ALLEN HEALTH CARE

Burlington, VT

SEPTEMBER 1994 – MAY 1998

MD DEGREE, UNIVERSITY OF VERMONT COLLEGE OF MEDICINE

Burlington, VT

SEPTEMBER 1992 – MAY 1994

BS IN MATHEMATICS, UNIVERSITY OF VERMONT

Burlington, VT

SEPTEMBER 1990 – MAY 1992

COLLEGE STUDENT, SIMMONS COLLEGE

Boston, MA

HONORS AND AWARDS

SEPTEMBER 1990 – JUNE 1994

DEAN'S LIST, MOST OF COLLEGE CAREER

Boston, MA and Burlington, VT

SEPTEMBER 1990 – JUNE 1992

HONOR'S PROGRAM, SIMMONS COLLEGE

Boston, MA

MAY 1990

CHEMISTRY ACADEMIC ACHIEVEMENT AWARD, SIMMONS COLLEGE

Boston, MA

ACTIVITIES

1995

CATS PROGRAM, UNIVERSITY OF VERMONT COLLEGE OF MEDICINE

Computer automated teaching system for pathology. Participated as a programmer and assistant designer.

SEPTEMBER 1990 – JUNE 1992

TUTOR, SIMMONS COLLEGE

Math and Spanish

1990

CREW TEAM, SIMMONS COLLEGE

Boston, MA

PRESENTATIONS

MAY 2000

"WHY WOMEN STAY", PSYCHIATRIC GRAND ROUNDS

Fletcher Allen Health Care

JULY 1998

"FIBROMYALGIA AND IT'S PSYCHOLOGICAL ASSOCIATIONS", RHEUMATOLOGY ROUNDS

Fletcher Allen Health Care

AUGUST 1997

"ASTHMA", FAMILY PRACTICE MEETING

Fletcher Allen Health Care

JUNE 1997

"DIARRHEA", INTERNAL MEDICINE MEETING

Champlain Valley Physicians Hospital

FEBRUARY 1997

"ABDOMINAL PREGNANCY", OBSTETRIC AND GYNECOLOGY MEETING

Maine Medical Center

BOARD CERTIFICATION

SEPTEMBER 2014

BOARD CERTIFICATE, AMERICAN BOARD OF PSYCHIATRY AND NEUROLOGY

MEMBERSHIPS

1996 - PRESENT

AMERICAN PSYCHIATRIC ASSOCIATION

Sharon L. Bilodeau

An administrator with an established record of responsible decision making in all phases of project and program management. Highly skilled in all aspects of non-profit management. Worked effectively with employees at all levels, strong work ethic, hard working and dependable. Worked with diverse population of people including ages 6 months to elders and a variety of challenges, ensuring an optimal quality of care.

Areas of Expertise

Budget Administration Customer Service Training and Development
Program and Project Management Staff Recruitment Licensing and Regulatory
Assessment and Service Planning

Qualifications

- Exceptional skill in personnel supervision and training program coordination
- Effective in budgeting and long-range planning
- Outstanding ability to work with community, governmental and professional groups
- Proficient in prioritizing, organization, delegating and motivating
- Extensive experience in developing programs from concept to ongoing operation
- Excellent computer skills
- Excellent oral and written communication

Relevant Experience and Skills

Management and Administration

- Supervised the daily operation of several programs with a total of 75+ people, staffing, and training to ensure goals are being met
- Assisted in preparation and administration from \$500,000 to \$2 million annual operating budgets maintaining all budget targets
- Designed and implemented Database to assist in tracking clients, service delivery, to ensure client satisfaction and on-time daily product delivery
- Analyzed statistical data and compiled weekly, monthly and annual projection reports, used data to improve organizational performance and lower costs
- Ensuring monthly supervision and meetings provided to all employees to ensure proper communication at all levels

Organizing and Coordinating

- Initiated itemized bidding specification process; evaluated bids and presented recommendations and lower overall costs
- Managed various complex site relocations assuring close out of old sites and the re-establishment of all new systems in the new sites
- Coordinated and developed in-service training programs to improve customer service and keeping staff updated on all policies
- Created time lines to complete special projects

Marketing and Public Relations

- Developed ideas for creating new projects, prioritized work and implemented follow-up procedures resulting in more efficient and profitable work flow
- Conducted cold calling campaign, acquiring new work areas for young entrepreneurs increasing new accounts by 5 % in the first 30 days

Employment History

Regional Director NFI North	2025-Present
Program Director NFI North. Transitional Housing Services	2012-2025
Business Development Coordinator Resident Care Pharmacy, Methuen, MA	2010-2012
Mental Health Case Manager ESMV, Lawrence, MA	2009-2010
Child Care Provider Koryn's Kiddies, Guildhall, VT	2008-2009
Director Safe Haven, Lancaster, NH	2008-2009
Child Support Services and Special Project Manager GLCAC Inc., Head Start, Lawrence, MA	2003-2008
Program Manager Greater Lawrence Mental Health Center, Lawrence, MA	2000-2002
Project Manager NFI, Danvers, MA	1997-2000
Assessment Social Worker Massachusetts Department of Social Services, Haverhill, MA	1996-1997
Program Director and Consultant NFI Midway and North Country Shelters	1991-1996
Education SPRINGFIELD COLLEGE, Springfield, MA	1996
Master of Science-Human Service Administration UNIVERSITY OF LOWELL, Lowell, MA	1986
B.S. Public Service-Administration of Criminal Justice	

Noel Chipman

LICENSE

New Hampshire Licensed Independent Clinical Social Worker
-License number 1203

April 2004

EDUCATION

Masters in Social Work, Simmons Graduate School, Boston MA
Bachelor of Arts in Sociology, Hartwick College, Oneonta NY

May 2001

May 1997

PROFESSIONAL WORK EXPERIENCE

Transitional Housing Services, Concord NH

January 1, 2012-Present

- Clinical Director responsible for the overall planning, implementation and oversight of the clinical services provided by NFI North Transitional Housing Services in Concord, Bradford, Bethlehem, Ashland, Manchester, Pathways and our Specialty Glencliff Project Homes.
- Manager and supervisor of the THS Concord day treatment program and its clinical, case management, supported employment, educational and direct care staff
- Oversee and provide individual and group therapy to consumers with severe persistent mental illness, found not guilty by reason of insanity, incompetent to stand trial, sexual offenders and / or folks with other criminal backgrounds
- Management and assessment of all new referrals for THS locations from New Hampshire Hospital, Community Mental Health Centers and various designated receiving facilities and arrange evaluations when needed
- Oversee, review and approve the development of individual client centered, strengths based treatment plans
- Facilitate and coordinate clinical trainings for THS staff and agency staff
- Review of clinical records to ensure quality and compliance with state regulations and Joint Commission standards and provide feedback and training on record keeping
- Provide the schedule and curriculum of 50-60 groups weekly and rotating quarterly as a part of a Restorative Partial Hospitalization (RPH) servicing 40 consumers with mental health challenges
- Collaborate with program management and staff regarding the therapeutic milieu and the clinical orientation of THS
- Facilitate new consumer interviews, quarterly reviews, client centered conferences, family meetings, discharge meetings and other various meetings with outside providers
- Collaborate with many outside agencies state wide to ensure our THS programs are meeting the needs of our consumers, other outside agencies and the community at large
- Supervisor for clinicians seeking licensure and graduate student interns

Transitional Housing Services, Concord NH

May 2003- January 1, 2012

- Experienced Senior Psychiatric Social Worker; Clinical team leader heading multi-disciplinary treatment team
- Provides therapeutic clinical services for individuals with severe and persistent mental illness and/ or substance abuse issues, sexual offenders and forensic clients in a rehabilitative partial hospitalization program
- Provides individual, family, group and milieu therapy
- Completes comprehensive psychosocial assessments, risk assessments, individual treatment plans and eligibility determinations and assists with writing policy
- Facilitates and manages client centered conferences and quarterly review meetings
- Leader of interdisciplinary treatment team that meets daily to insure proper treatment and aftercare planning for difficult to reach clients
- Awareness of legal issues including guardianships, court orders, probate commitments, conditional discharges and revocations, which often require court appearances and testimony
- Supervision of treatment team case managers and student interns
- Illness management and recovery train the trainer

Maui Memorial Medical Center, Kahului, HI

June 2005-January 2006

- Psychiatric Social Worker: Provides services for adults with severe mental illness and / or substance abuse issues and forensic patients on a short-term inpatient psychiatric unit

- Comprehensive psychosocial assessments, treatment plans / education plans, substance abuse screening, daily treatment team meetings and discharge meetings
- Provide crisis intervention, individual therapy, family therapy and daily life skills groups
- Case Management service / discharge planning

Souza-Baranowski Correctional Center, Shirley MA

2001-2003

- Diagnostic assessment crisis intervention, suicide prevention and 1:1 psychotherapeutic and substance abuse services to adult male inmates in a maximum security setting
- Comply with and adhere to institutional safety procedures in accordance with UMCHP / DOC established policies
- Case management / discharge planning
- Mental health representative for the Department of Corrections transition planning meetings
- Daily triage and segregation rounds
- Leader of a student intern support group
- Supervision of Student Interns

McLean Hospital Belmont, MA (Graduate School Internship)

2000-2001

- Case management / clinical work on an adult inpatient psychiatric unit
- Daily patient rounds, psychosocial assessments and 1:1 psychotherapeutic services
- Group therapy Co-Leader; Adult woman outpatient eating disorder group
- Ongoing collaboration with outpatient treaters, community residences, partial hospital / day treatment programs, family work and completion of treatment plans

Mass. Eating Disorder Association Newton, MA (Graduate School Internship)

2000-2001

- Assessments, group intakes, family / individual consultations, and school based prevention presentations
- Evening treatment program, meal mentoring program and Co-Leader of various program groups

PROFESSIONAL DEVELOPMENT

- Certified Life Coach with a specialty in Organizational and Time Management Skills
- Certified Signs of Suicide Prevention and Programming (SOS) Trainer
- ANSA Certification
- Toastmasters International Speechcraft Certificate Program
- NFI Leadership Program: Completed six month program in 2014
- Certified Illness Management and Recovery Practitioner and Trainer
- Certified Supported Employment Practitioner
- Certified DBT Practitioner
- Agency trainer for Family Systems, Group Process and Counseling Skills
- NFI North Conference Presenter 2013 and 2015
- NAFI Spirit of the Community Committee
- Certified Public Supervisor: Completed one-year program in June 2008
- Former NHH Assaulted Staff Action Program responder
- Former NHH Schwartz Center Rounds committee member
- Former NHH Ethics Committee member

AWARDS / RECOGNITIONS

- NFI North Agency Shining Star Award (2015)
- NFI North Agency Dr. Yitzhak Bakal Essence of Leadership Award (2013)
- Two-time gold star award winner (2009 and 2011)
- Special recognition award winner (2005)

Amy Carter

Experienced _ Senior Director _ Care Coordinator _ Leader _ Advocate

Compassionate, results driven, person-centered, therapeutic. Critical thinker with sustainable financial practices and positive EBITDA. Knowledgeable across multiply diagnosed populations, veterans, brain injuries, mental health disorders, & developmental disabilities. Innovative initiatives **reduced employee turnover** by 10%, **92% retention rate**, **highest** consumer survey results, **top** statewide licensing scores. Develops licensing plans of correction, and approval provisions. Initiates, implements and monitors compliance with evidence-based practices and clinical programming.

Skills

- Employee Development – Team Building & Supervision
- State licensing regulations & Accreditation standards
- On Call Crisis Management, Incident Reporting
- Treatment plan development & Clinical implementation
- Budgeting and Financial P&L analysis
Kronos/UKG, Microsoft, Google, CCP, Therapy
Operational & Facility Management
- Individual & Group Counseling

Experience

Residential Program Director

NFI North Inc.

April 2025-Present

- Responsible for all program operations including but not limited to quality service delivery, clinical, fiscal, facility and personnel management. Maintain compliance of Federal, State and Local, accrediting body and agency regulations and standards.
- Maintains environment of care and ensures prompt and proper facility maintenance and cleanliness including obtaining bids for and program repair and improvements.
- Directs operations in all situations including critical programmatic or personnel situations.
- Facilitates staff hiring and disciplinary action in conjunction with HR and Executive leadership and is responsible for timely performance evaluations and salary reviews.

Residential Program Director

Oct. 2018 – Jan 2024

Bancroft Neurohealth

- Supervision & Oversight - 24 varied department-wide programs 124 Individuals/10 Program Managers /6 Nurses
- Leadership & outcome management to direct reports; develops and communicates performance goals & evaluations; provides feedback, determines and implements disciplinary action as needed
- Development and implements risk management, Outcome Measurement Systems (OMS) for 30 sites to ensure efficient cost-effective operation

Residential Senior Program Manager

Jan. 2010 -Nov. 2018

Bancroft Neurohealth

- Supervision and oversight of 2-4 program caseload (managers, staff, nurses, RBTs, clients, facilities)
- Increased staff retention through staff development: hiring, training, coaching, scheduling, decreased regrettable terms

- Highest customer service rating in org-wide survey for patient centered plan development, case coordination and implementation

Special Olympics Coach, Camp Sunshine Associate Director, Ranch Hope Case Manager, Big Sisters of America

Education

Bachelor of Science in Marriage and Family Studies

December 2024

Brigham Young University, Idaho

- **Focus** on strengthening family dynamics through healthy communication. Assisting individuals, couples, and families to improve relationships and to navigate a wide range of complex mental health & family issues including addiction and conflict resolution. Understanding family systems, improving communication, resolving conflicts, and promoting healthy relationships. Learning through teaching, public speaking, and leading others.
- **Relevant Coursework:** Family Dynamics, Human Development, Counseling Techniques, Conflict Resolution, Child & Adolescent Development, Resource Management, Teaching, Advocacy, Marriage & Family Therapy.

Certificate Human Services.	Brigham Young University Idaho 2024
Certificate Family Theory & Research	Brigham Young University Idaho 2024
Certificate Marriage, Family, & Human Relations	Brigham Young University Idaho 2023
Certificate Adv. Marriage & Family Function	Brigham Young University Idaho 2023
Certificate Developmental Disabilities	Camden County Community College 2018
Certificate Behavioral Healthcare	Camden County Community College 2018