

190 - 6/17/26



Lori A. Weaver
Commissioner

Ellen M. Lapointe
Chief Executive Officer

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
NEW HAMPSHIRE HOSPITAL

36 CLINTON STREET, CONCORD, NH 03301
603-271-5300 1-800-852-3345 Ext. 5300
Fax: 603-271-5395 TDD Access: 1-800-735-2964
www.dhhs.nh.gov

May 22, 2026

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, New Hampshire Hospital, to enter into a zero dollar **Sole Source** Use of Premise Agreement with NFI North, Inc. (VC #177575-B001), Contoocook, NH, to permit the use of a State-owned building at 121 South Fruit Street, Concord, New Hampshire for the purpose of operating a transitional housing program, with the option to renew for up to five (5) additional years, effective July 1, 2026, upon Governor and Council approval through June 30, 2031.

EXPLANATION

The purpose of this request is to allow NFI North, Inc. to use the State-owned building at 121 South Fruit Street, Concord, New Hampshire, which is also known as the Anna Philbrook Center, for the operation of a transitional housing program (THP). This Use of Premises Agreement allows NFI North, Inc. to use the facility, at no cost, to operate a THP that serves as a critical component of the State's behavioral health continuum for adults with severe mental illness (SMI) or severe and persistent mental illness (SPMI) who no longer require the level of care provided by New Hampshire Hospital or Designated Receiving Facilities. In exchange, NFI North, Inc. is responsible for operating and maintaining the program and facility in accordance with the terms of the agreement and applicable State requirements. This request is **Sole Source** because NFI North, Inc. is currently operating a THP at this State-owned location under a separate agreement that will expire on June 30, 2026.


Individuals aged 18 years and older who participate in the THP receive the supports necessary to promote stabilization, rehabilitation, and a safe transition to independent living in the community. NFI North, Inc. provides coordinated psychiatric, clinical, and medical services, medication management, targeted case management, specialized and co-occurring treatment services, vocational and day treatment services, and support for community connectedness and family involvement. These services directly support Mission Zero by facilitating timely discharges, maintaining system capacity, and helping individuals remain safely integrated in the community.

As referenced in Section 5., Term and Termination of the original agreement, the parties have the option to extend the agreement for up to five (5) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval.

Should the Governor and Council not authorize this request, the transitional housing program operated by NFI North, Inc. will no longer have a facility to provide these THP services for adults who have SMI or SPMI.

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'ELLEN M. LAPOINTE', written in a cursive style.

Ellen M. Lapointe
Chief Executive Officer

**USE OF PREMISES AGREEMENT
BETWEEN
THE NEW HAMPSHIRE DEPARTMENT OF HEALTH & HUMAN SERVICES
AND
NFI NORTH, INC.**

1. **Introduction:** This Use of Premises Agreement (hereinafter referred to as "Agreement") is entered into by and between the State of New Hampshire, Department of Health and Human Services, NH Hospital (hereinafter "State"), of 36 Clinton Street, Concord, NH 03301 and NFI North, Inc. (hereinafter "NFI") of 40 Park Lane, Contoocook, NH 03229, to establish the terms and conditions under which NFI may use certain premises owned by the State. The State and NFI are mutually referred to as the parties.
2. **Authority:** Pursuant to RSA 126-A, the Commissioner of the New Hampshire Department of Health and Human Services of has the responsibility for the administrative and executive direction of the Department and the properties and facilities under its jurisdiction. Such properties include certain buildings that are part of the Governor Hugh Gallen Office Park as defined in RSA 4:39-a.
3. **Definition of Premises:** NFI shall have access to use certain designated premises (the "Designated Premises") within the State of New Hampshire's Anna Philbrook Center located at 121 South Fruit Street in Concord, New Hampshire on the Governor Hugh Gallen State Office Park Campus for the purpose of providing the Transitional Housing Program, as follows:
 - a. The Designated Premises are limited to the Philbrook Adult Transitional Housing (PATH) wing of the State of New Hampshire's Anna Philbrook Center;
 - b. NFI may use Granite and Lakes Conference Rooms outside of the Designated Premises by appointment in coordination with the Department;
 - c. NFI's staff may access common areas outside of the Designated Premises;
 - d. NFI will not have access to NHH offices; and
 - e. Three assigned parking spaces are also included on the premises.
4. **Grant of Permission for Use of Premises and Terms of Use:** The State hereby gives permission, which is revocable and terminable as hereinafter provided, to NFI to use the above-defined premises to operate a Transitional Housing Program.

NFI acknowledges that the State has title to the premises and shall not assail, resist or deny such title. NFI also acknowledges that this Agreement constitutes a revocable license, that this Agreement does not create a lease nor any right to the possession of the property, and does not create any estate or interest in the property.

NFI shall be subject to general supervision of the State and shall be subject to rules and regulations prescribed by the State of New Hampshire including, but not limited to, meeting the requirements of the Department's Health Facilities Administration and the State of New Hampshire Fire Marshall's Office regulations.

NFI must comply with the provisions of all applicable federal, state and local laws, rules, regulations, and standards, and in particular those provisions concerning the protection and enhancement of environmental quality, pollution control and abatement, safe drinking water, life safety systems and solid and hazardous waste.

Should NFI discover any violations to applicable federal, state and local laws, rules, regulations or standards, it shall report the violations immediately to the State and, at their own expense, be responsible for any costs incurred as a result of the violation of the aforementioned federal, state and local laws, rules, regulations or standards. NFI agrees that any agency of the State of New

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Hampshire, its officers, agents, employees, and contractors may enter the premises, at all times (with reasonable notice) for any purpose, including inspection, and NFI shall have no claim on account of such entries against the State of New Hampshire or any officer, agent, employee or contractor thereof.

NFI shall not make any construction, alterations, additions or improvements to the premises without first obtaining the prior written approval of the Department. NFI shall ensure all work, repairs, renovations, or replacements approved by the State are guaranteed by the vendors completing the work, against defects resulting from the use of inferior materials, equipment or workmanship for one (1) year from the date of completion of the work.

NFI shall ensure that if, within any guarantee period, repairs or changes are required in connection with guaranteed work, which in the opinion of the State is rendered necessary as a result of the use of materials, equipment or workmanship which are inferior, defective, NFI shall promptly upon receipt of notice from the State, and at the NFI's own expense (1) place in satisfactory condition in every particular, all guaranteed work and correct all defects therein; (2) make good all damage to the building or site, or equipment or contents thereof, which in the opinion of the State, is the result of the use of materials, equipment or workmanship which are inferior or defective; and (3) make good any work or material, or the equipment and contents of said building or site disturbed in fulfilling any such guarantee.

NFI is responsible for all repairs due to wear or negligence on the part of its employees, clients, guests or invitees.

The State shall not be responsible for damage to property or injuries to persons which may arise from or be attributed, or incident to the exercise of the privileges granted under this Agreement, including the condition or state of repair of the premises and its use and occupation by NFI, or from damage to their property, or damage to the property, or injuries to the persons of NFI or any officers, employees, servants, agents, contractors, or others who may be at the premises at their invitation or the invitation of any one of them arising from governmental activities at the premises. NFI expressly waives all claims against the State for any loss, damage, personal injury or death caused by or occurring by reason of or incident to the use of the premises or as consequence of the conduct of activities or the performance of responsibilities under this Agreement.

NFI agrees that on the date this Agreement terminates, it shall vacate the premises and shall remove all personal property and restore the premises to a condition satisfactory to the State, with damages beyond the control of NFI and due to ordinary wear and tear excepted. If NFI neglects to remove their personal property and to so restore the premises, then at the option of the State, such property shall either become property of the State without compensation therefore, or the State may cause property to be removed and the premises to be so restored at the expense of NFI, and no claim for damage against the State or its officers, employees or agents shall be created by or made on account of such removal and restoration work.

5. **Term and Termination:** This Agreement is effective July 1, 2026, through June 30, 2031, subject to Governor and Executive Council approval. The parties may agree to extend the Term for up to an additional five (5) years. This Agreement shall automatically terminate if NFI fails to maintain licensure and certification as a Community Residence. This Agreement may be terminated by either party for any reason upon sixty (60) days written notice, which notice shall be delivered by hand or by certified mail to the address listed in paragraph 1 above.
6. **Payment.** Unless otherwise specified herein, the parties shall be responsible for their respective costs.
7. **Responsibilities of the State:** The State shall:

- a. Complete monthly inspections of the premises and review and prioritize the Maintenance Checklist developed by the NFI Liaison per paragraph 8 below;
- b. Conduct scheduled preventative maintenance inspections and repairs for all equipment on the premises to include, HVAC systems, drains, and backflow preventers;
- c. Replace, as needed, equipment to include, HVAC systems, sump pumps, plumbing fixtures, drains, and backflow preventers;
- d. Maintain all electrical wiring and related hard-wired lighting, receptacles and panel board fixtures;
- e. Be responsible for and pay 50% of utilities (including Natural Gas, Water/Sewer, Electric, and Waste Disposal);
- f. Provide routine building maintenance during normal business hours, Monday through Friday, 7:00 AM - 3:00 PM. Routine maintenance is defined as normal wear and tear of the building structure, envelope, systems, hardware, and fixed assets (not including kitchen appliances) and does not include damage resulting in abuse or neglect by the contractor or its agents, consumers, and visitors;
- g. Respond immediately to emergency maintenance requests that threaten the health and safety of consumers, staff, and property as needed, 24/7;
- h. Provide manufacturers recommended maintenance and testing of the generator, and written documentation of the test and results;
- i. Conduct sprinkler inspections in accordance with applicable local, State, and federal regulations, and provide the Contractor with written documentation of the test and results;
- j. Conduct fire drills in accordance with applicable compliance regulations, and provide NFI with written documentation of the test and results;
- k. Provide Police Coverage/Protection including Life-Alert through the State Office Complex Police;
- l. Monitor the HVAC environment via the Building Automation System;
- m. Maintain locks and replace lost or damaged keys; and
- n. Provide ground maintenance, defined as lawn mowing, trimming of trees, bushes and shrubs and plowing of main road leading to the building.

8. Responsibilities of NFI: NFI shall:

- a. Protect, repair and maintain the premises in good order and condition and shall exercise due diligence in protecting the premises against damage or destruction by fire, vandalism, theft or other causes;
- b. Be responsible for and pay 50% of utilities (including Natural Gas, Water/Sewer, Electric, and Waste Disposal);
- c. Assign a Liaison and backup to develop a Maintenance Checklist for routine repairs/maintenance needed. The Maintenance Checklist will be available for NH Hospital to review and prioritize during monthly inspections conducted by the NH Hospital Facilities Office. Liaisons will be the only persons who shall contact NH Hospital Facilities;

- d. Designate a liaison to be responsible for all keys, to include distribution, tracking, and communication with the NH Hospital Facilities Office for lock repair or key replacement;
- e. Be responsible for all housekeeping/sanitation and routine household tasks, such as, moving of furniture, changing light bulbs, and minor plumbing repairs, such as, toilet unclogging;
- f. Be responsible for window air conditioners maintenance, repairs, and replacement;
- g. Call State Office Complex Police if there is an emergency requiring maintenance after normal business hours;
- h. Maintain, repair, and replace household appliances, such as, dishwashers, washer and dryer, and stoves;
- i. Be responsible for maintenance, repair, and replacement of landscaping features/decorations;
- j. Conduct monthly fire extinguisher inspections and testing of egress lighting. Maintain and/or or replace the extinguishers annually as necessary in accordance with Health Facilities Administration Licensing and Certifications and the State Fire Marshall's Office requirements;
- k. Maintain and inspect all fire protection related equipment in accordance with applicable local, state, and federal regulations, and provide the written documentation of the test and results with the NH Hospital Director of Facilities;
- l. Properly maintain all equipment and pay for any equipment needing replacement or repair;
- m. Use the Department's Information Technology (IT) cables only as approved by the Department of Information Technology;
- n. Pay for the personal alarm ("Life Alert") system;
- o. Complete snow removal and de-icing of steps and walkways adjacent to the building;
- p. Purchase, supply, launder, and manage all linens (sheets, pillowcases, bath towels, and face cloths);
- q. Ensure all buildings are free of pests and pay for pest extermination services if needed;
- r. Dispose of recycling materials; and
- s. Be responsible for any damage due to occupancy, or leasehold improvements, including interior painting and floor covering repair or replacement.

9. **Relationship to the State:** In the performance of this Agreement, NFI is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither NFI nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, worker's compensation or other emoluments provided by the State to its employees.

10. **Non-Assignment:** NFI shall not assign or otherwise transfer any interest in this Agreement.

11. **Indemnification:** Unless otherwise exempted by law, NFI shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers and employees, which arise out of (or which may be claimed to arise out of) the acts or omissions of the Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct.

NFI shall indemnify, save, hold harmless and defend the State, its officers, employees and agents from and against all suits, claims, or actions of any sort resulting from, related to or arising out of any activities conducted under this Use of Premises Agreement and any costs, expenses, liabilities, fines or penalties resulting from discharges, emissions, spills, storage, disposal or any other action by NFI giving rise to liability to the State, civil or criminal, or responsibility under federal, state or local environmental laws.

The State shall not be liable for any costs incurred by NFI arising under this paragraph 11. Nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This paragraph 11 shall survive the expiration or termination of this Agreement and is not intended to waive the State's sovereign immunity, which is hereby reserved by the State.

12. Insurance: NFI shall, at its sole expense, obtain, and continuously maintain in force, the following insurance:

- a. Commercial general liability insurance against any claims of bodily injury, death, or property damage, in amounts not less than \$1,000,000 per occurrence and \$3,000,000 aggregate or excess; and
- b. Contractor shall furnish to the State, a certificate(s) of insurance for all insurance required under this Premises Use Agreement. NFI shall also furnish to the State certificate(s) of insurance for all renewal(s) of insurance required under this Premises Use Agreement no later than ten (10) days prior to expiration date of each insurance policy.

13. Workers' Compensation: By signing this Agreement NFI agrees, certifies and warrants that it is in compliance with or exempt from, the requirements of N.H. RSA 281-A (Workers' Compensation).

- a. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for NFI or any subcontractor or employee of NFI, which might arise under applicable State of NH Workers' Compensation laws in connection with the performance of this Agreement.

14. Notice: The parties agree that any notice, order, direction, determination, requirement, consent, or approval under this Agreement shall not be effective unless it is in writing. All notices to be given pursuant to this Agreement shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in paragraph 1 above.

15. Amendments: This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

16. Choice of Law and Forum: This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party. Any actions arising out of this Agreement shall be brought and maintained in New Hampshire Superior Court which shall have exclusive jurisdiction thereof.

- 17. **Third Parties:** The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
- 18. **Headings:** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.
- 19. **Severability:** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.
- 20. **Entire Agreement:** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

Signed by:
Ellen Lapointe
46806801F0E8428...

 Ellen M. Lapointe, Chief Executive Officer
 NH Hospital

5/26/2026

 Date

Signed by:
LUKE REYNARD
C692DD2B401D430...

 Luke Reynard, Executive Director
 NFI North, Inc.

5/22/2026

 Date

The preceding Use of Premises Agreement, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

5/26/2026

Date

DocuSigned by:
Robyn Guarino
748734844941460...

Name: Robyn Guarino

Title: Attorney

I hereby certify that the preceding Use of Premises Agreement 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:

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: **0007792543**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 16th day of February A.D. 2026.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular stamp.

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 20, 2026, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Luke Reynard (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: 5/20/26


Signature of Elected Officer

Name: Dellie Champagne

Title: Clerk/Secretary

DESCRIPTIONS (Continued from Page 1)

THS Bradford - 2554 Route 103 Bradford, NH 03221, THS Manchester -573 Manchester NH 03104, THS -Bethlehem
PO Box 69 787 Maple St Bethlehem NH 03574, THS Ashland - 71 Main St Ashland NH 03217

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):

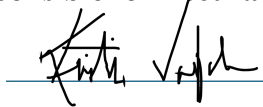
Name / Phone / Email: Kristi Vazifdar/ kristivazifdar@nafi.com / 603-746-7550

Person responsible for Accuracy and Completeness of information provided:

Name:

Title:

Signature:



Chief Financial Officer

C. List Board of Directors and Affiliations

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
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
Hamido Hassan	Clinician
Amy Schutte	Non Profit Manager

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	Executive Director	\$210,000	\$0
Jill Allen	Chief Operating Officer	\$171,000	\$0
Kristi Vazifdar	Chief Financial Officer	\$152,000	\$0
Sharon Bilodeau	Regional Director NH	\$126,000	\$ 16,000
Jonna Janelle	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:

- 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:

- 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:

- 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, Inc.

Inspiring People to reach their full potential

PO Box 417
40 Park Lane
Contoocook, NH 03229
Telephone: (603) 746-7550
Fax: (603) 746-7544
Email: nfinorth@nafi.com

Mission Statement

NFI NORTH's mission is to inspire and to empower people to achieve their full potential so they can live successfully in their own home and own community.

Vision Statement

We envision all those served by our organization realize and utilize their strengths and abilities to create positive opportunities for themselves and others.

NFI NORTH, INC.
FINANCIAL STATEMENTS
YEAR END JUNE 30, 2025



CPAs | CONSULTANTS | WEALTH ADVISORS

[CLAconnect.com](https://www.CLAconnect.com)

**NFI NORTH, INC.
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YEAR END JUNE 30, 2025**

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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, 2025, 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, 2025, 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, 2025, 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.

A handwritten signature in cursive script that reads "CliftonLarsonAllen LLP".

CliftonLarsonAllen LLP

Boston, Massachusetts
September 30, 2025

NFI NORTH, INC.
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2025

Current assets:	
Cash and equivalents	\$ 7,412,626
Accounts receivable, net	7,279,310
Prepaid expenses and other current assets	216,834
Due from affiliate (note 10)	185,957
Investments (note 4)	5,200,901
Total current assets	<u>20,295,628</u>
Property and equipment:	
Land	1,282,860
Buildings and improvements	14,816,783
Equipment and furnishings	934,262
Vehicles	1,785,581
	<u>18,819,486</u>
Less accumulated depreciation	<u>(8,873,698)</u>
Property and equipment, net	9,945,788
Lease right-of-use assets	33,302
Other assets	<u>577,474</u>
Total assets	<u><u>\$ 30,852,192</u></u>
Liabilities and Net Assets	
Current liabilities:	
Current portion of long-term debt (note 5)	\$ 617,924
Current portion of operating lease liabilities (note 6)	10,970
Accounts payable	447,192
Accrued payroll and related liabilities	2,443,078
Other accrued expenses	2,214,915
Deferred revenue	144,743
Total current liabilities	<u>5,878,822</u>
Long-term liabilities:	
Long-term debt, net of current portion (note 5)	1,733,238
Operating lease liabilities, net of current portion (note 6)	<u>22,276</u>
Total long-term liabilities	<u>1,755,514</u>
Total liabilities	<u>7,634,336</u>
Net assets:	
Without donor restrictions	22,935,135
With donor restrictions	<u>282,721</u>
Total net assets	<u>23,217,856</u>
Total liabilities and net assets	<u><u>\$ 30,852,192</u></u>

See accompanying Notes to Financial Statements.

NFI NORTH, INC.
STATEMENT OF ACTIVITIES
YEAR END JUNE 30, 2025

Changes in net assets without donor restrictions:

Revenues and other support:

Contracts, net	\$ 49,536,620
Contributions:	
Contributed nonfinancial assets	1,386,566
Other	118,137
Interest and dividends	394,770
Miscellaneous	4,098
	51,440,191
Net assets released from restrictions	126,295
Total revenues and other support	51,566,486

Expenses:

Program services	45,717,672
Supporting services	4,974,137
	50,691,809

Increase in net assets without donor restrictions before nonoperating activities

874,677

Nonoperating activities:

Net realized and unrealized gain on investments	359,743
Gain on sale of property and equipment	3,000
	1,237,420

Increase in net assets without donor restrictions

Changes in net assets with donor restrictions:

Contributions and grants	46,051
Net assets released from restrictions	(126,295)
	(80,244)

Increase in net assets with donor restrictions

Increase in net assets

1,157,176

Net assets at beginning of year

22,060,680

Net assets at end of year

\$ 23,217,856

See accompanying Notes to Financial Statements.

NFI NORTH, INC.
STATEMENT OF FUNCTIONAL EXPENSES
YEAR END JUNE 30, 2025

	<u>Program services</u>	<u>Supporting services</u>	<u>Total</u>
Personnel expenses:			
Salaries, payroll taxes and employee benefits	\$ 33,282,542	\$ 2,355,654	\$ 35,638,196
Other expenses:			
Contracted services	5,010,632	2,046,080	7,056,712
Other direct costs	1,664,609	265,453	1,930,062
Contributed nonfinancial assets	1,386,566	-	1,386,566
Consumables	1,123,746	-	1,123,746
Occupancy	1,035,638	66,967	1,102,605
Transportation	809,589	53,449	863,038
Equipment	259,263	82,778	342,041
Interest	78,614	9,963	88,577
	<u>11,368,657</u>	<u>2,524,690</u>	<u>13,893,347</u>
Depreciation and amortization	<u>1,066,473</u>	<u>93,793</u>	<u>1,160,266</u>
Total expenses	<u><u>\$ 45,717,672</u></u>	<u><u>\$ 4,974,137</u></u>	<u><u>\$ 50,691,809</u></u>

See accompanying Notes to Financial Statements.

NFI NORTH, INC.
STATEMENT OF CASH FLOWS
YEAR END JUNE 30, 2025

Cash flows from operating activities:	
Increase in net assets	\$ 1,157,176
Adjustments to reconcile increase in net assets to net cash provided by operating activities:	
Depreciation and amortization	1,160,266
Gain on sale of property and equipment	(3,000)
Net realized and unrealized gain on investment	(359,743)
Amortization of right-of-use asset	34,015
Changes in assets and liabilities:	
Accounts receivable, net	159,610
Prepaid expenses and other current assets	(23,355)
Due from affiliate	(13,215)
Other assets	(295,400)
Accounts payable	149,195
Accrued payroll and related liabilities	386,837
Other accrued expenses	254,080
Deferred revenue	(4,925)
Operating lease liabilities	(33,170)
Net cash provided by operating activities	<u>2,568,371</u>
Cash flows from investing activities:	
Purchases of property and equipment	(2,443,670)
Purchases of investments	(1,357,426)
Proceeds from sale of property and equipment	3,000
Proceeds from sale of investments	1,710,018
Net cash used in investing activities	<u>(2,088,078)</u>
Cash flows from financing activities:	
Repayments of long-term debt	(184,490)
Net cash used in financing activities	<u>(184,490)</u>
Net increase in cash and equivalents	295,803
Cash and equivalents at beginning of year	<u>7,116,823</u>
Cash and equivalents at end of year	<u>\$ 7,412,626</u>
Supplemental data:	
Cash paid for interest	\$ 88,577

See accompanying Notes to Financial Statements.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

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.

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, 2025**

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, 2025, the allowance was \$192,432.

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	3-5 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, 2025

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, 2025, the estimated liability for health care claims incurred but not yet reported or paid was \$191,568 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, 2025

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 valued at estimated fair value. See note 8 for additional information on contributed nonfinancial assets in 2025.

Advertising Costs

Advertising costs are expensed as incurred. Advertising costs incurred totaled \$94,006 during the year ended June 30, 2025.

Subsequent Events

NFIN has evaluated subsequent events through September 30, 2025, 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, 2025, 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	\$ 7,412,626
Accounts receivable, net	7,279,310
Investments	5,200,901
Due from affiliate	185,957
Total financial assets	<u>20,078,794</u>
Less amounts designated for program purposes	<u>(282,721)</u>
Total financial assets available for general expenditures	<u><u>\$ 19,796,073</u></u>

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

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%, (4.45% as of June 30, 2025). 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, 2025, 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, 2025 consisted of the following:

Corporate bonds	\$ 2,724,227
Equities	2,346,855
Cash and equivalents	<u>129,819</u>
	<u>\$ 5,200,901</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, 2025

NOTE 5 LONG-TERM DEBT

Long-term debt as of June 30, 2025 consisted of the following:

Mortgages payable, secured by real estate. 0.00%-8.00%	2026-2041	<u>\$ 2,351,162</u>
Total long-term debt		2,351,162
Less current portion		<u>(617,924)</u>
Total long-term debt, net of current portion		<u><u>\$ 1,733,238</u></u>

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:	
2026	\$ 617,924
2027	325,160
2028	462,894
2029	101,543
2030	324,124
Thereafter	519,517
	<u><u>\$ 2,351,162</u></u>

Interest expense was \$88,577 for the year ended June 30, 2025.

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.

Lease expense reported in occupancy, transportation, and equipment in the statement of functional expenses amounted to \$113,087 for the year ended June 30, 2025, the components of which are as follows:

Lease cost:	
Operating lease expense	\$ 91,603
Short-term lease expense	21,483
	<u><u>\$ 113,086</u></u>

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 6 LEASES (CONTINUED)

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

Year ended June 30:	
2026	\$ 20,592
2027	11,180
2028	6,400
2029	5,931
2030	260
	44,363
Less: amounts representing interest	(11,117)
Operating lease liabilities	\$ 33,246

The weighted-average remaining lease term for operating leases is 40 months. The weighted-average discount rate for operating leases is 4.11%.

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.

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 26% for cost reimbursement contracts and 74% for rate-based contracts for the year ended June 30, 2025.

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

	Accounts Receivable	Deferred Revenue
Opening (July 1, 2024)	\$ 7,438,921	\$ 149,668
Closing (June 30, 2025)	7,279,310	144,743
Decrease	\$ (159,611)	\$ (4,925)

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 8 CONTRIBUTED NONFINANCIAL ASSETS

For the year ended June 30, 2025, contributions of nonfinancial assets recognized by NFIN within the statement of activities included:

Rent	\$ 1,293,358
Consumables and supplies	<u>93,208</u>
	<u>\$ 1,386,566</u>

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 \$513,287 for the year ended June 30, 2025. These expenses are included in employee benefits expense within the accompanying statement of functional expenses.

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 \$2,065,589 for the year ended June 30, 2025, 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 \$14,339 for the year ended June 30, 2025, 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, 2025 in the amount of \$185,957. 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.

NFI NORTH, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

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 \$1,415,744 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.



CliftonLarsonAllen LLP
CLAconnect.com

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, 2025, 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, 2025.

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

Boston, Massachusetts
September 30, 2025



CLA (CliftonLarsonAllen LLP) is a network member of CLA Global. See CLAGlobal.com/disclaimer. Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.

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

KRISTI VAZIFDAR

<u>FINANCIAL EXPERTISE</u>	<u>PROFILE</u>
<ul style="list-style-type: none">• <i>Financial Reporting</i>• <i>Cash and Credit Management</i>• <i>Budget Creation and Analysis</i>• <i>Payroll Management</i>• <i>Strategic Planning</i>• <i>Financial Training and Management</i>• <i>Accounts Payable and Receivable</i>	<ul style="list-style-type: none">• A dynamic team leader who leverages positive energy, humor and keen intelligence to inspire, motivate, and guide team members to optimal success.• Respected financial professional, with a proven record of success driving operations for growth and maximizing cost efficiency.• Insightful and ethical MBA experienced with strategic planning for, and management and analysis of, multi-million dollar budgets.

PROFESSIONAL EXPERIENCE

NFI, North, Inc., Contoocook, NH, FEBRUARY 2016 – PRESENT

CHIEF FINANCIAL OFFICER

Reporting to CEO, principal financial leader responsible for overall financial management of the organization's 50 million dollar annual operating budget in our twenty programs across Maine and New Hampshire and managing a staff of 7. Provides critical oversight over each aspect of financial operations including budget creation and management.

Greater Nashua Mental Health Center at Community Council, Nashua, NH, DECEMBER 2015 – FEBRUARY 2016

INTERIM FINANCE MANAGER

Reporting to CEO, principal financial leader responsible for overall financial management of the organization's 13 million dollar annual operating budget serving Hillsborough County and managing a staff of 10.

Key Accomplishments:

- Provided program analysis to advise on future direction of resources.

- Manage accounting and finance issues including monthly close, revenue recognition and analysis, policy interpretations, balance sheet reconciliations and daily productivity of all finances.
- Consolidated business team to save approximately 18% of departmental personnel costs.

Star Island Corporation, Portsmouth, NH, 2009 – MAY 2015

FINANCE DIRECTOR

Reporting to CEO, principal financial leader responsible for overall financial management of the organization's 3.5 million dollar annual operating budget serving 4000 visitors annually. Manage 2 full time seasonal employees and additional financial supervision of 5 seasonal employees

Key Accomplishments:

- Prepare and manage the annual budget and all financial reports as needed by the CEO, Finance Committee and Board of Directors.
- Manage accounting and finance issues including monthly close, Accounts Receivable, Accounts Payable, policy interpretations, balance sheet reconciliations and daily productivity of all finances
- Prepare financial statements and reporting for CEO, Finance Committee and Board of Directors; including monthly reconciliation of revenues and expenses, with appropriate variation explanations and analysis
- Critically evaluate new, or renewal contracts and annual corporate insurance policies for appropriateness.
- Key contributor of 3 year (2011 – 2013 and 2014 – 2016) strategic plans, authoring the financial tactics
- Developed and executed a weekly matrix to analyze payroll for 110 seasonal hourly staff to successfully keep seasonal salaries under budget for the past three years saving \$30,000 plus annually.
- Introduced seasonal weekly budget meetings with Department Heads to share updated financial information and collaborate on seasonal budget management.
- Created and implemented internal control and purchasing procedures.
- Manage preparation and fieldwork for annual external audit process.

Star Island Corporation, Portsmouth, NH, 2004 – 2008

BUSINESS & FINANCE MANAGER

Promoted to leadership role supporting all accounting and financial aspects of mainland and on island offices.

Key Accomplishments:

- Created and implemented Finance Handbook as a guide for staff and Finance Committee.
- Analyzed seasonal payroll and daily rate compensation structure, implemented time clocks to pay nonexempt seasonal staff per hour saving 5% annually on seasonal payroll.

- Leadership and day-to-day management of seasonal on island stores (book shop and lobby shop) purchased all inventory, managed staff and all inventory controls.
- Compile detailed information to prepare and submit regulatory filings for town, state, federal
- Ensured compliance with audit standards and proper revenue recognition.
- Staff liaison to Finance Committee.

Star Island Corporation, Portsmouth, NH, 2000 – 2003

ACCOUNTANT

Hired to process Accounts Payable and Payroll reporting to the Executive Director

Key Accomplishments:

- Assessed all accounting procedures and eliminated the need for external accounting firm
- Implemented cash management protocols to eliminate overdrafts and fees.
- Researched, purchased and implemented new accounting software and revised General Ledger account structure for efficiency.
- Advised creation of Purchasing Agent position to consolidate staff workload and maximize productivity.

Wolf Coach Company (acquired by L3 Communications), Auburn, MA,

ACCOUNTANT, 1997 - 1999

OFFICE ASSISTANT, 1995 – 1997

COMPUTER SKILLS

Highly skilled in Excel, Proficient in MS Office including PowerPoint, Microsoft Dynamics Great Plains and Management Reporter, Blackbaud Financial Edge, Fund EZ Accounting, Paychex Paylink and Paychex Online Payroll, Apprentice level in Evolv and LWSI
Previous experience in QuickBooks Pro, and Peachtree Accounting (now Sage)

COMMUNITY INVOLVEMENT & VOLUNTEER EXPERIENCE

Leadership Seacoast, Member Board of Directors June, 2015 – PRESENT;

Treasurer September, 2016 - PRESENT

Leadership Seacoast, Admissions Committee, 2014 - PRESENT

Leadership Seacoast, Program Graduate, 2013

4H, Judge for various competitions, 2013 – 2015

Barrington NH PTA 2011-2015

EDUCATION

Master of Business Administration, Southern New Hampshire University

Graduate Certificate in Accounting, Southern New Hampshire University

Bachelor of Arts, Political Science, University of New Hampshire

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 2025-Present
NFI North

Program Director 2012-2025
NFI North. Transitional Housing Services

Business Development Coordinator 2010-2012
Resident Care Pharmacy, Methuen, MA

Mental Health Case Manager 2009-2010
ESMV, Lawrence, MA

Child Care Provider 2008-2009
Koryn’s Kiddies, Guildhall, VT

Director 2008-2009
Safe Haven, Lancaster, NH

Child Support Services and Special Project Manager 2003-2008
GLCAC Inc., Head Start, Lawrence, MA

Program Manager 2000-2002
Greater Lawrence Mental Health Center, Lawrence, MA

Project Manager 1997–2000
NFI, Danvers, MA

Assessment Social Worker 1996–1997
Massachusetts Department of Social Services, Haverhill, MA

Program Director and Consultant 1991-1996
NFI Midway and North Country Shelters

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

JONNA JANELLE

Education:

Ashford University, Clinton, Iowa (2008-2011)

- Graduated with a Bachelor of Arts degree in Sociology
- Graduated with a 4.0 GPA, Summa cum Laude

Eckerd College, Saint Petersburg, Florida (2001-2004)

- Completed 2.5 years towards a BA in Sociology and Creative Writing

Coe-Brown Northwood Academy, Northwood, NH (graduated in 2001 with 4.0)

- Vice President, Future Business Leaders of America
- Student Ambassador to England, Ireland, and Wales
- National Honor Society and National French Honor Society Member

Employment:

March 2025-Current- NFI North Inc, THS Pathways

I am currently the Program Director for a 16-bed transitional housing program for adults with severe and persistent mental illness. I collaborate with a treatment team consisting of clinicians, case managers, a nurse, psychiatrist, and program support staff to coordinate the best care for our participants while supervising the direct care staff and their supervisors. I complete biweekly payroll, submit weekly and monthly billing using Evolv, interview and hire new candidates using UKG, complete safety checks and maintain emergency logs to ensure Joint Commission compliance, conduct biweekly supervisions with five staff supervisors and two clinicians, monitor inventory and order for the facility's needs, complete staff evaluations and stay interviews, and facilitate weekly classes for the participants in areas of therapeutic games or arts and crafts. I also help facilitate community outings and volunteer opportunities for our participants and collaborate with our NAMI Peer Support. I have also given disciplinary warnings to staff and attend many important leadership meetings within our agency and with the state.

January 2019-February 2025 - E-Z Docking Solutions, LLC

I lead the office and human resources department including hiring, terminating, training and supervising employees, as well as running payroll, accounts receivable and payable, reconciliation, and keeping records in QuickBooks. I am proficient in Microsoft Office applications and Adobe Acrobat. I serve as acting CEO when Owner is off property 6+ months a year. I answer phones and emails, update the website and brochures, and file and organize records. I purchase inventory and supplies and manage the bank accounts and petty cash. I meet with clients in the office in our showroom and/or at their homes to discuss docking options and needs, take measurements, and provide quotes for their docking needs. I also attend regional shows and expos to showcase our products. I draft blueprints for dock builds and oversee production, as well as scheduling dock installations and removals as needed and coordinating with independent contractors and vendors.

December 2017-Current - Positive Behavior Supports Corporation

I was a Client Services Specialist full time for the first year working with families of Children with Autism. I completed patient intakes, verified insurance benefits, entered and maintained data, and assisted with insurance authorizations. I then transferred to a part-time position as a Collections Specialist where I am still currently employed. I run the collections department for the company and send payment reminders to clients and submit delinquent accounts to a collection agency.

October 2011-August 2017- E-Z Docking Solutions, LLC

I was the Office Manager of an aluminum dock manufacturing company as described above.

Experiences:

- Worked at a children's crisis center for suicidal and/or homicidal children ages 5-17 while in college in Florida. I also worked as a Residential Counselor for the Spaulding Youth Center in Northfield, NH after college in the Emotionally Disturbed Boys Program.
- Volunteered at a homeless shelter in St. Petersburg, Florida while in college
- Designed menus and newspaper ads for a family restaurant
- Assisted in starting up and managing a consignment store from 2013-2017
- Studied French language for 5 years
- Experienced using Microsoft Office Outlook/Word/Excel/PowerPoint and QuickBooks
- Type 60+ words per minute
- Previously First Aid, CPR, CPI, and MANDT certified
- Became a Registered Behavior Technician in 2018.

References:

Michele Canning (former Program Director)
NFI North, THS Pathways

[REDACTED]

John Tower (Manager)
Owner of E-Z Docking Solutions, LLC

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Danielle Sexton (Manager)
Billing Manager at Positive Behavior Supports Corporation Crawfordville,
FL

[REDACTED]

Lindsay Andreozzi
Former Lead Client Services Specialist at Positive Behavior Supports Corp

[REDACTED]

[REDACTED]

Stephanie Orlando
My assistant teacher at Center of Attention Daycare

[REDACTED]

[REDACTED]