

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF HEALTH ACCESS

Lori A. Weaver
Commissioner

Reuben T. Hampton
Director

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August 3, 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, Office of Health Access, to amend existing contracts with the Contractors listed below to continue providing Refugee Support Services by exercising contract renewal options by increasing the total price limitation by \$979,113 from \$2,164,712 to \$3,143,825 and extending the completion dates from September 30, 2026 to September 30, 2027, effective October 1, 2026, upon Governor and Council approval. 100% Federal Funds.

The original contracts were approved by Governor and Council on September 25, 2024, item #40A, and most recently amended on August 13, 2025, item #Late Item C.

Contractor Name	Vendor Code	Program Coverage	Current Amount	Increase (Decrease)	Revised Amount
Ascentria Community Services, Inc., Worcester, MA	222201	Refugee Support Services, Refugee Health Promotion, Refugee School Impact, and Services to Older Refugees	\$606,070	\$327,645	\$933,715
Building Community in New Hampshire, Manchester, NH	228820	Refugee Support Services, Refugee Health Promotion, and Services to Older Refugees	\$415,768	\$80,000	\$495,768
International Institute of New England, Inc., Boston, MA	177551	Refugee Support Services, Refugee Health Promotion, Refugee School Impact, Services to Older Refugees, and Youth Mentoring	\$962,874	\$491,468	\$1,454,342
Overcomers Refugee Services. ("The Corporation"), Concord, NH	332580	Refugee Support Services and Refugee Health Promotion	\$180,000	\$80,000	\$260,000

		Total:	\$2,164,712	\$979,113	\$3,143,825
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Funds are available in the following accounts for State Fiscal Year 2027, and are anticipated to be available in State Fiscal Year 2028, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

The purpose of this request is for the Department to exercise available contract renewal options for the Contractors, selected through a competitive bid procurement, to continue providing statewide Refugee Support Services. The federal Office of Refugee Resettlement approved the Department's request to consolidate prior-year funding awards for Services to Older Refugees, Refugee Health Promotion, and Refugee School Impact to the Refugee Support Services funding award. This allows the Department to streamline services and the Contractors to be more responsive to different service needs. Additionally, Refugee Support Services funding may be used to provide optional health promotion services, school services, services for older refugees who are age 60 and older, and youth mentoring services; these services provide a range of supports that include navigation and education to increase access to medical, mental health, and dental care; comprehensive school orientations; case management; and home visits. Additionally, these services provide opportunities for healthcare providers and school districts to increase their knowledge about refugee populations in order to serve the populations effectively.

Approximately 750 individuals will be served through September 30, 2027.

The U.S. Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement, provides federal funds to states to assist eligible individuals to become economically self-sufficient; eligible individuals include refugees, asylees, holders of Special Immigrant Visas, and others as designated by the Office of Refugee Resettlement, for up to five (5) years from their eligibility date, prioritizing those who have been in the U.S. for one (1) year or less. The Department's Office of Health Access administers the New Hampshire Refugee Program, serving individuals statewide.

The Department will monitor services through:

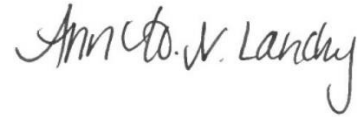
- Review and assessment of the Contractors' semi-annual Office of Refugee Resettlement-6 report;
- Review and assessment of the Contractors' monthly Office of Refugee Resettlement-5 report;
- Meetings with the Contractors as needed; and
- Conducting in-depth annual monitoring.

As referenced in Exhibit A of the original agreements, the parties have the option to extend the agreements for up to four (4) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. The Department is exercising its option to renew services for one (1) of the three (3) years available.

Should the Governor and Executive Council not authorize this request, the Department will be unable to continue to support eligible individuals to achieve self-sufficiency as they adapt to life as New Americans.

Source of Federal Funds: Assistance Listing Number #93.566, FAIN #2401NHRSSS-01, 2401NHRSSS-02, and 2501NHRSSS-00.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Lori A. Weaver". The signature is fluid and cursive, with the first name "Lori" being more prominent.

For:

Lori A. Weaver
Commissioner

05-95-095-950010-7209 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS.
HHS: COMMISSIONER'S OFFICE. OFFICE OF THE COMMISSIONER; REFUGEE SERVICES
100% Federal Funds

Ascentria - Service for Older Refugees (Vendor # 222201)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072404	\$18,750	\$0	\$18,750
2026	102/500731	Contracts for Program Services	95072404	\$16,302	\$0	\$16,302
2027	102/500731	Contracts for Program Services	95072404	\$2,513	\$0	\$2,513
		Sub Total		\$37,565	\$0	\$37,565

Ascentria - Refugee Social Services (Vendor # 222201)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072401	\$240,000	\$0	\$240,000
2026	102/500731	Contracts for Program Services	Multiple	\$278,804	\$0	\$278,804
2027	102/500731	Contracts for Program Services	Multiple	\$49,701	\$245,734	\$295,435
2028	102/500731	Contracts for Program Services	Multiple	\$0	\$81,911	\$81,911
		Sub Total		\$568,505	\$327,645	\$896,150

Building Community in New Hampshire - Refugee Social Service (Vendor # 228820)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072401	\$60,000	\$0	\$60,000
2026	102/500731	Contracts for Program Services	Multiple	\$258,562	\$0	\$258,562
2027	102/500731	Contracts for Program Services	Multiple	\$59,641	\$60,000	\$119,641
2028	102/500731	Contracts for Program Services	Multiple	\$0	\$20,000	\$20,000
		Sub Total		\$378,203	\$80,000	\$458,203

Building Community in New Hampshire - Service for Older Refugees (Vendor # 228820)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072404	\$18,750	\$0	\$18,750
2026	102/500731	Contracts for Program Services	95072404	\$16,302	\$0	\$16,302
2027	102/500731	Contracts for Program Services	95072404	\$2,513	\$0	\$2,513
		Sub Total		\$37,565	\$0	\$37,565

International Institute of New England, Inc. - Refugee Social Service (Vendor # 177551)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072401	\$240,000	\$0	\$240,000
2026	102/500731	Contracts for Program Services	Multiple	\$437,847	\$0	\$437,847
2027	102/500731	Contracts for Program Services	Multiple	\$89,462	\$368,601	\$458,063
2028	102/500731	Contracts for Program Services	Multiple	\$0	\$122,867	\$122,867
		Sub Total		\$767,309	\$491,468	\$1,258,777

International Institute of New England, Inc. - Youth Mentoring Services (Vendor # 177551)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072405	\$59,250	\$0	\$59,250
2026	102/500731	Contracts for Program Services	95072405	\$82,950	\$0	\$82,950
2027	102/500731	Contracts for Program Services	95072405	\$15,800	\$0	\$15,800
		Sub Total		\$158,000	\$0	\$158,000

International Institute of New England, Inc. - Service for Older Refugees (Vendor # 177551)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072404	\$18,750	\$0	\$18,750
2026	102/500731	Contracts for Program Services	95072404	\$16,302	\$0	\$16,302
2027	102/500731	Contracts for Program Services	95072404	\$2,513	\$0	\$2,513
		Sub Total		\$37,565	\$0	\$37,565

Overcomers Refugee Services - Refugee Social Services (Vendor # 332580)						
State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	102/500731	Contracts for Program Services	95072401	\$60,000	\$0	\$60,000
2026	102/500731	Contracts for Program Services	Multiple	\$100,000	\$0	\$100,000
2027	102/500731	Contracts for Program Services	Multiple	\$20,000	\$60,000	\$80,000
2028	102/500731	Contracts for Program Services	Multiple	\$0	\$20,000	\$20,000
		Sub Total		\$180,000	\$80,000	\$260,000

Total	\$2,164,712	\$979,113	\$3,143,825
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**State of New Hampshire
Department of Health and Human Services
Amendment #2**

This Amendment to the Refugee Support Services contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Ascentria Community Services, Inc. ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on September 25, 2024 (Item #40A), as amended on August 13, 2025 (Item #Late Item C), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

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

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

1. Form P-37 General Provisions, Block 1.7., Completion Date, to read:
September 30, 2027
2. Form P-37, General Provisions, Block 1.8., Price Limitation, to read:
\$933,715
3. Modify Exhibit A - Revisions to Standard Provisions, by correcting the second Subsection 1.3., to read 1.4.
4. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.5., to read:
 - 1.5. 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.
5. Modify Exhibit B, Scope of Services, by replacing it in its entirety with Exhibit B – Amendment #2, Scope of Services, which is attached hereto and incorporated by reference herein.
6. Modify Exhibit C, Payment Terms, Section 1., to read:
 1. This Agreement is funded by:
 - 1.1. 100% Federal funds from:
 - 1.1.1. 35% Federal funds, GY2025 Refugee Support Services and Set-Asides, as awarded on December 26, 2024, by the U.S. Department of Health and Human Services (DHHS), Admin for Children & Families, ALN 93.566, FAIN 2501NHRSSS-00.
 - 1.1.2. 34% Federal funds, GY2024 Refugee Support Services and Set-Asides, as awarded on February 9, 2024, by the U.S. DHHS, Admin for Children &

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Families, ALN 93.566, FAIN 2401NHRSSS-02.

- 1.1.3. 3% Federal funds, GY2024 Refugee Support Services and Set-Asides, as awarded on November 16, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2401NHRSSS-01.
- 1.1.4. 1% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on November 22, 2022, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-01.
- 1.1.5. 24% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on May 12, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-05.
- 1.1.6. 3% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on July 14, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-07.

7. Modify Exhibit C, Payment Terms; Section 3., to read:

3. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement and shall be in accordance with the approved line items, as specified in Exhibit C-1 Budget through Exhibit C-3 Budget – Amendment #2.

8. Add Exhibit C-3, Budget – Amendment #2, which is attached hereto and incorporated by reference herein.

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective October 1, 2026, upon Governor and Council approval.

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

State of New Hampshire
Department of Health and Human Services

8/14/2026

Date

Signed by:

Reuben Hampton

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Name: Reuben Hampton

Title: Director, Office of Health Access

Ascentria Community Services, Inc.

8/13/2026

Date

Signed by:

Angela Bovill

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Name: Angela Bovill

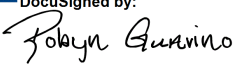
Title: President/CEO

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

OFFICE OF THE ATTORNEY GENERAL

8/14/2026

Date

DocuSigned by:


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:

**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

Scope of Services

1. Statement of Work

1.1. Refugee Support Services

1.1.1. The Contractor must provide statewide case management services, employment services, and referrals for English to Speakers of Other Languages (ESOL) instruction for ORR-eligible individuals, including refugees, asylees, holders of Special Immigrant Visas, and others designated by the U.S. Office of Refugee Resettlement (ORR) ("individuals"), for up to five (5) years from the eligibility date for ORR benefits and services.

1.1.2. The Contractor must adhere to an order of priority for services:

- 1.1.2.1. Individuals who have been in the U.S. for one (1) year or less;
- 1.1.2.2. Individuals who are receiving public cash assistance;
- 1.1.2.3. Unemployed individuals who are not receiving public cash assistance; and
- 1.1.2.4. Employed individuals in need of services to retain employment or to attain economic independence.

1.1.3. Case Management Services

1.1.3.1. The Contractor must provide case management services to assist individuals to succeed in their new communities; case management services include, but are not limited to:

- 1.1.3.1.1. Assisting with housing-related issues.
- 1.1.3.1.2. Referring individuals to medical, mental health, and dental care services and other support services, as appropriate.
- 1.1.3.1.3. Referring individuals to ESOL instruction, as needed.
- 1.1.3.1.4. Assisting individuals with accessing and enrolling in public assistance programs, such as the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Low Income Home Energy Assistance Program (LIHEAP), and Head Start.
- 1.1.3.1.5. Identifying conveniently located and/or subsidized day care providers, as appropriate.
- 1.1.3.1.6. Assisting individuals with transportation, as needed, for the purpose of transporting

Initials
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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

individuals to initial employment and other appointments, including, but not limited to:

1.1.3.1.6.1. Providing direct transportation by authorized Contractor staff in vehicles approved by the Contractor that meet all applicable safety standards. The Contractor must provide proof of valid automobile insurance that includes bodily injury and property damage in amounts of not less than \$100,000 per occurrence and \$300,000 aggregate or excess, for all owned, hired, or non-owned vehicles used to provide transportation; and/or

1.1.3.1.6.2. Providing fare payment for transportation, such as bus; rideshare services, such as Uber; and taxi.

1.1.3.1.7. Providing general cultural orientation about the U.S., with topics submitted to the Department for approval within ten (10) days of the Effective Date of this Agreement.

1.1.3.1.8. Providing orientation for parents and students to U.S. school systems, as needed.

1.1.4. Employment Services

1.1.4.1. The Contractor must provide employment services that focus on job development, placement, retention, and re-employment.

1.1.4.2. The Contractor must develop and maintain relationships with employers, including, but not limited to:

1.1.4.2.1. Working with employers to assist with hiring and onboarding processes.

1.1.4.2.2. Working with employers to develop employer-based training.

1.1.4.2.3. Collaborating with existing governmental and private job development agencies.

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

- 1.1.4.3. The Contractor must develop employment support for each employable individual, including, but not limited to:
 - 1.1.4.3.1. Conducting employability assessments utilizing Department-approved assessment instruments.
 - 1.1.4.3.2. Developing and maintaining a Family Self-Sufficiency Plan for all individuals within a family comprised of at least one (1) employable adult.
 - 1.1.4.3.3. Developing and maintaining Employment Plans for each individual eligible for employment.
 - 1.1.4.3.4. Assisting individuals with developing resumes.
 - 1.1.4.3.5. Scheduling and arranging job interviews for employable individuals and assisting them with submitting job applications until they are employed.
 - 1.1.4.3.6. Providing referrals to support services.
 - 1.1.4.3.7. Providing transportation training to increase employability, as necessary.
- 1.1.4.4. The Contractor must make referrals to ESOL instruction that emphasizes language skills needed to obtain and retain a job, as needed.
- 1.1.4.5. The Contractor must track employment services–related ESOL referrals by:
 - 1.1.4.5.1. Collecting data throughout the contract term that includes, but is not limited to:
 - 1.1.4.5.1.1. Individual's name.
 - 1.1.4.5.1.2. Referred agency name.
 - 1.1.4.5.1.3. Start and/or end dates of ESOL instruction.
 - 1.1.4.5.1.4. Identification as a newly arrived individual.
 - 1.1.4.5.1.5. Identification as a recipient of Refugee Cash Assistance.
 - 1.1.4.5.1.6. Total unduplicated number of individuals who are referred for employment services–related ESOL.

Initial
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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

- 1.1.4.5.2. Reporting the data described in Section 1.1.4.5.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.6. The Contractor may provide ESOL instruction focused on job-related skills, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.4.6.1. Monitor ESOL participation of unemployed newly arriving individuals and Refugee Cash Assistance recipients;
 - 1.1.4.6.2. Prioritize newly arriving individuals and public assistance recipients;
 - 1.1.4.6.3. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.4.6.4. Offer classes at easy-to-access location(s);
 - 1.1.4.6.5. Provide ESOL instruction utilizing a combination of in-person classroom, remote, and/or distance learning;
 - 1.1.4.6.6. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.4.6.6.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
 - 1.1.4.6.7. Prioritize survival-level English and literacy needs of individuals, if needed, with subsequent emphasis on English as it relates to obtaining and retaining a job;
 - 1.1.4.6.8. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches;
 - 1.1.4.6.9. Track ESOL instruction focused on job-related skills by:
 - 1.1.4.6.9.1. Collecting data throughout the contract term that includes, but is not limited to:

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- 1.1.4.6.9.1.1. Individual's name.
- 1.1.4.6.9.1.2. Start and/or end dates of ESOL instruction.
- 1.1.4.6.9.1.3. Identification as a newly arrived individual.
- 1.1.4.6.9.1.4. Identification as a recipient of Refugee Cash Assistance.
- 1.1.4.6.9.2. Reporting the data described in Section 1.1.4.6.9.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.7. The Contractor must attend meetings regarding employment services with the Department as needed, including, but not limited to:
 - 1.1.4.7.1. The quarterly state Refugee Advisory Council meeting.
 - 1.1.4.7.2. The monthly, or as otherwise scheduled by the Department, Employment Team meeting.
- 1.1.5. English to Speakers of Other Languages (ESOL)
 - 1.1.5.1. In addition to ESOL requirements for case management services, as described in Section 1.1.3.1.3., and for employment services, as described in Sections 1.1.4.4. and 1.1.4.6., the Contractor must provide referrals for ESOL instruction to facilitate community integration for all individuals who are not receiving case management services or employment services.
 - 1.1.5.2. The Contractor may provide ESOL instruction, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.5.2.1. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.5.2.2. Offer classes at easy-to-access location(s);

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- 1.1.5.2.3. Provide ESOL instruction, utilizing a combination of in-person classroom, remote, and/or distance learning;
- 1.1.5.2.4. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.5.2.4.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
- 1.1.5.2.5. Prioritize survival-level English and literacy needs of individuals; and
- 1.1.5.2.6. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches.
- 1.1.5.3. The Contractor must track and report ESOL referrals, as described in Section 1.1.4.5., and ESOL instruction, as described in Section 1.1.4.6.9.

1.2. Optional Secondary Refugee Support Services

- 1.2.1. The Contractor must prioritize individuals who are eligible for the services described in Section 1.1. and ensure those services are adequately provided; if and when those services are adequately provided, the Contractor may assess the need for and feasibility of providing optional secondary refugee support services.
- 1.2.2. The Contractor may provide optional secondary refugee support services:
 - 1.2.2.1. Refugee Health Promotion, as described in Section 1.2.3.;
 - 1.2.2.2. Refugee School Impact, as described in Section 1.2.4.; and/or
 - 1.2.2.3. Services to Older Refugees, as described in Section 1.2.5.
- 1.2.3. Refugee Health Promotion Program
 - 1.2.3.1. The Contractor may provide health promotion program services and activities that promote the health and wellness of individuals who are within their first five (5) years of eligibility, with priority given to individuals identified as at-risk; health promotion program services and activities include, but are not limited to:

**New Hampshire Department of Health and Human Services
Refugee Support Services**

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- 1.2.3.1.1. Providing navigation and support services for medical, mental health, and dental care services, and building capacity within communities to address mental health needs, as described in Section 1.2.3.2.
- 1.2.3.1.2. Providing home visiting, as needed, as described in Section 1.2.3.3.
- 1.2.3.1.3. Providing opportunities to increase health literacy through expanded health orientation, as described in Section 1.2.3.4., and individual targeted health outreach and group health education as needed, as described in Section 1.2.3.5.
- 1.2.3.1.4. Creating opportunities for social engagement to reduce isolation, including, but not limited to, organizing wellness groups, as needed, as described in Section 1.2.3.6.
- 1.2.3.1.5. Providing health provider training and education, as described in Section 1.2.3.7.
- 1.2.3.2. Navigation and Support Services for Medical, Mental Health, and Dental Care Services. The Contractor may:
 - 1.2.3.2.1. Provide navigation and support services to increase access to and reduce gaps in services related to medical, mental health, and dental care services for individuals who require care beyond the initial Domestic Medical Exam (DME) to ensure they are able to access and navigate complex health care systems, including, but not limited to:
 - 1.2.3.2.1.1. Scheduling and coordinating medical and mental health appointments.
 - 1.2.3.2.1.2. Assisting individuals with connecting to dental care by scheduling an initial appointment as soon as possible after arrival, including locating a primary dental care provider and/or a mobile clinic.

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- 1.2.3.2.1.3. Accompanying individuals to medical, mental health, and dental care appointments, as time permits.
- 1.2.3.2.1.4. Providing and/or facilitating the provision of transportation to and from appointments.
- 1.2.3.2.1.5. Assisting individuals to obtain appropriate health insurance.
- 1.2.3.2.2. Work with the Managed Care Organizations and the designated Medicaid Dental Plan Administrator to identify appropriate medical, mental health, and dental care providers in order to mitigate gaps in service.
- 1.2.3.2.3. Work with providers to ensure they understand and address the communication access needs of the individuals.
 - 1.2.3.2.3.1. If providers do not provide communication access, the Contractor must notify the Managed Care Organization and/or Medicaid, as appropriate, and the Department within 24 hours.
- 1.2.3.2.4. Provide uniform, continuous, and timely transition of coordination services related to the DME to navigation and support services immediately following completion of the DME and any first follow-up appointment(s) and/or on day 91 of eligibility, whichever is sooner, to ensure no gaps in services and continuity of care.
 - 1.2.3.2.4.1. Develop a plan of care for each individual receiving medical, mental health, and/or dental care navigation and support services including, but not limited to:
 - 1.2.3.2.4.1.1. A brief summary of the individual's health navigation

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- and support needs.
- 1.2.3.2.4.1.2. Clearly defined referrals to appropriate healthcare and/or insurance to sufficiently address the health needs of the individual being served.
- 1.2.3.2.4.1.3. The identification of two (2) priority wellness goals.
- 1.2.3.3. Home Visiting. The Contractor may:
 - 1.2.3.3.1. Conduct home health visit(s), separate from and in addition to any home health visit related to coordination of the DME, as needed, to:
 - 1.2.3.3.1.1. Reinforce and clarify the information presented in the health orientation; and
 - 1.2.3.3.1.2. Address unique questions, issues, and concerns.
- 1.2.3.4. Expanded Health Orientation. The Contractor may:
 - 1.2.3.4.1. Conduct an expanded health orientation, defined as the topics outlined in Section 1.2.3.4.2., with priority given to individuals who have been in the U.S. for two (2) years or less, and to those within the five (5) year eligibility period who either need a refresher or who never received an expanded health orientation.
 - 1.2.3.4.2. Ensure the expanded health orientation includes the following topics:
 - 1.2.3.4.2.1. Navigating the U.S. health care system.
 - 1.2.3.4.2.2. Health insurance, including Refugee Medical Assistance, expanded Medicaid, ^{Initial} the

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- Marketplace, and employer-based insurance.
- 1.2.3.4.2.3. Privacy and consent laws.
- 1.2.3.4.2.4. The right to language assistance in health care settings and the role of interpreters.
- 1.2.3.4.2.5. Transportation options for medical appointments, including, but not limited to:
 - 1.2.3.4.2.5.1. Public transportation training.
 - 1.2.3.4.2.5.2. Arranging Medicaid transportation.
- 1.2.3.4.2.6. Understanding the different types of health care providers, including, but not limited to:
 - 1.2.3.4.2.6.1. Primary care providers.
 - 1.2.3.4.2.6.2. Specialists.
 - 1.2.3.4.2.6.3. Pharmacists.
- 1.2.3.4.2.7. Understanding the different types of health care and when, where, and how to access each type, including, but not limited to:
 - 1.2.3.4.2.7.1. Preventative.
 - 1.2.3.4.2.7.2. Urgent.
 - 1.2.3.4.2.7.3. Emergency.
- 1.2.3.4.2.8. Understanding the availability of mental/behavioral health services, including, but not limited to, treatment for substance use disorders, and when, where, and how to access services.
- 1.2.3.4.2.9. Scheduling, keeping, and cancelling appointments.

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- 1.2.3.4.2.10. What to bring to appointments.
- 1.2.3.4.2.11. Medication, including, but not limited to:
 - 1.2.3.4.2.11.1. The difference between prescribed medication and over-the-counter (OTC) medication.
 - 1.2.3.4.2.11.2. Refills.
 - 1.2.3.4.2.11.3. Dosage instructions.
 - 1.2.3.4.2.11.4. Side effects.
- 1.2.3.4.3. Adapt the health orientation curriculum to accommodate the needs of newly arriving populations, and modify the curriculum as needed, with approval from the Department.
- 1.2.3.4.4. Administer standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of the U.S. health care system as a result of participating in an expanded health orientation.
- 1.2.3.4.5. Maintain documentation of individuals who have received an expanded health orientation, including, but not limited to:
 - 1.2.3.4.5.1. The names of individuals who participate in an expanded health orientation.
 - 1.2.3.4.5.2. The topic(s) of orientation completed by each participant.
 - 1.2.3.4.5.3. The results of the pre- and post-assessments.
- 1.2.3.4.6. Share orientation materials with the Department upon request.
- 1.2.3.5. Health Education. The Contractor may:
 - 1.2.3.5.1. Provide health education, consisting of individual targeted health outreach and/or group health education session(s), as needed, solely

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or in collaboration with other organizations, including, but not limited to:

- 1.2.3.5.1.1. Providing group health education sessions.
- 1.2.3.5.1.2. Identifying topics of concern for each of the various ORR-eligible populations and prioritize topics that are most urgent or relevant on an ongoing basis.
- 1.2.3.5.1.3. Coordinating and scheduling outside organizations and presenters to provide group health education sessions.
- 1.2.3.5.1.4. Notifying individuals of class schedules.
- 1.2.3.5.1.5. Ensuring health education sessions include topics relevant to ORR-eligible populations.
- 1.2.3.5.1.6. Provide targeted individual health outreach, as needed, including, but not limited to, providing resources, such as translated written and/or audio/video materials.
- 1.2.3.5.2. Administer and document standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of health education topics as a result of participating in group health education.
- 1.2.3.6. Wellness Groups. The Contractor may:
 - 1.2.3.6.1. Facilitate the provision of non-clinical interventions, including, but not limited to, wellness groups, as needed, that:
 - 1.2.3.6.1.1. Promote wellness among target populations;
 - 1.2.3.6.1.2. Reduce isolation;
 - 1.2.3.6.1.3. Prevent suicide; and

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- 1.2.3.6.1.4. Utilize an evidence-based curriculum and/or promising practice methods that may include, but are not limited to, Pathways to Wellness Community Adjustment Support Group Training Manual and Curriculum.
- 1.2.3.6.2. Administer and document standardized pre- and post-assessments to participants to determine if participants increased well-being as a result of participating in a wellness group.
- 1.2.3.7. Healthcare Provider Education. The Contractor may:
 - 1.2.3.7.1. Develop and maintain relationships with DME and non-DME health care providers through:
 - 1.2.3.7.1.1. Outreach and education; and
 - 1.2.3.7.1.2. Presentations and training.
 - 1.2.3.7.2. Ensure relationships with health and mental health care providers focus on, but are not limited to:
 - 1.2.3.7.2.1. Health needs and culture of ORR-eligible populations.
 - 1.2.3.7.2.2. Barriers to care that may include, but are not limited to:
 - 1.2.3.7.2.2.1. Language.
 - 1.2.3.7.2.2.2. Cultural factors.
 - 1.2.3.7.2.2.3. Transportation issues.
 - 1.2.3.7.2.3. National Standards for Culturally and Linguistically Appropriate Services (CLAS) in healthcare.
 - 1.2.3.7.3. Develop, administer, and document pre- and post-assessments to participants to determine if participants increased knowledge as a result of participating in an educational offering, presentation, or training.
- 1.2.3.8. If the Contractor provides Refugee Health Promotion Program services, the Contractor must:

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- 1.2.3.8.1. Collect data throughout the contract term that includes, but is not limited to:
 - 1.2.3.8.1.1. Demographic data for individuals receiving Refugee Health Promotion Program services:
 - 1.2.3.8.1.1.1. Gender;
 - 1.2.3.8.1.1.2. Date of birth; and
 - 1.2.3.8.1.1.3. Immigration status.
 - 1.2.3.8.1.2. Total unduplicated number of individuals who receive Refugee Health Promotion Program services.
 - 1.2.3.8.1.3. Major accomplishments.
 - 1.2.3.8.1.4. New initiatives, challenges, and emerging issues.
 - 1.2.3.8.1.5. Individual success stories.
- 1.2.3.8.2. Report the data described in Section 1.2.3.8.1. semi-annually, as described in Section 1.4.1.3.
- 1.2.4. Refugee School Impact Program
 - 1.2.4.1. The Contractor may provide culturally appropriate School Impact Program services to:
 - 1.2.4.1.1. ORR-eligible youth from birth through age eighteen (18) ("youth"), and their families, prioritizing those who are within their first year of arrival in the U.S.; services may be provided to youth and their families who have been in the U.S. for five (5) years or less and continue to face integration and academic challenges.
 - 1.2.4.2. Youth and Family Services. The Contractor:
 - 1.2.4.2.1. Must prioritize youth and their families who are within:
 - 1.2.4.2.1.1. One (1) year of arrival, or who are experiencing school enrollment for the first time; and
 - 1.2.4.2.1.2. The five (5) year eligibility period;

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- 1.2.4.2.2. May provide comprehensive school orientations for youth and their families, including, but not limited to, the following topics:
 - 1.2.4.2.2.1. American school system, policies, and procedures.
 - 1.2.4.2.2.2. Advocacy services to obtain classroom support for youth with academic or social challenges.
 - 1.2.4.2.2.3. Supportive services to youth and their families on academic transitions (elementary to middle, middle to high school, high school to college), including connecting students to post-secondary guidance and career exploration.
 - 1.2.4.2.2.4. Extracurricular and enrichment opportunities.
 - 1.2.4.2.2.5. Understanding academic testing practices.
 - 1.2.4.2.2.6. Understanding homework expectations.
 - 1.2.4.2.2.7. Understanding how to interpret student reports, such as academic and disciplinary reports.
 - 1.2.4.2.2.8. An introduction to post-secondary education options.
- 1.2.4.2.3. May provide enhanced registration services at the elementary, middle, and high school levels, including, but not limited to:
 - 1.2.4.2.3.1. Coordinating deliveries of backpacks and school supplies.
 - 1.2.4.2.3.2. Coordinating school tours.
 - 1.2.4.2.3.3. Facilitating the scheduling of any necessary tests, as well as appointments with guidance departments.
 - 1.2.4.2.3.4. Coordinating transportation for school orientation tours.

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- 1.2.4.2.4. May assist youth and their families with school and after-school program registration paperwork.
- 1.2.4.2.5. May assist youth and their families with completing free and reduced lunch applications.
- 1.2.4.2.6. May work in partnership with the local school district(s), 21st Century (21C) after-school program(s), and other community partners to make referrals to after-school, mentoring, and summer programs.
- 1.2.4.2.7. May facilitate leadership development opportunities for youth, which may include, but are not limited to:
 - 1.2.4.2.7.1. Youth leadership summits.
 - 1.2.4.2.7.2. Student-led mentoring.
- 1.2.4.2.8. May provide case management and support services to youth and their families, which include, but are not limited to:
 - 1.2.4.2.8.1. Access to health care services.
 - 1.2.4.2.8.2. Access to mental health services.
 - 1.2.4.2.8.3. Access to housing services and/or assistance.
 - 1.2.4.2.8.4. Other Social Determinants of Health support services.
- 1.2.4.2.9. May facilitate access to child care.
- 1.2.4.2.10. May facilitate access to early childhood education.
- 1.2.4.3. School District Services. The Contractor may:
 - 1.2.4.3.1. Collaborate with school district(s) to promote families and teachers coming together in a relaxed atmosphere to foster relationship building;
 - 1.2.4.3.2. Work with school district(s) to ensure they understand and address the communication access needs of youth and their families; if the school districts do not provide communication

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access, the Contractor must notify the Department within 72 hours;

- 1.2.4.3.3. Provide ongoing training and education to school personnel to promote the knowledge, skills, and best practices necessary to ensure linguistic and cultural effectiveness when providing services to ORR-eligible student populations;
- 1.2.4.3.4. Support capacity development for school district staff, systems, and child care providers; and
- 1.2.4.3.5. Provide other activities and resources designed to support the successful integration of school-aged children and their families.

1.2.5. Services to Older Refugees

- 1.2.5.1. The Contractor may provide Services to Older Refugees services that promote integration, naturalization, and independent healthy living to ORR-eligible individuals aged 60 years or older ("older individuals"), for up to five (5) years from the date of arrival in the U.S.; there is no time limit for provision of referral services, interpreter services, and citizenship and naturalization services.
- 1.2.5.2. The Contractor may:
 - 1.2.5.2.1. Conduct home visits and needs assessments;
 - 1.2.5.2.2. Provide case management that addresses physical, psychological, and social needs;
 - 1.2.5.2.3. Facilitate access to mainstream aging services in the community, including, but not limited to, providing information about and facilitating enrollment in supportive services, nutrition services, meal delivery, senior community centers, and intergenerational activities;
 - 1.2.5.2.4. Create opportunities for living independently as long as possible, including, but not limited to, transportation assistance, home care, adult day care, and respite care services;
 - 1.2.5.2.5. Develop opportunities for older individuals to connect with their communities to avoid isolation, including, but not limited to, facilitating connections to mental health support,

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- community navigators, and opportunities for engagement in social and cultural activities;
- 1.2.5.2.6. Assist older individuals on the path to citizenship, especially those at risk of losing Supplemental Security Income (SSI) or other federal benefits, to naturalize, including, but not limited to, providing and/or referring older individuals to civics instructions, counseling, and application assistance;
 - 1.2.5.2.7. Develop working relationships with the Department's Bureau of Adult and Aging Services and community resources, including elderly service providers, to improve older individuals' access to mainstream services and cultural sensitivity of mainstream providers;
 - 1.2.5.2.8. Collaborate with mainstream service providers to:
 - 1.2.5.2.8.1. Enhance congregate nutrition services and meals delivered to homebound individuals to meet ethnic dietary needs;
 - 1.2.5.2.8.2. Develop culturally appropriate education resources, including civics education, relative to citizenship and naturalization; and
 - 1.2.5.2.8.3. Develop culturally appropriate recreational activities and services;
 - 1.2.5.2.9. Inform older individuals and their families about Adult Protection law and services; and
 - 1.2.5.2.10. Advocate on matters relating to housing, financial support, health, behavioral health, and family concerns.

1.3. Provisions Applicable to Refugee Support Services and Optional Secondary Refugee Support Services

- 1.3.1. The Contractor must ensure services are available statewide.
- 1.3.2. The Contractor must ensure all services are:
 - 1.3.2.1. Person-centered;
 - 1.3.2.2. Trauma-informed;

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- 1.3.2.3. Strengths-based; and
- 1.3.2.4. Culturally and linguistically appropriate.
- 1.3.3. The Contractor must work with all applicable service providers and employers to ensure service providers and employers understand and address the cultural and communication access needs of individuals being served; the Contractor must also advocate on behalf of individuals to protect their civil rights and ensure access to services.
- 1.3.4. Notwithstanding Paragraphs 8 and 9 of the General Provisions of this Agreement, the Contractor must communicate any challenges related to the scope of services described in this Agreement in a timely manner to the Department and be available to meet as requested by the Department in order to:
 - 1.3.4.1. Review performance;
 - 1.3.4.2. Discuss current caseload and needed supports and services; and
 - 1.3.4.3. Identify and address challenges and barriers to providing services.
- 1.3.5. The Contractor must obtain written consent from participants to share personally identifiable information (PII) and protected health information (PHI) with the Department, and maintain the written consent in individuals' casefiles.
- 1.3.6. The Contractor must maintain eligibility verification documents, case notes, including referrals, and progress reports in individuals' case files and make these case files available to the Department upon request.
- 1.3.7. The Contractor must share data through the Department's Secure File Transfer Protocol (SFTP).
- 1.3.8. The Contractor must ensure staff:
 - 1.3.8.1. Are sufficient in number to carry out the scope of work in this Agreement;
 - 1.3.8.2. Are culturally and ethnically reflective of the population served to the extent possible; and
 - 1.3.8.3. Participate in trainings on federal CLAS and civil rights laws compliance, including policies and procedures for handling discrimination complaints, as provided by the Department.
- 1.3.9. The Contractor must collect data throughout the contract term, including all required data for:

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- 1.3.9.1. ORR-5 reporting, and report this data monthly, as described in Section 1.4.1.1.;
- 1.3.9.2. ORR-6 reporting, and report this data semi-annually, as described in Section 1.4.1.4.; and
- 1.3.9.3. ORR-6 Annual Service Plans, and report this data annually, as described in Section 1.4.1.5.
- 1.3.10. The Contractor must participate in monthly meetings with the Department regarding individuals' participation in Refugee Cash Assistance and compliance with its requirements, such as ESOL participation and participation in job search activities.
- 1.3.11. The Contractor must participate in quarterly meetings with the Department, as requested by the Department.
- 1.3.12. The Contractor must facilitate reviews of files conducted by the Department on an annual basis, or as otherwise requested by the Department.
- 1.3.13. The Contractor must ensure staff participate in annual training(s) that may be requested by the Department.
- 1.4. Reporting
 - 1.4.1. Refugee Support Services and Optional Secondary Refugee Support Services
 - ORR-5**
 - 1.4.1.1. The Contractor must submit monthly ORR-5 report data in accordance with ORR reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.1., in a format acceptable to the Department, within fifteen (15) business days following the end of each calendar month, to ensure progress toward program deliverables.
 - Employment services–related ESOL**
 - 1.4.1.2. The Contractor must submit semi-annual employment services–related ESOL report data that indicates if it is for referrals, as described in Section 1.1.4.5.2., or for instruction, as described in Section 1.1.4.6.9.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

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- 1.4.1.3. The Contractor must submit semi-annual Refugee Health Promotion Program services data, as described in Section 1.2.3.8.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

ORR-6

- 1.4.1.4. The Contractor must submit semi-annual ORR-6 report data in accordance with ORR reporting requirements found here:
<https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

- 1.4.1.5. The Contractor must submit Annual Service Plans in accordance with ORR-6 Annual Service Plan reporting requirements found here:
<https://acf.gov/orr/programs/refugees/reporting-forms>, in a format acceptable to the Department, as described in Section 1.3.9.3., by November 15 of each year, to ensure progress toward program deliverables.

- 1.4.2. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.5. Background Checks

- 1.5.1. Prior to permitting any individual to provide services under this Agreement, the Contractor must ensure that said individual has undergone:

- 1.5.1.1. A criminal background check, at the Contractor's expense, and has no convictions for crimes that represent evidence of behavior that could endanger individuals served under this Agreement;

- 1.5.1.2. A name search of the Department's Bureau of Adult and Aging Services (BAAS) State Registry, pursuant to RSA 161-F:49, with results indicating no evidence of behavior that could endanger individuals served under this Agreement; and

- 1.5.1.3. A name search of the Department's Division for Children,

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Youth and Families (DCYF) Central Registry pursuant to RSA 169-C:35, with results indicating no evidence of behavior that could endanger individuals served under this Agreement.

1.6. Confidential Data

- 1.6.1. The Contractor must meet all information security and privacy requirements as set by the Department and in accordance with the Department's Information Security Requirements Exhibit as referenced below.
- 1.6.2. The Contractor must ensure any individuals involved in delivering services through this Agreement contract sign an attestation agreeing to access, view, store, and discuss Confidential Data in accordance with federal and state laws and regulations and the Department's Information Security Requirements Exhibit. The Contractor must ensure said individuals have a justifiable business need to access confidential data. The Contractor must provide attestations upon Department request.

1.7. Privacy Impact Assessment

- 1.7.1. Upon request, the Contractor must allow and assist the Department in conducting a Privacy Impact Assessment (PIA) of its system(s)/application(s)/web portal(s)/website(s) or Department system(s)/application(s)/web portal(s)/website(s) hosted by the Contractor, if Personally Identifiable Information (PII) is collected, used, accessed, shared, or stored. To conduct the PIA the Contractor must provide the Department access to applicable systems and documentation sufficient to allow the Department to assess, at minimum, the following:
 - 1.7.1.1. How PII is gathered and stored;
 - 1.7.1.2. Who will have access to PII;
 - 1.7.1.3. How PII will be used in the system;
 - 1.7.1.4. How individual consent will be achieved and revoked; and
 - 1.7.1.5. Privacy practices.
- 1.7.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the collection, processing or storage of PII.

1.8. Department Owned Devices, Systems and Network Usage

- 1.8.1. If Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, are authorized by the Department's Information Security

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Office to use a Department issued device (e.g. computer, tablet, mobile telephone) or access the Department network in the fulfillment of this Agreement, each End User must:

- 1.8.1.1. Sign and abide by applicable Department and New Hampshire Department of Information Technology (NH DoIT) use agreements, policies, standards, procedures and guidelines, and complete applicable trainings as required;
- 1.8.1.2. Use the information that they have permission to access solely for conducting official Department business and agree that all other use or access is strictly forbidden including, but not limited, to personal or other private and non-Department use, and that at no time shall they access or attempt to access information without having the express authority of the Department to do so;
- 1.8.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;
- 1.8.1.4. Not copy, share, distribute, sub-license, modify, reverse engineer, rent, or sell software licensed, developed, or being evaluated by the Department, and at all times must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other agreement executed by the Department;
- 1.8.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;
- 1.8.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;
- 1.8.1.7. Agree that email and other electronic communication messages created, sent, and received on a Department-issued email system are the property of the Department of New Hampshire and to be used for business purposes only. Email is defined as "internal email systems" or "Department-funded email systems."
- 1.8.1.8. Agree that use of email must follow Department and NH DoIT policies, standards, and/or guidelines; and
- 1.8.1.9. Agree when utilizing the Department's email system:
 - 1.8.1.9.1. To only use a Department email address

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assigned to them with a “@
affiliate.DHHS.NH.Gov”.

1.8.1.9.2. Include in the signature lines information identifying the End User as a non-Department workforce member; and

1.8.1.9.3. Ensure the following confidentiality notice is embedded underneath the signature line:

CONFIDENTIALITY NOTICE: “This message may contain information that is privileged and confidential and is intended only for the use of the individual(s) to whom it is addressed. If you receive this message in error, please notify the sender immediately and delete this electronic message and any attachments from your system. Thank you for your cooperation.”

1.8.1.10. Contractor End Users with a Department issued email, access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:

1.8.1.10.1. Complete the Department’s Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.8.1.10.2. Sign the Department’s Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

1.8.1.10.3. Only access the Department’s intranet to view the Department’s Policies and Procedures and Information Security webpages.

1.8.1.11. Contractor agrees, if any End User is found to be in violation of any of the above terms and conditions, said End User may face removal from the Agreement, and/or criminal and/or civil prosecution, if the act constitutes a violation of law.

1.8.1.12. Contractor agrees to notify the Department a minimum of three (3) business days prior to any upcoming transfers

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or terminations of End Users who possess Department credentials and/or badges or who have system privileges. If End Users who possess Department credentials and/or badges or who have system privileges resign or are dismissed without advance notice, the Contractor agrees to notify the Department's Information Security Office or designee immediately.

1.8.2. Workspace Requirement

1.8.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.

1.9. Contract End-of-Life Transition Services

1.9.1. General Requirements

1.9.1.1. If applicable, upon early termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a secure transition of the services ("Transition Services") from the Contractor to the Department and, if applicable, the new Contractor ("Recipient") engaged by the Department to assume the services. Ninety (90) days prior to the end-of the contract or unless otherwise specified by the Department, the Contractor must begin working with the Department and if applicable, the Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.

1.9.1.2. The Contractor must assist the Recipient, in connection with the transition from the performance of Services by the Contractor and its End Users to the performance of such Services. This may include assistance with the secure transfer of records (electronic and hard copy), transition of historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.

1.9.1.3. If a system, database, hardware, software, and/or software licenses (Tools) was purchased or created to manage, track, and/or store Department Data in

Initial
AB

**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

relationship to this contract said Tools will be inventoried and returned to the Department, along with the inventory document, once transition of Department data is complete.

- 1.9.1.4. The internal planning of the Transition Services by the Contractor and its End Users shall be provided to the Department and if applicable the Recipient in a timely manner. Any such Transition Services shall be deemed to be Services for purposes of this Agreement.
- 1.9.1.5. In the event the data Transition extend beyond the end of the Agreement, the Contractor agrees that the Information Security Requirements, and if applicable, the Department's Business Associate Agreement terms and conditions remain in effect until the Data Transition is accepted as complete by the Department.
- 1.9.1.6. In the event the Contractor has comingled Department Data and the destruction or Transition of said data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.
- 1.9.2. Completion of Transition Services
 - 1.9.2.1. Each service or transition phase shall be deemed completed (and the transition process finalized) at the end of fifteen (15) business days after the product, resulting from the Service, is delivered to the Department and/or the Recipient in accordance with the mutually agreed upon Transition plan, unless within said fifteen (15) business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.
 - 1.9.2.2. Once all parties agree the data has been migrated the Contractor will have thirty (30) days to destroy the data per the terms and conditions of the Department's Information Security Requirements Exhibit.
- 1.9.3. Disagreement over Transition Services Results
 - 1.9.3.1. In the event the Department is not satisfied with the results of the Transition Service, the Department shall notify the Contractor, in writing, stating the reason for the

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

lack of satisfaction within fifteen (15) business days of the final product or at any time during the data Transition process. The Parties shall discuss the actions to be taken to resolve the disagreement or issue. If an agreement is not reached, at any time the Department shall be entitled to initiate actions in accordance with the Agreement.

2. Exhibits Incorporated

- 2.1. The Contractor must comply with all Exhibit D Federal Requirements, which are attached hereto and incorporated by reference herein.
- 2.2. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit E, DHHS Information Security Requirements.
- 2.3. The Contractor must use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit F, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

- 3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services

- 3.2.1. The Contractor must submit:
 - 3.2.1.1. A detailed description of the language assistance services, within ten (10) days of the Effective Date of the Agreement, to be provided to ensure meaningful access to programs and/or services to individuals with limited English proficiency; individuals who are deaf or have hearing loss; individuals who are blind or have low vision; and individuals who have speech challenges.
 - 3.2.1.2. A written attestation, within forty-five (45) days of the Effective Date of the Agreement and annually thereafter, that all personnel involved the provision of services to individuals under this Agreement have completed, within

**New Hampshire Department of Health and Human Services
Refugee Support Services**

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the last twelve (12) months, the Contractor Required Training Video on Civil Rights-related Provisions in DHHS Procurement Processes, which is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>); and

- 3.2.1.3. The Department's Federal Civil Rights Compliance Checklist within ten (10) days of the Effective Date of the Agreement. The Federal Civil Rights Compliance Checklist must have been completed within the last twelve (12) months and is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>).

3.3. Credits and Copyright Ownership

- 3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."
- 3.3.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.
- 3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.
- 3.3.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

3.4. Operation of Facilities: Compliance with Laws and Regulations

- 3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

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conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

- 4.1. The Contractor must keep records that include, but are not limited to:
 - 4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.
 - 4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
 - 4.1.3. Records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.
- 4.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives must have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts.
- 4.3. If, upon further review, the Department must disallow any expenses claimed by the Contractor as costs hereunder, the Department retains the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

New Hampshire Department of Health and Human Services		
Contractor Name:	Ascentria Community Services, Inc.	
Budget Request for:	Refugee Support Services	
Budget Period:	October 1, 2026 - September 30, 2027	
Indirect Cost Rate (if applicable)	33.52% (Approved NICRA - salary and wages only)	
Line Item	Program Cost - Funded by DHHS - October 1, 2026 to June 30, 2027 (SFY 27)	Program Cost - Funded by DHHS - July 1, 2027 to September 30, 2027 (SFY 28)
1. Salary & Wages	\$122,455	\$40,818
2. Fringe Benefits	\$34,043	\$11,348
3. Consultants	\$0	\$0
4. Equipment Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	\$0	\$0
5.(a) Supplies - Educational	\$0	\$0
5.(b) Supplies - Lab	\$0	\$0
5.(c) Supplies - Pharmacy	\$0	\$0
5.(d) Supplies - Medical	\$0	\$0
5.(e) Supplies - Office - Program	\$2,000	\$667
6. Travel	\$3,180	\$1,060
7. Software	\$1,200	\$400
8. (a) Other - Marketing/Communications	\$0	\$0
8. (b) Other - Education and Training	\$0	\$0
8. (c) Other - Other (specify below)	\$0	\$0
Other (please specify) Interpreters	\$250	\$83
Other (please specify) Professional Liability Insurance	\$2,702	\$901
Other (please specify) Telephone	\$1,326	\$442
Other (please specify) Audit	\$850	\$283
Other (please specify) Postage	\$144	\$48
Other (please specify) Equipment rental	\$2,204	\$751
Other (please specify) Occupancy	\$31,832	\$10,277
Other (please specify) Client Housing Assistance and basic needs	\$2,500	\$1,150
Total Direct Costs	\$204,687	\$68,229
Total Indirect Costs	\$41,047	\$13,682
Subtotals	\$245,734	\$81,911
TOTAL	\$327,645	

State of New Hampshire

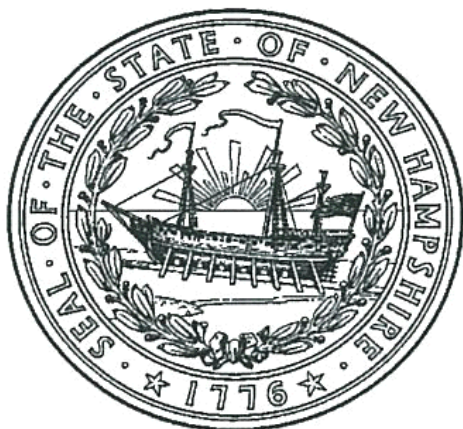
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that ASCENTRIA COMMUNITY SERVICES, INC. is a Massachusetts Nonprofit Corporation registered to transact business in New Hampshire on June 13, 2011. 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: **652197**

Certificate Number: **0007908594**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 15th day of April A.D. 2026.

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

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Kelly A. Head, hereby certify that:

1. I am a duly elected officer of Ascentria Community Services, Inc..
2. The following is a true copy of a vote taken at a meeting of the Board of Directors, duly called and held on 07/17/2025, at which a quorum of the Directors were present and voting.

VOTED: That Angela Bovill is duly authorized on behalf of Ascentria Community Services, Inc. to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further are authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in their judgment be desirable or necessary to effect the purpose of this vote.

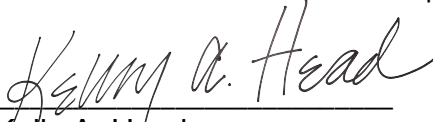
3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority remains valid for thirty (30) days from the date of this Certificate of Authority. I further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

Dated: 8/4/2026

Signature of Elected Officer

Name:

Title:


Kelly A. Head
Corporate Clerk



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/19/2026

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

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

PRODUCER Howden US Specialty, LLC 7701 France Avenue South Suite 500 Edina MN 55435-5288	CONTACT NAME: Janet Walker PHONE (A/C, No, Ext): 203-914-7233 FAX (A/C, No): E-MAIL ADDRESS: janet.walker@howdengroup.com INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Insurance Co. NAIC # 18058 INSURER B: MEMIC Casualty Company 11034 INSURER C: INSURER D: INSURER E: INSURER F:
INSURED Ascentria Community Services, Ascentria Care Alliance, Inc. 18 Chestnut Street, Suite 410 Worcester, MA 01608	

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y	Y	PHPK2609012-021	10/01/2025	10/01/2026	EACH OCCURRENCE \$ 1,000,000
	DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000						
	MED EXP (Any one person) \$ 25,000						
	PERSONAL & ADV INJURY \$ 1,000,000						
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY	N	N	PHPK2609014-021	10/01/2025	10/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	BODILY INJURY (Per person) \$						
	BODILY INJURY (Per accident) \$						
	PROPERTY DAMAGE (Per accident) \$						
A	☒ UMBRELLA LIAB ☒ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000	Y	Y	PHUB883842-021	10/01/2025	10/01/2026	EACH OCCURRENCE \$ 7,000,000
	AGGREGATE \$ 7,000,000						
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	N	610 3801162	12/01/2025	12/01/2026	PER STATUTE OTH-ER \$
	E.L. EACH ACCIDENT \$ 1,000,000						
	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000						
	E.L. DISEASE - POLICY LIMIT \$ 1,000,000						
A	Human Services Professional Liability	N	N	PHPK2609012-021	10/01/2025	10/01/2026	Each Incident \$1,000,000 Aggregate Limit: \$3,000,000 Retro: 1/1/2004

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

Ascentria Community Services, Inc. is included as a named insured on the above policies.

State of New Hampshire, New Hampshire Department of Health and Human Services is Additional Insured with regard to general liability as required by written contract.

CERTIFICATE HOLDER**CANCELLATION**

State of New Hampshire Department of Health and Human Services 129 Pleasant Street Concord, NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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NONPROFIT COVER SHEET

A. Entity Name: Ascentria Community Services, Inc

B. Entity's Contact Information: For Records Requests (e.g., resumes of key personnel; audited financial statements): Donna Odde, Contracts and Grants Manager
dodde@ascentria.org

C. Name / Phone / Email: Donna Odde, Contracts and Grants Manager
dodde@ascentria.org 774-243-3908

Person responsible for Accuracy and Completeness of information provided:

Name: Donna Odde Title: Contracts and Grants Manager

Signature: 

D. List Board of Directors and Affiliations

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
Alexander Bartholomew (Board Financial Secretary)	Bartholomew & Co.
Angela Bovill (President and CEO)	Ascentria Care Alliance
Marybeth Campbell (Director)	Worcester Community Action Council
Ashish Cowlagi (Board Secretary)	Pragya Systems
Brain Gibbs (Director)	UMass Memorial Health
Ross Goodman (Board Chair)	St Paul's Lutheran Church, Arlington, MA
Debora Jackson (Director)	Worcester Polytechnic Institute
Barry Maloney (Director)	Worcester State University
William Mayo (Director)	The Broad Institute
Nathan Pipho (Director)	New England Synod ELCA
Keith Robertson (Governance Chair)	The Ziegler Companies
Peter Schmidt (Director)	Transcend Air

E. 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>
Sonya Taly	Sr. Director of Community Services	96,907.20	4,845.36
Jean Hakuzimana	Program Director	69,804.80	27,921.92
Megan Twitchell	Resettlement Coordinator – Stability and Security	44,595.20	33,446.40

Claudine Gasana	Resettlement Coordinator – Health and Well-being	46,716.80	29,198.00
Tahmina Azada	Resettlement Coordinator – Employment	43,825.60	43,825.60
Minhui Nie	ESOL Teacher	53,414.40	24,036.48

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

F. 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

G. 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>

11474	Ascentria Community Services, Inc.	11 Shattuck StreetWorcester, MA 01605	Worcester	MA	01605	G	5/15/2026
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FINANCIAL DISCLOSURES**H. 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>	\$		



Ascentria
CARE ALLIANCE

261 Sheep Davis Road, Suite A-1, Concord, NH 03301
ascentria.org | 603.224.8111 | info@ascentria.org
Formerly Lutheran Social Services of New England

Mission statement:

To improve the wellbeing of individuals, families, and communities facing systemic barriers.

Our Values:

Courage, Resilience, Compassion, Dedication, and Integrity

Empowering People. Strengthening Communities.



**ASCENTRIA COMMUNITY SERVICES, INC.
AND SUBSIDIARY**

CONSOLIDATED FINANCIAL STATEMENTS

YEARS ENDED JUNE 30, 2025 AND 2024



CPAs | CONSULTANTS | WEALTH ADVISORS

CLAAconnect.com

**ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
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INDEPENDENT AUDITORS' REPORT

Board of Directors
Ascentria Community Services, Inc. and Subsidiary
Worcester, Massachusetts

Report on the Audit of the Financial Statements

Opinion

We have audited the consolidated financial statements of Ascentria Community Services, Inc. and Subsidiary (the Organizations), which comprise the consolidated statements of financial position as of June 30, 2025 and 2024, and the related consolidated statements of activities, changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Ascentria Community Services, Inc. and Subsidiary, as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). 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 Ascentria Community Services, Inc. and Subsidiary and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

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

Board of Directors
Ascentria Community Services, Inc. and Subsidiary

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidate 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 Ascentria Community Services, Inc. and Subsidiary'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 Ascentria Community Services, Inc. and Subsidiary's ability to continue as a going concern for a reasonable period of time.



CliftonLarsonAllen LLP

Boston, Massachusetts
February 25, 2026

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 7,465,635	\$ 2,947,260
Grant and Contract Receivables, Net	4,699,213	5,580,111
Program Service Receivables	2,204,463	2,815,703
Allowance for Credit Losses	(133,366)	(506,043)
Prepaid Expenses	94,001	85,256
Vehicle Inventory	203,470	199,592
Total Current Assets	<u>14,533,416</u>	<u>11,121,879</u>
ASSETS LIMITED AS TO USE		
Beneficial Interest in Net Assets of Related Party	1,793,242	2,059,236
PROPERTY AND EQUIPMENT		
Land	45,314	45,314
Building	85,798	85,798
Building Improvements	1,259,526	1,259,526
Leasehold Improvements	357,167	357,167
Furniture and Equipment	246,311	246,311
Vehicles	670,376	640,385
Computer Equipment and Software	147,017	147,017
Construction In Progress	185,868	-
Total	<u>2,997,377</u>	<u>2,781,518</u>
Less: Accumulated Depreciation	<u>2,051,128</u>	<u>1,918,364</u>
Total Property and Equipment	946,249	863,154
DUE FROM RELATED PARTIES	519,248	-
OTHER ASSETS		
Deposits	88,110	86,035
Right-of-Use Assets - Operating	983,893	766,736
Right-of-Use Assets - Finance	205,590	277,187
Total Other Assets	<u>1,277,593</u>	<u>1,129,958</u>
Total Assets	<u><u>\$ 19,069,748</u></u>	<u><u>\$ 15,174,227</u></u>

See accompanying Notes to Consolidated Financial Statements.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (CONTINUED)
JUNE 30, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Current Maturities of Long-Term Debt	\$ 12,815	\$ 12,150
Accounts Payable	818,633	981,131
Accrued Expenses	1,899,998	1,827,676
Deferred Revenue	2,135,599	1,759,893
Due to State of Maine	340,507	115,383
Lease Liabilities - Operating, Current Portion	448,514	340,697
Lease Liabilities - Finance, Current Portion	<u>70,338</u>	<u>73,019</u>
Total Current Liabilities	5,726,404	5,109,949
LONG-TERM DEBT , Net of Current Maturities	332,645	345,459
DUE TO RELATED PARTIES	381,073	365,510
OTHER LONG-TERM LIABILITIES		
Lease Liabilities - Operating, Net of Current Maturities	528,218	420,625
Lease Liabilities - Finance, Net of Current Maturities	<u>140,872</u>	<u>207,974</u>
Total Liabilities	7,109,212	6,449,517
NET ASSETS		
Without Donor Restrictions	10,085,596	6,574,649
With Donor Restrictions	<u>1,874,940</u>	<u>2,150,061</u>
Total Net Assets	<u>11,960,536</u>	<u>8,724,710</u>
Total Liabilities and Net Assets	<u><u>\$ 19,069,748</u></u>	<u><u>\$ 15,174,227</u></u>

See accompanying Notes to Consolidated Financial Statements.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF ACTIVITIES
YEARS ENDED JUNE 30, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
NET ASSET REVENUE WITHOUT DONOR RESTRICTION		
Grant and Contract Revenue	\$ 47,557,324	\$ 42,877,596
Program Service Revenue	5,963,768	5,440,359
Federal and State Relief Grant Revenue	-	330,049
Donated Vehicles	2,425,808	2,424,653
In-Kind Donations	22,595	50,863
Other Income	296,490	327,224
Net Assets Released from Restrictions Used for Operations	<u>487,565</u>	<u>334,322</u>
Total Revenues	56,753,550	51,785,066
EXPENSES		
Salaries and Wages	24,974,507	22,717,228
Employee Benefits	5,677,064	4,988,172
Occupancy Costs	1,698,546	1,648,637
Operating Supplies and Expenses	2,072,022	1,428,715
Professional Fees	2,434,243	2,385,396
Garage Expenses	826,833	614,239
Donated Vehicle Expenses	880,800	697,200
Client Support Expenses	3,240,109	3,727,482
Translation Expenses	743,918	535,709
Repairs and Maintenance	370,374	541,365
Travel Expenses	890,870	857,254
Educational Events and Meetings	73,146	65,841
Management Fees	8,335,427	7,506,976
Taxes	135,339	246,445
Recruitment Advertising	6,639	3,232
Advertising	217,265	256,477
Licenses and Fees	19,620	9,156
Insurance	290,927	304,588
Interest	31,437	29,283
Credit Losses	82,194	537,207
Depreciation and Amortization	<u>241,323</u>	<u>211,527</u>
Total Expenses	53,242,603	49,312,129
EXCESS OF REVENUES AND OTHER SUPPORT OVER EXPENSES	3,510,947	2,472,937
NONOPERATING ACTIVITY		
Equity Transfer	<u>-</u>	<u>(5,701,529)</u>
Total Nonoperating Activity	<u>-</u>	<u>(5,701,529)</u>
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	<u>\$ 3,510,947</u>	<u>\$ (3,228,592)</u>

See accompanying Notes to Consolidated Financial Statements.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS
YEARS ENDED JUNE 30, 2025 AND 2024

	<u>Without Donor Restriction</u>	<u>With Donor Restriction</u>	<u>Total</u>
BALANCE - JUNE 30, 2023	\$ 9,803,241	\$ 2,219,783	\$ 12,023,024
Decrease in Net Assets without Donor Restrictions	(3,228,592)	-	(3,228,592)
Change in Beneficial Interest in Net Assets of Related Party	-	264,600	264,600
Release from Restrictions	<u>-</u>	<u>(334,322)</u>	<u>(334,322)</u>
Change in Net Assets	<u>(3,228,592)</u>	<u>(69,722)</u>	<u>(3,298,314)</u>
BALANCE - JUNE 30, 2024	6,574,649	2,150,061	8,724,710
Increase in Net Assets without Donor Restrictions	3,510,947	-	3,510,947
Change in Beneficial Interest in Net Assets of Related Party	-	212,444	212,444
Release from Restrictions	<u>-</u>	<u>(487,565)</u>	<u>(487,565)</u>
Change in Net Assets	<u>3,510,947</u>	<u>(275,121)</u>	<u>3,235,826</u>
BALANCE - JUNE 30, 2025	<u><u>\$ 10,085,596</u></u>	<u><u>\$ 1,874,940</u></u>	<u><u>\$ 11,960,536</u></u>

See accompanying Notes to Consolidated Financial Statements.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED JUNE 30, 2025

	Program Services					Supporting Services				
	Transportation Services	Disability and Mental Health	Child and Family Programs	In-Home Services	Services For New Americans	Total Program	Management and General	Fundraising	Total Support Services	Total Expenses
\$	935,834	\$ 3,606,516	\$ 4,264,887	\$ 7,097,427	\$ 8,975,967	\$ 24,880,631	\$ 93,876	\$ -	\$ 93,876	\$ 24,974,507
Salaries and Wages										
Employee Benefits	245,209	796,209	1,123,341	1,587,785	1,906,029	5,658,573	18,491	-	18,491	5,677,064
Occupancy Costs	99,875	263,720	522,231	53,772	678,347	1,617,945	80,601	-	80,601	1,698,546
Operating Supplies and Expenses	28,919	63,823	120,094	59,331	1,793,875	2,066,042	5,980	-	5,980	2,072,022
Professional Fees	125,558	20,995	846,881	5,898	1,274,091	2,273,423	160,820	-	160,820	2,434,243
Garage and Vehicle Expenses	825,748	-	305	-	780	826,833	-	-	-	826,833
Donated Vehicle Expenses	880,800	-	-	-	-	880,800	-	-	-	880,800
Client Support Expenses	-	137,324	242,036	481	2,860,268	3,240,109	-	-	-	3,240,109
Translation Expenses	-	-	888	-	743,030	743,918	-	-	-	743,918
Repairs and Maintenance	31,572	21,493	92,791	44,342	178,789	368,987	1,387	-	1,387	370,374
Travel Expenses	230,133	106,621	201,787	59,663	289,178	887,382	3,488	-	3,488	890,870
Educational Events and Meetings	1,241	2,575	20,499	11,039	37,379	72,733	413	-	413	73,146
Management Fees	-	-	-	-	-	-	8,335,427	-	8,335,427	8,335,427
Taxes	-	134,166	865	-	308	135,339	-	-	-	135,339
Recruitment Advertising	-	-	100	5,604	935	6,639	-	-	-	6,639
Advertising	22,595	-	-	-	-	22,595	194,670	-	194,670	217,265
Licenses and Fees	-	-	17,648	250	698	18,596	1,024	-	1,024	19,620
Insurance	12,753	39,669	66,197	48,733	121,893	289,245	1,682	-	1,682	290,927
Interest	-	-	-	-	-	-	31,437	-	31,437	31,437
Credit Losses	1,558	21,870	17,633	28,322	12,811	82,194	-	-	-	82,194
Total Before Depreciation and Amortization	3,441,795	5,214,981	7,538,183	9,002,647	18,874,378	44,071,984	8,929,296	-	8,929,296	53,001,280
Depreciation and Amortization	85,293	12,132	96,995	6,872	36,744	238,036	3,287	-	3,287	241,323
Total Functional Expenses	\$ 3,527,088	\$ 5,227,113	\$ 7,635,178	\$ 9,009,519	\$ 18,911,122	\$ 44,310,020	\$ 8,932,583	\$ -	\$ 8,932,583	\$ 53,242,603

See accompanying Notes to Consolidated Financial Statements.

**ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED JUNE 30, 2024**

	Program Services				Supporting Services			
	Transportation Services	Disability and Mental Health	Child and Family Programs	In-Home Services	Services For New Americans	Total Program	Management and General	Total Support Services
Salaries and Wages	\$ 1,038,402	\$ 3,148,447	\$ 3,708,071	\$ 6,792,528	\$ 7,945,738	\$ 22,633,186	\$ 84,042	\$ 84,042
Employee Benefits	278,888	780,200	876,757	1,539,449	1,447,008	4,922,302	65,870	65,870
Occupancy Costs	115,313	264,579	515,836	38,375	596,232	1,530,335	118,302	118,302
Operating Supplies and Expenses	25,525	56,540	113,235	48,098	1,048,680	1,292,078	136,637	136,637
Professional Fees	175,361	25,009	1,021,939	2,065	1,012,421	2,236,795	148,601	148,601
Garage and Vehicle Expenses	613,905	54	210	-	70	614,239	-	614,239
Donated Vehicle Expenses	697,200	-	-	-	-	697,200	-	697,200
Client Support Expenses	1,607	53,124	198,580	-	3,474,099	3,727,410	72	72
Translation Expenses	-	-	1,062	-	534,647	535,709	-	535,709
Repairs and Maintenance	33,246	39,940	116,655	96,510	245,266	531,617	9,748	9,748
Travel Expenses	223,774	101,781	168,485	34,686	322,908	851,634	5,620	857,254
Educational Events and Meetings	5,660	887	19,349	6,324	32,490	64,710	1,131	65,841
Management Fees	-	-	-	-	-	-	7,506,976	7,506,976
Taxes	-	246,213	232	-	-	246,445	-	246,445
Recruitment Advertising	2,379	-	-	-	853	3,232	-	3,232
Advertising	191,075	-	606	752	1,234	193,667	62,810	256,477
Licenses and Fees	14	1,056	4,456	250	2,186	7,962	1,194	9,156
Insurance	7,064	48,328	65,856	54,294	126,172	301,714	2,874	304,588
Interest	-	-	-	-	-	-	29,283	29,283
Credit Losses	-	1,978	2,986	3,622	528,532	537,118	89	537,207
Total Before Depreciation and Amortization	3,409,413	4,768,136	6,814,315	8,616,953	17,318,536	40,927,353	8,173,249	49,100,602
Depreciation and Amortization	79,534	14,851	101,572	6,670	8,900	211,527	-	211,527
Total Functional Expenses	\$ 3,488,947	\$ 4,782,987	\$ 6,915,887	\$ 8,623,623	\$ 17,327,436	\$ 41,138,880	\$ 8,173,249	\$ 49,312,129

See accompanying Notes to Consolidated Financial Statements.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF CASH FLOWS
YEARS ENDED JUNE 30, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	\$ 3,235,826	\$ (3,298,314)
Adjustments to Reconcile Change in Net Assets to		
Net Cash Provided by Operating Activities:		
Depreciation	132,763	129,225
Amortization of Financing Right of Use Assets	108,560	82,302
Adjustment of ROU Assets - Operating, Net of Amortization	(1,747)	7,949
Provision for Credit Losses	82,194	537,207
Equity Transfer	-	5,701,529
Change in Beneficial Interest in Net Assets of Related Party	(212,444)	(264,600)
(Increase) Decrease in Assets:		
Accounts Receivable	1,037,267	98,918
Prepaid Expenses	(8,745)	38,656
Deposits	(2,075)	(150)
Beneficial Interest in Net Assets of Related Party	478,438	334,322
Vehicle Inventory	(3,878)	(15,777)
Increase (Decrease) in Liabilities:		
Accounts Payable	(162,498)	(587,748)
Accrued Expenses	72,322	466,598
Deferred Revenue	375,706	(537,518)
Due to State of Maine	225,124	115,383
Net Cash Provided by Operating Activities	<u>5,356,813</u>	<u>2,807,982</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of Property and Equipment	<u>(215,858)</u>	<u>(263,097)</u>
Net Cash Used by Investing Activities	<u>(215,858)</u>	<u>(263,097)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments on Finance Lease Liability	(106,746)	(77,251)
Payments on Long-Term Debt	(12,149)	(11,468)
Advanced from Related Parties, Net	(503,685)	4,869,976
Equity Transfers	-	(5,701,529)
Net Cash Used by Financing Activities	<u>(622,580)</u>	<u>(920,272)</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	4,518,375	1,624,613
Cash and Cash Equivalents - Beginning of Year	<u>2,947,260</u>	<u>1,322,647</u>
CASH AND CASH EQUIVALENTS - END OF YEAR	<u>\$ 7,465,635</u>	<u>\$ 2,947,260</u>
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash Paid for Interest	<u>\$ 31,437</u>	<u>\$ 29,283</u>

See accompanying Notes to Consolidated Financial Statements.

**ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024**

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Ascentria Community Services, Inc. (ACS) and Ascentria Community Care, Inc. (ACC) (collectively, the Organizations) are corporations exempt from tax under Section 501(c)(3) of the Internal Revenue Code (IRC) as a public charity. The Organizations provide community service programs to children, families, refugees, and developmentally disabled adults throughout New England. ACS is the sole corporate member of ACC. Ascentria Care Alliance, Inc. (Ascentria) is a sole corporate member of ACS and also serves as the management agent.

The Organizations provide the following programs:

Transportation Services – provides low-income individuals with transportation, such as ownership of donated vehicles or access to shared rides, providing these individuals with access to jobs and other economic opportunities, thus helping them to achieve economic independence.

Disability and Mental Health -- Disability and Mental Health comprise of a wide variety of programs that enable persons who are economically disadvantaged, have disabilities, chronic illness, mental illness, deafness and other challenges to become and remain successful contributors to the communities in which they live and work. Support services include: Access to medical resources, personal case management customized for individual needs, 24/7 supervision and support in a residential setting for individuals diagnosed with chronic and persistent mental illness, and services offered to individuals diagnosed with mental illness in the comfort and familiarity of their homes.

Child and Family Programs – through a variety of programs, the Organizations provide services related to therapeutic foster care, unaccompanied refugee minors support, housing for teen mothers and their children, housing for homeless, small group homes serving teenagers, various support services and living accommodations for developmentally, physically and mentally disabled adults and other various social support programs.

In-Home Services – In-Home Care is a licensed Home Health Care agency that offers comprehensive, nonmedical personal care services to homebound individuals or those with a disability. In-Home Care caregivers assist in light housekeeping, transportation to appointments, recreational activities, bathing and personal care, meals, and exercise. Additional nonmedical services supervised by a registered nurse.

Services for New Americans – through this program, the Organizations seek to provide resettlement, employment, case management, medical case management, English as a second language classes, and other support services to refugees, asylees, and immigrants.

Adoption – through this program, the Organizations provide services related to domestic and international adoptions.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Basis of Consolidation

The accompanying consolidated financial statements present the consolidated financial position, results of operations, changes in net assets, cash flows, and functional expenses of the Organizations. Material intercompany transactions and balances have been eliminated in consolidation.

Method of Accounting

The consolidated financial statements of the Organizations have been prepared on the accrual method of accounting. Accordingly, assets are recorded when the Organizations obtain the rights of ownership or is entitled to claims for receipt and liabilities are recorded when the obligation is incurred.

Cash and Cash Equivalents

The Organizations consider all short-term debt securities purchased with an original maturity of three months or less to be cash equivalents.

Accounts and Contracts Receivable

Accounts and contracts receivable are recorded net of an allowance of expected losses. The allowance is estimated from historical performance and projections of trends. Credit is extended to customers and collateral is not required. When the accounts become past due, historically, the Organizations have not charged interest to these accounts.

Changes in the allowance for credit losses for the years ended June 30 were as follows:

	2025	2024
Balance - Beginning of Year	\$ 506,043	\$ 378,995
Provision for Credit Losses	(365,133)	132,123
Amounts Written Off	(7,544)	(5,075)
Balance - End of Year	<u>\$ 133,366</u>	<u>\$ 506,043</u>

Inventory

Vehicles identified for the purpose of being delivered to program participants are valued based on the average contract reimbursement rate for the reporting period which approximates the lower of cost or net realized value.

Program vehicles expected to be sold at retail are recorded based on trade-in value.

Vehicles expected to be sold at wholesale are valued using the average sales proceeds for all vehicles sold during the reporting period.

Vehicles are recorded as donated vehicles or donated vehicles – wholesale when the vehicle is received.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Property and Equipment

Property and equipment are recorded at cost. Assets with an estimated useful life of more than one year and a historical cost in excess of \$2,500 are capitalized. The Organizations capitalize acquisitions and improvements, while expenditures for maintenance and repairs that do not extend the useful lives of the assets are charged to operations. Donated property and equipment are recorded at its fair market value at date of donation. Gifts of long-lived assets are reported as net assets without donor restriction support unless donor stipulations specify how the assets are to be used, and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulation about how long those assets must be maintained, expiration of donor restrictions are reported when the donated or acquired long-lived assets are placed into service. Depreciation is computed using the straight-line method over the estimated useful life of the assets.

Related Party Loans Receivable

The Organizations' loan portfolio is comprised on unsecured related party loans receivable that are noninterest-bearing and have no fixed repayment terms, as detailed in Note 3, and is considered a single portfolio class. Related party loans receivable are recorded net of an allowance for expected loan losses (allowance). The Organizations establish an allowance as an estimate of inherent risk in the Organizations' loan portfolio. Although management believes the allowance to be adequate, ultimate losses may vary from its estimates.

The allowance is established through a provision for loan losses that is charged to expense. Loan losses are charged off against the allowance when the Organizations determine the loan balance to be uncollectible. Proceeds received on previously charged off amounts are recorded as recovery in the year of receipt. During the year ended June 30, 2024, all related party loans receivable were forgiven and recognized as an equity transfer in the statement of activities.

The Organizations review the adequacy of the allowance, including consideration of the relevant risks in the loan portfolio, current economic conditions, and other factors periodically. The Organizations internally monitor related party borrowers to assess the risk of nonperformance. The Organizations determine that changes are warranted based on those reviews, the allowance is adjusted.

All of the Organization's Beneficial Interest in Net Assets of Related Parties are measured at Level 3, as outlined in Note 11.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Net Assets

Net assets of the Organizations are classified and reported as follows:

Net Assets without Donor Restrictions – Net assets that are not subject to donor-imposed stipulations.

Net Assets with Donor Restrictions – Net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met either by actions of the Organizations and/or the passage of time. Other donor-imposed restrictions are perpetual in nature when the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both. Net assets with donor restrictions consist of \$1,793,242 and \$2,059,236 for beneficial interest in net assets of related party and \$81,698 and \$90,825 other program restrictions for the years ended June 30, 2025 and 2024, respectively. There were no net assets invested in perpetuity as of June 30, 2025 and 2024.

Contract and Grant Revenue

The Organizations derive revenues through cost-reimbursable and unit rate federal and state contracts and grants, which are conditional grants based on certain performance requirements and/or the incurrence of allowable qualifying expenses. Accordingly, the Organizations are subject to the regulations and reporting requirements of the applicable governmental and grantor agencies. Amounts received are recognized as earned and are reported as revenue when the Organizations have incurred expenditures in compliance with specific contract or grant provisions. As of June 30, 2025 and 2024, there was \$11,034,612 and \$15,231,614, respectively, of conditional contributions that have yet to be recognized in the consolidated financial statements.

Donated Services

Donated services are recognized in the consolidated financial statements if the services enhance or create nonfinancial assets or require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation.

Donated Vehicle Revenue

Donated vehicle revenue includes vehicles that will be repaired and delivered to program participants. They are valued based on the average contract reimbursement rate for the reporting period. Additionally, donated vehicle revenue includes donated vehicles that do not meet the needs of program participants.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Donated Vehicle Revenue (Continued)

These vehicles are sold at auction and valued based on average proceeds for the reporting period. Vehicle auction revenue is recognized at a point in time when the item is sold. As of June 30, 2025 and 2024, there was \$1,541,130 and \$1,711,675, respectively, included in donated vehicles on the consolidated statement of activities.

Federal and State Relief Grant Revenue

The Organizations received payments from the state of New Hampshire, which is administered by the Division of Medicaid Services. The Organization recognized revenue in the amount of \$-0- and \$223,097 during the fiscal year-end 2025 and 2024, respectively. The revenues recognized are included in the Federal and State Relief Grant Revenue on the consolidated statements of activities. Amounts received but not yet recognized are included in deferred revenue on the statement of financial position. The payments have terms and conditions that the Organizations are required to follow, and these funds are subject to reporting requirements and audit. The payments are subject to potential recoupment by the Department if it is determined that the funds were not spent in accordance with the terms and conditions. Management believes the amounts have been recognized appropriately as of June 30, 2025 and 2024.

Additionally, the Organizations recognized payments from the Commonwealth of Massachusetts Executive Office of Health and Human Services (EOHHS) of \$-0- and \$106,952, respectively, as revenues as of June 30, 2025 and 2024. The revenues recognized are included in Federal and State Relief Grant Revenue on the consolidated statement of activities.

Program Service Revenue

To determine revenue recognition for the arrangements that the Organizations considers within the scope of Topic 606, the Organizations performs the following five steps: (1) identify the contract(s) with a customer, (2) identify the performance obligation(s) in the contract, (3) determine the transaction price, (4) allocate the transaction price to the performance obligation(s) in the contract, and (5) recognize revenue when the Organizations satisfy a performance obligation. Program service revenue is from private pay services, translation services, and interpretation services. Program service revenue is recognized as customer services are provided over time. Payments received in advance of services are reported as deferred revenue.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Program Service Revenue (Continued)

The Organization’s accounts receivables related to program service revenue under Topic 606 that are included in the accounts and contracts receivable on the statement of financial position for the years ended June 30 were as follows:

	<u>2025</u>	<u>2024</u>
Beginning Balance, Accounts Receivables, Net	\$ 2,309,660	\$ 2,042,667
Ending Balance, Accounts Receivables, Net	2,071,097	2,309,660

There were no contract liabilities related to exchange transactions as of June 30, 2025 and 2024.

Advertising Costs

Advertising costs are expensed as incurred. Advertising costs paid for by the Organizations amounted to \$194,670 and \$205,614 for the years ended June 30, 2025 and 2024, respectively. Contributions of advertising are recorded at the estimated fair value on the date of the contribution. The Organizations received contributions of advertising estimated to have a value of \$22,595 and \$50,863 for the years ended June 30, 2025 and 2024, respectively.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America 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 consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Functional Allocation of Expenses

The cost of providing the various programs and services are summarized on a functional basis. Costs are generally identified as to program site and are then allocated between programs and supporting services that benefited based on total direct expenses. Salaries and benefits are allocated on the basis of time and effort. The expenses that are allocated are the portions of depreciation and interest expense that are not directly attributable to specific programs or services. These expenses are allocated on a square footage basis.

Income Taxes

The Organizations are nonprofit corporations as described in Section 501(c)(3) of the IRC and are exempt from federal and state income taxes on related income pursuant to Section 501(a) of the IRC.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Fair Value Measurements

In accordance with professional standards, assets and liabilities measured and recorded at fair value are required to be categorized into a three-level hierarchy based on the priority of the inputs to the valuation technique used to determine fair value.

The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). If the inputs used in the determination of the fair value measurement fall within different levels of the hierarchy, the categorization is based on the lowest level input that is significant to the fair value measurement. Assets and liabilities measured and recorded at fair value by the Organizations are categorized as follows:

Level 1 – Inputs that utilize quoted prices (unadjusted) in active markets for identical assets or liabilities that an entity has the ability to access.

Level 2 – Inputs that include quoted prices for similar assets and liabilities in active markets and inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the financial instrument. Fair values for these instruments are estimated using pricing models, quoted prices of securities with similar characteristics, or discounted cash flows.

Level 3 – Inputs that are unobservable inputs for the asset or liability, which are typically based on an entity's own assumptions, as there is little, if any, related market activity.

In instances where the determination of the fair value measurement is based on inputs from different levels of the fair value hierarchy, the level in the fair value hierarchy within which the entire fair value measurement falls is based on the lowest level input that is significant to the fair value measurement in its entirety. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. There have been no changes in valuation methodology used at June 30, 2025 and 2024.

Leases

The Organizations determine if an arrangement is a lease at inception. Operating leases are included in right-of-use (ROU) assets – operating and lease liability – operating in the consolidated statement of financial position. Finance leases are included in right-of-use (ROU) asset financing and lease liability – financing on the consolidated statement of financial position.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Leases (Continued)

ROU assets represent the Organizations' right to use an underlying asset for the lease term, and lease liabilities represent the Organizations' obligation to make lease payments arising from the lease. ROU assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term using an appropriate risk-free discount rate.

The individual lease contracts do not provide information about the discount rate implicit in the lease. Therefore, the Organizations have elected to use a risk-free discount rate (applicable U.S. Department of Treasury risk-free treasury rate) determined using a period comparable with that of the lease term for computing the present value of lease liabilities. Lease terms may include options to extend or terminate the lease when it is reasonably certain that the Organizations will exercise that option.

Lease costs for operating lease payments are recognized on a straight-line basis over the lease term. The Organizations have elected not to separate nonlease components from lease components and instead accounts for each separate lease component and the nonlease component as a single lease component. The Organizations recognize payments for short-term leases with a lease term of 12 months or less as expense as incurred.

Reclassifications

Certain reclassifications of amounts previously reported have been made to the accompanying financial statements to maintain consistency between periods presented. The reclassifications had no impact on previously reported net assets.

Subsequent Events

In preparing these consolidated financial statements, the Organizations have evaluated events and transactions for potential recognition or disclosure through February 25, 2026, the date the consolidated financial statements were available to be issued.

NOTE 2 ASSETS LIMITED AS TO USE

Beneficial Interest in Net Assets of Related Party

The Organizations record beneficial interest in assets that are held by Ascentria in the amount of \$1,793,242 and \$2,059,236 at June 30, 2025 and 2024, respectively. For the years ended June 30, 2025 and 2024, the Organizations had a loan payable to the fund totaling \$340,524 and \$340,524, respectively. Contributed assets are transferred to Ascentria by either the donor or the Organizations with the approval of Ascentria. The donors did not grant variance power to Ascentria.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 3 RELATED PARTY TRANSACTIONS

The Organizations have entered into the following transactions with related parties:

- The Organizations are charged annually by Ascentria for accounting, management services, and overhead in monthly installments. Charges to operations for these services totaled approximately \$8,290,206 and \$7,151,318 for the years ended June 30, 2025 and 2024, respectively. These expenses have been included on the consolidated statements of activities under the caption Management Fees. In addition, Ascentria is the central contracting entity for insurance coverage, and insurance costs are then billed monthly to the Organizations.
- The Organizations have various office space rentals to and from related parties and vehicle rentals from related parties. Rental revenue from related parties amounted to \$86,389 and \$128,694 for the years ended June 30, 2025 and 2024, respectively. Office space and vehicle related party rents amounted to \$398,889 and \$410,046 for the year ended June 30, 2025 and 2024, respectively.
- Related party loans that bear no interest and have no fixed repayment terms, are as follows:

	<u>2025</u>	<u>2024</u>
Due to Related Parties:		
Ascentria Care Alliance, Inc.	\$ 381,073	\$ 365,510
Total	<u>\$ 381,073</u>	<u>\$ 365,510</u>
	<u>2025</u>	<u>2024</u>
Due from Related Parties:		
Ascentria Care Alliance, Inc.	\$ 519,248	\$ -
Total	<u>\$ 519,248</u>	<u>\$ -</u>

NOTE 4 DEFINED CONTRIBUTION PENSION PLAN

The Organizations participate in a defined contribution plan (the Plan) qualifying under IRC Section 403(b) maintained by Ascentria. The Plan permits discretionary employer contributions based on a specified percentage of annual compensation and employee contributions. Pensions costs charged to operations or contributions to the plan amounted to \$117,268 and \$52,773 the years ended June 30, 2025 and 2024, respectively.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 5 CONCENTRATION OF CREDIT RISK

Financial instruments that potentially subject the Organizations to concentrations of credit risk consist principally of the following:

Cash and Cash Equivalents

The Organizations have a potential consideration of credit risk in that it occasionally maintains deposits with a financial institution in excess of amounts insured by the Federal Deposit Insurance Corporation (FDIC). The maximum deposit insurance amount is \$250,000, which was applied per depositor, per insured depository institution for each account ownership category. As of June 30, 2025 and 2024, the Organizations had \$7,295,893 and \$2,725,413, respectively, in excess of FDIC limits.

Major Customers

The Organizations receive significant funding from various federal and state agencies. The states, through which funding was received, include Massachusetts, New Hampshire, and Maine. Approximately 65% and 71% of the Organizations' revenue was received from state and federal agencies directly or via pass through for the years ended June 30, 2025 and 2024, respectively.

Beneficial Interest in Net Assets of Related Party

The Organization's unsecured gifts, held by a related party, amounted to \$1,793,242 and \$2,059,236 at June 30, 2025 and 2024, respectively.

NOTE 6 PROPERTY AND EQUIPMENT

The useful lives of property and equipment for purposes of computing depreciation are:

Building, Building Improvements, and Leasehold Improvements	5 to 40 Years
Equipment, Furniture, and Vehicles	3 to 10 Years
Computer Equipment and Software	3 Years

Depreciation expense charged to operations was \$132,763 and \$131,592 for the years ended June 30, 2025 and 2024, respectively.

NOTE 7 MAINE MEDICAID LIABILITY

ACS provides services for Medicaid eligible individuals under terms of costs-based contracts with the state of Maine. Accordingly, ACS provides for the estimated amount of settlements with Medicaid as a liability. Final reimbursement is not determined until the state of Maine accepts the cost report. The amount of the estimated liability was approximately \$340,507 and \$115,383 for the year ended June 30, 2025 and 2024, respectively. Adjustments to these estimates are reflected on the consolidated statement of activities under the caption Grant and Contract Revenue to the extent not previously recorded in the year the final settlement information becomes available to management.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 8 LONG-TERM DEBT

The Organizations are liable on long-term debt at June 30 as follows:

<u>Description</u>	<u>2025</u>	<u>2024</u>
Term note payable to Cambridge Trust Company face amount \$380,000, due June 30, 2032, secured by business assets, payable in monthly payments of principal plus interest through maturity, commencing July 29, 2022. Interest rate is fixed at 5.27% annually.	\$ 345,460	\$ 357,609
Total Long-Term Debt	345,460	357,609
Less: Current Maturities	<u>(12,815)</u>	<u>(12,150)</u>
Long-Term Debt, Net of Current Maturities	<u>\$ 332,645</u>	<u>\$ 345,459</u>

The agreement with Cambridge Trust Company includes a covenant to maintain a debt service coverage ratio, as defined in the agreement, of at least 1.10. The Organization believes that it has met the required ratio at June 30, 2025.

The following are current maturities for the next five years:

<u>Year Ending June 30.</u>	<u>Amount</u>
2026	\$ 12,815
2027	13,517
2028	14,210
2029	15,035
2030	15,858
Thereafter	<u>274,025</u>
Total	<u>\$ 345,460</u>

Interest charged to operations for the above long-term debt amounted to \$20,246 and \$20,878 for the years ended June 30, 2025 and 2024, respectively.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 9 LEASES

The Organizations lease equipment under finance leases and office facilities under operating leases. The leases are for various terms under long-term, noncancelable lease agreements and expire at various dates through 2029.

The following table provides quantitative information concerning the Organizations' leases:

	2025	2024
Lease Cost:		
Amortization of Right-of-Use Assets	\$ 108,560	\$ 82,302
Interest on Lease Liabilities	11,191	8,799
Operating Lease Cost	627,995	640,213
Total Lease Cost	<u>\$ 747,746</u>	<u>\$ 731,314</u>
Other Information:		
Cash Paid for Amounts included in the		
Measurement of Lease Liabilities:		
Operating Cash Flows from Finance Leases	\$ 117,938	\$ 88,285
Operating Cash Flows from Operating Leases	\$ 629,741	\$ 632,264
Right-of-Use Assets Obtained in Exchange for New		
Finance Lease Liabilities	\$ 36,129	\$ 150,338
Right-of-Use Assets Obtained in Exchange for New		
Operating Lease Liabilities	\$ 77,960	\$ 1,035,930
Weighted-Average Remaining Lease Term -		
Finance Leases	2.91 Years	3.70 Years
Weighted-Average Remaining Lease Term -		
Operating Leases	2.68 Years	3.28 Years
Weighted-Average Discount Rate - Finance Leases	4.09%	3.95%
Weighted-Average Discount Rate - Operating Leases	2.71%	2.72%

The Organizations classify total undiscounted lease payments that are due in the next 12 months as current. A maturity analysis of annual undiscounted cash flow for lease liabilities as of June 30, 2025 is as follows:

Year Ending June 30,	Operating	Finance	Totals
2026	\$ 467,716	\$ 71,307	\$ 539,023
2027	292,655	76,794	369,449
2028	171,237	55,321	226,558
2029	79,226	22,224	101,450
Thereafter	-	-	-
Undiscounted Cash Flows	1,010,834	225,646	1,236,480
Less: Imputed Interest	(34,102)	(14,436)	(48,538)
Total Present Value	<u>\$ 976,732</u>	<u>\$ 211,210</u>	<u>\$ 1,187,942</u>

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 10 CONTINGENCIES

A significant portion of the Organizations' net revenues and accounts receivable are derived from services reimbursable under Medicaid programs. There are numerous health care reform proposals being considered on federal and state levels. The Organizations cannot predict at this time whether any of these proposals will be adopted or, if adopted and implemented, what effect such proposals would have on the Organizations.

A significant portion of the Organizations' revenues are derived from services reimbursable under Medicaid programs. The base year costs utilized in calculating the Medicaid rates are subject to audit which could result in a retroactive rate adjustment for all years in which that cost base was used in calculating the rates. It is not possible at this time to determine whether the Organizations will be audited or if a retroactive rate adjustment would result.

Effective June 2022, the Organizations and subsidiaries entered into a line of credit agreement and a term note payable with a financial institute and paid off the previous line of credit balance.

The term note payable has a balance of \$1,295,000 and resides on the books of a related party for both year ends June 30, 2025 and 2024. All borrowers are jointly and severally liable for payment of the debt which is due June 30, 2027. The note is secured by certain assets, payable in monthly payments of principal plus interest through maturity, commencing on July 29, 2022. Interest rate is fixed at 5.06% annually. The line of credit has a limit of \$1,900,000 with a variable rate of interest of the Wall Street Journal published U.S. Prime Rate, with a floor of 3.25%. The rate was 7.50% and 8.50% at June 30, 2025 and 2024, respectively. The line is collateralized by various business assets. There was no balance on the line of credit for both year ends June 30, 2025 and 2024. The agreements include a covenant to maintain a debt service coverage ratio, as defined in the agreement, of at least 1.10. The Organization believes that it has met the required ratio for both year ends June 30, 2025 and 2024.

The Organizations are subject to legal proceedings and claims that arise in the ordinary course of business. In the opinion of management, the ultimate resolution of these matters is not expected to have a material adverse effect on the Organization's financial position, results of operations or liquidity.

NOTE 11 FAIR VALUE MEASUREMENT

The Organizations use fair value measurements to record fair value adjustments to certain assets and liabilities to determine fair value disclosures. For additional information on how the Organizations measure fair value refer to Note 1 – Organization and Summary of Significant Accounting Policies.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 11 FAIR VALUE MEASUREMENT (CONTINUED)

The following tables present the Organizations' fair value hierarchy for those assets and liabilities measured at fair value on a recurring basis as of June 30:

2025				
	Total	Level 1	Level 2	Level 3
Beneficial Interest in Net Assets of Related Party:	\$ 1,793,242	\$ -	\$ -	\$ 1,793,242
Total	<u>\$ 1,793,242</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,793,242</u>
2024				
	Total	Level 1	Level 2	Level 3
Beneficial Interest in Net Assets of Related Party:	\$ 2,059,236	\$ -	\$ -	\$ 2,059,236
Total	<u>\$ 2,059,236</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,059,236</u>

The following table provides a summary of changes in fair value of the Organizations' Level 3 financial assets for the years ended June 30:

	2025	2024
Contributions	\$ 212,444	\$ 264,600
Payments	(478,438)	(334,322)

Since these funds are held by a third party that pools the Organizations' interest with other related organization's assets, management has determined that the inputs are unobservable and therefore, valued using a Level 3 methodology. The principal valuation technique is the fair value of the underlying investments and the unobservable input is the term of distributions.

NOTE 12 AVAILABLE RESOURCES AND LIQUIDITY

The Organizations regularly monitors liquidity required to meet its operating needs and other commitments. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the Organizations consider all expenditures related to its ongoing program activities as well as the services undertaken to support those activities to be general expenditures.

ASCENTRIA COMMUNITY SERVICES, INC. AND SUBSIDIARY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 12 AVAILABLE RESOURCES AND LIQUIDITY (CONTINUED)

In addition to financial assets available to meet general expenditures over the next 12 months, the Organizations operate a balanced budget and anticipates collecting sufficient revenue to cover general expenditures not covered by donor-restricted resources. The Organizations consider the following to be available to meet cash needs for general expenditures:

	<u>2025</u>	<u>2024</u>
Cash and Cash Equivalents	\$ 7,465,635	\$ 2,947,260
Grant and Contract Receivables, Net	4,699,213	5,580,111
Program Service Receivables, Net	<u>2,071,097</u>	<u>2,309,660</u>
Total Financial Assets	14,235,945	10,837,031
Donor-Imposed Restrictions	<u>(81,698)</u>	<u>(90,825)</u>
Financial Assets Available to Meet Cash Needs for General Expenditures Within One Year	<u><u>\$ 14,154,247</u></u>	<u><u>\$ 10,746,206</u></u>



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.

Sonya M. Taly

CAREER PROFILE

- Dedication to leadership that delivers high quality results
- Strong oral and written communication skills
- Proficient in Microsoft word, Power Point, Excel, Visio, Outlook, OneNote and Multiple MIS Systems
- Seek out opportunities for collaboration, innovation, development and learning
- Languages: English (Native), Spanish (Fluent), French (Intermediate)

EDUCATION

Master of Arts in Intercultural Management, SIT Graduate Institute, Brattleboro, VT, USA (2009)
Concentration in Sustainable Development. Course work included: Program Planning and Project Design, Program Monitoring and Evaluation, Intercultural Communication, Theory and Practice of Mission Driven Organizations, Conflict and Identity, Policy Advocacy, Training Design.

Bachelor of Arts in Multidisciplinary Studies, Castleton State College, Castleton, VT, USA (2004)
Concentrations in Elementary Education and Special Education, minor in US and World History.

Vermont Teaching Certifications, Elementary Education (K-6)/ Special Education (K-age 21) (2004)
Certified Lactation Counselor, Academy of Lactation Policy and Practice (December 2014 to December 2017)
Certified Food Safety Manager, RI DOH (October 2015 to 2020)
Child and Adolescent Needs and Strengths (CANS) Certified, RI DCYF (July 2018 to Present)

PROFESSIONAL EXPERIENCE

Director of Community Services

Ascentria Care Alliance, Concord, NH / Worcester, MA / West Springfield MA (September 2021 – Present)

Director of the Family Care Community Partnership (FCCP)

Communities for People, Pawtucket RI (May 2018 – Present)

Lead team of up to 20 including licensed clinicians, social workers, intake and outreach staff as well as peer support partners. Designed implementation of newly awarded DCYF funded program. Ensure quality of services provided by team. Responsibility for data analysis and reporting. Act as a liaison between agency and RI DCYF. Participate in Policy Advocacy. Lead inter-agency collaboration. Ensure day to day functionality of program and services.

Director of Health and Nutrition (November 2016 – June 2017)

Assistant Director of Health and Nutrition (March 2014 – November 2016)

Women Infants and Children (WIC) Program Manager (July 2011- March 2014)

Women Infants and Children (WIC) Supervisor (July 2009 – July 2011)

Children's Friend, Central Falls, Pawtucket and Providence RI (August 2009 to June 2017)

Over eight years of experience included: Leading and training teams of up to 30 including manager, supervisors, nurses, nutritionists, breastfeeding counselors, case managers, fiscal assistants, program assistants, AmeriCorps members and other volunteers in the delivery of WIC, Head Start, Early Head Start, Early Head Start Childcare Partnership, Pre-K, Child Care and Child and Adult Care Food Programs to up to approximately 9,000 individuals mainly within Providence, Pawtucket and Central Falls RI.

Led the expansion of programs into new communities and uncharted strategies of approach. Liaised between agency, RI DOH, RIDE and other auditing officials. Responsible for program design, innovation, standards, outreach, needs assessments and budget. Executed and led data tracking, analysis and reporting.

Participated as a leader in programmatic and agency wide strategic planning. Executed programmatic and electronic integration of nutrition and nursing efforts in WIC, EHS, EHS Child Care Partnership, CACFP and HS. Acted as a leader in the development and implementation of an agency wide integrated electronic record.

Sonya M. Taly, Page 2

PROFESSIONAL EXPERIENCE, CONTINUED

Program Assistant

ChildVoice International, Gulu, Uganda (August 2007 – March 2008)
Lived on site in outskirts of an isolated rural IDP camp while planned, developed and implemented all aspects of the opening of a residential rehabilitative center for former child soldiers and formerly abducted girls. Taught life skills and parenting classes. Oversaw Early Childhood Development program, trained and supervised teachers. Designed and implemented student recruitment process. Interviewed and screened prospective employees.

Program Assistant / Board Member

Project Chacocente, Masaya, Nicaragua (August 2005 - December 2007)
Developed preschool and kindergarten programs. Taught classes. Trained and mentored Nicaraguan teachers in classroom strategies and innovative teaching practices. Assisted in school construction and agricultural development programs. Mediated families in cases of abuse and neglect. Acted as a board member. Completed an appreciative inquiry analysis of program and affected population.

Translator/ Latin American Representative/ Business Development Assistant,

Rebuilders Automotive Supply, Coventry, RI (May 1999 – August 2008)
Began working as a Warehouse Worker sorting, packing and unpacking shipments. Promoted to work alongside product managers where I researched and organized all Latin American clientele and located new prospects. Created and maintained relationships with clients through phone, email, and in-person meetings within and outside of U.S. Translated written documents and face-to-face meetings between Spanish and English associates.

Home-Based Therapist / Teacher’s Assistant

Trudeau Home-Based Therapies / Pathways Strategic Teaching Center for Autistic Children, Warwick, RI (2004, 2006)
Specialized one-on-one teacher/therapist to children ages 3-18 years with various impairments. Utilized Applied Behavioral Analysis in a classroom setting and in the home. Collected and analyzed student related data. Worked with students and counseled parents to increase positive behavior interventions and new approaches to learning. Attended meetings and trainings involving all aforementioned students.

Personal Care Attendant and Teacher’s Assistant

Lothrop Elementary School and Caverly Preschool, Pittsford, VT (October 2002 – June 2004)
Provided full-time assistance within home, community, clinical, and classroom settings to a boy with severe autism. Extended experience with implementing and collecting data on Discrete Trial, Occupational Therapy, Relationship Development Intervention, and Speech Therapy. Aided to optimize inclusive academic, social, and recreational participation.

LEADERSHIP ACTIVITIES

Three Cities Coalition for RI Juvenile Justice Restructuring	(2020 to Present)
East Providence Health Equity Zone Steering Committee	(2020 to Present)
Children’s Ministry Director, Impact Center PVD	(2019 to Present)
Central Falls and Pawtucket DOH Local Implementation Team	(2012 to 2015)
New York State WIC Retention Advisory Board	(2013)
RI Department of Health, Health Equity Collaborative	(2014 to 2015)
Electronic Record Tester, Super User and Trainer, Children’s Friend	(2014 to 2017)
WIC EBT Card Research Team	(2010 to 2011)
Head Start Inter-Agency Health Advisory Committee	(2010 to 2014)
Gymnastics Instructor	(1996 to 2004)

PUBLISHED RESEARCH

La Chureca – Understanding The Individual: An Appreciative Inquiry of The Population Living Within The Garbage Dump of Managua, Nicaragua; 2009

REFERENCES – Available upon request

Jean Hakuzimana

Summary

With over 12 years of experience in community development strategy design, refugee resettlement policies, communication, advocacy, and media, I am the founder and Director of NHSONGA (NH Moves).

I serve as the Ascentria's Service for New Americans New Hampshire Statewide Director, where I oversee multi-grant programming between the state and Ascentria aimed at resettling refugees in New Hampshire.

I recently concluded a Deputy Editor role at Amjambo Africa, a newspaper that covers a wide range of news about immigrants and host communities in Maine. I also host the Amjambo Time podcast at WMPG, a community radio station affiliated with the University of Southern Maine.

I graduated in community development policy and practice from the Carsey School of Public Policy at the University of New Hampshire, and I hold a bachelor's degree in journalism from the University of Rwanda. I have worked with the United Nations, European Union-funded programs, regional organizations, and diplomatic, governmental, and non-profit entities in Africa and the USA, focusing on issues such as refugee resettlement, social determinants of health, environment, agriculture, biodiversity, governance, and inclusive finance. All these previous roles have nurtured a huge passion for community development that I carry whenever I am called to serve.

Experience



NH State Director

Service for New Americans: Ascentria Care Alliance

Feb 2024 - Present

Strategizing and executing the following tasks:

- Overseeing multi-grant programming between the state of New Hampshire and Ascentria aimed at resettling refugees in New Hampshire.
- Serve as the Site Director and lead a team of dedicated staff working on the resettlement and placement of refugees in NH.
- Creating social and economic programs bridging the integration of new Americans in society.



Founder and Director

NH SONGA (www.nhsonga.com)

May 2023 - Present

Strategizing and executing the following tasks:

- Led a company aimed at bridging the GAP between New Americans and their host communities in the areas of workforce, Education, and Health.
- Organizer of the annual Immigrants in NH's Workforce Conference set to debate, amplify, and scale the voice of immigrants in the workforce.



Deputy Editor/ Podcast Host at WMPG

Amjambo Africa (www.amjambofrica.com)

Nov 2022 - Present

Strategizing and executing the following tasks:

- Building a conduit of information for newcomers as they navigate life in Maine.
- Profiling ground articles about new Mainers, from Maine can understand why newcomers have arrived in Maine and profiling those who are successful from Africa to give hope to those newly arrived as well as make clear benefits, to the state of Maine, of welcoming newcomers.
- Producer and Presenter of multilingual shows: Amjambo Time, and Wiriwe Maine Show, The radio shows that air stories about business, immigration, politics, and miscellaneous affairs about New Mainers and Mainers.
- Bringing New Mainers' voices on AIR -Thanks to the collaboration with Southern Maine.



Deputy Director

Let There Be Light International

Jun 2022 - Nov 2022 (6 months)

- Supported LTBLI's international solar safety-net programming and participated in the assessment and communication of the organization's impact.
- Worked directly with organizations engaged in Climate Action and Poverty Alleviation in sub-Saharan Africa.
- Cultivated, stewarded, and managed relationships with funders.



Communications Specialist

UNDP

May 2017 - May 2018 (1 year 1 month)

- Communications Specialist with the United Nations Development Program-UNDP: #Chad Country Office. I led the formulation and implementation of the country's communication and advocacy strategy with an emphasis on strengthening partnerships and donor relations.
- I supported the development and implementation of the publication strategy for the office within its various programs with articles, success stories, photos, videos, and interviews. (www.td.undp.org)
- I managed international and national media relations for UNDP global and Country offices.



Communication Expert at Congo Bassin Forest Partnership-RAPAC/EU Funded.

Partenariat pour les Forêts du Bassin du Congo

- Worked in nine countries: Gabon, Central Africa Republic, Chad, Democratic Republic of Congo, Congo Brazzaville, Equatorial Guinea, Cameroon, and Rwanda. During my tenure, there was a huge increase of awareness, and public and community engagement towards protected areas in central African countries. I have designed an awareness momentum for challenges facing protected areas in Central Africa, especially about poaching, capacity building, and lack of funding. I engaged media houses in Central Africa, Europe, and New York to report and advocate on the plight of Protected Areas Management in Central Africa.
- I organized institutional representation in the 2016 International Union of Conservation World Congress held in Hawaii/USA with an exhibition where I hosted five side events with partners.



Communication Advisor

Ministry of Agriculture & Animal Resources

Sep 2015 - Feb 2016 (6 months)

- Providing communication expertise to the Ministry, Minister, and projects funded by various agencies among them the World Bank, European Union, IFDC, IFAD, FAO, USAID, ...



Professional Fellow in Member Affairs and Global Communications Department

The SEEP Network

Aug 2014 - Oct 2014 (3 months)

This 3-month professional fellowship with The SEEP Network; a global network of international practitioner organizations dedicated to combating poverty through promoting inclusive markets and financial systems with active Members in 170 countries and a reach out of 90 million households.



Communication Expert

African Wildlife Foundation

May 2011 - Feb 2013 (1 year 10 months)

Working across Rwanda, DR Congo, and Uganda, in this position I led the development and implementation of a regional communication strategy to enhance the conservation of endangered natural resources/species (among them mountain gorillas) in the Greater Virunga Landscape/Central Albertine Rift.

Education



University of New Hampshire

Master's degree, Community Development Policy, and Practice

2019 - 2020



University of Rwanda

Bachelor's degree in journalism

Jan 2007 - Jan 2010

College Christ Roi

High School Diploma, Latin Language and Literature

1998 - 2003

Megan Twitchell

EDUCATION

American University
B.A. | Public Relations & Strategic Communications
• Minor in Spanish Language and Culture

Washington, D.C.
May 2023

RELEVANT EXPERIENCE

Families in Transition
Food Pantry Coordinator

Manchester, N.H.
June 2025 – Current

- Handling the day-to-day operations of the food pantry, including inventory management, volunteer coordination, food distribution, and maintain safety standards
- Overseeing participant enrollment and creating a welcoming and positive shopping experience
- Communicating and coordinating with community partners to organize donations, tabling events, and sharing of community resources.

Ethiopian Community Development Council
Volunteer and Community Engagement Coordinator

Washington, D.C.
April 2024 – June 2025

- Successfully developed and launched a volunteer coordination platform, a longstanding project in the company, for recruitment, opportunity calendars, and hours tracking
- Collaborating with 8 teams across 2 offices to identify volunteer, intern, and community support needs
- Recruiting, interviewing, onboarding, assigning, and overseeing 10+ interns per semester
- Working with case managers to ensure timely and quality client services meeting agency standards
- Developing and maintaining relationships with human service agencies, other resettlement agencies, and community partners
- Completing quarterly Community Engagement Reports, and an annual Community Engagement Plan
- Managing company social media platforms, website, and blog.
- Using Mailchimp to send monthly newsletters for volunteers and donors, as well as company statements to the public

Spirit of Soccer
Social Media Manager

Washington, D.C.
Jan 2024 – May 2024

- Managed all social media platforms for the organization
- Developed and implemented an intensive digital plan with the goal of bolstering public support and donations
- Collaborated with 6 international teams to gather media and execute marketing campaigns
- Served as a translator for meetings with the Spanish speaking teams

Skills

- High Spanish Proficiency
 - Microsoft Office
 - Graphic Design (Adobe Suite, Canva)
 - Social Media Management
 - Hiring
- Email Marketing (MailChimp)
 - Website Management (WordPress)
 - Volunteer Coordinating (Better Impact)
 - Grant Writing
 - Time Management

Claudine Gasana



PROFESSIONAL SUMMARY

Human Services professional with extensive experience in case management, refugee and immigrant support, family services, and community-based programs. Skilled in client advocacy, health coaching and education, community partnership coordination, and program compliance. Experienced in home visiting, service delivery, and culturally responsive instruction. Proven ability to manage caseloads, lead teams, and deliver high-quality, client-centered services. Strong communication, organizational, and problem-solving skills, committed to empowering clients toward independence and successful community integration.

SKILLS

• Case Management & Client Services • Refugee & Immigrant Support • Home Visiting for Refugee Families • Community Partnerships & Collaboration • Cultural Competency & Trauma-Informed Care • Client Advocacy & Crisis Intervention	• Parent Education & Family Coaching • Health Coaching & Education for Immigrants • Preventive Care Guidance • Service Coordination & Referrals • Leadership & Staff Support • Microsoft Word, Excel, Databases • Driving / Local Travel • Program Compliance & Documentation
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PROFESSIONAL EXPERIENCE

Family Center Coordinator / Home Visitor – Refugee Services

Concord School District – Concord, NH
December 2020 – Present

(Professional leave: September 2022 – September 2023 to work at Arbor Circle)

- Conduct home visits for refugee and immigrant families, assessing needs, identifying barriers, and developing individualized support plans.
- Provide health coaching and education, promoting wellness, preventive care, and access to community resources.
- Deliver parent education and coaching, strengthening family functioning and child development.
- Coordinate services and referrals with school staff and community agencies.
- Advocate for families to ensure equitable access to educational, social, and community resources.
- Maintain accurate, confidential documentation of services, progress, and outcomes.

English As a Second Language Teacher (Part-Time, Remote)

Second Start – Concord, NH September 2022 – Present

- Teach English as a Second Language (ESL) to multilingual learners, supporting community integration and language acquisition.
- Provide health education and coaching to immigrant students, covering preventive care, nutrition, and access to services.
- Develop culturally responsive lesson plans tailored to students' proficiency and goals.
- Assess student progress, track outcomes, and provide constructive feedback.
- Foster an inclusive, supportive learning environment.

Family Support Specialist – Refugee Services

Arbor Circle – Grand Rapids, MI September 2022 – September 2023

- Provided home-based support exclusively for refugee families, assessing needs and delivering culturally responsive services.
- Developed individualized intervention plans and monitored progress.
- Collaborated with community agencies to connect families with essential resources.
- Advocated for clients within legal, educational, and social service systems.
- Maintained detailed and accurate documentation in compliance with standards.

Communicable Disease Investigator (12-Month Contract)

Department of Health and Human Services – Concord, NH
December 2019 – December 2020

- Conducted case investigations to assess health risks and identify sources of infection.
- Collaborated with healthcare providers, public health agencies, and community organizations.
- Provided education and guidance to individuals and families affected by communicable diseases.
- Developed and implemented disease prevention strategies.
- Maintained timely, accurate documentation in compliance with regulations.

Camp Counselor

Camp Bernadette – Wolfeboro, NH
Summers 2014 – 2016

- Supervised and mentored children aged 5–16, ensuring safety and engagement.
- Planned and led recreational and educational activities.
- Promoted a positive and inclusive environment for campers.
- Collaborated with staff to plan and implement programming.

EDUCATION

Bachelor's Degree in Public Health
Keene State College

ADDITIONAL INFORMATION

- Valid Driver's License, reliable transportation, and clean driving record
- Experience working with diverse, multicultural populations
- Bilingual (Kinyarwanda & English)
- Skilled in Microsoft Office, databases, and case management software

TAHMINA AZADA

EDUCATION

DUNYA UNIVERSITY

Master in Business Administration candidate; GPA: 3.3
One semester short of completion due to evacuation

Kabul, Afghanistan
2019-2021

KABUL UNIVERSITY

Bachelor of Science, Mathematics; GPA: 3.0

Kabul, Afghanistan
2012-2015

AMERICAN COUNCILS FOR INTERNATIONAL EDUCATION

U.S. English Teaching Program (USET) for Afghan Refugees

Leazh, Albania
2022

WORK EXPERIENCE

SEVICES FOR NEW AMERICANS/ ASCENTRIA CARE ALLIANCE

Resettlement Navigator

Concord, NH
June 2024-Present

BEAVER MEADOW ELEMENTARY SCHOOL

Educational Assistant

Concord, NH
Nov 2023-June 2024

- Facilitated active participation and improved social skills for 3 students, enabling inclusive learning and allowing the primary teacher to focus on the class.
- Empowered to mentor 20 students in various subjects and social activities, demonstrating adaptable communication skills for effective collaboration.

UNICEF AFGHAN REFUGEE SCHOOL

Math Teacher / Assistant Teacher for Special Needs Students / Administrative Staff

Leazh, Albania
Feb 2022-May 2023

- Guided 90 math students over two years, fostering confidence and evaluating new students for optimal class placement based on proficiency and developmental needs.
- Tailored educational programs for Afghan refugees, addressing cultural constraints and facilitating peer-supported learning.

PRESIDENTIAL PROTECTIVE SERVICE, REPUBLIC OF AFGHANISTAN

Deputy Manager at Department of Gender Rights

Kabul, Afghanistan
Nov 2016-Aug 2021

- Forged university partnerships to secure scholarships for twenty female government employees pursuing bachelor's and master's degrees, guiding them through registration, testing, coursework, and educational needs to empower advancement into higher-level roles.
- Championed women's rights and workplace equality, implementing policies for equal salary, facilities, transportation, and daycare, enhancing productivity for 72 women at the Presidential palace.

The Asia Foundation

Admin Staff for Women's Scholarship Program (USAID)

Kabul Afghanistan
Sept 2016-Dec 2016

- Implemented USAID Women's Scholarship Program in Afghanistan, overseeing 120 students' education and ensuring equitable support, including data entry, communication, and dormitory management.

ADDITIONAL INFORMATION

- Skills: Languages-English (advanced), Dari (native), Pashto (fluent), Urdu (fluent),
- Technical skills-MS Office (Word, Excel, PowerPoint); completed UNICEF teacher training
- Extracurricular: Serve as an activist, mentor and thought leader on Afghan women's rights; tutor grade school students in Dari, math, biology, chemistry.

MINHUI NIE

QUALIFICATIONS SUMMARY

- Native Chinese speaker born in Beijing, China, living there until June 2000; U.S. Citizen since September 2008
- TOEFL 637 (Aug. 2000); GMAT 700 (Nov. 2000); English Proficiency Test 91% (Oct. 2022)
- Majored BA in English Literature and Education and taught English at college level for five years (1993 to 1998)
- Worked as Office Manager and Interpreter for Lockheed Martin Beijing Office for two years (1998 to 2000); Personal Assistant, Translator and Interpreter for LL Global for a total of 7 years. Proficient with Microsoft Word, Excel, PowerPoint, Outlook, and Adobe Acrobat
- Dialect knowledge: Native Mandarin speaker; understanding Chinese Shanghai dialect
- Additional experience, qualifications, and accomplishment:
 - LOMA FLMI (English) designation 2 (2011)
 - Interpreter for Insurance Training Session for China Life Insurance Company at LL Global (2017)
 - Interpreter for Mr. Ke Zhang, CEO of China Taiping Insurance Holdings Ltd. at 2017 LL Global Board Meeting in Washington, D.C.
 - Interpreter for rehab programs at New England Center for Hearing Rehabilitation, LLC (Summer of 2018)
 - TABE 11&12 Certification Part I and Part II
 - Teaching English Now! Foundational Principles (an online non-credit course authorized by Arizona State University)
 - Published translation books:
 - *A Game for Swallows – To die, to leave, to return* by Zeina Abirached (English->Chinese)
 - *Don't Go without Me* by Rosemary Valero-O'Connell (English->Chinese)

PROFESSIONAL EXPERIENCE

Ascentria Care Alliance

Jan. 2023 – Present

ESOL (English for Speakers of Other Languages) Teacher

Assistant Lead ESOL Team

- Responsible for providing effective leadership to volunteers and interns as needed.
- Responsible for training programs to ensure volunteers and interns are adequately trained in all required areas.
- Develop volunteers and interns including supervising, coaching and mentoring.
- Interview, hire, orient, supervise and evaluate volunteers and interns.
- Perform a variety of complicated tasks that require decision-making, judgment and confidentiality.

Partner Relations

- Network and develop relationships with potential employers/providers.
 - Work closely with employment industry leaders to understand trends, needs, and opportunities and work collaboratively with partners to develop programming that effectively meets those needs.
 - Create and support connections with government agencies, employment/provider associations, and community members who may provide opportunities for students to develop competencies, and integrate learning and daily living responsibilities.
 - Promote the program through community networking and providing presentations; develop and maintain relationships with key stakeholders and partners.

Student Services

- Develop and deliver lesson plans using a wide range of techniques and strategies that engage students and that address all aspects of language including reading, writing, speaking, and listening.
- Conduct assessments to accurately place students in appropriate level classes.
- Design and administer formal and informal assessments to evaluate students' progress.
- Differentiate lessons to meet the needs of the group and individual students simultaneously.
- Develop and deliver vocational English lesson plans tailored to students' skill levels and employers' needs, including job-related English as a second language.
- Develop daily/weekly lesson plans aligned with Ascentria's ESOL, basic education, and workforce preparation curriculum goals.

- Plan, organize, and provide instruction for ESOL adult learners that is consistent and coordinated with the organization's ESOL curriculum, and that helps students reach students learning targets and increases their daily life skills and abilities.
- Provide and assess out of the classroom (distance learning) assignments including regular homework.
- Educate and encourage students on accessing English learning resources outside of class time.
- Stay up to date on best practices in ESOL education and apply new ideas in the classroom including the use of technology.
- Maintain working knowledge of the Workforce Innovation and Opportunity Act (WIOA).
- Provide a supportive and positive learning environment with high expectations for students.
- Assist with securing and maintaining training space as needed, and identify and maintain needed resources.
- Collaborate closely with fellow teacher(s) and other staff members.
- Support resettlement team as needed to ensure core services are provided to refugees.
- Treat refugee clients with respect, dignity and respect for privacy at all times.

Record Keeping and Reporting

- Assist with reporting to funders on individual student progress as well as overall program outcomes.
- Maintain complete and accurate records of each student's progress and attendance.
- Ensure quality of casefiles or records associated with students and services on an ongoing basis.
- Complete, submit and maintain documentation in accordance with contractual standards and in a timely manner.
- Maintain client database, client financial records and case files, including case notes, contacts and documents held for safekeeping on behalf of clients.
- Complete and file progress and other administrative reports according to program procedures and deadline.
- Represent team during monitoring by funders.
- Perform other duties as assigned to help meet the goals of the program or the agency.

LL Global

Aug. 2015 – Nov. 2016

Rewards & Recognition Specialist, Centre for Professional Development (LOMA FLMI designation)

- Regularly communicating important order/customer information to the sales team that support business objectives, generate new leads that result in pipeline creation and revenue
- Responsible for final review of all translations and ensuring files are completed with deadlines
- Updated and prepared brochures/flyers for conferences
- Documented LMS administrative procedures and provided training and support to team and students

LL Global

Oct. 2007 – Nov. 2011

Personal Assistant, International Operations Team (LOMA FLMI designation)

- Contributed to 20% membership growth by assisting with conferences and translations of webinars and newsletters to tap potential markets
- Managed manager's travels and arranged meetings with member companies
- Translated, edited, standardized, and finalized material prepared for employees and contractors
- Prepared project plans, proposals, training materials, and online documentation
- Served as interpreter for foreign visitors, clients, and customers

Fiserv Lending Solutions (FLS) Title Resolution Department Resolution Associate

Nov. 2004 – Sep. 2007

- Implemented initiatives that increased overall team productivity and achieved highest productivity among peers within 6 months of assuming position
- Reviewed landowner mortgages titles for discrepancies
- Followed up with customers and borrowers through telephone and written correspondence
- Conducted title research and resolved issues between title and mortgage

Fiserv Lending Solutions (FLS) Recording Department Recording Technician

May 2004 – Nov. 2004

- Analyzed and verified landowner titles for mortgages; processed funds for recording and tax fees
- Determined proper ownership and verify execution of mortgage document
- Collaborated across departments for Power of Attorney and Trust Reviewers to ensure validity
- Oversaw proper execution of mortgages and conforms to individual state registry requirements
- Identified title and execution problems and implement resolution process

Fiserv Lending Solutions (FLS) Title Processing Department

Apr. 2003 – May 2004

E-Title Processor

- Obtained title information, Schedule A information, legal descriptions, and system data verification
- Identified title and execution problems and routed tickets to the appropriate offices for resolution

Lockheed Martin Global, Inc. Beijing Representative Office

July 1997 – June 2000

Office Manager & Translator

- Managed office budget, project schedules, and international correspondence
- Processed Financial Management reports
- Facilitated and participated in meetings, consultations, and negotiations with partners and customers
- Translate and proofread materials and documents
- Interpreter of meetings and business negotiations

Capital Normal University, Foreign Language College, Beijing

July 1993 – July 1997

English Instructor

- Teach intensive English reading, extensive English reading, oral English, comprehensive English listening, Mandarin
 - Undertake the teaching of college's undergraduate and adult English courses, and teaching of foreign students Mandarin courses
 - Design and develop English elective courses
 - Participate in the foreign language services and activities
 - Participate in translation and interpretation training, collective lesson preparation, teaching seminars and regular meetings
 - Encourage and guide students to participate in English and Mandarin activities and competitions
 - Participate in the creation of syllabus according to the plan

Canadian Institute of Business and Technology (CIBT) School of Business

September 1996 – July 1998

English Instructor

- Teach Chinese business managers international business applications of English and Western business and cultural practices
 - Responsible for the adult business English teaching in small classes
 - Actively participate in various training sessions organized by school
 - Organize practical and effective activities to improve students' interest and ability in business English learning
 - Understand and be familiar with each student's unique needs and help him/her improve at his/her own pace
- Assist in the implementation of the latest projects of English training for corporate clients

EDUCATION

Baruch College, CUNY Zicklin School of Business, New York, NY

Jan. 2003

Master of Science in Computer Information Systems (MS CIS)

Capital Normal University Foreign Language College, Beijing, China

June 1993

Bachelor of Arts in English Language and Literature (BA)

Major: English language and literature **Minors:** French, Language teaching methodology, and Psychology

Honors: University Scholarship for 4 consecutive years

SKILLS

- Native Mandarin speaker; fully fluent in English and Chinese; understanding Shanghai dialect
- Extensive experience and insight into cross-cultural business communications (US-China transactions)
- Developed Item Selection and Inventory Control System and E-Business web sites
- Proficiency with Microsoft tools, such as Word, Excel, PowerPoint, Outlook, as well as Adobe Acrobat

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

This Amendment to the Refugee Support Services contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Building Community in New Hampshire ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on September 25, 2024 (Item #40A), as amended on August 13, 2025 (Item #Late Item C), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

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

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

1. Form P-37 General Provisions, Block 1.7., Completion Date, to read:
September 30, 2027
2. Form P-37, General Provisions, Block 1.8., Price Limitation, to read:
\$495,768
3. Modify Exhibit A - Revisions to Standard Provisions, by correcting the second Subsection 1.3., to read 1.4.
4. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.5., to read:
 - 1.5. 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.
5. Modify Exhibit B, Scope of Services, by replacing it in its entirety with Exhibit B – Amendment #2, Scope of Services, which is attached hereto and incorporated by reference herein.
6. Modify Exhibit C, Payment Terms, Section 1., to read:
 1. This Agreement is funded by:
 - 1.1. 100% Federal funds from:
 - 1.1.1. 16% Federal funds, GY2025 Refugee Support Services and Set-Asides, as awarded on December 26, 2024, by the U.S. Department of Health and Human Services (DHHS), Admin for Children & Families, ALN 93.566, FAIN 2501NHRSSS-00.
 - 1.1.2. 16% Federal funds, GY2024 Refugee Support Services and Set-Asides, as awarded on November 14, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2501NHRSSS-00.

Families, ALN 93.566, FAIN 2401NHRSSS-00.

- 1.1.3. 5% Federal funds, GY2024 Refugee Support Services and Set-Asides, as awarded on November 16, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2401NHRSSS-01.
- 1.1.4. 3% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on November 22, 2022, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-01.
- 1.1.5. 60% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on July 14, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-07.

7. Modify Exhibit C, Payment Terms; Section 3., to read:

- 3. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement and shall be in accordance with the approved line items, as specified in Exhibit C-1 Budget through Exhibit C-7 Budget – Amendment #2.
8. Add Exhibit C-7, Budget – Amendment #2, which is attached hereto and incorporated by reference herein.

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective October 1, 2026, upon Governor and Council approval.

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

State of New Hampshire
Department of Health and Human Services

8/6/2026

Date

Signed by:



4EE2074078364A2

Name: Reuben Hampton

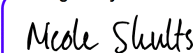
Title: Director, Office of Health Access

Building Community in New Hampshire

8/6/2026

Date

Signed by:



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Name: Nicole Shults

Title: Executive Director

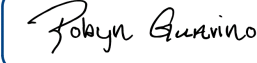
The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

8/7/2026

Date

DocuSigned by:



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:

New Hampshire Department of Health and Human Services

Refugee Support Services

EXHIBIT B

Scope of Services

1. Statement of Work

1.1. Refugee Support Services

1.1.1. The Contractor must provide statewide case management services, employment services, and referrals for English to Speakers of Other Languages (ESOL) instruction for ORR-eligible individuals, including refugees, asylees, holders of Special Immigrant Visas, and others designated by the U.S. Office of Refugee Resettlement (ORR) ("individuals"), for up to five (5) years from the eligibility date for ORR benefits and services.

1.1.2. The Contractor must adhere to an order of priority for services:

- 1.1.2.1. Individuals who have been in the U.S. for one (1) year or less;
- 1.1.2.2. Individuals who are receiving public cash assistance;
- 1.1.2.3. Unemployed individuals who are not receiving public cash assistance; and
- 1.1.2.4. Employed individuals in need of services to retain employment or to attain economic independence.

1.1.3. Case Management Services

1.1.3.1. The Contractor must provide case management services to assist individuals to succeed in their new communities; case management services include, but are not limited to:

- 1.1.3.1.1. Assisting with housing-related issues.
- 1.1.3.1.2. Referring individuals to medical, mental health, and dental care services and other support services, as appropriate.
- 1.1.3.1.3. Referring individuals to ESOL instruction, as needed.
- 1.1.3.1.4. Assisting individuals with accessing and enrolling in public assistance programs, such as the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Low Income Home Energy Assistance Program (LIHEAP), and Head Start.
- 1.1.3.1.5. Identifying conveniently located and/or subsidized day care providers, as appropriate.
- 1.1.3.1.6. Assisting individuals with transportation, as needed, for the purpose of transporting

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Refugee Support Services**

EXHIBIT B

individuals to initial employment and other appointments, including, but not limited to:

1.1.3.1.6.1. Providing direct transportation by authorized Contractor staff in vehicles approved by the Contractor that meet all applicable safety standards. The Contractor must provide proof of valid automobile insurance that includes bodily injury and property damage in amounts of not less than \$100,000 per occurrence and \$300,000 aggregate or excess, for all owned, hired, or non-owned vehicles used to provide transportation; and/or

1.1.3.1.6.2. Providing fare payment for transportation, such as bus; rideshare services, such as Uber; and taxi.

1.1.3.1.7. Providing general cultural orientation about the U.S., with topics submitted to the Department for approval within ten (10) days of the Effective Date of this Agreement.

1.1.3.1.8. Providing orientation for parents and students to U.S. school systems, as needed.

1.1.4. Employment Services

1.1.4.1. The Contractor must provide employment services that focus on job development, placement, retention, and re-employment.

1.1.4.2. The Contractor must develop and maintain relationships with employers, including, but not limited to:

1.1.4.2.1. Working with employers to assist with hiring and onboarding processes.

1.1.4.2.2. Working with employers to develop employer-based training.

1.1.4.2.3. Collaborating with existing governmental and private job development agencies.

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EXHIBIT B

- 1.1.4.3. The Contractor must develop employment support for each employable individual, including, but not limited to:
 - 1.1.4.3.1. Conducting employability assessments utilizing Department-approved assessment instruments.
 - 1.1.4.3.2. Developing and maintaining a Family Self-Sufficiency Plan for all individuals within a family comprised of at least one (1) employable adult.
 - 1.1.4.3.3. Developing and maintaining Employment Plans for each individual eligible for employment.
 - 1.1.4.3.4. Assisting individuals with developing resumes.
 - 1.1.4.3.5. Scheduling and arranging job interviews for employable individuals and assisting them with submitting job applications until they are employed.
 - 1.1.4.3.6. Providing referrals to support services.
 - 1.1.4.3.7. Providing transportation training to increase employability, as necessary.
- 1.1.4.4. The Contractor must make referrals to ESOL instruction that emphasizes language skills needed to obtain and retain a job, as needed.
- 1.1.4.5. The Contractor must track employment services–related ESOL referrals by:
 - 1.1.4.5.1. Collecting data throughout the contract term that includes, but is not limited to:
 - 1.1.4.5.1.1. Individual's name.
 - 1.1.4.5.1.2. Referred agency name.
 - 1.1.4.5.1.3. Start and/or end dates of ESOL instruction.
 - 1.1.4.5.1.4. Identification as a newly arrived individual.
 - 1.1.4.5.1.5. Identification as a recipient of Refugee Cash Assistance.
 - 1.1.4.5.1.6. Total unduplicated number of individuals who are referred for employment services–related ESOL.

Initial
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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

- 1.1.4.5.2. Reporting the data described in Section 1.1.4.5.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.6. The Contractor may provide ESOL instruction focused on job-related skills, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.4.6.1. Monitor ESOL participation of unemployed newly arriving individuals and Refugee Cash Assistance recipients;
 - 1.1.4.6.2. Prioritize newly arriving individuals and public assistance recipients;
 - 1.1.4.6.3. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.4.6.4. Offer classes at easy-to-access location(s);
 - 1.1.4.6.5. Provide ESOL instruction utilizing a combination of in-person classroom, remote, and/or distance learning;
 - 1.1.4.6.6. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.4.6.6.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
 - 1.1.4.6.7. Prioritize survival-level English and literacy needs of individuals, if needed, with subsequent emphasis on English as it relates to obtaining and retaining a job;
 - 1.1.4.6.8. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches;
 - 1.1.4.6.9. Track ESOL instruction focused on job-related skills by:
 - 1.1.4.6.9.1. Collecting data throughout the contract term that includes, but is not limited to:

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

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- 1.1.4.6.9.1.1. Individual's name.
- 1.1.4.6.9.1.2. Start and/or end dates of ESOL instruction.
- 1.1.4.6.9.1.3. Identification as a newly arrived individual.
- 1.1.4.6.9.1.4. Identification as a recipient of Refugee Cash Assistance.
- 1.1.4.6.9.2. Reporting the data described in Section 1.1.4.6.9.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.7. The Contractor must attend meetings regarding employment services with the Department as needed, including, but not limited to:
 - 1.1.4.7.1. The quarterly state Refugee Advisory Council meeting.
 - 1.1.4.7.2. The monthly, or as otherwise scheduled by the Department, Employment Team meeting.
- 1.1.5. English to Speakers of Other Languages (ESOL)
 - 1.1.5.1. In addition to ESOL requirements for case management services, as described in Section 1.1.3.1.3., and for employment services, as described in Sections 1.1.4.4. and 1.1.4.6., the Contractor must provide referrals for ESOL instruction to facilitate community integration for all individuals who are not receiving case management services or employment services.
 - 1.1.5.2. The Contractor may provide ESOL instruction, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.5.2.1. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.5.2.2. Offer classes at easy-to-access location(s);

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- 1.1.5.2.3. Provide ESOL instruction, utilizing a combination of in-person classroom, remote, and/or distance learning;
- 1.1.5.2.4. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.5.2.4.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
- 1.1.5.2.5. Prioritize survival-level English and literacy needs of individuals; and
- 1.1.5.2.6. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches.
- 1.1.5.3. The Contractor must track and report ESOL referrals, as described in Section 1.1.4.5., and ESOL instruction, as described in Section 1.1.4.6.9.

1.2. Optional Secondary Refugee Support Services

- 1.2.1. The Contractor must prioritize individuals who are eligible for the services described in Section 1.1. and ensure those services are adequately provided; if and when those services are adequately provided, the Contractor may assess the need for and feasibility of providing optional secondary refugee support services.
- 1.2.2. The Contractor may provide optional secondary refugee support services:
 - 1.2.2.1. Refugee Health Promotion, as described in Section 1.2.3.; and/or
 - 1.2.2.2. Services to Older Refugees, as described in Section 1.2.4.
- 1.2.3. Refugee Health Promotion Program
 - 1.2.3.1. The Contractor may provide health promotion program services and activities that promote the health and wellness of individuals who are within their first five (5) years of eligibility, with priority given to individuals identified as at-risk; health promotion program services and activities include, but are not limited to:

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- 1.2.3.1.1. Providing navigation and support services for medical, mental health, and dental care services, and building capacity within communities to address mental health needs, as described in Section 1.2.3.2.
- 1.2.3.1.2. Providing home visiting, as needed, as described in Section 1.2.3.3.
- 1.2.3.1.3. Providing opportunities to increase health literacy through expanded health orientation, as described in Section 1.2.3.4., and individual targeted health outreach and group health education as needed, as described in Section 1.2.3.5.
- 1.2.3.1.4. Creating opportunities for social engagement to reduce isolation, including, but not limited to, organizing wellness groups, as needed, as described in Section 1.2.3.6.
- 1.2.3.1.5. Providing health provider training and education, as described in Section 1.2.3.7.
- 1.2.3.2. Navigation and Support Services for Medical, Mental Health, and Dental Care Services. The Contractor may:
 - 1.2.3.2.1. Provide navigation and support services to increase access to and reduce gaps in services related to medical, mental health, and dental care services for individuals who require care beyond the initial Domestic Medical Exam (DME) to ensure they are able to access and navigate complex health care systems, including, but not limited to:
 - 1.2.3.2.1.1. Scheduling and coordinating medical and mental health appointments.
 - 1.2.3.2.1.2. Assisting individuals with connecting to dental care by scheduling an initial appointment as soon as possible after arrival, including locating a primary dental care provider and/or a mobile clinic.

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- 1.2.3.2.1.3. Accompanying individuals to medical, mental health, and dental care appointments, as time permits.
- 1.2.3.2.1.4. Providing and/or facilitating the provision of transportation to and from appointments.
- 1.2.3.2.1.5. Assisting individuals to obtain appropriate health insurance.
- 1.2.3.2.2. Work with the Managed Care Organizations and the designated Medicaid Dental Plan Administrator to identify appropriate medical, mental health, and dental care providers in order to mitigate gaps in service.
- 1.2.3.2.3. Work with providers to ensure they understand and address the communication access needs of the individuals.
 - 1.2.3.2.3.1. If providers do not provide communication access, the Contractor must notify the Managed Care Organization and/or Medicaid, as appropriate, and the Department within 24 hours.
- 1.2.3.2.4. Provide uniform, continuous, and timely transition of coordination services related to the DME to navigation and support services immediately following completion of the DME and any first follow-up appointment(s) and/or on day 91 of eligibility, whichever is sooner, to ensure no gaps in services and continuity of care.
 - 1.2.3.2.4.1. Develop a plan of care for each individual receiving medical, mental health, and/or dental care navigation and support services including, but not limited to:
 - 1.2.3.2.4.1.1. A brief summary of the individual's health navigation

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- and support needs.
- 1.2.3.2.4.1.2. Clearly defined referrals to appropriate healthcare and/or insurance to sufficiently address the health needs of the individual being served.
- 1.2.3.2.4.1.3. The identification of two (2) priority wellness goals.
- 1.2.3.3. Home Visiting. The Contractor may:
 - 1.2.3.3.1. Conduct home health visit(s), separate from and in addition to any home health visit related to coordination of the DME, as needed, to:
 - 1.2.3.3.1.1. Reinforce and clarify the information presented in the health orientation; and
 - 1.2.3.3.1.2. Address unique questions, issues, and concerns.
- 1.2.3.4. Expanded Health Orientation. The Contractor may:
 - 1.2.3.4.1. Conduct an expanded health orientation, defined as the topics outlined in Section 1.2.3.4.2., with priority given to individuals who have been in the U.S. for two (2) years or less, and to those within the five (5) year eligibility period who either need a refresher or who never received an expanded health orientation.
 - 1.2.3.4.2. Ensure the expanded health orientation includes the following topics:
 - 1.2.3.4.2.1. Navigating the U.S. health care system.
 - 1.2.3.4.2.2. Health insurance, including Refugee Medical Assistance, expanded Medicaid, ^{Initial} the

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- Marketplace, and employer-based insurance.
- 1.2.3.4.2.3. Privacy and consent laws.
- 1.2.3.4.2.4. The right to language assistance in health care settings and the role of interpreters.
- 1.2.3.4.2.5. Transportation options for medical appointments, including, but not limited to:
 - 1.2.3.4.2.5.1. Public transportation training.
 - 1.2.3.4.2.5.2. Arranging Medicaid transportation.
- 1.2.3.4.2.6. Understanding the different types of health care providers, including, but not limited to:
 - 1.2.3.4.2.6.1. Primary care providers.
 - 1.2.3.4.2.6.2. Specialists.
 - 1.2.3.4.2.6.3. Pharmacists.
- 1.2.3.4.2.7. Understanding the different types of health care and when, where, and how to access each type, including, but not limited to:
 - 1.2.3.4.2.7.1. Preventative.
 - 1.2.3.4.2.7.2. Urgent.
 - 1.2.3.4.2.7.3. Emergency.
- 1.2.3.4.2.8. Understanding the availability of mental/behavioral health services, including, but not limited to, treatment for substance use disorders, and when, where, and how to access services.
- 1.2.3.4.2.9. Scheduling, keeping, and cancelling appointments.

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- 1.2.3.4.2.10. What to bring to appointments.
- 1.2.3.4.2.11. Medication, including, but not limited to:
 - 1.2.3.4.2.11.1. The difference between prescribed medication and over-the-counter (OTC) medication.
 - 1.2.3.4.2.11.2. Refills.
 - 1.2.3.4.2.11.3. Dosage instructions.
 - 1.2.3.4.2.11.4. Side effects.
- 1.2.3.4.3. Adapt the health orientation curriculum to accommodate the needs of newly arriving populations, and modify the curriculum as needed, with approval from the Department.
- 1.2.3.4.4. Administer standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of the U.S. health care system as a result of participating in an expanded health orientation.
- 1.2.3.4.5. Maintain documentation of individuals who have received an expanded health orientation, including, but not limited to:
 - 1.2.3.4.5.1. The names of individuals who participate in an expanded health orientation.
 - 1.2.3.4.5.2. The topic(s) of orientation completed by each participant.
 - 1.2.3.4.5.3. The results of the pre- and post-assessments.
- 1.2.3.4.6. Share orientation materials with the Department upon request.
- 1.2.3.5. Health Education. The Contractor may:
 - 1.2.3.5.1. Provide health education, consisting of individual targeted health outreach and/or group health education session(s), as needed, solely

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or in collaboration with other organizations, including, but not limited to:

- 1.2.3.5.1.1. Providing group health education sessions.
- 1.2.3.5.1.2. Identifying topics of concern for each of the various ORR-eligible populations and prioritize topics that are most urgent or relevant on an ongoing basis.
- 1.2.3.5.1.3. Coordinating and scheduling outside organizations and presenters to provide group health education sessions.
- 1.2.3.5.1.4. Notifying individuals of class schedules.
- 1.2.3.5.1.5. Ensuring health education sessions include topics relevant to ORR-eligible populations.
- 1.2.3.5.1.6. Provide targeted individual health outreach, as needed, including, but not limited to, providing resources, such as translated written and/or audio/video materials.
- 1.2.3.5.2. Administer and document standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of health education topics as a result of participating in group health education.
- 1.2.3.6. Wellness Groups. The Contractor may:
 - 1.2.3.6.1. Facilitate the provision of non-clinical interventions, including, but not limited to, wellness groups, as needed, that:
 - 1.2.3.6.1.1. Promote wellness among target populations;
 - 1.2.3.6.1.2. Reduce isolation;
 - 1.2.3.6.1.3. Prevent suicide; and

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- 1.2.3.6.1.4. Utilize an evidence-based curriculum and/or promising practice methods that may include, but are not limited to, Pathways to Wellness Community Adjustment Support Group Training Manual and Curriculum.
- 1.2.3.6.2. Administer and document standardized pre- and post-assessments to participants to determine if participants increased well-being as a result of participating in a wellness group.
- 1.2.3.7. Healthcare Provider Education. The Contractor may:
 - 1.2.3.7.1. Develop and maintain relationships with DME and non-DME health care providers through:
 - 1.2.3.7.1.1. Outreach and education; and
 - 1.2.3.7.1.2. Presentations and training.
 - 1.2.3.7.2. Ensure relationships with health and mental health care providers focus on, but are not limited to:
 - 1.2.3.7.2.1. Health needs and culture of ORR-eligible populations.
 - 1.2.3.7.2.2. Barriers to care that may include, but are not limited to:
 - 1.2.3.7.2.2.1. Language.
 - 1.2.3.7.2.2.2. Cultural factors.
 - 1.2.3.7.2.2.3. Transportation issues.
 - 1.2.3.7.2.3. National Standards for Culturally and Linguistically Appropriate Services (CLAS) in healthcare.
 - 1.2.3.7.3. Develop, administer, and document pre- and post-assessments to participants to determine if participants increased knowledge as a result of participating in an educational offering, presentation, or training.
- 1.2.3.8. If the Contractor provides Refugee Health Promotion Program services, the Contractor must:

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1.2.3.8.1. Collect data throughout the contract term that includes, but is not limited to:

1.2.3.8.1.1. Demographic data for individuals receiving Refugee Health Promotion Program services:

1.2.3.8.1.1.1. Gender;

1.2.3.8.1.1.2. Date of birth; and

1.2.3.8.1.1.3. Immigration status.

1.2.3.8.1.2. Total unduplicated number of individuals who receive Refugee Health Promotion Program services.

1.2.3.8.1.3. Major accomplishments.

1.2.3.8.1.4. New initiatives, challenges, and emerging issues.

1.2.3.8.1.5. Individual success stories.

1.2.3.8.2. Report the data described in Section 1.2.3.8.1. semi-annually, as described in Section 1.4.1.3.

1.2.4. Services to Older Refugees

1.2.4.1. The Contractor may provide Services to Older Refugees services that promote integration, naturalization, and independent healthy living to ORR-eligible individuals aged 60 years or older ("older individuals"), for up to five (5) years from the date of arrival in the U.S.; there is no time limit for provision of referral services, interpreter services, and citizenship and naturalization services.

1.2.4.2. The Contractor may:

1.2.4.2.1. Conduct home visits and needs assessments;

1.2.4.2.2. Provide case management that addresses physical, psychological, and social needs;

1.2.4.2.3. Facilitate access to mainstream aging services in the community, including, but not limited to, providing information about and facilitating enrollment in supportive services, nutrition services, meal delivery, senior community centers, and intergenerational activities;

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- 1.2.4.2.4. Create opportunities for living independently as long as possible, including, but not limited to, transportation assistance, home care, adult day care, and respite care services;
- 1.2.4.2.5. Develop opportunities for older individuals to connect with their communities to avoid isolation, including, but not limited to, facilitating connections to mental health support, community navigators, and opportunities for engagement in social and cultural activities;
- 1.2.4.2.6. Assist older individuals on the path to citizenship, especially those at risk of losing Supplemental Security Income (SSI) or other federal benefits, to naturalize, including, but not limited to, providing and/or referring older individuals to civics instructions, counseling, and application assistance;
- 1.2.4.2.7. Develop working relationships with the Department's Bureau of Adult and Aging Services and community resources, including elderly service providers, to improve older individuals' access to mainstream services and cultural sensitivity of mainstream providers;
- 1.2.4.2.8. Collaborate with mainstream service providers to:
 - 1.2.4.2.8.1. Enhance congregate nutrition services and meals delivered to homebound individuals to meet ethnic dietary needs;
 - 1.2.4.2.8.2. Develop culturally appropriate education resources, including civics education, relative to citizenship and naturalization; and
 - 1.2.4.2.8.3. Develop culturally appropriate recreational activities and services;
- 1.2.4.2.9. Inform older individuals and their families about Adult Protection law and services; and
- 1.2.4.2.10. Advocate on matters relating to housing, financial support, health, behavioral health, and family concerns.

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1.3. Provisions Applicable to Refugee Support Services and Optional Secondary Refugee Support Services

- 1.3.1. The Contractor must ensure services are available statewide.
- 1.3.2. The Contractor must ensure all services are:
 - 1.3.2.1. Person-centered;
 - 1.3.2.2. Trauma-informed;
 - 1.3.2.3. Strengths-based; and
 - 1.3.2.4. Culturally and linguistically appropriate.
- 1.3.3. The Contractor must work with all applicable service providers and employers to ensure service providers and employers understand and address the cultural and communication access needs of individuals being served; the Contractor must also advocate on behalf of individuals to protect their civil rights and ensure access to services.
- 1.3.4. Notwithstanding Paragraphs 8 and 9 of the General Provisions of this Agreement, the Contractor must communicate any challenges related to the scope of services described in this Agreement in a timely manner to the Department and be available to meet as requested by the Department in order to:
 - 1.3.4.1. Review performance;
 - 1.3.4.2. Discuss current caseload and needed supports and services; and
 - 1.3.4.3. Identify and address challenges and barriers to providing services.
- 1.3.5. The Contractor must obtain written consent from participants to share personally identifiable information (PII) and protected health information (PHI) with the Department, and maintain the written consent in individuals' casefiles.
- 1.3.6. The Contractor must maintain eligibility verification documents, case notes, including referrals, and progress reports in individuals' case files and make these case files available to the Department upon request.
- 1.3.7. The Contractor must share data through the Department's Secure File Transfer Protocol (SFTP).
- 1.3.8. The Contractor must ensure staff:
 - 1.3.8.1. Are sufficient in number to carry out the scope of work in this Agreement;

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- 1.3.8.2. Are culturally and ethnically reflective of the population served to the extent possible; and
- 1.3.8.3. Participate in trainings on federal CLAS and civil rights laws compliance, including policies and procedures for handling discrimination complaints, as provided by the Department.
- 1.3.9. The Contractor must collect data throughout the contract term, including all required data for:
 - 1.3.9.1. ORR-5 reporting, and report this data monthly, as described in Section 1.4.1.1.;
 - 1.3.9.2. ORR-6 reporting, and report this data semi-annually, as described in Section 1.4.1.4.; and
 - 1.3.9.3. ORR-6 Annual Service Plans, and report this data annually, as described in Section 1.4.1.5.
- 1.3.10. The Contractor must participate in monthly meetings with the Department regarding individuals' participation in Refugee Cash Assistance and compliance with its requirements, such as ESOL participation and participation in job search activities.
- 1.3.11. The Contractor must participate in quarterly meetings with the Department, as requested by the Department.
- 1.3.12. The Contractor must facilitate reviews of files conducted by the Department on an annual basis, or as otherwise requested by the Department.
- 1.3.13. The Contractor must ensure staff participate in annual training(s) that may be requested by the Department.

1.4. Reporting

- 1.4.1. Refugee Support Services and Optional Secondary Refugee Support Services

ORR-5

- 1.4.1.1. The Contractor must submit monthly ORR-5 report data in accordance with ORR reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.1., in a format acceptable to the Department, within fifteen (15) business days following the end of each calendar month, to ensure progress toward program deliverables.

Employment services–related ESOL

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- 1.4.1.2. The Contractor must submit semi-annual employment services–related ESOL report data that indicates if it is for referrals, as described in Section 1.1.4.5.2., or for instruction, as described in Section 1.1.4.6.9.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

Refugee Health Promotion Program

- 1.4.1.3. The Contractor must submit semi-annual Refugee Health Promotion Program services data, as described in Section 1.2.3.8.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

ORR-6

- 1.4.1.4. The Contractor must submit semi-annual ORR-6 report data in accordance with ORR reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.
- 1.4.1.5. The Contractor must submit Annual Service Plans in accordance with ORR-6 Annual Service Plan reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, in a format acceptable to the Department, as described in Section 1.3.9.3., by November 15 of each year, to ensure progress toward program deliverables.
- 1.4.2. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.5. Background Checks

- 1.5.1. Prior to permitting any individual to provide services under this Agreement, the Contractor must ensure that said individual has undergone:

- 1.5.1.1. A criminal background check, at the Contractor's expense,

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and has no convictions for crimes that represent evidence of behavior that could endanger individuals served under this Agreement;

- 1.5.1.2. A name search of the Department's Bureau of Adult and Aging Services (BAAS) State Registry, pursuant to RSA 161-F:49, with results indicating no evidence of behavior that could endanger individuals served under this Agreement; and
- 1.5.1.3. A name search of the Department's Division for Children, Youth and Families (DCYF) Central Registry pursuant to RSA 169-C:35, with results indicating no evidence of behavior that could endanger individuals served under this Agreement.

1.6. Confidential Data

- 1.6.1. The Contractor must meet all information security and privacy requirements as set by the Department and in accordance with the Department's Information Security Requirements Exhibit as referenced below.
- 1.6.2. The Contractor must ensure any individuals involved in delivering services through this Agreement contract sign an attestation agreeing to access, view, store, and discuss Confidential Data in accordance with federal and state laws and regulations and the Department's Information Security Requirements Exhibit. The Contractor must ensure said individuals have a justifiable business need to access confidential data. The Contractor must provide attestations upon Department request.

1.7. Privacy Impact Assessment

- 1.7.1. Upon request, the Contractor must allow and assist the Department in conducting a Privacy Impact Assessment (PIA) of its system(s)/application(s)/web portal(s)/website(s) or Department system(s)/application(s)/web portal(s)/website(s) hosted by the Contractor, if Personally Identifiable Information (PII) is collected, used, accessed, shared, or stored. To conduct the PIA the Contractor must provide the Department access to applicable systems and documentation sufficient to allow the Department to assess, at minimum, the following:
 - 1.7.1.1. How PII is gathered and stored;
 - 1.7.1.2. Who will have access to PII;
 - 1.7.1.3. How PII will be used in the system;
 - 1.7.1.4. How individual consent will be achieved and revoked;

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- 1.7.1.5. Privacy practices.
- 1.7.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the collection, processing or storage of PII.
- 1.8. Department Owned Devices, Systems and Network Usage
 - 1.8.1. If Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, are authorized by the Department's Information Security Office to use a Department issued device (e.g. computer, tablet, mobile telephone) or access the Department network in the fulfillment of this Agreement, each End User must:
 - 1.8.1.1. Sign and abide by applicable Department and New Hampshire Department of Information Technology (NH DoIT) use agreements, policies, standards, procedures and guidelines, and complete applicable trainings as required;
 - 1.8.1.2. Use the information that they have permission to access solely for conducting official Department business and agree that all other use or access is strictly forbidden including, but not limited, to personal or other private and non-Department use, and that at no time shall they access or attempt to access information without having the express authority of the Department to do so;
 - 1.8.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;
 - 1.8.1.4. Not copy, share, distribute, sub-license, modify, reverse engineer, rent, or sell software licensed, developed, or being evaluated by the Department, and at all times must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other agreement executed by the Department;
 - 1.8.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;
 - 1.8.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;
 - 1.8.1.7. Agree that email and other electronic communication messages created, sent, and received on a Department-

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issued email system are the property of the Department of New Hampshire and to be used for business purposes only. Email is defined as “internal email systems” or “Department-funded email systems.”

1.8.1.8. Agree that use of email must follow Department and NH DoIT policies, standards, and/or guidelines; and

1.8.1.9. Agree when utilizing the Department’s email system:

1.8.1.9.1. To only use a Department email address assigned to them with a “@affiliate.DHHS.NH.Gov”.

1.8.1.9.2. Include in the signature lines information identifying the End User as a non-Department workforce member; and

1.8.1.9.3. Ensure the following confidentiality notice is embedded underneath the signature line:

CONFIDENTIALITY NOTICE: “This message may contain information that is privileged and confidential and is intended only for the use of the individual(s) to whom it is addressed. If you receive this message in error, please notify the sender immediately and delete this electronic message and any attachments from your system. Thank you for your cooperation.”

1.8.1.10. Contractor End Users with a Department issued email, access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:

1.8.1.10.1. Complete the Department’s Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.8.1.10.2. Sign the Department’s Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

1.8.1.10.3. Only access the Department’s intranet to view the Department’s Policies and Procedures and Information Security

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webpages.

1.8.1.11. Contractor agrees, if any End User is found to be in violation of any of the above terms and conditions, said End User may face removal from the Agreement, and/or criminal and/or civil prosecution, if the act constitutes a violation of law.

1.8.1.12. Contractor agrees to notify the Department a minimum of three (3) business days prior to any upcoming transfers or terminations of End Users who possess Department credentials and/or badges or who have system privileges. If End Users who possess Department credentials and/or badges or who have system privileges resign or are dismissed without advance notice, the Contractor agrees to notify the Department's Information Security Office or designee immediately.

1.8.2. Workspace Requirement

1.8.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.

1.9. Contract End-of-Life Transition Services

1.9.1. General Requirements

1.9.1.1. If applicable, upon early termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a secure transition of the services ("Transition Services") from the Contractor to the Department and, if applicable, the new Contractor ("Recipient") engaged by the Department to assume the services. Ninety (90) days prior to the end-of the contract or unless otherwise specified by the Department, the Contractor must begin working with the Department and if applicable, the Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.

1.9.1.2. The Contractor must assist the Recipient, in connection with the transition from the performance of Services by the Contractor and its End Users to the performance of such Services. This may include assistance with the secure transfer of records (electronic and hard copy), transition of historical data (electronic and hard copy), the transition of any such Service from the hardware,

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.

- 1.9.1.3. If a system, database, hardware, software, and/or software licenses (Tools) was purchased or created to manage, track, and/or store Department Data in relationship to this contract said Tools will be inventoried and returned to the Department, along with the inventory document, once transition of Department data is complete.
- 1.9.1.4. The internal planning of the Transition Services by the Contractor and its End Users shall be provided to the Department and if applicable the Recipient in a timely manner. Any such Transition Services shall be deemed to be Services for purposes of this Agreement.
- 1.9.1.5. In the event the data Transition extend beyond the end of the Agreement, the Contractor agrees that the Information Security Requirements, and if applicable, the Department's Business Associate Agreement terms and conditions remain in effect until the Data Transition is accepted as complete by the Department.
- 1.9.1.6. In the event the Contractor has comingled Department Data and the destruction or Transition of said data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.
- 1.9.2. Completion of Transition Services
 - 1.9.2.1. Each service or transition phase shall be deemed completed (and the transition process finalized) at the end of fifteen (15) business days after the product, resulting from the Service, is delivered to the Department and/or the Recipient in accordance with the mutually agreed upon Transition plan, unless within said fifteen (15) business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

1.9.2.2. Once all parties agree the data has been migrated the Contractor will have thirty (30) days to destroy the data per the terms and conditions of the Department's Information Security Requirements Exhibit.

1.9.3. Disagreement over Transition Services Results

1.9.3.1. In the event the Department is not satisfied with the results of the Transition Service, the Department shall notify the Contractor, in writing, stating the reason for the lack of satisfaction within fifteen (15) business days of the final product or at any time during the data Transition process. The Parties shall discuss the actions to be taken to resolve the disagreement or issue. If an agreement is not reached, at any time the Department shall be entitled to initiate actions in accordance with the Agreement.

2. Exhibits Incorporated

- 2.1. The Contractor must comply with all Exhibit D Federal Requirements, which are attached hereto and incorporated by reference herein.
- 2.2. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit E, DHHS Information Security Requirements.
- 2.3. The Contractor must use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit F, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services

3.2.1. The Contractor must submit:

3.2.1.1. A detailed description of the language assistance services, within ten (10) days of the Effective Date of the Agreement, to be provided to ensure meaningful access

New Hampshire Department of Health and Human Services Refugee Support Services

EXHIBIT B

to programs and/or services to individuals with limited English proficiency; individuals who are deaf or have hearing loss; individuals who are blind or have low vision; and individuals who have speech challenges.

3.2.1.2. A written attestation, within forty-five (45) days of the Effective Date of the Agreement and annually thereafter, that all personnel involved the provision of services to individuals under this Agreement have completed, within the last twelve (12) months, the Contractor Required Training Video on Civil Rights-related Provisions in DHHS Procurement Processes, which is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>); and

3.2.1.3. The Department's Federal Civil Rights Compliance Checklist within ten (10) days of the Effective Date of the Agreement. The Federal Civil Rights Compliance Checklist must have been completed within the last twelve (12) months and is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>).

3.3. Credits and Copyright Ownership

- 3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."
- 3.3.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.
- 3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.
- 3.3.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

3.4. Operation of Facilities: Compliance with Laws and Regulations

**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

- 3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

- 4.1. The Contractor must keep records that include, but are not limited to:
- 4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.
- 4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 4.1.3. Records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.
- 4.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives must have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts.
- 4.3. If, upon further review, the Department must disallow any expenses claimed by the Contractor as costs hereunder, the Department retains the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

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New Hampshire Department of Health and Human Services		
Contractor Name:		Building Community in New Hampshire
Budget Request for:		Refugee Support Services
Budget Period:		October 1, 2026 - September 30, 2027
Indirect Cost Rate (if applicable)		17.50%
Line Item	Program Cost - Funded by DHHS - October 1, 2026 to June 30, 2027 (SFY 27)	Program Cost - Funded by DHHS - July 1, 2027 to September 30, 2027 (SFY 28)
1. Salary & Wages	\$43,568	\$14,448
2. Fringe Benefits	\$6,535	\$2,167
3. Consultants	\$0	\$0
4. Equipment		
Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	\$0	\$0
5.(a) Supplies - Educational	\$0	\$0
5.(b) Supplies - Lab	\$0	\$0
5.(c) Supplies - Pharmacy	\$0	\$0
5.(d) Supplies - Medical	\$0	\$0
5.(e) Supplies - Office	\$0	\$0
6. Travel	\$961	\$406
7. Software	\$0	\$0
8. (a) Other - Marketing/Communications	\$0	\$0
8. (b) Other - Education and Training	\$0	\$0
8. (c) Other - Other (specify below)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
9. Subrecipient Contracts	\$0	\$0
Total Direct Costs	\$51,064	\$17,021
Total Indirect Costs	\$8,936	\$2,979
Subtotals	\$60,000	\$20,000
TOTAL	\$80,000	

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Contractor Initials:

Date: 8/6/2026

State of New Hampshire

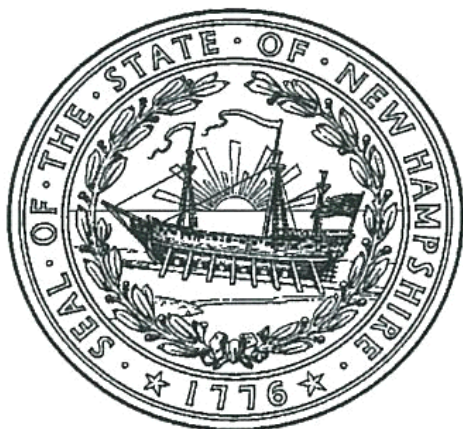
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that BUILDING COMMUNITY IN NEW HAMPSHIRE is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on October 14, 2011. 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: **660551**

Certificate Number: **0007958069**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 30th day of June A.D. 2026.

A handwritten signature in black ink, appearing to read "David M. Scanlan", is written over a faint circular outline.

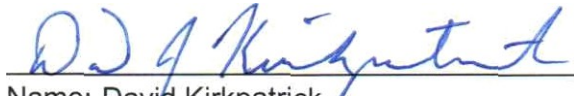
David M. Scanlan
Secretary of State

CERTIFICATE OF VOTE/AUTHORITY

I, David Kirkpatrick, of Building Community in New Hampshire, do hereby certify that:

1. I am the Chair of the Board of Directors of Building Community in New Hampshire.
2. That the Executive Director of BCNH is hereby authorized on behalf of this company to enter into said contracts with the State, and to execute any and all documents, agreements, and other instruments, and any amendments, revisions, or modifications thereto, as he may deem necessary, desirable, or appropriate, and Nicole Shults. is the duly appointed Executive Director of this company.
3. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person listed above currently occupies the position indicated and that they have full authority to bind the company, and that this authorization was **valid thirty (30) days prior to and remains valid for thirty (30) days** from the date of this certificate.
4. I further certify that the following is a true Vote taken at a meeting of the Board of Directors, duly called and held on July 2, 2026, at which a quorum of the directors were present and voting.

VOTED: That Nicole Shults is duly authorized to enter into contracts or agreements on behalf of the Building Community in New Hampshire with the State of New Hampshire and any of its agencies and departments and further is authorized to execute any documents which may in her judgment be desirable or necessary to affect the purpose of this vote.



Name: David Kirkpatrick

Title: Chair, Board of Directors

Company Name: Building Community in New Hampshire

Date: July 10, 2026

DATE (MM/DD/YYYY)

Page 10 of 10

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

[illegible]

REVISION NUMBER:

[illegible]

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

CANCELLATION

☐ State or ☐ H Dept ☐ e ☐ o ☐ Health ☐ a ☐ d H ☐ a ☐ s ☐ er ☐ e ☐ ☐ Plea ☐ a ☐ t ☐ Street Co ☐ ord ☐ H ☐ ☐ ☐ ☐	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

NONPROFIT COVER SHEET**A. Entity Name: Building Community in New Hampshire****B. Entity's Contact Information:****For Records Requests (e.g., resumes of key personnel; audited financial statements):**Name / Phone / Email: Nicole Shults: 603-685-4245, nshults@bcinnh.orgVijay Bhujel: 603-369-0816, vbhujel@bcinnh.org**Person responsible for Accuracy and Completeness of information provided:**

Name: Vijay Bhujel

Title: Deputy Director

Signature: **C. List Board of Directors and Affiliations**Name (Identify any additional role(s) in
Parentheses)Affiliations

E.g., John Doe (President)

Please see the attached list of
board of directors.

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

Please see the
attached!

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/remotc-docs/registered-charities.pdf>

18801	Building Community in New Hampshire	1045 Elm Street, Suite 202	Manchester	NH	03101	G	11/15/2026
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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

Please see the attached.

<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>	\$		

Board of Directors: Building Community in New Hampshire

David Kirkpatrick he/him, Chair

Dave Kirkpatrick started his career as a reporter at the Montana Standard after earning a BA in Journalism at the University of Montana in Missoula and worked for many years as a writer and editor. In 2013, he earned credentials as teacher of English to speakers of other languages and worked at Concord High School and NH Technical Institute with New Americans, including three people who would become case managers at BCNH and a fourth who would become a member of the Board. Dave has most recently served as a kitchen manager at the Friendly Kitchen in Concord and has volunteered at Upreach Therapeutic Equestrian Center and the Concord Coalition to End Homelessness. He was elected to the Board in December 2022 and elected board chair in May 2025. Dave lives in Concord with his wife and daughter.

Bianca Gentil, Ph.D. she/her, Vice Chair

Bianca L. Gentil is an anthropologist and policy expert deeply committed to fostering community resilience, empowerment, and data-based policy solutions. Growing up between Brazil, Peru, and the United States, Bianca developed a unique global perspective and a passion for bridging cultural divides. Her experiences navigating several distinct cultural landscapes inspired her career, which centers on connecting communities to resources and opportunities that enable safe, prosperous, and connected lives. She lives in Manchester and was elected to the Board in November 2024. She was elected vice chair of the Board in May 2025.

Lindsay Allsop she/her, Treasurer

Lindsay brings to BCNH expertise in measuring the impact of social service programs. As the Data and Organizational Performance Manager at the New Hampshire Children's Trust, Lindsay manages a statewide database and supports Family Resource Center staff across NH. Prior to joining NHCT, Lindsay coordinated communications and marketing initiatives at the UNH Institute on Disability and worked in marketing and product development departments at Wayfair in Boston and Sydney, Australia. Lindsay grew up in Concord, where she now lives with her husband, graduated from Bates College, and earned a Master of Business Administration degree from the Paul College of Business and Economics at UNH. She was elected to the BCNH Board in October 2023.

Safinaz Ahmed she/her

Safinaz Ahmed has built a career helping to reduce hunger around the world. Born and raised in Sudan, Safinaz is currently a free-lance consultant living in Manchester. Safinaz earned her first degree, a BSc in Food Engineering Technology, from the University of Gezira, Sudan, and a Master of Food Biotechnology from the University of Strathclyde, Glasgow Scotland. She completed extensive research on the nutrition status of school children in Sudan while at Manchester (England) Metropolitan University. Safinaz worked for three years with Save the Children in Iraq; eight years with the World Bank Group in Washington DC; four years with the Food and Agriculture Organization of the United Nations in Cairo; and four years with the World Food Programme in Zimbabwe and Cameroon. Safinaz was elected to a three-year term on the BCNH Board of Directors in September 2025.

Mohammad Anis Arifi he/him

Anis Arifi left Kabul, Afghanistan, in 2021 to finish his Ph.D. in geology in India. He had earned his master's degree in geology and mining from the University of Kabul Polytechnic in 2017 and then worked as head of technical analysis for the housing department within the Afghan Ministry of Urban Development and Land. He moved his family to Concord in 2022 and is now working as a groundwater geologist for a firm in Meredith. He was elected to the Board in December 2024.

Andrew Cadorette he/him

Andrew has more than 32 years of experience helping people purchase homes. He is currently the senior homeownership manager for marketing and outreach at the New Hampshire Housing Finance Agency. He holds an M.S. in community economic development from Southern New Hampshire University and a BA in economics from Keene State College.

Andrew and his wife Reta live in Goffstown. He serves on the Goffstown River Advisory Committee, the Goffstown Village Bridge Ad Hoc Committee, and the Piscataquog River Local Advisory Community. He was elected to the BCNH board in July 2025.

Komba Lamina he/him

Komba Lamina came to the United States as a child and as a refugee from Sierra Leone. He is a development professional and lives in Nashua. He was elected to the board in March 2025.

Ben Morrow he/him

Ben was born and raised in New Hampshire and is a 2013 graduate of the University of New Hampshire with a B.S. in business administration. Following college, Ben worked for 6 years in the defense industry as a project controller before joining Suffolk Construction in 2019 where he has worked in finance and information technology roles since. Ben resides in Boston.

Lena Neruk she/her

Lena Neruk earned her first law degree at Odessa State University in Ukraine in 2000, and she practiced law in the Odessa region for the next 16 years. After immigrating to the United States in 2016, she earned a Certificate in Paralegal Studies from Boston University in 2017 and an LLM degree from Suffolk University School of Law in Boston in 2021. She is currently a paralegal at Bernstein, Shur, Sawyer & Nelson, P.A. in Manchester. Lena started her volunteer work in Odessa in 1998 in support of UNICEF. In 2022, she was a cofounder of Dobro New England, a nonprofit organization that sends humanitarian aid back to Ukraine. Lena lives in Londonderry with her husband. She speaks Ukrainian, Russian, and English. She was elected to the Board in August 2024.

Robert J. Richard-Snipes he/him

Rob Richard-Snipes works at Greater Nashua Mental Health as a group facilitator focused on substance use disorders, and as a certified community behavioral health clinic project evaluator. Originally from Virginia, Rob earned a BA in Political Science and a BA in Women's Studies

from the University of New Hampshire, as well as a master's degree in Community Development Policy and Practice at the UNH Carsey School of Public Policy, and an addiction certificate from the UNH College of Professional studies. He is chairs the board of Black Lives Matter NH. Rob lives in Manchester. He was elected to the BCNH board in May 2025.

Dee Subedi she/her

Dee Subedi has over a decade of experience in technology and team leadership. As a senior business analyst at Fidelity Investments in Merrimack, she specializes in bridging the gap between business needs and technical solutions, translating complex business requirements into clear, actionable direction for engineers and architects. She earned a B.S. in computer information technology from Southern New Hampshire University. Fluent in Nepali, Hindi, German, and English, Dee came to the United States as an immigrant in 2016. She lives in Manchester with her husband and young son. Dee was elected to the board in July 2025.

- **Jenna Coladarci**

Jenna YiHoJin Coladarci immigrated to the United States from Seoul, South Korea at the age of eight. Her experience adapting to life in a new country shaped her awareness of the challenges faced by immigrant communities navigating unfamiliar systems and daily life.

She became a U.S. citizen while attending college, where she earned a degree in International Relations and Political Science. Jenna spent 20 years at Dow Jones, most recently as Vice President of Programming. She led a global team that partnered with The Wall Street Journal newsroom to develop content for events around the world spanning a broad range of issues, including business, technology, leadership, and geopolitics.

She is committed to supporting organizations like BCNH that help newcomers navigate systems, build stability, and create connected lives in New Hampshire. She lives in Concord with her husband and son. She was elected to the Board in June 2026.

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Updated: March 2026

NH Department of Health and Human Services

KEY PERSONNEL

List those primarily responsible for meeting the terms and conditions of the agreement.

Job descriptions not required for vacant positions.

Contractor Name: Building Community in New Hampshire

NAME	JOB TITLE	ANNUAL AMOUNT PAID FROM THIS CONTRACT	ANNUAL SALARY
Nichol Shults	Executive Director	\$4,140.00	\$92,000.00
Vijay Bhujel	Deputy Director	\$40,508.00	\$79,040.00
		\$0.00	\$0.00
		\$0.00	\$0.00
		\$0.00	\$0.00
		\$0.00	\$0.00



Building Community in New Hampshire

Formerly Bhutanese Community of New Hampshire

540 Chestnut St., Suite 104, Manchester, NH 03101 ~ www.bcinnh.org

bcnh@bcinnh.org ~ 603-935-9620

Mission Statement: Building Community in New Hampshire

BCNH is a multi-ethnic Mutual Assistance Association that provides an array of services required by diverse refugee and immigrant communities that help newcomers to understand and navigate the systems that are part of everyday life.

BUILDING COMMUNITY IN NEW HAMPSHIRE
FINANCIAL STATEMENTS
Year Ended December 31, 2024

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Statement of Cash Flows	6
Statement of Functional Expenses	7
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INDEPENDENT ACCOUNTANT'S AUDIT REPORT

To the Board of Directors
Building Community in New Hampshire
Manchester, NH 03101

Opinion

We have audited the accompanying financial statements of Building Community in New Hampshire (a Not-for-Profit Organization), which comprise the statement of financial position as of December 31, 2024, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Building Community in New Hampshire as of December 31, 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 audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Building Community in New Hampshire and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Management's Responsibility for the Financial Statements

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

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 Building Community in New

Hampshire's ability to continue as a going concern for a reasonable period of time, one year from the date the financial statements are available to be issued.

Auditor's Responsibility

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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but not absolute assurance, and therefore is not a guarantee that an audit conducted in accordance with Generally Accepted Auditing Standards (GAAS) will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users made on the basis of these financial statements.

In performing an audit in accordance with GAAS, 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 Building Community in New Hampshire'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 Building Community in New Hampshire'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.

Ernest L. Tomkiewicz CPA

Ernest L Tomkiewicz CPA PLLC

Concord, NH

May 3, 2025

BUILDING COMMUNITY IN NEW HAMPSHIRE
Statement of Financial Position
As of December 31, 2024

	2024
ASSETS	
Current Assets	
Cash	\$ 240,155
Accounts Receivable	78,663
Contributions Receivable	175,000
Prepaid Insurance	1,582
Office Security Deposit	2,102
Total Current Assets	\$ 497,502
Non-current assets	
Right of Use Asset	\$ 11,458
Total Non-current Assets	\$ 11,458
TOTAL ASSETS	\$ 508,960
LIABILITIES	
Current Liabilities	
Payroll Liabilities	\$ 12,660
Deferred Contract Revenue	212,152
Lease Liability-current	11,458
Total Current Liabilities	\$ 236,270
Non-current Liabilities	\$ -
Total Non-current Liabilities	\$ -
TOTAL LIABILITIES	\$ 236,270
NET ASSETS	
Without Donor Restrictions	\$ 122,690
With Donor Restrictions	150,000
TOTAL NET ASSETS	\$ 272,690
TOTAL LIABILITIES AND NET ASSETS	\$ 508,960

-

BUILDING COMMUNITY IN NEW HAMPSHIRE**Statement of Activities**

For the Year Ended December 31, 2024

		2024
Revenue		
Contributions	\$	82,210
State Grants		459,420
Private Foundations		203,409
Miscellaneous		435
Total Revenue	\$	745,474
Expenses		
Program Expenses-without donor restriction	\$	474,087
Program Expenses-with donor restriction		10,000
Administration		192,343
Fundraising		3,135
Total Expenses		679,565
Total Expenses	\$	679,565
Other Income/(Expenses)		
Investment Income	\$	2,071
Total Other Income/(Expense)		2,071
CHANGE IN NET ASSETS		
With Donor Restrictions	\$	10,000
Without Donor Restrictions		57,980
Total Change in Net Assets	\$	67,980
NET ASSETS, Beginning	\$	204,710
NET ASSETS, Ending	\$	272,690

See accompanying notes and independent accountant's audit report

BUILDING COMMUNITY IN NEW HAMPSHIRE**Statement of Cash Flows**

For the Year Ended December 31, 2024

		2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	\$	67,980
(Increase) decrease from operating assets		
Accounts Receivable		4,839
Prepaid Insurance		1,948
Contributions Receivable		(15,000)
Security Deposit		(1,103)
Right of Use Asset		12,516
Increase (decrease) from operating liabilities		
Payroll Liabilities		5,651
Deferred Contract Revenue		1,560
Lease Liability		(12,516)
Net cash used in operating activities	\$	65,875
CASH FLOWS FROM INVESTING ACTIVITIES	\$	-
Net cash used in investing activities	\$	-
CASH FLOWS FROM FINANCING ACTIVITIES	\$	-
Net cash used in financing activities	\$	-
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	\$	65,875
CASH AND CASH EQUIVALENTS, beginning of year	\$	174,280
CASH AND CASH EQUIVALENTS, end of year	\$	240,155

Interest Paid	\$	-
Taxes Paid	\$	-

See accompanying notes and independent accountant's audit report

BUILDING COMMUNITY IN NEW HAMPSHIRE
Statement of Functional Expenses
For the Year Ended December 31, 2024

	Program Expenses	Administration	Fundraising	Total
Administrative	\$ 22,171	\$ 1,793	\$ 280	\$ 24,244
Contract Services	46,404	10,925	-	57,329
Employee Expenses				
Wages	358,863	95,206	1,378	455,447
Payroll Taxes	26,540	7,174	105	33,819
Unemployment Insurance	-	111	-	111
Employee Benefits	19,214	12,967	87	32,268
Payroll Services	-	2,168	-	2,168
Fundraising	-	500	50	550
Information Technology				
Computer and Software	-	12,130	-	12,130
Website	-	1,824	-	1,824
Insurance				
Liability	-	482	-	482
Worker's Compensation	-	1,380	-	1,380
Directors and Officers	-	1,214	-	1,214
Office Expenses	4,679	21,031	1,235	26,945
Program and Training	6,216	208	-	6,424
Rent				
Rent	-	9,386	-	9,386
Rent-amortization	-	12,489	-	12,489
Rent-interest	-	161	-	161
Utilities	-	1,194	-	1,194
Total	\$ 484,087	\$ 192,343	\$ 3,135	\$ 679,565

BUILDING COMMUNITY IN NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2024

NOTE A – THE ORGANIZATION

Nature of operations

Building Community in New Hampshire (BCNH) is a multi-ethnic Mutual Assistance Association that provides an array of services required by diverse refugee and immigrant communities that help newcomers to understand and navigate the systems that are part of everyday life.

New Hampshire can be that home for refugees from around the world as well as for those with deep roots in New England. Resettled here by the U.S. State Department, most refugees have spent years in refugee camps working together. BCNH partners, Ascentria Care Alliance and the International Institute of New England, meet arrivals at the airport and get them into an apartment and a first job. BCNH steps in after that, with case managers who speak the language and who can help the arrivals connect with their broader community.

Revenue

The organization receives revenue from several main sources during the year. In 2024, revenue is from contributions and fundraising, state provided grants, and private funded grants. There are no concentrations of funding from any one source in particular that creates a risk to revenue flow.

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Financial Statement Presentation

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

Net assets without donor restrictions

Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization. These net assets may be used at the discretion of the Organization's management and the board of directors.

Net assets with donor restrictions

Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statements of activities.

Measure of Operations

The statement of activities reports all changes in net assets, including changes in net assets from operating and nonoperating activities. Operating activities consist of those items attributable to the Organization's ongoing operations. Nonoperating activities are limited to resources that generate return from investments and other activities considered to be of a more unusual or nonrecurring nature.

Cash and cash equivalents

The Organization considers cash, money market accounts and short-term, highly liquid investments with a maturity of three months or less, as cash in the financial statements. The balance of cash is held in FDIC insured bank accounts. There were no cash equivalents as of December 31, 2024. The Organization's cash balance at year end is \$240,155.

Use of Estimates

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

Advertising Costs

The cost of all advertising is expensed as incurred by the Organization. Advertising costs for the year 2024 are \$0.

Capitalization Policy

Assets over \$2,500 are capitalized and depreciated, or amortized, according to Organization depreciation/amortization policies.

Depreciation and Amortization

Assets are depreciated along the following time frames: buildings 39 years, building improvements 39 years, equipment 5-7 years, furniture and fixtures 3 years. Depreciation expense and accumulated depreciation for the year is \$0. The Organization holds no capital assets as of December 31, 2024.

Intangible assets are amortized over a 15-year period. Amortization expense and accumulated amortization for 2024 are \$0. For the year ended December 31, 2024, there are no intangible assets held.

Concentrations of Credit Risk

Financial instruments that potentially subject the Organization to concentrations of credit risk consist principally of cash, cash equivalents and investments. The Organization maintains its

cash in one bank account that, at times, may exceed federally insured limits. The Organization has not experienced, nor does it anticipate, any losses with respect to such accounts.

Contributions Receivable

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at the present value of their estimated future cash flows. The discounts on those amounts are computed using risk-adjusted interest rates applicable to the years in which the promises are received. Discount amortization is included in contribution revenue. Conditional promises to give are not included as support until the conditions are met.

As of December 31, 2024, the Organization has \$175,000 in contributions receivable from three separate donors.

Revenue Recognition

Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized. All other donor restricted contributions are reported as an increase in net assets with donor restrictions, depending on the nature of restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

Contributed property and equipment are recorded at fair value at the date of donation. Contributions with donor-imposed stipulations regarding how long the contributed assets must be used are recorded as net assets with donor restrictions; otherwise, the contributions are recorded as net assets without donor restrictions.

The Organization follows accounting Standards Update (ASU) No. 2014-09, Revenue from Contracts with Customers (Topic 606). Under this guidance revenue is recognized when promised goods or services are transferred to the customer in an amount that reflects the consideration that is expected to be received for those goods or services.

In Kind Donations

Several volunteers have made contributions of their time in furtherance of the Organization's mission. These services were not reflected in the accompanying statements of activities because they do not meet the necessary criteria for recognition under US GAAP.

Functional Expenses

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

The expenses that are allocated include the following:

<i>Expense</i>	<i>Method of Allocation</i>
Program Services	Direct Costs
Administrative Expenses	Direct Costs
Fundraising	Direct Costs

Income Taxes

The Organization is exempt from income tax under IRC section 501(c)(3), though it is subject to tax on income unrelated to its exempt purpose, unless that income is otherwise excluded by the Code. The Organization periodically reviews its processes to ensure the maintenance of its tax-exempt status; to identify and report unrelated income; to determine its filing and tax obligations in jurisdictions for which it has nexus; and to identify and evaluate other matters that may be considered tax positions.

Leases

The Organization follows FASB ASU No. 2017-02, "Leases (Topic 842)," which requires organizations that lease assets, referred to as "lessees," to recognize on the balance sheet the assets and liabilities for the rights and obligations created by those leases with lease terms of more than 12 months. ASU 2017-02 will also require disclosures to help investors and other financial statement users better understand the amount, timing, and uncertainty of cash flows arising from leases and will include qualitative and quantitative requirements.

The Organization uses the practical expedient authorized by ASU 2023-01- Leases (Topic 843)- Common Control, to determine the short-term classification of its leases. Under the expedient, the classification of a lease as short-term is based on the written terms of the agreement rather than the enforceable rights between the lease parties.

As of December 31, 2024, the Organization holds a lease asset and corresponding lease liability in the amount of \$11,458 for a long-term lease it holds.

Presentation

On August 18, 2016, FASB issued ASU 2016-14, Not-for-Profit Entities (Topic 958) — *Presentation of Financial Statements of Not-for-Profit Entities*. The update addresses the complexity and understandability of net asset classification, deficiencies in information about liquidity and availability of resources, and the lack of consistency in the type of information provided about expenses and investment return. The Organization has adjusted the presentation of its financial statements accordingly. Donor restricted contributions whose restrictions are met in the same reporting period as they are received are reported as unrestricted support.

NOTE C - AVAILABILITY AND LIQUIDITY

The following represents the Organization's financial assets for the year ended December 31, 2024:

2024

Cash	\$240,155
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For the year ended December 31, 2024, the Organization reports working capital in the amount of \$261,232. The average days cash on hand for the year ended December 31, 2024, is 129 days.

NOTE D - NET ASSETS

For the year ended December 31, 2024, the Organization reports \$122,690 in net assets without donor restrictions and \$150,000 in net assets with donor restrictions. Restrictions on net assets pertain to the use of the funds for various program expenses.

NOTE E – RISK MANAGEMENT AND UNCERTAINTY

Insurance

The Organization is exposed to various risks of loss related to tort, theft of, damage to and destruction of assets, errors and omissions, and job-related illness or injuries to employees for which it carries commercial insurance to cover the risk of loss for both property and business liability. There are no known claims of incidents that may result in the assumption of material claims arising from potential losses as of December 31, 2024.

Legal

The Organization, from time to time, may be involved with lawsuits arising in the ordinary course of business. In the opinion of the Organization's management, any liability resulting from such litigation would not be material in relation to the Organization's financial position, results of operations and cash flows. There is no pending or threatened litigation.

General

Business and operations are sensitive to general business and economic conditions in the United States. A host of factors beyond the Organization's control could cause fluctuations in these conditions. Adverse conditions may include recession, downturn or otherwise, changes in regulations or restrictions on imports, competition or changes in consumer taste. These adverse conditions could affect the Organization's financial condition and the results of its operations. As of September 30, 2024, the Organization is operating as a going concern.

Cash

At times the Organization may maintain cash balances with banks in excess of the federally insured amount. This occurrence is not uncommon for businesses which receive revenue amounts similar to those of the Organization. As of December 31, 2024, there are no amounts held by banks in excess of the insured limits.

See accompanying independent accountant's audit report

NOTE F – BOARD DESIGNATION

During 2024, the board voted unanimously to create a board-restricted class, Services Without Grant, to cover case-management services for clients who are not eligible for other grant-supported services (e.g., refugees who have been in the US for more than five years). The initial funding for the account will be \$25,000 drawn from unrestricted general operating funds. Staff may add additional unrestricted funds to the class as they are needed.

NOTE G - DATE OF MANAGEMENT'S REVIEW

In preparing the financial statements, The Organization has evaluated events and transactions for potential recognition or disclosure through May 3, 2025, the date that the financial statements were available to be issued.

Nicole (Nikki) Shults



Work Experience

Executive Director, Everyday Boston, Boston, MA

04/24- Present

Mission: To bridge social, economic, and social divides through the sharing of life stories.

- Develop and execute a strategic plan to elevate EB's mission and amplify its impact.
- Establish policies and procedures to advance EB's work, support programs, services, volunteers, program participants, and employees.
- Develop and manage a comprehensive budget to ensure financial stability and growth.
- Lead fundraising efforts.
- Develop community partnerships to advance the work, elevate EB's visibility, and broaden impact.
- Support the continued growth and development of EB's board of directors.
- Create program and operations frameworks for replicability and scalability.
- Led and managed all HR systems and employee support including conflict management and resolution, performance review and improvement, annual benefit analysis and implementation, hiring and onboarding, and DEIA programming.

Executive Director, Little Brothers - Friends of the Elderly, Boston, MA

01/15-03/24

Mission: To relieve loneliness and isolation among older adults through intergenerational programming.

- Led a 360* programmatic evaluation and subsequent organizational transition to implement a community-based program model. The original program model had been instituted since 1979.
- More than tripled the organization's annual budget from \$350K to \$1.25M.
- Led the Finance and Fundraising Committees in establishing an endowment for long-term stability.
- Implemented an asset-based fundraising and marketing strategy focused on dignity and empowerment of program participants.
- Co-led a comprehensive DEI program through YW Boston with the full staff and board of directors.
- Improved staff retention rates from 2-year average to 5+ and increased staff from 3FTE/2PT to 7FTE/2PT.
- Led and managed all HR systems and employee support including conflict management and resolution, performance review and improvement, annual benefit analysis and implementation, hiring and onboarding, and DEIA programming.

Volunteer Coordinator, Little Brothers - Friends of the Elderly, Boston, MA

03/14-12/14

Mission: To relieve loneliness and isolation among older adults through intergenerational programming.

- Recruited, trained, and supported volunteers in all LBFE programs.
- Managed and implemented friendly visiting, special events and holiday programs.
- Coordinated with other LBFE chapters to share best practices and develop program guidelines.
- Developed and cultivated relationships with local university service-learning programs.
- Designed and implemented community-based program pilot.

Peace Corps Volunteer Coordinator, US Peace Corps, Addis Ababa, Ethiopia

12/11-01/13

Mission: To promote world peace and friendship through community-based development and intercultural understanding.

- Supported Peace Corps Volunteers in technical and programmatic areas, community integration, working with host country organizations, maintaining communication and safety.
- Coordinated with host country organizations to strengthen Peace Corps' relationships within Ethiopia.
- Created and updated manuals, forms, protocols and handbooks.

Health Economic Development Advisor, US Peace Corps, Masha, Ethiopia

10/09-12/12

Mission: To promote world peace and friendship through community-based development and intercultural understanding.

- Initiated and facilitated HIV/AIDS prevention and education programs.
- Executed and managed health and business projects funded by PEPFAR.
- Directed logistics and finance for two regional youth summer camps.

Education

Quinnipiac University

BA, Gerontology 2008

MBA, Health Care Management 2009

Affiliations

YW LeadBoston, Boston, MA

2025 Cohort

Friends of the JFK Birthplace, Brookline, MA

Board of Directors 2024-present

AARP Coalition to Build Community and End Loneliness, Commonwealth of MA

Member 2019-present, Intergenerational Co-Lead 2022-2024

NH Ski and Sports Clubs, Greater North Conway, NH

Board of Directors 2023-present

Brettl-Hupfers Ski Club, Bartlett, NH

Board of Directors 2016-present, Treasurer 2023-present

SPARK Council, Boston, MA

Member 2019-2021

Vijay Bhujel

WORK EXPERIENCE

Building Community in New Hampshire Deputy Director	May 2023 to present
Community Bridges of NH <i>Direct Support Provider</i>	February 2014 to Current
Ascentria Care Alliance, - Resettlement and Integration Coordinator - Health Case Manager - Community Health Worker - Bicultural Coordinator	March 2013 to May 2023
Wal-Mart Supercenter Concord, NH <i>Inventory Associate</i>	March 2013-June 2013
Concord School District <i>Substitute Teacher</i>	February 2013-2015
Bhutanese Community of New Hampshire (Non-profit) <i>Board of Directors (Two Terms)</i>	2012-2014 and 2014-2016
Reliance English School - Morang, Nepal <i>Mathematics and Sciences Teacher</i>	2007-2012
The Spangle High School - Kathmandu, Nepal <i>Mathematics and Sciences Teacher</i>	2004-2007
Panchaoti English School - Jhapa, Nepal <i>Community School Teacher</i> <i>Cultural In Charge</i>	1999-2004

Languages: English, Nepali, Hindi and Dzongkha (Bhutanese Language)

EDUCATION

Tri Ratna Secondary School High School Diploma	1994-1998
Kumudini Homes Associate’s Degree	1998-2000
Government- College of Kalimpong University of North Bangal Bachelors in Science- Physics	2000-2003

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

This Amendment to the Refugee Support Services contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and International Institute of New England, Inc. ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on September 25, 2024 (Item #40A), as amended on August 13, 2025 (Item #Late Item C), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

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

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

1. Form P-37 General Provisions, Block 1.7., Completion Date, to read:
September 30, 2027
2. Form P-37, General Provisions, Block 1.8., Price Limitation, to read:
\$1,454,342
3. Modify Exhibit A - Revisions to Standard Provisions, by correcting the second Subsection 1.3., to read 1.4.
4. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.5., to read:
 - 1.5. 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.
5. Modify Exhibit B, Scope of Services, by replacing it in its entirety with Exhibit B – Amendment #2, Scope of Services, which is attached hereto and incorporated by reference herein.
6. Modify Exhibit C, Payment Terms, Section 1., to read:
 1. This Agreement is funded by:
 - 1.1. 100% Federal funds from:
 - 1.1.1. 34% Federal funds, GY2025 Refugee Support Services and Set-Asides, as awarded on December 26, 2024, by the U.S. Department of Health and Human Services (DHHS), Admin for Children & Families, ALN 93.566, FAIN 2501NHRSSS-00.
 - 1.1.2. 22% Federal funds, GY2024 Refugee Support Services and Set-Asides, as awarded on August 26, 2024, by the U.S. DHHS, Admin for Children &

Families, ALN 93.566, FAIN 2401NHRSSS-03.

- 1.1.3. 8% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on November 16, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2401NHRSSS-01.
- 1.1.4. 1% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on May 12, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-05.
- 1.1.5. 35% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on July 14, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-07.

7. Modify Exhibit C, Payment Terms; Section 3., to read:

3. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement and shall be in accordance with the approved line items, as specified in Exhibit C-1 Budget through Exhibit C-10 Budget – Amendment #2.

8. Add Exhibit C-10, Budget – Amendment #2, which is attached hereto and incorporated by reference herein.

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective October 1, 2026, upon Governor and Council approval.

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

State of New Hampshire
Department of Health and Human Services

8/6/2026

Date

Signed by:

Reuben Hampton

4EE2074078364A2

Name: Reuben Hampton

Title:

Director, Office of Health Access

International Institute of New England, Inc.

8/6/2026

Date

DocuSigned by:

Jeffrey Thielman

EC9947C0E978428

Name: Jeffrey Thielman

Title:

President and CEO

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

OFFICE OF THE ATTORNEY GENERAL

8/7/2026

Date

DocuSigned by:
Robyn Guarino

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:

**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

Scope of Services

1. Statement of Work

1.1. Refugee Support Services

1.1.1. The Contractor must provide statewide case management services, employment services, and referrals for English to Speakers of Other Languages (ESOL) instruction for ORR-eligible individuals, including refugees, asylees, holders of Special Immigrant Visas, and others designated by the U.S. Office of Refugee Resettlement (ORR) ("individuals"), for up to five (5) years from the eligibility date for ORR benefits and services.

1.1.2. The Contractor must adhere to an order of priority for services:

- 1.1.2.1. Individuals who have been in the U.S. for one (1) year or less;
- 1.1.2.2. Individuals who are receiving public cash assistance;
- 1.1.2.3. Unemployed individuals who are not receiving public cash assistance; and
- 1.1.2.4. Employed individuals in need of services to retain employment or to attain economic independence.

1.1.3. Case Management Services

1.1.3.1. The Contractor must provide case management services to assist individuals to succeed in their new communities; case management services include, but are not limited to:

- 1.1.3.1.1. Assisting with housing-related issues.
- 1.1.3.1.2. Referring individuals to medical, mental health, and dental care services and other support services, as appropriate.
- 1.1.3.1.3. Referring individuals to ESOL instruction, as needed.
- 1.1.3.1.4. Assisting individuals with accessing and enrolling in public assistance programs, such as the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Low Income Home Energy Assistance Program (LIHEAP), and Head Start.
- 1.1.3.1.5. Identifying conveniently located and/or subsidized day care providers, as appropriate.
- 1.1.3.1.6. Assisting individuals with transportation, as needed, for the purpose of transporting

**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

individuals to initial employment and other appointments, including, but not limited to:

1.1.3.1.6.1. Providing direct transportation by authorized Contractor staff in vehicles approved by the Contractor that meet all applicable safety standards. The Contractor must provide proof of valid automobile insurance that includes bodily injury and property damage in amounts of not less than \$100,000 per occurrence and \$300,000 aggregate or excess, for all owned, hired, or non-owned vehicles used to provide transportation; and/or

1.1.3.1.6.2. Providing fare payment for transportation, such as bus; rideshare services, such as Uber; and taxi.

1.1.3.1.7. Providing general cultural orientation about the U.S., with topics submitted to the Department for approval within ten (10) days of the Effective Date of this Agreement.

1.1.3.1.8. Providing orientation for parents and students to U.S. school systems, as needed.

1.1.4. Employment Services

1.1.4.1. The Contractor must provide employment services that focus on job development, placement, retention, and re-employment.

1.1.4.2. The Contractor must develop and maintain relationships with employers, including, but not limited to:

1.1.4.2.1. Working with employers to assist with hiring and onboarding processes.

1.1.4.2.2. Working with employers to develop employer-based training.

1.1.4.2.3. Collaborating with existing governmental and private job development agencies.

DS
JT

**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

- 1.1.4.3. The Contractor must develop employment support for each employable individual, including, but not limited to:
 - 1.1.4.3.1. Conducting employability assessments utilizing Department-approved assessment instruments.
 - 1.1.4.3.2. Developing and maintaining a Family Self-Sufficiency Plan for all individuals within a family comprised of at least one (1) employable adult.
 - 1.1.4.3.3. Developing and maintaining Employment Plans for each individual eligible for employment.
 - 1.1.4.3.4. Assisting individuals with developing resumes.
 - 1.1.4.3.5. Scheduling and arranging job interviews for employable individuals and assisting them with submitting job applications until they are employed.
 - 1.1.4.3.6. Providing referrals to support services.
 - 1.1.4.3.7. Providing transportation training to increase employability, as necessary.
- 1.1.4.4. The Contractor must make referrals to ESOL instruction that emphasizes language skills needed to obtain and retain a job, as needed.
- 1.1.4.5. The Contractor must track employment services–related ESOL referrals by:
 - 1.1.4.5.1. Collecting data throughout the contract term that includes, but is not limited to:
 - 1.1.4.5.1.1. Individual's name.
 - 1.1.4.5.1.2. Referred agency name.
 - 1.1.4.5.1.3. Start and/or end dates of ESOL instruction.
 - 1.1.4.5.1.4. Identification as a newly arrived individual.
 - 1.1.4.5.1.5. Identification as a recipient of Refugee Cash Assistance.
 - 1.1.4.5.1.6. Total unduplicated number of individuals who are referred for employment services–related ESOL.

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- 1.1.4.5.2. Reporting the data described in Section 1.1.4.5.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.6. The Contractor may provide ESOL instruction focused on job-related skills, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.4.6.1. Monitor ESOL participation of unemployed newly arriving individuals and Refugee Cash Assistance recipients;
 - 1.1.4.6.2. Prioritize newly arriving individuals and public assistance recipients;
 - 1.1.4.6.3. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.4.6.4. Offer classes at easy-to-access location(s);
 - 1.1.4.6.5. Provide ESOL instruction utilizing a combination of in-person classroom, remote, and/or distance learning;
 - 1.1.4.6.6. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.4.6.6.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
 - 1.1.4.6.7. Prioritize survival-level English and literacy needs of individuals, if needed, with subsequent emphasis on English as it relates to obtaining and retaining a job;
 - 1.1.4.6.8. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches;
 - 1.1.4.6.9. Track ESOL instruction focused on job-related skills by:
 - 1.1.4.6.9.1. Collecting data throughout the contract term that includes, but is not limited to:

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- 1.1.4.6.9.1.1. Individual's name.
- 1.1.4.6.9.1.2. Start and/or end dates of ESOL instruction.
- 1.1.4.6.9.1.3. Identification as a newly arrived individual.
- 1.1.4.6.9.1.4. Identification as a recipient of Refugee Cash Assistance.
- 1.1.4.6.9.2. Reporting the data described in Section 1.1.4.6.9.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.7. The Contractor must attend meetings regarding employment services with the Department as needed, including, but not limited to:
 - 1.1.4.7.1. The quarterly state Refugee Advisory Council meeting.
 - 1.1.4.7.2. The monthly, or as otherwise scheduled by the Department, Employment Team meeting.
- 1.1.5. English to Speakers of Other Languages (ESOL)
 - 1.1.5.1. In addition to ESOL requirements for case management services, as described in Section 1.1.3.1.3., and for employment services, as described in Sections 1.1.4.4. and 1.1.4.6., the Contractor must provide referrals for ESOL instruction to facilitate community integration for all individuals who are not receiving case management services or employment services.
 - 1.1.5.2. The Contractor may provide ESOL instruction, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.5.2.1. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.5.2.2. Offer classes at easy-to-access location(s);

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- 1.1.5.2.3. Provide ESOL instruction, utilizing a combination of in-person classroom, remote, and/or distance learning;
- 1.1.5.2.4. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.5.2.4.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
- 1.1.5.2.5. Prioritize survival-level English and literacy needs of individuals; and
- 1.1.5.2.6. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches.
- 1.1.5.3. The Contractor must track and report ESOL referrals, as described in Section 1.1.4.5., and ESOL instruction, as described in Section 1.1.4.6.9.

1.2. Optional Secondary Refugee Support Services

- 1.2.1. The Contractor must prioritize individuals who are eligible for the services described in Section 1.1. and ensure those services are adequately provided; if and when those services are adequately provided, the Contractor may assess the need for and feasibility of providing optional secondary refugee support services.
- 1.2.2. The Contractor may provide optional secondary refugee support services:
 - 1.2.2.1. Refugee Health Promotion, as described in Section 1.2.3.;
 - 1.2.2.2. Refugee School Impact, as described in Section 1.2.4.;
 - 1.2.2.3. Services to Older Refugees, as described in Section 1.2.5; and/or
 - 1.2.2.4. Youth Mentoring Services, as described in Section 1.2.6.
- 1.2.3. **Refugee Health Promotion Program**
 - 1.2.3.1. The Contractor may provide health promotion program services and activities that promote the health and wellness of individuals who are within their first five (5) years of eligibility, with priority given to individuals identified as at risk;

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health promotion program services and activities include, but are not limited to:

- 1.2.3.1.1. Providing navigation and support services for medical, mental health, and dental care services, and building capacity within communities to address mental health needs, as described in Section 1.2.3.2.
- 1.2.3.1.2. Providing home visiting, as needed, as described in Section 1.2.3.3.
- 1.2.3.1.3. Providing opportunities to increase health literacy through expanded health orientation, as described in Section 1.2.3.4., and individual targeted health outreach and group health education as needed, as described in Section 1.2.3.5.
- 1.2.3.1.4. Creating opportunities for social engagement to reduce isolation, including, but not limited to, organizing wellness groups, as needed, as described in Section 1.2.3.6.
- 1.2.3.1.5. Providing health provider training and education, as described in Section 1.2.3.7.
- 1.2.3.2. Navigation and Support Services for Medical, Mental Health, and Dental Care Services. The Contractor may:
 - 1.2.3.2.1. Provide navigation and support services to increase access to and reduce gaps in services related to medical, mental health, and dental care services for individuals who require care beyond the initial Domestic Medical Exam (DME) to ensure they are able to access and navigate complex health care systems, including, but not limited to:
 - 1.2.3.2.1.1. Scheduling and coordinating medical and mental health appointments.
 - 1.2.3.2.1.2. Assisting individuals with connecting to dental care by scheduling an initial appointment as soon as possible after arrival, including locating a primary dental

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- care provider and/or a mobile clinic.
- 1.2.3.2.1.3. Accompanying individuals to medical, mental health, and dental care appointments, as time permits.
- 1.2.3.2.1.4. Providing and/or facilitating the provision of transportation to and from appointments.
- 1.2.3.2.1.5. Assisting individuals to obtain appropriate health insurance.
- 1.2.3.2.2. Work with the Managed Care Organizations and the designated Medicaid Dental Plan Administrator to identify appropriate medical, mental health, and dental care providers in order to mitigate gaps in service.
- 1.2.3.2.3. Work with providers to ensure they understand and address the communication access needs of the individuals.
 - 1.2.3.2.3.1. If providers do not provide communication access, the Contractor must notify the Managed Care Organization and/or Medicaid, as appropriate, and the Department within 24 hours.
- 1.2.3.2.4. Provide uniform, continuous, and timely transition of coordination services related to the DME to navigation and support services immediately following completion of the DME and any first follow-up appointment(s) and/or on day 91 of eligibility, whichever is sooner, to ensure no gaps in services and continuity of care.
 - 1.2.3.2.4.1. Develop a plan of care for each individual receiving medical, mental health, and/or dental care navigation and support services including, but not limited to:

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- 1.2.3.2.4.1.1. A brief summary of the individual's health navigation and support needs.
- 1.2.3.2.4.1.2. Clearly defined referrals to appropriate healthcare and/or insurance to sufficiently address the health needs of the individual being served.
- 1.2.3.2.4.1.3. The identification of two (2) priority wellness goals.
- 1.2.3.3. Home Visiting. The Contractor may:
 - 1.2.3.3.1. Conduct home health visit(s), separate from and in addition to any home health visit related to coordination of the DME, as needed, to:
 - 1.2.3.3.1.1. Reinforce and clarify the information presented in the health orientation; and
 - 1.2.3.3.1.2. Address unique questions, issues, and concerns.
- 1.2.3.4. Expanded Health Orientation. The Contractor may:
 - 1.2.3.4.1. Conduct an expanded health orientation, defined as the topics outlined in Section 1.2.3.4.2., with priority given to individuals who have been in the U.S. for two (2) years or less, and to those within the five (5) year eligibility period who either need a refresher or who never received an expanded health orientation.
 - 1.2.3.4.2. Ensure the expanded health orientation includes the following topics:
 - 1.2.3.4.2.1. Navigating the U.S. health care system.

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- 1.2.3.4.2.2. Health insurance, including Refugee Medical Assistance, expanded Medicaid, the Marketplace, and employer-based insurance.
- 1.2.3.4.2.3. Privacy and consent laws.
- 1.2.3.4.2.4. The right to language assistance in health care settings and the role of interpreters.
- 1.2.3.4.2.5. Transportation options for medical appointments, including, but not limited to:
 - 1.2.3.4.2.5.1. Public transportation training.
 - 1.2.3.4.2.5.2. Arranging Medicaid transportation.
- 1.2.3.4.2.6. Understanding the different types of health care providers, including, but not limited to:
 - 1.2.3.4.2.6.1. Primary care providers.
 - 1.2.3.4.2.6.2. Specialists.
 - 1.2.3.4.2.6.3. Pharmacists.
- 1.2.3.4.2.7. Understanding the different types of health care and when, where, and how to access each type, including, but not limited to:
 - 1.2.3.4.2.7.1. Preventative.
 - 1.2.3.4.2.7.2. Urgent.
 - 1.2.3.4.2.7.3. Emergency.
- 1.2.3.4.2.8. Understanding the availability of mental/behavioral health services, including, but not limited to, treatment for substance use disorders, and when, where, and how to access services.

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- 1.2.3.4.2.9. Scheduling, keeping, and cancelling appointments.
- 1.2.3.4.2.10. What to bring to appointments.
- 1.2.3.4.2.11. Medication, including, but not limited to:
 - 1.2.3.4.2.11.1. The difference between prescribed medication and over-the-counter (OTC) medication.
 - 1.2.3.4.2.11.2. Refills.
 - 1.2.3.4.2.11.3. Dosage instructions.
 - 1.2.3.4.2.11.4. Side effects.
- 1.2.3.4.3. Adapt the health orientation curriculum to accommodate the needs of newly arriving populations, and modify the curriculum as needed, with approval from the Department.
- 1.2.3.4.4. Administer standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of the U.S. health care system as a result of participating in an expanded health orientation.
- 1.2.3.4.5. Maintain documentation of individuals who have received an expanded health orientation, including, but not limited to:
 - 1.2.3.4.5.1. The names of individuals who participate in an expanded health orientation.
 - 1.2.3.4.5.2. The topic(s) of orientation completed by each participant.
 - 1.2.3.4.5.3. The results of the pre- and post-assessments.
- 1.2.3.4.6. Share orientation materials with the Department upon request.
- 1.2.3.5. Health Education. The Contractor may:

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- 1.2.3.5.1. Provide health education, consisting of individual targeted health outreach and/or group health education session(s), as needed, solely or in collaboration with other organizations, including, but not limited to:
 - 1.2.3.5.1.1. Providing group health education sessions.
 - 1.2.3.5.1.2. Identifying topics of concern for each of the various ORR-eligible populations and prioritize topics that are most urgent or relevant on an ongoing basis.
 - 1.2.3.5.1.3. Coordinating and scheduling outside organizations and presenters to provide group health education sessions.
 - 1.2.3.5.1.4. Notifying individuals of class schedules.
 - 1.2.3.5.1.5. Ensuring health education sessions include topics relevant to ORR-eligible populations.
 - 1.2.3.5.1.6. Provide targeted individual health outreach, as needed, including, but not limited to, providing resources, such as translated written and/or audio/video materials.
- 1.2.3.5.2. Administer and document standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of health education topics as a result of participating in group health education.
- 1.2.3.6. Wellness Groups. The Contractor may:
 - 1.2.3.6.1. Facilitate the provision of non-clinical interventions, including, but not limited to, wellness groups, as needed, that:
 - 1.2.3.6.1.1. Promote wellness among target populations;
 - 1.2.3.6.1.2. Reduce isolation;

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- 1.2.3.6.1.3. Prevent suicide; and
- 1.2.3.6.1.4. Utilize an evidence-based curriculum and/or promising practice methods that may include, but are not limited to, Pathways to Wellness Community Adjustment Support Group Training Manual and Curriculum.
- 1.2.3.6.2. Administer and document standardized pre- and post-assessments to participants to determine if participants increased well-being as a result of participating in a wellness group.
- 1.2.3.7. Healthcare Provider Education. The Contractor may:
 - 1.2.3.7.1. Develop and maintain relationships with DME and non-DME health care providers through:
 - 1.2.3.7.1.1. Outreach and education; and
 - 1.2.3.7.1.2. Presentations and training.
 - 1.2.3.7.2. Ensure relationships with health and mental health care providers focus on, but are not limited to:
 - 1.2.3.7.2.1. Health needs and culture of ORR-eligible populations.
 - 1.2.3.7.2.2. Barriers to care that may include, but are not limited to:
 - 1.2.3.7.2.2.1. Language.
 - 1.2.3.7.2.2.2. Cultural factors.
 - 1.2.3.7.2.2.3. Transportation issues.
 - 1.2.3.7.2.3. National Standards for Culturally and Linguistically Appropriate Services (CLAS) in healthcare.
 - 1.2.3.7.3. Develop, administer, and document pre- and post-assessments to participants to determine if participants increased knowledge as a result of participating in an educational offering, presentation, or training.

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1.2.3.8. If the Contractor provides Refugee Health Promotion Program services, the Contractor must:

1.2.3.8.1. Collect data throughout the contract term that includes, but is not limited to:

1.2.3.8.1.1. Demographic data for individuals receiving Refugee Health Promotion Program services:

1.2.3.8.1.1.1. Gender;

1.2.3.8.1.1.2. Date of birth; and

1.2.3.8.1.1.3. Immigration status.

1.2.3.8.1.2. Total unduplicated number of individuals who receive Refugee Health Promotion Program services.

1.2.3.8.1.3. Major accomplishments.

1.2.3.8.1.4. New initiatives, challenges, and emerging issues.

1.2.3.8.1.5. Individual success stories.

1.2.3.8.2. Report the data described in Section 1.2.3.8.1. semi-annually, as described in Section 1.4.1.3.

1.2.4. Refugee School Impact Program

1.2.4.1. The Contractor may provide culturally appropriate School Impact Program services to:

1.2.4.1.1. ORR-eligible youth from birth through age eighteen (18) ("youth"), and their families, prioritizing those who are within their first year of arrival in the U.S.; services may be provided to youth and their families who have been in the U.S. for five (5) years or less and continue to face integration and academic challenges.

1.2.4.2. Youth and Family Services. The Contractor:

1.2.4.2.1. Must prioritize youth and their families who are within:

1.2.4.2.1.1. One (1) year of arrival, or who are experiencing school enrollment for the first time; and

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- 1.2.4.2.1.2. The five (5) year eligibility period;
- 1.2.4.2.2. May provide comprehensive school orientations for youth and their families, including, but not limited to, the following topics:
 - 1.2.4.2.2.1. American school system, policies, and procedures.
 - 1.2.4.2.2.2. Advocacy services to obtain classroom support for youth with academic or social challenges.
 - 1.2.4.2.2.3. Supportive services to youth and their families on academic transitions (elementary to middle, middle to high school, high school to college), including connecting students to post-secondary guidance and career exploration.
 - 1.2.4.2.2.4. Extracurricular and enrichment opportunities.
 - 1.2.4.2.2.5. Understanding academic testing practices.
 - 1.2.4.2.2.6. Understanding homework expectations.
 - 1.2.4.2.2.7. Understanding how to interpret student reports, such as academic and disciplinary reports.
 - 1.2.4.2.2.8. An introduction to post-secondary education options.
- 1.2.4.2.3. May provide enhanced registration services at the elementary, middle, and high school levels, including, but not limited to:
 - 1.2.4.2.3.1. Coordinating deliveries of backpacks and school supplies.
 - 1.2.4.2.3.2. Coordinating school tours.
 - 1.2.4.2.3.3. Facilitating the scheduling of any necessary tests, as well as appointments with guidance departments.

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- 1.2.4.2.3.4. Coordinating transportation for school orientation tours.
- 1.2.4.2.4. May assist youth and their families with school and after-school program registration paperwork.
- 1.2.4.2.5. May assist youth and their families with completing free and reduced lunch applications.
- 1.2.4.2.6. May work in partnership with the local school district(s), 21st Century (21C) after-school program(s), and other community partners to make referrals to after-school, mentoring, and summer programs.
- 1.2.4.2.7. May facilitate leadership development opportunities for youth, which may include, but are not limited to:
 - 1.2.4.2.7.1. Youth leadership summits.
 - 1.2.4.2.7.2. Student-led mentoring.
- 1.2.4.2.8. May provide case management and support services to youth and their families, which include, but are not limited to:
 - 1.2.4.2.8.1. Access to health care services.
 - 1.2.4.2.8.2. Access to mental health services.
 - 1.2.4.2.8.3. Access to housing services and/or assistance.
 - 1.2.4.2.8.4. Other Social Determinants of Health support services.
- 1.2.4.2.9. May facilitate access to child care.
- 1.2.4.2.10. May facilitate access to early childhood education.
- 1.2.4.3. School District Services. The Contractor may:
 - 1.2.4.3.1. Collaborate with school district(s) to promote families and teachers coming together in a relaxed atmosphere to foster relationship building;
 - 1.2.4.3.2. Work with school district(s) to ensure they understand and address the communication access needs of youth and their families; if the

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school districts do not provide communication access, the Contractor must notify the Department within 72 hours;

- 1.2.4.3.3. Provide ongoing training and education to school personnel to promote the knowledge, skills, and best practices necessary to ensure linguistic and cultural effectiveness when providing services to ORR-eligible student populations;
- 1.2.4.3.4. Support capacity development for school district staff, systems, and child care providers; and
- 1.2.4.3.5. Provide other activities and resources designed to support the successful integration of school-aged children and their families.

1.2.5. Services to Older Refugees

1.2.5.1. The Contractor may provide Services to Older Refugees services that promote integration, naturalization, and independent healthy living to ORR-eligible individuals aged 60 years or older ("older individuals"), for up to five (5) years from the date of arrival in the U.S.; there is no time limit for provision of referral services, interpreter services, and citizenship and naturalization services.

1.2.5.2. The Contractor may:

- 1.2.5.2.1. Conduct home visits and needs assessments;
- 1.2.5.2.2. Provide case management that addresses physical, psychological, and social needs;
- 1.2.5.2.3. Facilitate access to mainstream aging services in the community, including, but not limited to, providing information about and facilitating enrollment in supportive services, nutrition services, meal delivery, senior community centers, and intergenerational activities;
- 1.2.5.2.4. Create opportunities for living independently as long as possible, including, but not limited to, transportation assistance, home care, adult day care, and respite care services;
- 1.2.5.2.5. Develop opportunities for older individuals to connect with their communities to avoid isolation, including, but not limited to, facilitating connections to mental health support,

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community navigators, and opportunities for engagement in social and cultural activities;

- 1.2.5.2.6. Assist older individuals on the path to citizenship, especially those at risk of losing Supplemental Security Income (SSI) or other federal benefits, to naturalize, including, but not limited to, providing and/or referring older individuals to civics instructions, counseling, and application assistance;
- 1.2.5.2.7. Develop working relationships with the Department's Bureau of Adult and Aging Services and community resources, including elderly service providers, to improve older individuals' access to mainstream services and cultural sensitivity of mainstream providers;
- 1.2.5.2.8. Collaborate with mainstream service providers to:
 - 1.2.5.2.8.1. Enhance congregate nutrition services and meals delivered to homebound individuals to meet ethnic dietary needs;
 - 1.2.5.2.8.2. Develop culturally appropriate education resources, including civics education, relative to citizenship and naturalization; and
 - 1.2.5.2.8.3. Develop culturally appropriate recreational activities and services;
- 1.2.5.2.9. Inform older individuals and their families about Adult Protection law and services; and
- 1.2.5.2.10. Advocate on matters relating to housing, financial support, health, behavioral health, and family concerns.

1.2.6. Youth Mentoring Services

- 1.2.6.1. The Contractor may provide statewide youth mentoring services to ORR-eligible youth who have been in the U.S. for less than five (5) years and are between 15-24 years of age ("youth participants"), prioritizing those who have been in the U.S. one (1) year or less and those who need social, academic, vocational, and/or emotional support.

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- 1.2.6.2. The Contractor must develop and implement youth mentoring services that include, but are not limited to:
 - 1.2.6.2.1. An initial needs assessment that identifies the needs and goals of each youth participant.
 - 1.2.6.2.2. An individual plan for each youth participant, based on the initial needs assessment.
 - 1.2.6.2.3. Tracking and reporting the progress towards meeting each youth participant's identified needs and goals.
 - 1.2.6.2.4. Case management for each youth participant.
 - 1.2.6.2.5. Recruiting and training mentors to provide support for each youth participant.
- 1.2.6.3. If the Contractor opts to provide Youth Mentoring Services, then the Contractor must match each youth participant with positive adult mentor(s) who will provide personalized support to the youth participant. The Contractor must:
 - 1.2.6.3.1. Recruit adults to act as mentors for youth participants;
 - 1.2.6.3.2. Screen potential mentors to ensure background and registry checks are conducted as described in Section 1.5.;
 - 1.2.6.3.3. Train mentors on best practices and techniques to support youth participants, including cultural effectiveness;
 - 1.2.6.3.4. Proactively identify eligible youth through referrals and other means; and
 - 1.2.6.3.5. Match youth participants with mentors.
- 1.2.6.4. The Contractor must ensure mentorship activities focus on successful integration into the community, school, and work. Activities must be based on youth participant needs and may include, but are not limited to:
 - 1.2.6.4.1. Providing opportunities and activities to promote the development of social and life skills.
 - 1.2.6.4.2. Assisting youth with learning American culture.
 - 1.2.6.4.3. Celebrating and maintaining the youth participant's cultural heritage.

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- 1.2.6.4.4. Providing opportunities for social engagement with peers.
- 1.2.6.4.5. Providing information about opportunities to participate in civic and community services activities.
- 1.2.6.4.6. Supporting youth in learning English, math, and other skills.
- 1.2.6.4.7. Facilitating academic support via activities that include, but are not limited to:
 - 1.2.6.4.7.1. Assistance with homework.
 - 1.2.6.4.7.2. Assistance with transitions in school, including but not limited to:
 - 1.2.6.4.7.2.1. Transition between middle school and high school.
 - 1.2.6.4.7.2.2. Transition between high school and post-secondary education.
 - 1.2.6.4.7.3. Assisting youth participants with career development, including, but not limited to:
 - 1.2.6.4.7.3.1. Skill building.
 - 1.2.6.4.7.3.2. Resume drafting.
 - 1.2.6.4.7.3.3. Knowledge of workers' rights.
 - 1.2.6.4.7.3.4. Training opportunities.
 - 1.2.6.4.7.4. Supporting youth participants in developing health and financial literacy.
 - 1.2.6.4.7.5. Informing the State Refugee Health Coordinator, or designee, regarding any behavioral health or adjustment concerns identified or observed for the purpose of collaborating to ensure appropriate access to care.

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1.2.6.4.7.6. Providing culturally and linguistically appropriate education and orientation to parents and/or primary caregivers of youth participants.

1.2.6.5. The Contractor may develop an incentive program that encourages youth to participate in youth mentoring services; incentives may include, but are not limited to:

1.2.6.5.1. Paying for registration fees or tuition costs for educational opportunities or vocational apprenticeships.

1.2.6.5.2. Providing career development activities.

1.2.6.5.3. Providing donated goods, such as computers.

1.2.6.6. The Contractor must submit a youth mentoring incentive program policy to the Department for review and approval prior to implementation that ensures the program is implemented in a consistent and fair manner for all enrolled youth participants.

1.3. Provisions Applicable to Refugee Support Services and Optional Secondary Refugee Support Services

1.3.1. The Contractor must ensure services are available statewide.

1.3.2. The Contractor must ensure all services are:

1.3.2.1. Person-centered;

1.3.2.2. Trauma-informed;

1.3.2.3. Strengths-based; and

1.3.2.4. Culturally and linguistically appropriate.

1.3.3. The Contractor must work with all applicable service providers and employers to ensure service providers and employers understand and address the cultural and communication access needs of individuals being served; the Contractor must also advocate on behalf of individuals to protect their civil rights and ensure access to services.

1.3.4. Notwithstanding Paragraphs 8 and 9 of the General Provisions of this Agreement, the Contractor must communicate any challenges related to the scope of services described in this Agreement in a timely manner to the Department and be available to meet as requested by the Department in order to:

1.3.4.1. Review performance;

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

- 1.3.4.2. Discuss current caseload and needed supports and services; and
- 1.3.4.3. Identify and address challenges and barriers to providing services.
- 1.3.5. The Contractor must obtain written consent from participants to share personally identifiable information (PII) and protected health information (PHI) with the Department, and maintain the written consent in individuals' casefiles.
- 1.3.6. The Contractor must maintain eligibility verification documents, case notes, including referrals, and progress reports in individuals' case files and make these case files available to the Department upon request.
- 1.3.7. The Contractor must share data through the Department's Secure File Transfer Protocol (SFTP).
- 1.3.8. The Contractor must ensure staff:
 - 1.3.8.1. Are sufficient in number to carry out the scope of work in this Agreement;
 - 1.3.8.2. Are culturally and ethnically reflective of the population served to the extent possible; and
 - 1.3.8.3. Participate in trainings on federal CLAS and civil rights laws compliance, including policies and procedures for handling discrimination complaints, as provided by the Department.
- 1.3.9. The Contractor must collect data throughout the contract term, including all required data for:
 - 1.3.9.1. ORR-5 reporting, and report this data monthly, as described in Section 1.4.1.1.;
 - 1.3.9.2. ORR-6 reporting, and report this data semi-annually, as described in Section 1.4.1.4.; and
 - 1.3.9.3. ORR-6 Annual Service Plans, and report this data annually, as described in Section 1.4.1.5.
- 1.3.10. The Contractor must participate in monthly meetings with the Department regarding individuals' participation in Refugee Cash Assistance and compliance with its requirements, such as ESOL participation and participation in job search activities.
- 1.3.11. The Contractor must participate in quarterly meetings with the Department, as requested by the Department.

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**New Hampshire Department of Health and Human Services
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1.3.12. The Contractor must facilitate reviews of files conducted by the Department on an annual basis, or as otherwise requested by the Department.

1.3.13. The Contractor must ensure staff participate in annual training(s) that may be requested by the Department.

1.4. Reporting

1.4.1. Refugee Support Services and Optional Secondary Refugee Support Services

ORR-5

1.4.1.1. The Contractor must submit monthly ORR-5 report data in accordance with ORR reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.1., in a format acceptable to the Department, within fifteen (15) business days following the end of each calendar month, to ensure progress toward program deliverables.

Employment services–related ESOL

1.4.1.2. The Contractor must submit semi-annual employment services–related ESOL report data that indicates if it is for referrals, as described in Section 1.1.4.5.2., or for instruction, as described in Section 1.1.4.6.9.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

Refugee Health Promotion Program

1.4.1.3. The Contractor must submit semi-annual Refugee Health Promotion Program services data, as described in Section 1.2.3.8.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

ORR-6

1.4.1.4. The Contractor must submit semi-annual ORR-6 report data in accordance with ORR reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.2., in a format acceptable to the

New Hampshire Department of Health and Human Services Refugee Support Services

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Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

- 1.4.1.5. The Contractor must submit Annual Service Plans in accordance with ORR-6 Annual Service Plan reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, in a format acceptable to the Department, as described in Section 1.3.9.3., by November 15 of each year, to ensure progress toward program deliverables.

- 1.4.2. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.5. Background Checks

- 1.5.1. Prior to permitting any individual to provide services under this Agreement, the Contractor must ensure that said individual has undergone:
 - 1.5.1.1. A criminal background check, at the Contractor's expense, and has no convictions for crimes that represent evidence of behavior that could endanger individuals served under this Agreement;
 - 1.5.1.2. A name search of the Department's Bureau of Adult and Aging Services (BAAS) State Registry, pursuant to RSA 161-F:49, with results indicating no evidence of behavior that could endanger individuals served under this Agreement; and
 - 1.5.1.3. A name search of the Department's Division for Children, Youth and Families (DCYF) Central Registry pursuant to RSA 169-C:35, with results indicating no evidence of behavior that could endanger individuals served under this Agreement.

1.6. Confidential Data

- 1.6.1. The Contractor must meet all information security and privacy requirements as set by the Department and in accordance with the Department's Information Security Requirements Exhibit as referenced below.
- 1.6.2. The Contractor must ensure any individuals involved in delivering services through this Agreement contract sign an attestation agreeing to access, view, store, and discuss Confidential Data in accordance with federal and state laws and regulations and the Department's

**New Hampshire Department of Health and Human Services
Refugee Support Services**

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Information Security Requirements Exhibit. The Contractor must ensure said individuals have a justifiable business need to access confidential data. The Contractor must provide attestations upon Department request.

1.7. Privacy Impact Assessment

1.7.1. Upon request, the Contractor must allow and assist the Department in conducting a Privacy Impact Assessment (PIA) of its system(s)/application(s)/web portal(s)/website(s) or Department system(s)/application(s)/web portal(s)/website(s) hosted by the Contractor, if Personally Identifiable Information (PII) is collected, used, accessed, shared, or stored. To conduct the PIA the Contractor must provide the Department access to applicable systems and documentation sufficient to allow the Department to assess, at minimum, the following:

1.7.1.1. How PII is gathered and stored;

1.7.1.2. Who will have access to PII;

1.7.1.3. How PII will be used in the system;

1.7.1.4. How individual consent will be achieved and revoked; and

1.7.1.5. Privacy practices.

1.7.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the collection, processing or storage of PII.

1.8. Department Owned Devices, Systems and Network Usage

1.8.1. If Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, are authorized by the Department's Information Security Office to use a Department issued device (e.g. computer, tablet, mobile telephone) or access the Department network in the fulfillment of this Agreement, each End User must:

1.8.1.1. Sign and abide by applicable Department and New Hampshire Department of Information Technology (NH DoIT) use agreements, policies, standards, procedures and guidelines, and complete applicable trainings as required;

1.8.1.2. Use the information that they have permission to access solely for conducting official Department business and agree that all other use or access is strictly forbidden including, but not limited, to personal or other private and non-Department use, and that at no time shall they

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- access or attempt to access information without having the express authority of the Department to do so;
- 1.8.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;
 - 1.8.1.4. Not copy, share, distribute, sub-license, modify, reverse engineer, rent, or sell software licensed, developed, or being evaluated by the Department, and at all times must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other agreement executed by the Department;
 - 1.8.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;
 - 1.8.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;
 - 1.8.1.7. Agree that email and other electronic communication messages created, sent, and received on a Department-issued email system are the property of the Department of New Hampshire and to be used for business purposes only. Email is defined as "internal email systems" or "Department-funded email systems."
 - 1.8.1.8. Agree that use of email must follow Department and NH DoIT policies, standards, and/or guidelines; and
 - 1.8.1.9. Agree when utilizing the Department's email system:
 - 1.8.1.9.1. To only use a Department email address assigned to them with a "@affiliate.DHHS.NH.Gov".
 - 1.8.1.9.2. Include in the signature lines information identifying the End User as a non-Department workforce member; and
 - 1.8.1.9.3. Ensure the following confidentiality notice is embedded underneath the signature line:

CONFIDENTIALITY NOTICE: "This message may contain information that is privileged and confidential and is intended only for the use of the individual(s) to whom it is addressed. If you receive this message in error, please notify the sender immediately, and

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delete this electronic message and any attachments from your system. Thank you for your cooperation.”

- 1.8.1.10. Contractor End Users with a Department issued email, access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:

1.8.1.10.1. Complete the Department's Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.8.1.10.2. Sign the Department's Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

1.8.1.10.3. Only access the Department's intranet to view the Department's Policies and Procedures and Information Security webpages.

- 1.8.1.11. Contractor agrees, if any End User is found to be in violation of any of the above terms and conditions, said End User may face removal from the Agreement, and/or criminal and/or civil prosecution, if the act constitutes a violation of law.

- 1.8.1.12. Contractor agrees to notify the Department a minimum of three (3) business days prior to any upcoming transfers or terminations of End Users who possess Department credentials and/or badges or who have system privileges. If End Users who possess Department credentials and/or badges or who have system privileges resign or are dismissed without advance notice, the Contractor agrees to notify the Department's Information Security Office or designee immediately.

1.8.2. Workspace Requirement

- 1.8.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.

1.9. Contract End-of-Life Transition Services

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

1.9.1. General Requirements

- 1.9.1.1. If applicable, upon early termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a secure transition of the services ("Transition Services") from the Contractor to the Department and, if applicable, the new Contractor ("Recipient") engaged by the Department to assume the services. Ninety (90) days prior to the end-of the contract or unless otherwise specified by the Department, the Contractor must begin working with the Department and if applicable, the Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.
- 1.9.1.2. The Contractor must assist the Recipient, in connection with the transition from the performance of Services by the Contractor and its End Users to the performance of such Services. This may include assistance with the secure transfer of records (electronic and hard copy), transition of historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.
- 1.9.1.3. If a system, database, hardware, software, and/or software licenses (Tools) was purchased or created to manage, track, and/or store Department Data in relationship to this contract said Tools will be inventoried and returned to the Department, along with the inventory document, once transition of Department data is complete.
- 1.9.1.4. The internal planning of the Transition Services by the Contractor and its End Users shall be provided to the Department and if applicable the Recipient in a timely manner. Any such Transition Services shall be deemed to be Services for purposes of this Agreement.
- 1.9.1.5. In the event the data Transition extend beyond the end of the Agreement, the Contractor agrees that the Information Security Requirements, and if applicable, the Department's Business Associate Agreement terms and

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conditions remain in effect until the Data Transition is accepted as complete by the Department.

1.9.1.6. In the event the Contractor has comingled Department Data and the destruction or Transition of said data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.9.2. Completion of Transition Services

1.9.2.1. Each service or transition phase shall be deemed completed (and the transition process finalized) at the end of fifteen (15) business days after the product, resulting from the Service, is delivered to the Department and/or the Recipient in accordance with the mutually agreed upon Transition plan, unless within said fifteen (15) business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.

1.9.2.2. Once all parties agree the data has been migrated the Contractor will have thirty (30) days to destroy the data per the terms and conditions of the Department's Information Security Requirements Exhibit.

1.9.3. Disagreement over Transition Services Results

1.9.3.1. In the event the Department is not satisfied with the results of the Transition Service, the Department shall notify the Contractor, in writing, stating the reason for the lack of satisfaction within fifteen (15) business days of the final product or at any time during the data Transition process. The Parties shall discuss the actions to be taken to resolve the disagreement or issue. If an agreement is not reached, at any time the Department shall be entitled to initiate actions in accordance with the Agreement.

2. Exhibits Incorporated

2.1. The Contractor must comply with all Exhibit D Federal Requirements, which are attached hereto and incorporated by reference herein.

2.2. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit E, DHHS Information Security Requirements.

2.3. The Contractor must use and disclose Protected Health Information in

**New Hampshire Department of Health and Human Services
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EXHIBIT B

compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit F, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services

3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within forty-five (45) days of the Effective Date of the Agreement and annually thereafter, that all personnel involved the provision of services to individuals under this Agreement have completed, within the last twelve (12) months, the Contractor Required Training Video on Civil Rights-related Provisions in DHHS Procurement Processes, which is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>); and

3.2.1.3. The Department's Federal Civil Rights Compliance Checklist within ten (10) days of the Effective Date of the Agreement. The Federal Civil Rights Compliance Checklist must have been completed within the last twelve (12) months and is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>).

3.3. Credits and Copyright Ownership

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**New Hampshire Department of Health and Human Services
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- 3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."
- 3.3.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.
- 3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.
- 3.3.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

3.4. Operation of Facilities: Compliance with Laws and Regulations

- 3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

- 4.1. The Contractor must keep records that include, but are not limited to:
 - 4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.

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**New Hampshire Department of Health and Human Services
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- 4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 4.1.3. Records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.
- 4.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives must have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts.
- 4.3. If, upon further review, the Department must disallow any expenses claimed by the Contractor as costs hereunder, the Department retains the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

New Hampshire Department of Health and Human Services		
Contractor Name:	International Institute of New England, Inc.	
Budget Request for:	Refugee Support Services	
Budget Period:	October 1, 2026 - September 30, 2027	
Indirect Cost Rate (if applicable)	10.00%	
Line Item	Program Cost - Funded by DHHS - October 1, 2026 to June 30, 2027 (SFY 27)	Program Cost - Funded by DHHS - July 1, 2027 to September 30, 2027 (SFY 28)
1. Salary & Wages	\$265,094	\$88,365
2. Fringe Benefits	\$60,972	\$20,324
3. Consultants	\$0	\$0
4. Equipment Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	\$0	\$0
5.(a) Supplies - Educational	\$0	\$0
5.(b) Supplies - Lab	\$0	\$0
5.(c) Supplies - Pharmacy	\$0	\$0
5.(d) Supplies - Medical	\$0	\$0
5.(e) Supplies - Office	\$0	\$0
6. Travel	\$926	\$309
7. Software	\$0	\$0
8. (a) Other - Marketing/Communications	\$0	\$0
8. (b) Other - Education and Training	\$0	\$0
8. (c) Other - Other (specify below)	\$0	\$0
Other (Interpretation)	\$8,100	\$2,700
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
9. Subrecipient Contracts	\$0	\$0
Total Direct Costs	\$335,092	\$111,697
Total Indirect Costs	\$33,509	\$11,170
Subtotals	\$368,601	\$122,867
TOTAL	\$491,468	

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Contractor Initials:

Date: 8/6/2026

State of New Hampshire

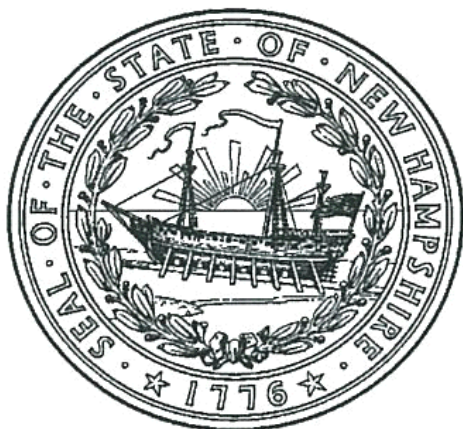
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC. is a Massachusetts Nonprofit Corporation registered to transact business in New Hampshire on February 12, 2016. 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: **739194**

Certificate Number: **0007900067**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 6th day of April A.D. 2026.

A handwritten signature in black ink, appearing to read "David M. Scanlan", is written over a faint circular outline.

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Sam Epee-Bounya, 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 International Institute of New England, 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 December 1, 2015, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Jeffrey Thielman, President and CEO (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of International Institute of New England, 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 **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: 7/8/2026 | 1:55 PM PDT

Sam Epee-Bounya
Signature of Elected Officer
Name: Sam Epee-Bounya
Title: Board member

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/07/2026

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

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

PRODUCER Willis Towers Watson Northeast, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	CONTACT NAME: WTW Certificate Center PHONE (A/C No. Ext): 1-877-945-7378 E-MAIL ADDRESS: certificates@wtwco.com FAX (A/C No): 1-888-467-2378
INSURED International Institute of New England, Inc. 2 Bolyston Street 3rd Floor Boston, MA 02116	INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Insurance Company INSURER B: Technology Insurance Company Inc INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 18058 42376

COVERAGES

CERTIFICATE NUMBER: W47151407

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. *LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. *Not Applicable in WY

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y		PHPK2684307	05/05/2026	05/05/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			PHPK2684307	05/05/2026	05/05/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☐ EXCESS LIAB DED ☒ RETENTION \$ 10,000			PHUB910913	05/05/2026	05/05/2027	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N No	N/A	TWC4734688	01/01/2026	01/01/2027	☒ PER STATUTE E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

This Voids and Replaces Previously Issued Certificate Dated 07/06/2026 WITH ID: W47144904.

Part One of the Workers Comp policy applies to the States of: Connecticut, Florida, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island & Virginia.

Certificate Holder is included as an Additional Insured as respects to General Liability.

CERTIFICATE HOLDER

CANCELLATION

NH Department of Health & Human Services 129 Pleasant Street Concord, NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Patricia A. Fony</i>
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ACORD 25 (2025/12)

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SR ID: 30259892

BATCH: 4516743

NONPROFIT COVER SHEET

A. Entity Name: International Institute of New England, Inc.

B. Entity's Contact Information: Jeffrey Thielman, (617) 695 – 9990, jthielman@iine.org

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

Name / Phone / Email: Laura Campiglia de Mendez, (617) 695 – 9990, lmendez@iine.org and grants@iine.org

Person responsible for Accuracy and Completeness of information provided:

Name: Laura Campiglia de Mendez

Title: Grant Writer

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>
Avak Kahvejian, Ph.D., Chair	Partner, Flagship Pioneering
Natalya Belonozhko	Senior Vice President and Corporate Controller, Global Atlantic Financial Group
Sam Épée-Bounya, Secretary	Managing Director, Wellington Management
Zoltan Csimma	Senior VP and Chief Human Resources Officer, Sanofi-Genzyme (Retired)
Scott Fitzgerald	Managing Partner, Fragomen, Del Rey, Bernsen & Loewy, LLP (Retired)
Richard Golob	Cofounder and CEO, Quantori
Tuan Ha-Ngoc	President and CEO, AVEO Pharmaceuticals (Retired)
Belinda Juran	Partner, WilmerHale (Retired)
Will Krause	Senior Portfolio Manager and Senior Vice President at Northern Trust
Libby May	Senior Vice President, External Affairs and Communications, Southern New Hampshire University
Theo Melas-Kyriazi	Advisor Partner, Flagship Pioneering
Ann Merrifield, Assistant Secretary	President and CEO, PathoGenetix, Inc., (Retired)
Yesim Richardson	Senior Vice President at Cornerstone Research
Wade Rubinstein	Founder and President, The Bike Connector Inc.
Carolina San Martin	Managing Director, Global Head of Sustainable Investing Research, State Street
Fereshtah Thornberg	Senior Vice President and Client Executive, Global Clients Division, State Street
Jeffrey Thielman, President	President and CEO, International Institute of New England

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>
Henry Harris	Managing Director	\$147,528.00	\$36,882.00

Kateryna Kelly	Senior Program & Contracts Manager	\$87,740.00	\$21,935.00
Andrew Cullen	Career Services Manager	\$78,787.00	\$78,787.00
Zazie Sawyer	Community Services Manager	\$71,624.00	\$65,894.08
Kate Ross	Lead Case Specialist	\$62,081.00	\$36,006.99
Richa Karki	Case Specialist	\$56,997.00	\$56,977.00
Joanna Adikwu	Employment Case Specialist	\$56,977.00	\$56,977.00

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).

***Claims Asserted:** On March 21, 2025, a former IINE employee, filed a charge with the Massachusetts Commission Against Discrimination alleging that the Institute discriminated against him on the basis of his sexual orientation and alleged disability when the Institute terminated his employment. IINE denies Complainant's allegations of discrimination in their entirety.*

***Status:** On May 23, 2025, the Institute filed its position statement responding to Complainant's allegations. There has been no further activity and is no scheduling order in this matter.*

***Damages:** Complainant's charge does not specify damages sought.*

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>

14017	International Institute of New England, Inc.	2 Boylston Street, 3rd FL	Boston	MA	02116	G	8/15/2026
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FINANCIAL DISCLOSURES**G. Check one the following:**

- [X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- [] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- [] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

	<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>	\$		



Mission Statement

The mission of the International Institute of New England is to create opportunities for refugees and immigrants to succeed through resettlement, education, career advancement, and pathways to citizenship.



**International
Institute of
New England**

**FINANCIAL STATEMENTS
SEPTEMBER 30, 2025 AND 2024**

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Contents
September 30, 2025 and 2024

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50 Washington Street
Westborough, MA 01581
508.366.9100
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Independent Auditor's Report

To the Board of Directors of
International Institute of New England, Inc.:

Opinion

We have audited the financial statements of International Institute of New England, Inc. (a Massachusetts nonprofit corporation) (the Institute), which comprise the statements of financial position as of September 30, 2025 and 2024, and the related statements of activities and changes in net assets, cash flows, and functional expenses for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of International Institute of New England, Inc. as of September 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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, which raise substantial doubt about the Institute's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

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

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

In performing an audit in accordance with GAAS, 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 the Institute'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, which raise substantial doubt about the Institute'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.

AAFCPA, Inc.

Boston, Massachusetts
March 5, 2026

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Financial Position

September 30, 2025 and 2024

Assets	2025	2024
Current Assets:		
Cash	\$ 1,649,073	\$ 1,268,297
Current portion of government contracts and contributions receivable	5,169,894	6,111,864
Accounts receivable	91,403	162,220
Prepaid expenses and other	316,592	297,011
Total current assets	7,226,962	7,839,392
Investments	16,435,626	13,471,895
Contributions Receivable, net	3,207,168	4,180,346
Property and Equipment, net	996,203	1,111,076
Right-of-Use Assets - Operating	1,319,611	1,877,443
Security Deposits	96,057	96,057
Total assets	<u>\$ 29,281,627</u>	<u>\$ 28,576,209</u>
Liabilities and Net Assets		
Current Liabilities:		
Current portion of operating lease liabilities	\$ 664,708	\$ 754,479
Accounts payable	481,296	697,607
Accrued expenses	736,531	764,983
Conditional advances	639,700	1,476,680
Total current liabilities	2,522,235	3,693,749
Operating Lease Liabilities, net of current portion	818,586	1,450,785
Total liabilities	<u>3,340,821</u>	<u>5,144,534</u>
Net Assets:		
Without donor restrictions:		
Operating	19,906,607	16,022,103
Property and equipment	832,520	783,255
Total without donor restrictions	20,739,127	16,805,358
With donor restrictions	5,201,679	6,626,317
Total net assets	<u>25,940,806</u>	<u>23,431,675</u>
Total liabilities and net assets	<u>\$ 29,281,627</u>	<u>\$ 28,576,209</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Activities and Changes in Net Assets
For the Years Ended September 30, 2025 and 2024

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues:						
Government contracts	\$ 21,586,741	\$ -	\$ 21,586,741	\$ 21,846,676	\$ -	\$ 21,846,676
Grants and contributions	5,076,541	796,176	5,872,717	5,340,434	5,540,374	10,880,808
Donated goods and services	1,113,632	-	1,113,632	702,186	-	702,186
Program service fees and contracted services	567,904	-	567,904	499,790	-	499,790
Other revenue	36,796	-	36,796	51,563	-	51,563
Net assets released from time restrictions	1,827,651	(1,827,651)	-	405,658	(405,658)	-
Net assets released from purpose restrictions	393,163	(393,163)	-	569,503	(569,503)	-
Total revenues	30,602,428	(1,424,638)	29,177,790	29,415,810	4,565,213	33,981,023
Expenses:						
Program services	22,261,990	-	22,261,990	22,562,081	-	22,562,081
General and administrative	3,558,897	-	3,558,897	4,064,556	-	4,064,556
Fundraising	2,588,109	-	2,588,109	2,261,598	-	2,261,598
Total expenses	28,408,996	-	28,408,996	28,888,235	-	28,888,235
Changes in net assets from operations	2,193,432	(1,424,638)	768,794	527,575	4,565,213	5,092,788
Investment return	1,740,337	-	1,740,337	2,307,471	-	2,307,471
Changes in net assets	3,933,769	(1,424,638)	2,509,131	2,835,046	4,565,213	7,400,259
Net Assets:						
Beginning of year	16,805,358	6,626,317	23,431,675	13,970,312	2,061,104	16,031,416
End of year	<u>\$ 20,739,127</u>	<u>\$ 5,201,679</u>	<u>\$ 25,940,806</u>	<u>\$ 16,805,358</u>	<u>\$ 6,626,317</u>	<u>\$ 23,431,675</u>

The accompanying notes are an integral part of these statements.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Cash Flows

For the Years Ended September 30, 2025 and 2024

	<u>2025</u>	<u>2024</u>
Cash Flows from Operating Activities:		
Changes in net assets	\$ 2,509,131	\$ 7,400,259
Adjustments to reconcile changes in net assets to net cash provided by (used in) operating activities:		
Investment return	(1,740,337)	(2,307,471)
Loss on disposal of property and equipment	3,003	753
Depreciation	327,671	319,517
Amortization expense - financing lease	5,652	12,696
Non-cash lease expense	602,785	686,353
Donated stock	(142,241)	(284,000)
Bad debt	45,792	42,136
Change in discount on contributions receivable	(110,155)	310,781
Changes in operating assets and liabilities:		
Government contracts and contributions receivable	1,979,511	(5,792,489)
Accounts receivable	70,817	(82,931)
Operating lease liabilities	(766,923)	(835,115)
Prepaid expenses and other	(19,581)	11,119
Security deposits	-	(4,400)
Accounts payable	(216,311)	262,053
Accrued expenses	(28,452)	134,343
Conditional advances	(836,980)	370,399
Net cash provided by operating activities	<u>1,683,382</u>	<u>244,003</u>
Cash Flows from Investing Activities:		
Proceeds from sale of investments	5,568,951	3,834,824
Acquisition of property and equipment	(221,453)	(130,875)
Investment purchases	(6,650,104)	(3,311,830)
Net cash provided by (used in) investing activities	<u>(1,302,606)</u>	<u>392,119</u>
Net Change in Cash	380,776	636,122
Cash:		
Beginning of year	<u>1,268,297</u>	<u>632,175</u>
End of year	<u>\$ 1,649,073</u>	<u>\$ 1,268,297</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statement of Functional Expenses

For the Year Ended September 30, 2025

(With Summarized Comparative Totals for the Year Ended September 30, 2024)

	2025				2024
	Program Services	General and Adminis- trative	Fundraising	Total	Total
Personnel and Related:					
Salaries	\$ 12,522,129	\$ 1,674,118	\$ 1,422,903	\$ 15,619,150	\$ 15,250,724
Payroll taxes and fringe benefits	2,602,295	355,631	299,146	3,257,072	3,057,277
Donated services	994,382	22,932	45,696	1,063,010	664,803
Purchased and contracted services	333,988	-	-	333,988	27,665
Staff training	6,668	10,102	11,868	28,638	27,287
Total personnel and related	16,459,462	2,062,783	1,779,613	20,301,858	19,027,756
Occupancy:					
Rent and utilities	720,343	87,210	96,627	904,180	900,139
Depreciation	171,795	109,444	-	281,239	272,331
Total occupancy	892,138	196,654	96,627	1,185,419	1,172,470
Other:					
Client assistance	3,240,649	-	-	3,240,649	4,617,314
Professional fees	911,754	697,755	131,070	1,740,579	1,989,468
Dues and subscriptions	269,801	125,547	97,424	492,772	358,127
Events	18,625	-	411,430	430,055	134,322
Supplies and materials	67,365	243,892	2,154	313,411	594,932
Travel, meetings and conferences	143,973	81,146	10,855	235,974	437,530
Insurance	2,234	90,328	-	92,562	87,245
Printing	17,457	541	43,361	61,359	27,910
Advertising	52,993	525	545	54,063	55,660
Storage	46,139	4,679	-	50,818	47,705
Donated goods	50,622	-	-	50,622	37,382
Miscellaneous	5,449	31,335	10,400	47,184	169,529
Equipment depreciation	28,323	18,109	-	46,432	47,186
Bad debt	45,792	-	-	45,792	42,136
Postage	9,214	5,603	4,630	19,447	41,563
Total other	4,910,390	1,299,460	711,869	6,921,719	8,688,009
Total expenses	<u>\$ 22,261,990</u>	<u>\$ 3,558,897</u>	<u>\$ 2,588,109</u>	<u>\$ 28,408,996</u>	<u>\$ 28,888,235</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.Statement of Functional Expenses
For the Year Ended September 30, 2024

	Program Services	General and Adminis- trative	Fundraising	Total
Personnel and Related:				
Salaries	\$ 12,344,453	\$ 1,551,567	\$ 1,354,704	\$ 15,250,724
Payroll taxes and fringe benefits	2,446,717	376,660	233,900	3,057,277
Donated services	630,080	3,646	31,077	664,803
Purchased and contracted services	27,665	-	-	27,665
Staff training	3,626	18,554	5,107	27,287
Total personnel and related	15,452,541	1,950,427	1,624,788	19,027,756
Occupancy:				
Rent and utilities	511,097	312,956	76,086	900,139
Depreciation	163,615	108,716	-	272,331
Total occupancy	674,712	421,672	76,086	1,172,470
Other:				
Client assistance	4,617,314	-	-	4,617,314
Professional fees	887,995	834,995	266,478	1,989,468
Dues and subscriptions	92,770	194,463	70,894	358,127
Events	4,905	-	129,417	134,322
Supplies and materials	279,711	308,624	6,597	594,932
Travel, meetings and conferences	245,004	167,481	25,045	437,530
Insurance	2,193	85,052	-	87,245
Printing	12,754	1,227	13,929	27,910
Advertising	35,523	18,027	2,110	55,660
Storage	40,945	6,760	-	47,705
Donated goods	37,382	-	-	37,382
Miscellaneous	128,384	41,064	81	169,529
Equipment depreciation	28,349	18,837	-	47,186
Bad debt	-	4,136	38,000	42,136
Postage	21,599	11,791	8,173	41,563
Total other	6,434,828	1,692,457	560,724	8,688,009
Total expenses	\$ 22,562,081	\$ 4,064,556	\$ 2,261,598	\$ 28,888,235

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

1. OPERATIONS AND NONPROFIT STATUS

International Institute of New England, Inc. (the Institute) is a nonprofit organization that provides assistance to the immigrant and refugee populations of Massachusetts and New Hampshire. In fiscal years 2025 and 2024, there were approximately 12,000 and 19,000 unduplicated people, respectively, from approximately seventy countries that benefited from the Institute’s services, gaining the knowledge and skills necessary for their integration into American life. The Institute’s services include cultural orientation, English and literacy classes, citizenship instruction and application, job training and placement, legal aid, and case management.

The Institute is exempt from Federal income taxes as an organization (not a private foundation) formed for charitable purposes under Section 501(c)(3) of the Internal Revenue Code (IRC). The Institute is also exempt from state income taxes. Contributions made to the Institute are deductible by donors within the requirements of the IRC.

2. SIGNIFICANT ACCOUNTING POLICIES

The Institute prepares its financial statements in accordance with generally accepted accounting standards and principles (U.S. GAAP) established by the Financial Accounting Standards Board (FASB). References to U.S. GAAP in these notes are to the FASB Accounting Standards Codification (ASC).

Estimates

The preparation of financial statements in accordance with U.S. GAAP requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash

For the purpose of the statements of cash flows, management considers all highly liquid investments with an initial maturity of three months or less to be cash, except those funds that are included in the Institute’s investments (see Note 4).

Property and Equipment and Depreciation

Property and equipment are recorded at cost when purchased or at fair value at the date of donation. Property and equipment having a value of \$5,000 or more are capitalized and are depreciated using the straight-line method over the following estimated useful lives:

Leasehold improvements	Lesser of life of lease or 10 years
Furniture and equipment	3 - 10 years

Government Contracts, Contribution Receivable and Allowance for Doubtful Accounts

The allowance for doubtful accounts is recorded based on management’s analysis of specific accounts and their estimate of amounts that may be uncollectible, if any. It is the Institute’s policy to charge-off uncollectible government contracts and contributions receivable when management determines the receivable will not be collected. No allowance for doubtful accounts was deemed necessary as of September 30, 2025 or 2024.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**Accounts Receivable and Allowance for Credit Losses**

The Institute records program service fees and contracted services receivables for unconditional rights to consideration arising from performance under contracts with customers. Program service fees and contracted service receivables, including billed and unbilled accounts for which the right to payment exists, are considered receivables if the right to consideration is unconditional and only the passage of time is required before the payment of that consideration is due. Any estimated uncollectible amounts are generally considered implicit price concessions which directly reduce program service fees and contracted services receivable. Changes to the estimate of the transaction price are generally recorded as adjustments to the specific program service or contracted service revenue stream in the period of the change.

It is the Institute's policy to charge-off uncollectible program service fees and contract service receivables when management determines the receivable will not be collected. Any estimates for amounts not expected to be collected based on historical experience and other circumstances are recognized as a reduction to net revenue. Such estimates are based on an analysis of historical loss experience, current receivables aging, and management's assessment of current conditions and reasonable and supportable expectation of future conditions, as well as an assessment of specific identifiable customer accounts considered at risk or uncollectible. The Institute assesses collectability by pooling receivables where similar characteristics exist and evaluates receivables individually when specific balances no longer share those risk characteristics and are considered at risk or uncollectible. Subsequent change in estimate of collectability due to a change in the financial status of a payor, is recognized as credit loss expense and presented as an operating expense. There were no material credit loss expenses for the years ended September 30, 2025 and 2024. Recoveries of accounts receivable previously written-off are recorded when received.

Fair Value Measurements

The Institute follows the accounting and disclosure standards pertaining to ASC Topic, *Fair Value Measurements*, for qualifying assets and liabilities. Fair value is defined as the price that the Institute would receive upon selling an asset or pay to settle a liability in an orderly transaction between market participants.

The Institute uses a framework for measuring fair value that includes a hierarchy that categorizes and prioritizes the sources used to measure and disclose fair value. This hierarchy is broken down into three levels based on inputs that market participants would use in valuing the financial instruments based on market data obtained from sources independent of the Institute. Inputs refer broadly to the assumptions that market participants would use in pricing the financial instrument, including assumptions about risk. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the assumptions market participants would use in pricing the financial instrument developed based on market data obtained from sources independent of the reporting entity. Unobservable inputs are inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset developed based on the best information available.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**Fair Value Measurements (Continued)**

The three-tier hierarchy of inputs is as follows:

Level 1 - Inputs that reflect unadjusted quoted prices in active markets for identical assets at the measurement date.

Level 2 - Inputs other than quoted prices that are observable for the asset either directly or indirectly, including inputs in markets that are not considered to be active.

Level 3 - Inputs that are unobservable, and which require significant judgment or estimation.

An asset or liability's level within the framework is based upon the lowest level of any input that is significant to the fair value measurement.

Investments

Investments are recorded in the financial statements at fair value. If an investment is directly held by the Institute and an active market with quoted prices exists, the market price of an identical security is used to report fair value. Reported fair values of shares in mutual funds are based on share prices reported by the funds as of the last business day of the fiscal year. The Institute's interest in two limited liability partnerships is reported at the net asset value (NAV) reported by fund managers, which is used as a practical expedient to estimate fair value, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. As of September 30, 2025 and 2024, the Institute had no plans to sell these investments.

The Institute also received \$142,241 and \$284,000 of donated stock during the years ended September 30, 2025 and 2024, respectively. Donated stock is recorded at the fair value at the time of donation and maintained as part of the investment portfolio (see Note 4).

Statements of Activities and Changes in Net Assets

Transactions deemed by management to be ongoing, major, or central to the provision of program services are reported as revenues and expenses in the accompanying statements of activities and changes in net assets. Non-operating activity includes investment return.

Revenue Recognition*Government Contracts, Grants and Contributions*

In accordance with ASC Subtopic 958-605, *Revenue Recognition*, the Institute must determine whether a contribution (or a promise) is conditional or unconditional for transactions deemed to be a contribution. A contribution is considered to be a conditional contribution if an agreement includes a barrier that must be overcome and either a right of return of assets or a right of release of a promise to transfer assets exists (see Note 10). Indicators of a barrier include a measurable performance-related barrier or other measurable barriers, a stipulation that limits discretion by the recipient on the conduct of an activity, and stipulations that are related to the purpose of the agreement. Topic 958 prescribes that the Institute should not consider probability of compliance with the barrier when determining if such awards are conditional and should be reported as conditional grant advance liabilities until such conditions are met. Assets received before the barrier is overcome are recorded as conditional advances.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**Revenue Recognition (Continued)***Government Contracts, Grants and Contributions (Continued)*

The Institute's primary sources of revenue are derived from cost-reimbursable and unit-rate Federal and state contracts and grants, which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenses. These contracts are considered nonreciprocal transactions because the general public receives the benefit as the result of the assets transferred. Amounts are recognized as revenue when the Institute has incurred expenditures in compliance with specific contract or grant provisions.

Grants and contributions and United Way allocations are recorded as revenue and net assets without donor restrictions when unconditionally committed. Grants and contributions with donor restrictions are recorded as revenues and net assets with donor restrictions when unconditionally received or pledged. Net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in statements of activities and changes in net assets as net assets released from restrictions as costs are incurred, time or program restrictions have lapsed, or capital improvements have been placed into service.

Special events revenue, included in grants and contributions in the accompanying statements of activities and changes in net assets, is from the Institute's ability to host fundraising events. Special event income consists of both contributions and sales. The contribution portion of the special event income is recognized as revenue when unconditionally committed or received in accordance with Topic 958. Special event contributions are considered donor restricted if the proceeds of the event are restricted for specific purposes or time periods at the time of the event.

The sales portion of the special event income is recognized in accordance with *Revenue from Contracts with Customers* (Topic 606) and is derived from various components, including ticket sales from fundraising events held in which the transaction price is determined annually. Registration fees for these events are set by the Institute and have not been allocated as the events are each considered to be separate performance obligations. The fee portion for these events is immaterial and is included with the contribution portion within grants and contributions.

Revenue from Contracts with Customers - Topic 606

The Institute generally measures revenue from exchange transactions based on the amount of consideration the Institute expects to be entitled for the transfer of goods or services to a customer, then recognizes this revenue when or as the Institute satisfies its performance obligations under a contract.

The Institute recognized program service fees for legal and translation services provided for clients, in which the clients either pay for the services themselves or are sponsored by corporations, depending on the service provided. Program service fees generally consist of a single performance obligation to provide services, and agreements with clients do not contain variable consideration. Accordingly, program service fees are recognized at a point in time, which is also when the performance obligation is satisfied. The transaction price is a fixed fee based upon the service provided, which is established by management based on hourly rates and expected number of hours to complete the service.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**Revenue Recognition (Continued)***Revenue from Contracts with Customers - Topic 606 (Continued)*

Contracted services revenue consists of various training and education service programs provided to immigrants and refugees that span over several months based on the nature of the program or course. There is a single performance obligation for all programs, which consists of the completion of the training and education program or course and related events. Revenue is recognized ratably over the period of the program or course, and the transaction price is based on fixed quoted prices. The contract amount may vary based upon the number of participants in the program and the rate per participant. Generally, a fixed-fee contract is signed by either an individual participant in the program or an organization sponsoring the individuals. The transaction price is determined based upon hourly rates established by management and the number of hours estimated to complete a contract.

Accounts receivable related to revenue from contracts with customers was \$79,289 on October 1, 2023.

Other

Investment return consists of interest, dividends, and realized and unrealized gains and losses. Interest income is recorded as earned and dividend income is recorded on the ex-dividend date. Realized gains and losses on investment transactions are recorded based on the average cost method. Unrealized gains and losses are recorded based on changes in fair value. All other revenue is recognized as earned.

Right-of-Use Asset - Operating Leases and Operating Lease Liabilities

The Institute determines if an arrangement is a lease or contains a lease at inception of a contract. A contract is determined to be a lease or contain a lease if the contract conveys the right to control the use of identified property, plant or equipment (an identified asset) in exchange for consideration. The Institute determines such assets are leased because the Institute has the right to obtain substantially all of the economic benefits from and the right to direct the use of the identified asset. The Institute's lease agreements do not contain any material residual value guarantees or material restrictive covenants.

In evaluating its contracts, the Institute separately identifies lease and non-lease components, such as common area and other maintenance costs, in calculating the right-of-use (ROU) assets and lease liabilities for its office space. The Institute has elected the practical expedient to combine lease and non-lease components and classifies the contract as a lease if consideration in the contract allocated to the lease component is greater than the consideration allocated to the non-lease component.

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

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**Right-of-Use Asset - Operating Leases and Operating Lease Liabilities (Continued)**

At lease inception, the lease liability is measured at the present value of the lease payments over the lease term. The ROU asset equals the lease liability adjusted for any initial direct costs, prepaid or deferred rent, and lease incentives. The Institute uses the implicit rate when readily determinable. As most leases do not provide an implicit rate, to determine the present value of lease payments, management uses the risk-free rate at lease commencement.

In determining lease terms, lease agreements which include options to extend the lease are considered in the determination of the ROU asset and lease liability when it is reasonably certain that the Institute will exercise that option. Lease expense is generally recognized on a straight-line basis over the lease term.

The Institute has elected not to record leases with an initial term of twelve months or less on the statements of financial position. Lease expense on such leases is recognized on a straight-line basis over the lease term.

Expense Allocations

Program expenses include direct expenses, as well as indirect expenses, which are allocated based upon management's estimate of the percentage attributable to each program. Expenses related directly to a program or supporting function are charged to that function, while all other expenses are allocated based upon management's estimate of the percentage attributable to each function.

Certain categories of expenses are attributable to more than one program or supporting function and are allocated on a reasonable basis that is consistently applied. The expenses that are allocated are salaries, payroll taxes and fringe benefits, which are allocated on the basis of estimates of time and effort; occupancy and depreciation, which are allocated on a square footage basis; and indirect other operating expenses, which are allocated based on management's estimate of usage.

Advertising Costs

Costs incurred for producing and communicating advertising are expensed when incurred and are reflected as advertising in the accompanying statements of functional expenses.

Donated Goods and Services

In-kind contributions are reflected as contributions at their fair value of the goods and services received, at date of donation, and are reported as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. The Institute is the recipient of donated goods and services which were received in 2025 and 2024, without donor restrictions. These amounts have been reported as both donated goods and services in the accompanying statements of activities and changes in net assets and statements of functional expenses. The Institute recognizes the fair value of contributed services received if such services: a) create or enhance nonfinancial assets or b) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not contributed. Donated services are valued at the standard hourly rates charged for those services. Donated goods are valued at the wholesale prices that would be received for selling similar products.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Donated Goods and Services (Continued)

Donated services and goods consisted of the following for the years ended September 30:

	<u>2025</u>	<u>2024</u>
Donated services	\$ 1,063,010	\$ 664,804
Donated goods	<u>50,622</u>	<u>37,382</u>
	<u>\$ 1,113,632</u>	<u>\$ 702,186</u>

The Institute also receives a substantial amount of donated administrative services. Many individuals volunteer their time and perform a variety of tasks that help the Institute accomplish its goals. These services do not meet the criteria for recognition as contributed services under U.S. GAAP and, accordingly, are not included in the accompanying financial statements.

Income Taxes

The Institute accounts for uncertainty in income taxes in accordance with ASC Topic, *Income Taxes*. This standard clarifies the accounting for uncertainty in tax positions and prescribes a recognition threshold and measurement attribute for the financial statements regarding a tax position taken or expected to be taken in a tax return. The Institute has determined that there are no uncertain tax positions which qualify for either recognition or disclosure in the financial statements at September 30, 2025 or 2024. The Institute’s information returns are subject to examination by the Federal and state jurisdictions.

Subsequent Events

Subsequent events have been evaluated through March 5, 2026, which is the date the financial statements were available to be issued. See Notes 14 for subsequent event disclosures.

Net Assets

Net Assets Without Donor Restrictions:

Net assets without donor restrictions are those net resources that bear no external restrictions and are generally available for use by the Institute. The Institute has grouped its net assets without donor restrictions into the following categories:

- Operating** - represents funds available to carry on the operations of the Institute.
- Property and equipment** - reflect and account for the activities relating to the Institute’s property and equipment and ROU assets - operating, net of related liabilities.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**Net Assets (Continued)***Net Assets With Donor Restrictions:*

The Institute receives contributions and grants that are designated by donors for specific purposes or time periods. These contributions are recorded as net assets with donor restrictions until they are either expended for their designated purposes or as the time restrictions lapse.

Net assets with donor restrictions consist of the following at September 30:

	<u>2025</u>	<u>2024</u>
Time restricted	\$ 5,079,248	\$ 6,136,745
Purpose restricted	<u>122,431</u>	<u>489,572</u>
	<u>\$ 5,201,679</u>	<u>\$ 6,626,317</u>

3. RETIREMENT PLAN

The Institute has a defined contribution retirement plan covering all eligible employees over the age of twenty-one who have completed a minimum of 1,000 hours of service within one of their first two years of employment. Employee contributions are vested immediately into the plan upon eligibility. The Institute made \$400,923 and \$268,747 of matching contributions to the plan during the years ended September 30, 2025 and 2024, respectively, which are included in payroll taxes and fringe benefits in the accompanying statements of functional expenses.

4. INVESTMENTS

Investments, which are stated at fair value in the accompanying statements of financial position, are as follows:

<u>2025</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	<u>\$ 1,293,065</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,293,065</u>
Equity Mutual funds:				
Large Cap Blend	4,069,550	-	-	4,069,550
Foreign Large Cap Blend	3,547,207	-	-	3,547,207
Other	<u>2,414,488</u>	<u>-</u>	<u>-</u>	<u>2,414,488</u>
Total Equity Mutual funds	<u>10,031,245</u>	<u>-</u>	<u>-</u>	<u>10,031,245</u>
Fixed income	<u>2,546,610</u>	<u>-</u>	<u>-</u>	<u>2,546,610</u>
	<u>\$ 13,870,920</u>	<u>\$ -</u>	<u>\$ -</u>	13,870,920
Limited liability partnerships				<u>2,564,706</u>
Total investments				<u>\$ 16,435,626</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

5. INVESTMENTS (Continued)

<u>2024</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	\$ 1,223,273	\$ -	\$ -	\$ 1,223,273
Equity Mutual funds:				
Large Cap Blend	3,750,718	-	-	3,750,718
Other	2,937,432	-	-	2,937,432
Foreign Large Cap Blend	<u>2,270,775</u>	<u>-</u>	<u>-</u>	<u>2,270,775</u>
Total Equity Mutual funds	<u>8,958,925</u>	<u>-</u>	<u>-</u>	<u>8,958,925</u>
Fixed income	<u>1,010,153</u>	<u>-</u>	<u>-</u>	<u>1,010,153</u>
	<u>\$ 11,192,351</u>	<u>\$ -</u>	<u>\$ -</u>	<u>11,192,351</u>
Limited liability partnerships				<u>2,279,544</u>
Total investments				<u>\$ 13,471,895</u>

In accordance with ASU No. 2015-07, the Institute's investments in two limited liability partnerships are valued at fair value using the NAV per share (or its equivalent) practical expedient and have not been classified in the fair value hierarchy. The fair value amounts presented above are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the accompanying statements of financial position.

Investments are reported in the accompanying statements of financial position as long-term assets based on management's intent with respect to the use of the investments.

The investments are not insured and are subject to market fluctuation.

6. CONCENTRATIONS

The Institute maintains its cash balances in one Massachusetts bank. The Federal Deposit Insurance Corporation (FDIC) insures balances at each bank up to certain amounts. At certain times during the year, cash balances exceeded the insured amounts. The Institute has supplemental coverage at one bank, which insures the portion of deposits in excess of the FDIC's limit. The Institute has not experienced any losses in such accounts. Management believes the Institute is not exposed to any significant credit risk on its operating cash balance.

Funding agencies and donors exceeding 10% of the Institute's operating revenue and support (excluding donated goods and services) or government contracts, contributions and accounts receivables as of and for the years ended September 30, 2025 and 2024, are as follows:

<u>Funder</u>	<u>Operating Revenue and Support %</u>		<u>Government Contracts, Contributions and Accounts Receivables %</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Commonwealth of Massachusetts	35%	26%	18%	14%
U.S. Committee for Refugees and Immigrants	32%	32%	16%	23%
Individual Donor	- %	10%	- %	49%

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

7. FUNDING

The Institute receives a significant portion of its funding from government agencies. These contracts are subject to audit by these government agencies. In the opinion of management, the results of such audits, if any, will not have a material effect on the financial position of the Institute as of September 30, 2025 and 2024, or on the changes in its net assets for the years then ended.

Beginning on January 20, 2025, and continuing through the first year of his presidency, President Donald J. Trump signed several executive orders that led to the reevaluation and realignment of U.S. programs that welcome and support refugees and humanitarian immigrants to the United States. As a result of these actions, the Institute incurred a significant reduction in Federal funding, resulting in a decrease in funding for several programs in the subsequent fiscal year. Management responded by implementing proportional cost-cutting measures aligned with the decline in revenue, while maintaining the continuum of services for the benefit of the Institute's clients.

8. LINE OF CREDIT

The Institute has a revolving line of credit agreement with Eastern Bank renewable annually for borrowing up to \$1,500,000. Interest is calculated based on the Secured Overnight Financing Rate which was 6.36% and 7.34% as of September 30, 2025 and 2024, respectively. The line of credit is secured by primarily all of the Institute's assets as defined in the agreement. There was no outstanding balance as of September 30, 2025 and 2024. The Institute must meet certain covenants as specified in the agreement. The Institute was in compliance with these covenants as of September 30, 2025 and 2024.

9. LEASES**Nature of Leases**

The Institute leases its main office space in Boston, Massachusetts under an agreement that runs through July 2026. The lease included an initial three-month rent-free period. Monthly lease payments for fiscal years 2025 and 2024 were approximately \$47,000 and \$46,000, respectively, and increase throughout the term of the lease. The lease agreement also includes a tenant improvement allowance of \$1,107,822 in the form of a reimbursement for construction and related costs incurred by the Institute for leasehold improvements.

The Institute leases other program and administrative space under various operating lease agreements. Monthly lease payments under these agreements range from approximately \$2,300 to \$6,800. These leases expire at various dates through January 2033. The leases require the Institute to maintain certain insurance coverage and pay for its proportionate share of real estate taxes and operating expenses.

The Institute also has printer and copier leases with monthly payments ranging from \$192 to \$1,323. These leases expire at various dates through August 2030.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

9. LEASES (Continued)**Nature of Leases (Continued)**

The following summarizes the line items in the accompanying statements of functional expenses, which include the components of lease expense for the years ended September 30:

	<u>2025</u>	<u>2024</u>
Operating lease costs included in rent and utilities	\$ 650,393	\$ 687,486
Operating lease costs included in supplies and materials	23,164	14,795
Variable lease costs included in rent and utilities	253,787	212,654
Short-term lease cost included in supplies and materials	<u>13,353</u>	<u>13,353</u>
Total operating lease expense	<u>\$ 940,697</u>	<u>\$ 928,288</u>

The maturities of lease liabilities as of September 30, 2025, are as follows:

2026	\$ 705,632
2027	222,590
2028	191,257
2029	139,792
2030	139,792
Thereafter	<u>197,808</u>
Total future undiscounted lease payments	1,596,871
Less - present value discount	<u>(113,577)</u>
Present value of lease liability	<u>\$ 1,483,294</u>

The weighted-average discount rate associated with operating leases for the years ended September 30, 2025 and 2024, is 3.85% and 3.93%, respectively. The Institute's weighted-average lease term is 4.06 years and 4.24 years for the years ended September 30, 2025 and 2024, respectively.

During the years ended September 30, 2025 and 2024, cash paid for amounts included in the measurement of operating lease liabilities was \$837,889 and \$835,115, respectively, and there were \$48,836 and \$275,570, respectively, of ROU assets obtained in exchange for lease liabilities.

As of September 30, 2025, there were no material leases that have been executed but not yet commenced.

10. CONDITIONAL GOVERNMENT CONTRACTS AND GRANTS

During fiscal years 2025 and 2024, the Institute received grants and contributions (including government contracts) that contained donor-imposed conditions that represent a barrier that must be overcome, as well as a right of return of assets or release from obligations. The Institute recognizes these grants and contributions, including government contracts, when donor-imposed conditions are substantially met.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

10. CONDITIONAL GOVERNMENT CONTRACTS AND GRANTS (Continued)

Conditional promises to give consist of the following at September 30:

	<u>2025</u>	<u>2024</u>
Incurring qualifying expenses	\$ 746,515	\$ 1,878,708
Subject to measurable performance barriers	<u>81,233</u>	<u>1,061,997</u>
Total conditional promises to give	<u>\$ 827,748</u>	<u>\$ 2,940,705</u>

11. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Institute's financial assets available within one year from the statements of financial position date for general operating expenses are as follows at September 30:

	<u>2025</u>	<u>2024</u>
Cash	\$ 1,649,073	\$ 1,268,297
Current portion of government contracts and contributions receivable	5,169,894	6,111,864
Accounts receivable	<u>91,403</u>	<u>162,220</u>
	6,910,370	7,542,381
Less - donor restricted cash and contributions receivable	<u>122,431</u>	<u>489,573</u>
Total financial assets and liquidity resources available within one year	<u>\$ 6,787,939</u>	<u>\$ 7,052,808</u>

The Institute is substantially supported by grants and contributions without donor restrictions and government contracts. As part of the Institute's liquidity management, the Institute has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due. The Institute has \$13,870,921 and \$11,192,351 of readily available investments as of September 30, 2025 and 2024, respectively, should there be an unanticipated cash flow need. In the event of an unanticipated liquidity need, the Institute could also draw upon a \$1,500,000 available line of credit (see Note 6).

12. PROPERTY AND EQUIPMENT AND DEPRECIATION

Property and equipment consist of the following as of September 30:

	<u>2025</u>	<u>2024</u>
Leasehold improvements	\$ 2,827,421	\$ 2,801,365
Furniture and equipment	509,327	526,202
Construction in progress	<u>158,183</u>	<u>-</u>
	3,494,931	3,327,567
Less - accumulated depreciation	<u>2,498,728</u>	<u>2,216,491</u>
Net property and equipment	<u>\$ 996,203</u>	<u>\$ 1,111,076</u>

Construction in progress includes pre-acquisition costs relative to the 585 Middlesex Street property (see Note 14). This project is expected to be placed in service during fiscal year 2026, at which point the Institute will begin depreciating the underlying asset.

Depreciation expense was \$327,671 and \$319,517 for the years ended September 30, 2025 and 2024, respectively.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2025 and 2024

13. GOVERNMENT CONTRACTS AND CONTRIBUTIONS RECEIVABLE

Government contracts and contributions receivable are expected to be collected as follows at September 30:

	<u>2025</u>	<u>2024</u>
Due in one year	\$ 5,169,894	\$ 6,111,864
Due in two years	1,150,000	1,513,333
Due in three years	1,150,000	1,020,000
Due in four years and thereafter	<u>1,150,000</u>	<u>2,000,000</u>
	8,619,894	10,645,197
Less - discount	242,832	352,987
Less - current portion	<u>5,169,894</u>	<u>6,111,864</u>
	<u>\$ 3,207,168</u>	<u>\$ 4,180,346</u>

The discount recorded on amounts to be collected in future years was calculated using a rate of 3.74% and 3.58% for the years ended September 30, 2025 and 2024, respectively.

14. SUBSEQUENT EVENT

Subsequent to year end, in October 2025, the Institute acquired \$2,030,000 of tax-exempt bonds issued by the Massachusetts Development Finance Agency. The bonds were used to finance the acquisition of 585 Middlesex Street, Lowell, Massachusetts for a total purchase price of \$2,900,000. The Institute's purpose for the property is to consolidate programming space. The bonds will mature in October 2045 and bear interest of 5%.

15. RECLASSIFICATION

Certain amounts in the fiscal year 2024 financial statements have been reclassified to conform with the fiscal year 2025 presentation.

HENRY HARRIS, MSW

Dedicated professional serving youth, families and communities in need through program development and operations, clinical counseling and supervision, K-12 afterschool programming and community partnerships.

PROFESSIONAL EXPERIENCE

INTERNATIONAL INSTITUTE OF NEW ENGLAND, Manchester, NH

2021-Present

Managing Director

Provide site leadership and data-driven/outcome focused program management for one of the largest human services organizations for New Americans in the region, including case management, youth and family services, English for Speakers of Other Languages (ESOL), employment and skills training, and immigration legal services.

- Manage the planning, development, implementation, ongoing modifications and grant compliance of all programs, including policy setting, regular assessments, data collection and reporting
- Monitor and document program effectiveness and outcomes to reflect contractual obligations and ensure responsiveness to client needs in alignment with IINEs mission and goals
- Partner with the Chief Program Officer and Chief Institutional Advancement Office to achieve translation and interpreting revenue targets, as well as develop new programming in the areas of education, employment, skills training, community services, and citizenship that are financially sustainable
- Build and maintain relationships and partnerships with community-based and student-serving organizations
- Manage program and expense allocations across all contracts and grants, ensuring accuracy and accountability
 - Draft annual site budget in concert with the Finance Department, Chief Program Officer and Chief Institutional Advancement Officer
- Recruit, supervise and evaluate staff at the New Hampshire site, including program interns and volunteers
- Provide professional development opportunities that align with staff and program needs, contractual regulations, and emerging trends in the community
- Identify client and program stories that can be highlighted in marketing communications materials
- Maintain relationships with community leaders, funders, employer partners and stakeholders
- Collaborate regularly with IINE Development, Institutional Advancement and Marketing staff

SOUTHERN NEW HAMPSHIRE SERVICES, Manchester, NH

2013-2021

Client Services and Community Outreach Director

Leadership role managing agency programs and coordinating with government officials and local businesses in the areas of health, nutrition, housing, employment assistance and crisis response.

- Oversaw clinical supervision for Mary's House, a subsidized single-room apartment complex for homeless women in need of a safe and supportive living environment
- Managed the summer food program, including site selection, operations, marketing and meal delivery Foster community partnerships, including a \$25K donation from Hannaford Charitable Foundation
- Collaborated on submissions, compliance, reporting and evaluation for the Community Services Block Grant program Develop referral networks and support client participants in the YouthBuild vocational education and training program Present regular updates, feedback and recommendations to the executive leadership team and board of directors

- Created and implemented a crisis helpline referring clients to services during the COVID-19 pandemic, resulting in over 5K inquiries and distribution of over \$1M in rent, mortgage and utilities assistance to protect clients from eviction

ANNIE E. CASEY FOUNDATION, Concord, NH

2003-2013

Franklin Resource Center Program Director

Directed the Franklin Celebrates program, providing afterschool and summer programming opportunities for at-risk middle and high school students and their families in Franklin, NH.

- Managed outdoor recreational and academic offerings designed to engage students and foster independence while providing advocacy and support
- Recruited and motivated a staff of teachers, tutors and volunteers
- Led 21st Century Grant curriculum development and managed operations and funding goals
- Engaged difficult-to-reach students via adventure-based activities that also met state physical education requirements Consulted on the Positive Behavioral Interventions and Supports team
- Presented at conferences and collaborated with partner agencies, SAU officials and area healthcare professionals to improve program quality

Casey Family Services Family Support Specialist

Managed a caseload of foster children and families, including clinical assessment, documentation, counseling, in-home therapy, court advocacy, family strengthening programs, rehabilitation and resource referrals.

- Recruited foster families and provided and training and reunification support
- Piloted an aversion program with court-appointed foster children utilizing Trauma Focused Cognitive Behavioral Therapy and anger management techniques
- Counseled clients on Individual Service Options, Home-Based Therapy, Accelerated Unification Model, Play Therapy and 3-5-7 Therapeutic Techniques

THE COUNSELING CENTER OF NASHUA, Nashua, NH

2001 - 2003

Neuropsychological Technician

- Assessed clients of all ages via neuropsychological tests and observations for developmental and cognitive disorders
- Collaborated and shared clinical observations and diagnostic recommendations with reporting and feedback sessions

EDUCATION

Master of Social Work, University of New Hampshire, 2014

Clinical internship at the Payson Center for Cancer, Concord, NH

Bachelor of Arts, Psychology, Rivier College, 2002, Academic Honors

CERTIFICATIONS

NH DHHS Disaster Behavioral Health Response Team (2010-2020)

NAMI Suicide Prevention Trainer (2014)

Junior Achievement Volunteer Collaborator of the Year (2006)

COMMUNITY LEADERSHIP

Chair of the Board of Directors, The Well School – an independent pre-K through 8th grade day school in Peterborough, NH (2018-Present)

Kateryna Kelly

EDUCATION

Zaporizhzhya National University, Zaporizhzhya, Ukraine - *B.A. History*

SEPTEMBER 2014 - JUNE 2017

TECHNICAL SKILLS

- Fluent in Russian, Ukrainian, and English
- Proficient in Word, Excel, and PowerPoint, QBO
- Computer Assisted Translation software

PROFESSIONAL EXPERIENCE

International Institute of New England, Manchester, NH – Senior Programs and Contract Manager

JANUARY 2024 – PRESENT

- Manage the day-to-day operations of IINE's strength-based programming for individuals, families, and youth including refugees, asylees, Cuban/Haitian entrants, and other immigrants.
- Support staff in addressing client needs, problem-solving client questions and managing client grievances; provide direct crisis intervention as needed.
- Work closely with the Program Managers in case assignment and ensure core services are provided in a timely manner
- Participate and provide support through weekly Client Focus Meeting
- Meet with staff and help priorities tasks
- Responsible for timely completion of all relevant program contract reports including quantitative and narrative reports:
 - manage submission of monthly, quarterly, semi-annual, and annual contract reports
 - review and revise Managers' reports and/or draft narratives with input from program staff, as required.
- Contribute to the development of funding requests (new proposals and renewals) in coordination with the Managing Director and grants team
- Conduct internal audits of case files and data collection for case management, employment, education, and skills training services to ensure contract and service compliance.
- Ensure case files are complete, and corrections are made by the staff after initial review
- Maintain a positive "data culture" within the IINE – Manchester office:
 - work closely with the Monitoring and Evaluation team to support program data management activities and IINE data collection efforts.
 - trouble-shoot and address data collection challenges.
 - conduct data reviews and carry-out direct data entry as necessary.
- Supervise all client-related expenditures, in coordination with the Community Services Manager and Office Manager, including management of monthly financial reports to IINE's Central office, and back-up the Managing Director in management of site checks, credit card, and debit card.

- Work closely with the Managing Director to maintain community relationships with health centers, public benefits offices, and community and external supports; attend and represent IINE at key program partner meetings and facilitate stakeholder meetings, as assigned.
- Assume some managing responsibilities as needed as we expand services.
- Support Managers to set goals and evaluate their direct reports against said goals.
- Ensure weekly supervision and support is provided to interns and volunteers working in relevant program areas
- Work with Managing Director on staff recruitment, disciplinary measures, and staff dismissal as necessary.
- Work with Managing Director and Office Manager to develop and maintain appropriate systems and policies for on-call staff (Interpreters and Drivers).

International Institute of New England, Manchester, NH – *Community Services Manager*

APRIL 2023 – JANUARY 2024

- Recruit, manage and oversee the activities of all community services staff and interns.
- Supervise specialized services, strength-based case management services for IINE clients including refugees, asylees, special immigrant visa holder, humanitarian parolees, victims of trafficking and Haitian/Cuban entrants.
- Manage comprehensive intake system for clients accessing community services.
- Assign case management cases and provide weekly supervision to case specialists.
- Ensure a high standard of services and outcomes that meet or exceed US Government regulations.
- Ensure cases have individual case plans with particular attention to culture, language and special circumstances and coordinate services to accomplish goals of individual and family self-sufficiency.
- Supervise all client related program expenditures and requests.
- Responsible for all program-related data entry, including that of supervisees.
- Support teaching and management of cultural orientation classes for IINE clients.
- Lead performance tracker review during weekly Community Service Team meetings. Provide structured supervision and support to staff through weekly Client Focused Meetings/Dispo and weekly one-on-one meetings with direct reports.
- Manage AOR, CAM AOR and Lautenberg assessments and application process. Provide referrals to other family reunification pathways.
- Coordinate referrals for clients with mental health needs, to services which provide basic coping skills and foster positive relationships and communal support. Provide crisis intervention as needed.
- Support the development of a comprehensive resource manual and SOPs for services commonly used.
- Build community relationships with health centers, public benefits offices and community and external support.
- Conduct quality assurance reviews to ensure that case files are up to date and complete with case notes and all required documentation.
- Complete all Community Services contract reports as required and support IINE data collection efforts.

International Institute of New England, Manchester, NH – *Office Manager*

JANUARY 2022- APRIL 2023

- Manage opening and closing of the Manchester office
- Answer and route phone calls; take accurate messages, and screen calls as appropriate
- Provide accurate responses to a wide variety of inquiries, both in person and via phone
- Ensure that the reception area, conference rooms, and common areas are clean and organized

- Review and distribute incoming mail, packages, and faxes; handle all outgoing mail and packages
- Maintain and update inventories related to the facility, IINE equipment, and offsite document storage
- Assess office supply levels and communicate needs to the Managing Director
- Assist with meetings and events; process party and lunch catering orders as requested
- Maintain and update phone systems; communicate changes in phone numbers
- Training new staff in office procedures, and preparing technology and space for new staff
- Support the Managing Director in the completion and processing of regular administrative forms and processes as directed
- Provide support as needed to the Operations Manager to ensure the smooth operations of site projects
- Support Manchester-specific staff-facing events and assist the human resources team with events involving all three IINE offices
- Provide updates on site's activities for use on social media, the website, and the quarterly newsletter, including taking pictures (when appropriate) of events that take place at the site or in the local community
- Track donations distribution for reporting purposes
- Process client related transactions through QuickBooks
- Ensure all transactions recorded accurate at the end of the month
- Assist Senior Program ana Contract Manager and Managing Director with tracking clients' funds disbursement
- Assist Managing Director with staff reimbursements process

Duprey Hospitality, Concord, NH – Operations Manager

NOVEMBER 2019 – JANUARY 2022

- Knowledge of various property management systems
- Revenue reporting and budget planning
- Supply ordering
- Handling all payment types (e.g. charges, cash, debit or credit cards)
- Run daily reports and check for accuracy
- Follow all cash handling/banking procedures as per standard operating procedures
- Daily task assignment to all team members
- Staff scheduling
- Conducting interviews
- Processing onboarding paperwork
- Create training schedule for new staff
- Conducting room inspections
- Create standard operation procedures and training guides

Pinpoint – International Institute of New England, Manchester, NH - Interpreter

JULY 2020 – MAY 2021

- Facilitate communication for clients with limited English proficiency
- Provide interpreting / translating services for employees and other individuals for meetings, interviews, telephone calls, etc. including one-to-one and group settings
- Review translated material for accuracy of meaning, grammar and syntax
- Prepare written translations of instructional and educational materials, correspondence, and forms when appropriate for use by the staff, clients, and other individuals
- Relay the style and tone of the original language and render spoken messages accurately, quickly, and clearly

SpringHill Suites by Marriott Hampton, Portsmouth, NH - Front Desk Manager

JANUARY 2019 – NOVEMBER 2019

- Processing all guest cancellations, refunds, compensations, and reviewing guest complaints
- Training new employees
- Updating front desk standard operating procedures
- Perform room inspections
- Experience as night auditor
- Make and confirm reservations
- Answer all phone calls from guestrooms, outside lines, and internal call
- Assign rooms per guest request and preference
- Provide all guests with overview of hotel and amenities
- Process all check-outs
- Complete assigned cashier and closing reports
- Balance and drop receipts according to prescribed accounting procedures

ANDREW CULLEN

EDUCATION

University of Massachusetts, Lowell, MA (UMass Lowell)

- **Master of Arts - Peace & Conflict Studies, with Professional Option in Policy Analysis;**
GPA: 3.87 5/2018
- **Treasurer,** Peace and Conflict Studies Club UMass Lowell, 10/2016-12/2017

University of Massachusetts, Lowell, MA (UMass Lowell)

- **Bachelor of Liberal Arts – Focus in History and Cultural Studies;** 12/2012

SUMMARY OF QUALIFICATIONS: Policy Analyst, with experience in data analysis and of year managerial experience, along with excellent research skills, strong verbal, and written communication skills, and

RELATED EXPERIENCE

Career Service Manager, International Institute of New England (IINE), Manchester, NH 7/2022 – Present

- Manage a team of Employment Specialists to ensure services are provided to clients in accordance with grant and programming requirements
- Ensure Career Service team provides meaningful and equitable services to clients regardless of background
- Collaborate with other departments and offices to ensure seamless continuation of services
- Provide proper training to new staff to ensure successful onboarding

Employment Case Specialist, International Institute of New England (IINE), Manchester, NH 6/2021 – Present

- Offer clients education on workplace culture in the U.S.
- Assist with creating resumes, submitting job applications, preparing for interviews, and more
- Maintain positive relationship with both clients and employers
- Provide both entry-level and career development training

Program Monitor, Community Resources for Justice (CRJ), Manchester, NH 10/2020 – 6/2021

- Perform scheduled house rounds/safety checks
- Perform administrative duties: answering phone calls, monitoring resident daily details and entering documentation via SecurManage
- Attend training and meetings as required by supervisor
- Administer alco-sensor tests, and take urine samples
- Respond effectively to resident needs, complaints, and concerns

Volunteer, African Community Center of Lowell, Lowell, MA 8/2018-Present

- Coordinate with head of Summer School program
- Assist with community outreach during annual African Cultural Festival

Research Data & Analyst Intern, International Institute of New England, Lowell, MA 1/2019-5/2019

- Analyzed financial savings program

- Assisted with historical research
- Provided assistance with planning IINE's 100th Anniversary Celebration

Data Analyst Intern, Center for Terrorism and Security Studies (CTSS), Lowell, MA 9/2017- 12/2017

- Coded data on extremist videos
- Cleaned data for analysis using SPSS
- Coordinated research with site leaders and fellow interns
- Reviewed data analysis with supervisor regularly
- Participated in regular training sessions on how to better improve data collection and analysis

Client Relations Specialist, Countryside Veterinary Hospital, Chelmsford, MA 3/2011-4/2013

- Filed medical documents and filled prescriptions
- Answered phone calls, and took down detailed notes
- Scheduled appointments for clients
- Handled client's medical emergencies
- Provided friendly and efficient service to customers

ADDITIONAL EXPERIENCE

Operations Associate, Sparx Hockey, Acton, MA 2/2018-3/2020

- Inspect equipment to see that it meets specification requirements
- Complete orders accurately and within specified service standards

Manager, Flagship Cinemas, Wells, ME 8/2014-5/2015

- Supervised team members
- Oversaw sales of tickets and overall customer experience and satisfaction
- Inspected equipment and surrounding to make sure everything was in order
- Dealt with issues that arose between customers or team members calmly and efficiently

Experience

COMMUNITY SERVICES MANAGER, COMMUNITY SERVICES | INTERNATIONAL INSTITUTE OF NEW ENGLAND, MANCHESTER NH | AUGUST 2024 – PRESENT

- Recruit, manage and oversee the activities of all community services staff and interns.
- Supervise specialized services, strength-based case management services for all IINE clients.
- Manage comprehensive intake system for clients accessing community services.
- Assign case management cases and provide weekly supervision to case specialists.
- Ensure high standard of services and outcomes that meet or exceed US Government regulations.
- Supervise all client related program expenditures and requests.
- Responsible for all program-related data entry, including that of supervisees.
- Provide best-practices training, leadership, supervision, and support for case specialists, and related interns as designated.
- Address client needs, problem-solve client questions and grievances.
- Support the development of a comprehensive resource manual and SOPs for services commonly used.
- Build community relationships with health centers, public benefits offices and community and external supports.
- Conduct quality assurance reviews to ensure that case files are up to date and complete with case notes and all required documentation.

LEAD CASE SPECIALIST, COMMUNITY SERVICES | INTERNATIONAL INSTITUTE OF NEW ENGLAND, MANCHESTER NH | FEBRUARY 2024 – PRESENT

- Managing a team of case specialists in their responsibilities for refugee resettlement and post-resettlement case management.
- Continuing responsibilities of a case specialist as well as delegating tasks, training, and weekly check-ins with my team to ensure wrap around services for all clients.
- Responsible for training new case specialist staff, including coordinating with other departments in order to provide adequate cross-training, and assisting new staff in accessing resources, training materials and setting up goals.

CASE SPECIALIST, COMMUNITY SERVICES | INTERNATIONAL INSTITUTE OF NEW ENGLAND, MANCHESTER NH | APRIL 2023 – FEBRUARY 2024

- Responsible for refugee resettlement and post-resettlement case management.
- Provides placement, orientation, and social services to refugee and asylee clients and their families.
- Created and nurtured new partnerships with several external contacts within the community in order to facilitate the work of the department and entire office.
- Developed new processes of collaboration amongst departments to streamline intakes with clients.

BAR MANAGER | RESTAURANT NOLA, PENSACOLA FL | AUGUST 2022 – MARCH 2023

- Responsible for hiring, training, scheduling, and supervising bar staff.
- Responsible for ordering and tracking alcohol inventory and bar supplies.
- Effectively handling both staff and customer complaints, feedback and inquiries.

RESTAURANT MANAGER | CASINO BEACH BAR, PENSACOLA FL | MARCH 2022 – AUGUST 2022

- Hired employees, ordered supplies, maintained inventory, and scheduled shifts for all FOH staff.
- Adhered to safety practices and ensured hygiene and safety rules were adhered to.
- Reported all monetary gains and losses per shift and filed reports to appropriate departments.

ASSISTANT TEACHER | MONTESSORI SCHOOL OF PENSACOLA, PENSACOLA FL | JUNE 2019 – JULY 2020

- Responsible for maintaining classroom management, lesson planning, grading and tutoring for all classrooms ages 9-12.

COMMUNITY ORGANIZER | GREENPEACE, TAMPA FL | NOVEMBER 2017 – AUGUST 2018

- Responsible for community outreach, acquiring new monthly members, educating the public on company mission and values and securing monthly donors.

Volunteer Experience

- Disaster Relief Volunteer | **American Red Cross**, St. Thomas, USVI | October 2017 – November 2017
- TEFL Volunteer | **United States Peace Corps**, Burkina Faso, West Africa | June 2014 – October 2015
- Let Girls Learn Club Leader/Organizer | **United States Peace Corps**, Burkina Faso, West Africa | June 2014 – October 2015

Education

Bachelor of Arts International Relations | December 2013 | University of West Florida, Pensacola FL

- Focus in Conflict Resolution and Diplomacy

Minor in Maritime Archeology | December 2013 | University of West Florida, Pensacola FL

Languages

Fluent French & English

Some Spanish skills

Certifications

USCRI R&P and MG Certifications

CORE Learning Exchange Certifications

Kate Ross | [REDACTED]

SUMMARY

I have had a variety of experiences, whether formal employment, volunteer work, undergraduate and graduate education, or everyday interactions, that have shaped my skills to work in public service and humanitarian sectors. My early work in food service and retail as well as my experiences in education have given me *customer service* and *problem-solving abilities* in high-stress situations. I have worked and learned *cross-culturally*, giving me exposure to other worldviews and allowing me to practice intercultural communication and collaboration. All these parts of my life intertwine with my genuine interest to continue my learning and grow at personal and professional levels.

EDUCATION

Boston College, Chestnut Hill, MA

Master of Social Work, Clinical Global Practice, May 2023

Houghton College, Houghton, NY

Bachelor of Arts Degree in Intercultural Studies, December 2018

Studied abroad in Dalian, China, August 2017- January 2018

EXPERIENCE

International Institute of New England, Manchester, NH

Lead Case Specialist August 2024- Present

Preferred Communities Intensive Case Management Specialist, June 2023-August 2024

As an Intensive Case Manager, I work with individual refugee clients to organize the financial, medical, and social sectors of their lives, in order to help them integrate into their new home in the US more smoothly. Responsibilities include biweekly check-ins with each client to update them on on-going tasks and projects as well as to hear how they are doing and what other needs have arisen. Additionally, I am in communication with doctors offices, federal and state welfare workers, IINE volunteers, client family members, and fellow coworkers to best coordinate care for my clients. My caseload ranges between 10 and 20 clients, and case noting interactions and documenting new paperwork add to better organization of their cases.

As a Lead Case Specialist, I worked in R&P services and supervised 2-3 R&P case specialists. I conducted weekly check ins, was involved with apartment moves, covered case specialist's airport arrivals, and was available for emergency situations.

Jesuit Refugee Services Indonesia, Bogor Office, Bogor, West Java, ID & Caritas Indonesia, Country Office, Jakarta, ID

Case Management and Community Empowerment Intern, January 2023-May 2023

In this internship, I completed a joint internship between sister organizations, beginning in Jakarta and moving to Bogor partway. I was responsible for creating a Climate Change Adaptability (CCA) Framework and Psychosocial Module for Caritas Indonesia that they will present to the 37 different dioceses under their country office. These were created with a mixture of desk reviews, staff interviews,

and a survey for the dioceses and community members to gain a broader picture of what was being done and where gaps were at present.

At JRS, I accompanied case managers in completing home visits with refugees living in Bogor and assisted the community empowerment team as they partnered with refugee-run classes and clubs. I researched and presented during an all-staff meeting on current issues for JRS and refugees regarding the resettlement process. I also led self-care sessions for JRS refugee interpreters. At the end of the internship, JRS I created documents encompassing the office's use of MHPSS throughout their programming and my observations of the program's strengths and areas for improvement.

Middlesex Human Service Agency, Scattered Site, Roxbury, MA

Stabilization Case Management Intern, September 2021-May 2022

I managed a caseload of approximately 20 families who recently moved out of sheltered living and entered permanent housing. I conducted monthly calls with the Head of Households to complete the Stabilization Plan. I researched and contacted new organizations to provide resources and support clients' possible needs.

City Year New Hampshire, Manchester, NH

4th Grade City Year/In-class Mentor, August 2020-June 2021

Work in small groups and one on one with 4th-grade students on all subjects (ie, math, ELA, and socioemotional assistance). Twice daily team meetings with the other City Years at my elementary school helped to start a library card initiative for students. I organized various aspects of our team's school-wide virtual festival event in April 2021 (ex: organizing prizes for the different stations, helping to design, and running one of the stations).

Walmart Supercenter, Sayre, PA

Sales Associate, January 2019-July 2020

My responsibilities included stocking frozen and dairy products, cleaning the coolers and freezers, answering customer questions, sorting through food dates, donating, and disposing of foods at appropriate times, and unloading the trucks of shipments (trained with a pallet jack).

Youthworks, St. Louis, MO

Community Service Coordinator, May 2019-August 2019

Tasked with being the "go between" for the adult leaders of youth groups arriving at our site and the coordinators of organizations we volunteered at, I divided the youth and leaders into volunteer groups, checked in with the organizations, and troubleshooted daily issues on the work sites. I helped run biblical programming and outings for participants. Lastly, I helped with the day-to-day meals, and upkeep of the living facilities throughout the week and did site prep (i.e. shopping, cleaning, and paperwork prep) on the weekends.

ADDITIONAL SKILLS

Professional Skills

Professional Writing (APA, MLA, and Chicago formatting)- 8+ years

Organizational Skills- 10+ years

Humanitarian Skills

Cross-cultural Communication- 8 years

Interdisciplinary Collaboration- 4+ years

Building Rapport- 10+ years

Richa Karki

Qualifications include:

- Fluent in English, Nepali and Hindi.
- Honest, Efficient and hardworking
- Experience in food industry, supervisory roles and human services.
- Strong Communication skills and team player.
- Proficient in Microsoft Office (Excel and Word).

Professional Experience:

International Institute of New England, Manchester, NH (Case Specialist)

May 2023- Present

Case Specialist, Community Services

- Conduct pre-arrival orientation, weekly intakes, and referrals to relevant health, social, housing, educational, and employment-related services.
- Provide initial reception and placement services, as well as comprehensive case management services to clients including case planning, home visiting, program enrollment, advocacy, and coordinate core services appointments.
- Work to identify at-risk clients, help develop and implement appropriate client service plans, triaging difficult situations, in particular housing issues, medical and behavioral cases, and RHA, DTA, school enrollment, and SNAP complications.
- Support clients with transportation to and from appointments, in particular health appointments.

Stonyfield Farm Inc, Londonderry, NH (Machine Operator)

October 2019- December 2022

Machine Operator

- Monitored weight checks, line checks, changeovers, start up, shutdown and other process at the lines.
- Responsible for product quality of assigned line ensuring that all the components used in a process match with Stonyfield standards.
- Responsible for completion of Master sanitation of PM's every 24 and 36 hour cycle .
- Ensured accuracy on operator control sheets.
- Ensured good house keeping, GMP compliance, personal safety and quality of production of assigned line.
- Communicated deviations to supervisor and maintenance and made adjustments when needed to operate machine smoothly

Manpower Group, Manchester, NH (Shift Co-Ordinator)

June 2018- October 2019

Onsite Shift coordinator at Weston Foods Bakery

- Works onsite supervising over 20 employees, overseeing daily operation of facility, ensuring coverage and keeping accurate records of employee's attendance, timesheets and tracking assignments.
- Communicating job expectation, supervising and evaluating employees providing positive direction to motivate quality performance under the client's policies and procedures.
- Monitoring site safety and security, GMP rules and hazards at workplace.
- Handling emergencies, preparing and filing accident reports.
- Handling sensitive information with confidentiality.

Rhino Foods, Burlington, VT

April 2017-December 2017

Production of ice-cream sandwich and cookie company

- Worked on a production floor assuring quality of products, packaging and labelling.
- Worked on a team with highly physical efficiency.
- Followed instructions with close attention to detail to ensure quality of products.

Vermont Employment Agency, South Burlington, VT

September 2017-December 2017

Facilitated as a job recruiter at a temporary employment agency.

- Determined staffing needs in different companies around Burlington, VT.
- Performed in-person and phone interviews with candidates.
- Screened resumes and made recommendation to hiring managers.
- Followed-up with each candidate regarding their performance and handled lay-offs as necessary.

Vermont Refugee Resettlement Program/Education Evaluator. Inc., Colchester, VT

August 2016- September 2017

Data Collection Specialist for the Refugee Family Strengthening Program

- Survey former refugee clients about their financial situation, family relationship dynamics and home life.
- Conduct home visit to evaluate client's needs and struggles.
- Complete survey results in database.

Mochheri Traders, Kathmandu, Nepal

2014-2016

CEO of Beverage Distribution Company

- Ordered products and managed the inventory of the products
- Conducted market research to purchase most cost-effective products
- Visited retailers to ensure the quality of products
- Approved purchase orders and performed many administrative tasks
- Monitored progress of major shipments to ensure timely arrivals

Happy Nepal ,Damak Jhapa, Nepal

2013-2014

Counselor- one-year long project funded by the United Nation

- Counseled substance abusers.
- Human resource mobilization and training facilitation.
- Developed period plans.
- Reported and coordinated with CBOs/NGOs/INGOs.

Voluntarily tutoring and Engaged in Child Welfare Activities

2010-2012

Educational Training:

Nepal College of Development Studies, Kathmandu, Nepal

2012-2014

Completed Bachelor's Degree in Social Work

Independent Living Center for Person with Disabilities, Kathmandu, Nepal

2011-2012

Social Internship Program Certification

<u>Caritas Nepal</u>	2013
Nepali Sign Language	
<u>TPO Nepal</u>	2013
Basic Psychosocial Counseling Skills	

References:

Available on request basis

Joanna Moody Adikwu

Objective

- To be part of an organization with the goal of servicing, educating, and making meaningful contribution to the overall company goal.

Education

MASTERS | AUGUST 2019 | GRAND CANYON UNIVERSITY

- Sociology emphasis on Education

BACHELORS | DECEMBER 1999 | STATE UNIVERSITY OF NEW YORK AT CORTLAND

- International Studies concentration Asian Studies

Experience

EMPLOYMENT SERVICES CASE SPECIALIST | INTERNATIONAL INSTITUTE OF NEW ENGLAND | APRIL 29, 2024 TO PRESENT

- Assist refugees, and immigrants to prepare for employment in the US. Work assessment, orientation, preparation and placement of new jobs, ongoing coaching with all work-related steps.
- Development and maintenance of agency's relationship with local businesses with short & long-term data tracking.

CLIENT/NUTRITION COUNSELOR | SUNFARE LLC | MARCH 2021 TO APRIL 2024

- Client/Nutrition Counselor for a high-end meal delivery service
- Daily email and phone calls handled different types of situations, emotions and conversations towards weight-loss goals.
- Excellent in communication between the departments of delivery, food and administration.

ACHIEVEMENT COACH | YMCA | NOVEMBER 2020 TO MARCH 2021

- Taught Social and Emotional well-being classes in first grade classrooms.
- Organized lunch and recess
- Trained new monitors for lunch and recess, giving them language and tools to use working with elementary school students.

LUNCH/RECESS MONITOR | HUDSON SCHOOL DISTRICT | OCTOBER 2019 TO NOVEMBER 2020

- Worked as the lunch and recess monitor in Dr. H.O. Smith school.

CENSUS FIELD SUPERVISOR | UNITED STATES CENSUS BUREAU | JULY 2020-SEPTEMBER 2020

- Oversaw a group of enumerators. Trouble-shoot problems on the field with each enumerator.
- Processes time-sheets and schedules of enumerators.

CLIENT/NUTRITION COUNSELOR | SUNFARE LLC | NOVEMBER 2004-JUNE 2019

- Client/Nutrition counselor for a high-end daily meal delivery service. Wearing the many hats of a small business. Customer service team leader.
- Fielded escalated calls, interviewing and training of new employees.
- Daily email and phone calls handled different types of situations, emotions and conversations towards weight-loss goals
- Excellent in communication between the departments of delivery, food and administration.

TEAMS COORDINATOR | FORWARD EDGE INTERNATIONAL | JANUARY 2000 TO OCTOBER 2004

- Teams coordinator and Teams facilitator.
- Taking teens and college students on 1-2 week missions trips around the world.
- Coordinated logistics, travel, menu, work and outreach activities, and nightly debriefings.
- Being the facilitator between the hosts and the visiting teams.
- Help team members adjust to new culture, customs, and countries.

Volunteer

- 2006-Current –Beta Sigma Phi woman's association. Roles include: President, Vice President, Recording Secretary and Corresponding Secretary
- 2006-2007 – Arizona Women's Refugee Center – Tutor ESL, Citizenship Class

Personal and Professional Skills

- Critical Thinking, Problem solving, Oral and Written Communication
- Leadership and Time management
- Presentation Competency
- Computer literate
- Microsoft Word and other Microsoft Office Products
- Research Expertise

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

This Amendment to the Refugee Support Services contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Overcomers Refugee Services. ("The Corporation") ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on September 25, 2024 (Item #40A), as amended on August 13, 2025 (Item #Late Item C), 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 1.3., Contractor Name, to read:
Overcomers Refugee Services. ("The Corporation")
2. Form P-37 General Provisions, Block 1.7., Completion Date, to read:
September 30, 2027
3. Form P-37, General Provisions, Block 1.8., Price Limitation, to read:
\$260,000
4. Modify Exhibit A - Revisions to Standard Provisions, by correcting the second Subsection 1.3., to read 1.4.
5. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.5., to read:
 - 1.5. 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.
6. Modify Exhibit B, Scope of Services, by replacing it in its entirety with Exhibit B – Amendment #2, Scope of Services, which is attached hereto and incorporated by reference herein.
7. Modify Exhibit C, Payment Terms, Section 1., to read:
 1. This Agreement is funded by:
 - 1.1. 100% Federal funds from:
 - 1.1.1. 31% Federal funds, GY2025 Refugee Support Services and Set-Asides, as awarded on December 26, 2024, by the U.S. Department of Health and Human Services (DHHS), Admin for Children & Families, ALN 93.566^{ps}, FAIN

Overcomers Refugee Services. ("The Corporation") A-S-1.3

Contractor Initials CK

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Page 1 of 4

Date 8/5/2026

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- 1.1.2. 30% Federal funds, GY2024 Refugee Support Services and Set-Asides, as awarded on November 14, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2401NHRSSS-00.
- 1.1.3. 39% Federal funds, GY2023 Refugee Support Services and Set-Asides, as awarded on May 12, 2023, by the U.S. DHHS, Admin for Children & Families, ALN 93.566, FAIN 2301NHRSSS-05.

8. Modify Exhibit C, Payment Terms; Section 3., to read:

3. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement and shall be in accordance with the approved line items, as specified in Exhibit C-1 Budget through Exhibit C-4 Budget – Amendment #2.

9. Add Exhibit C-4, Budget – Amendment #2, which is attached hereto and incorporated by reference herein.

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective October 1, 2026, upon Governor and Council approval.

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

State of New Hampshire
Department of Health and Human Services

8/6/2026

Date

Signed by:

Reuben Hampton

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Name: Reuben Hampton

Title:

Director, Office of Health Access

Overcomers Refugee Services. ("The Corporation")

8/5/2026

Date

DocuSigned by:

Clement Kigugu

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Name: Clement Kigugu

Title:

Executive Director

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

OFFICE OF THE ATTORNEY GENERAL

8/7/2026

Date

DocuSigned by:
Robyn Guarino

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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:

**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

Scope of Services

1. Statement of Work

1.1. Refugee Support Services

1.1.1. The Contractor must provide statewide case management services, employment services, and referrals for English to Speakers of Other Languages (ESOL) instruction for ORR-eligible individuals, including refugees, asylees, holders of Special Immigrant Visas, and others designated by the U.S. Office of Refugee Resettlement (ORR) ("individuals"), for up to five (5) years from the eligibility date for ORR benefits and services.

1.1.2. The Contractor must adhere to an order of priority for services:

- 1.1.2.1. Individuals who have been in the U.S. for one (1) year or less;
- 1.1.2.2. Individuals who are receiving public cash assistance;
- 1.1.2.3. Unemployed individuals who are not receiving public cash assistance; and
- 1.1.2.4. Employed individuals in need of services to retain employment or to attain economic independence.

1.1.3. Case Management Services

1.1.3.1. The Contractor must provide case management services to assist individuals to succeed in their new communities; case management services include, but are not limited to:

- 1.1.3.1.1. Assisting with housing-related issues.
- 1.1.3.1.2. Referring individuals to medical, mental health, and dental care services and other support services, as appropriate.
- 1.1.3.1.3. Referring individuals to ESOL instruction, as needed.
- 1.1.3.1.4. Assisting individuals with accessing and enrolling in public assistance programs, such as the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Low Income Home Energy Assistance Program (LIHEAP), and Head Start.
- 1.1.3.1.5. Identifying conveniently located and/or subsidized day care providers, as appropriate.
- 1.1.3.1.6. Assisting individuals with transportation, as needed, for the purpose of transporting

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

individuals to initial employment and other appointments, including, but not limited to:

1.1.3.1.6.1. Providing direct transportation by authorized Contractor staff in vehicles approved by the Contractor that meet all applicable safety standards. The Contractor must provide proof of valid automobile insurance that includes bodily injury and property damage in amounts of not less than \$100,000 per occurrence and \$300,000 aggregate or excess, for all owned, hired, or non-owned vehicles used to provide transportation; and/or

1.1.3.1.6.2. Providing fare payment for transportation, such as bus; rideshare services, such as Uber; and taxi.

1.1.3.1.7. Providing general cultural orientation about the U.S., with topics submitted to the Department for approval within ten (10) days of the Effective Date of this Agreement.

1.1.3.1.8. Providing orientation for parents and students to U.S. school systems, as needed.

1.1.4. Employment Services

1.1.4.1. The Contractor must provide employment services that focus on job development, placement, retention, and re-employment.

1.1.4.2. The Contractor must develop and maintain relationships with employers, including, but not limited to:

1.1.4.2.1. Working with employers to assist with hiring and onboarding processes.

1.1.4.2.2. Working with employers to develop employer-based training.

1.1.4.2.3. Collaborating with existing governmental and private job development agencies.

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.1.4.3. The Contractor must develop employment support for each employable individual, including, but not limited to:
 - 1.1.4.3.1. Conducting employability assessments utilizing Department-approved assessment instruments.
 - 1.1.4.3.2. Developing and maintaining a Family Self-Sufficiency Plan for all individuals within a family comprised of at least one (1) employable adult.
 - 1.1.4.3.3. Developing and maintaining Employment Plans for each individual eligible for employment.
 - 1.1.4.3.4. Assisting individuals with developing resumes.
 - 1.1.4.3.5. Scheduling and arranging job interviews for employable individuals and assisting them with submitting job applications until they are employed.
 - 1.1.4.3.6. Providing referrals to support services.
 - 1.1.4.3.7. Providing transportation training to increase employability, as necessary.
- 1.1.4.4. The Contractor must make referrals to ESOL instruction that emphasizes language skills needed to obtain and retain a job, as needed.
- 1.1.4.5. The Contractor must track employment services–related ESOL referrals by:
 - 1.1.4.5.1. Collecting data throughout the contract term that includes, but is not limited to:
 - 1.1.4.5.1.1. Individual's name.
 - 1.1.4.5.1.2. Referred agency name.
 - 1.1.4.5.1.3. Start and/or end dates of ESOL instruction.
 - 1.1.4.5.1.4. Identification as a newly arrived individual.
 - 1.1.4.5.1.5. Identification as a recipient of Refugee Cash Assistance.
 - 1.1.4.5.1.6. Total unduplicated number of individuals who are referred for employment services–related ESOL.

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.1.4.5.2. Reporting the data described in Section 1.1.4.5.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.6. The Contractor may provide ESOL instruction focused on job-related skills, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.4.6.1. Monitor ESOL participation of unemployed newly arriving individuals and Refugee Cash Assistance recipients;
 - 1.1.4.6.2. Prioritize newly arriving individuals and public assistance recipients;
 - 1.1.4.6.3. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.4.6.4. Offer classes at easy-to-access location(s);
 - 1.1.4.6.5. Provide ESOL instruction utilizing a combination of in-person classroom, remote, and/or distance learning;
 - 1.1.4.6.6. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.4.6.6.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
 - 1.1.4.6.7. Prioritize survival-level English and literacy needs of individuals, if needed, with subsequent emphasis on English as it relates to obtaining and retaining a job;
 - 1.1.4.6.8. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches;
 - 1.1.4.6.9. Track ESOL instruction focused on job-related skills by:
 - 1.1.4.6.9.1. Collecting data throughout the contract term that includes, but is not limited to:

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**New Hampshire Department of Health and Human Services
Refugee Support Services**

EXHIBIT B

- 1.1.4.6.9.1.1. Individual's name.
 - 1.1.4.6.9.1.2. Start and/or end dates of ESOL instruction.
 - 1.1.4.6.9.1.3. Identification as a newly arrived individual.
 - 1.1.4.6.9.1.4. Identification as a recipient of Refugee Cash Assistance.
 - 1.1.4.6.9.2. Reporting the data described in Section 1.1.4.6.9.1. semi-annually, as described in Section 1.4.1.2.
- 1.1.4.7. The Contractor must attend meetings regarding employment services with the Department as needed, including, but not limited to:
 - 1.1.4.7.1. The quarterly state Refugee Advisory Council meeting.
 - 1.1.4.7.2. The monthly, or as otherwise scheduled by the Department, Employment Team meeting.
- 1.1.5. English to Speakers of Other Languages (ESOL)
 - 1.1.5.1. In addition to ESOL requirements for case management services, as described in Section 1.1.3.1.3., and for employment services, as described in Sections 1.1.4.4. and 1.1.4.6., the Contractor must provide referrals for ESOL instruction to facilitate community integration for all individuals who are not receiving case management services or employment services.
 - 1.1.5.2. The Contractor may provide ESOL instruction, as needed; if the Contractor opts to provide this ESOL instruction, the Contractor must:
 - 1.1.5.2.1. Accommodate new arrivals by offering rolling enrollment;
 - 1.1.5.2.2. Offer classes at easy-to-access location(s);

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.1.5.2.3. Provide ESOL instruction, utilizing a combination of in-person classroom, remote, and/or distance learning;
- 1.1.5.2.4. Administer and maintain the following items in individuals' files, ensuring files are available for review by the State Refugee Coordinator annually and at other unscheduled times, as requested by the Department:
 - 1.1.5.2.4.1. Entrance and exit ESOL tests using Contractor-preferred tools, test results, attendance records, and progress reports;
- 1.1.5.2.5. Prioritize survival-level English and literacy needs of individuals; and
- 1.1.5.2.6. Ensure its ESOL teachers receive training, resources, and support to implement sufficient instructional approaches.
- 1.1.5.3. The Contractor must track and report ESOL referrals, as described in Section 1.1.4.5., and ESOL instruction, as described in Section 1.1.4.6.9.

1.2. Optional Secondary Refugee Support Services

- 1.2.1. The Contractor must prioritize individuals who are eligible for the services described in Section 1.1. and ensure those services are adequately provided; if and when those services are adequately provided, the Contractor may assess the need for and feasibility of providing optional secondary refugee support services.
- 1.2.2. The Contractor may provide optional secondary refugee support services:
 - 1.2.2.1. Refugee Health Promotion, as described in Section 1.2.3.
- 1.2.3. Refugee Health Promotion Program
 - 1.2.3.1. The Contractor may provide health promotion program services and activities that promote the health and wellness of individuals who are within their first five (5) years of eligibility, with priority given to individuals identified as at-risk; health promotion program services and activities include, but are not limited to:
 - 1.2.3.1.1. Providing navigation and support services for medical, mental health, and dental care services, and building capacity within

**New Hampshire Department of Health and Human Services
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EXHIBIT B

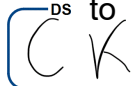
- communities to address mental health needs, as described in Section 1.2.3.2.
- 1.2.3.1.2. Providing home visiting, as needed, as described in Section 1.2.3.3.
- 1.2.3.1.3. Providing opportunities to increase health literacy through expanded health orientation, as described in Section 1.2.3.4., and individual targeted health outreach and group health education as needed, as described in Section 1.2.3.5.
- 1.2.3.1.4. Creating opportunities for social engagement to reduce isolation, including, but not limited to, organizing wellness groups, as needed, as described in Section 1.2.3.6.
- 1.2.3.1.5. Providing health provider training and education, as described in Section 1.2.3.7.
- 1.2.3.2. Navigation and Support Services for Medical, Mental Health, and Dental Care Services. The Contractor may:
- 1.2.3.2.1. Provide navigation and support services to increase access to and reduce gaps in services related to medical, mental health, and dental care services for individuals who require care beyond the initial Domestic Medical Exam (DME) to ensure they are able to access and navigate complex health care systems, including, but not limited to:
- 1.2.3.2.1.1. Scheduling and coordinating medical and mental health appointments.
- 1.2.3.2.1.2. Assisting individuals with connecting to dental care by scheduling an initial appointment as soon as possible after arrival, including locating a primary dental care provider and/or a mobile clinic.
- 1.2.3.2.1.3. Accompanying individuals to medical, mental health, and dental care appointments, as time permits.

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.2.3.2.1.4. Providing and/or facilitating the provision of transportation to and from appointments.
- 1.2.3.2.1.5. Assisting individuals to obtain appropriate health insurance.
- 1.2.3.2.2. Work with the Managed Care Organizations and the designated Medicaid Dental Plan Administrator to identify appropriate medical, mental health, and dental care providers in order to mitigate gaps in service.
- 1.2.3.2.3. Work with providers to ensure they understand and address the communication access needs of the individuals.
 - 1.2.3.2.3.1. If providers do not provide communication access, the Contractor must notify the Managed Care Organization and/or Medicaid, as appropriate, and the Department within 24 hours.
- 1.2.3.2.4. Provide uniform, continuous, and timely transition of coordination services related to the DME to navigation and support services immediately following completion of the DME and any first follow-up appointment(s) and/or on day 91 of eligibility, whichever is sooner, to ensure no gaps in services and continuity of care.
 - 1.2.3.2.4.1. Develop a plan of care for each individual receiving medical, mental health, and/or dental care navigation and support services including, but not limited to:
 - 1.2.3.2.4.1.1. A brief summary of the individual's health navigation and support needs.
 - 1.2.3.2.4.1.2. Clearly defined referrals



**New Hampshire Department of Health and Human Services
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appropriate
healthcare and/or
insurance to
sufficiently
address the health
needs of the
individual being
served.

1.2.3.2.4.1.3. The identification
of two (2) priority
wellness goals.

1.2.3.3. Home Visiting. The Contractor may:

1.2.3.3.1. Conduct home health visit(s), separate from and
in addition to any home health visit related to
coordination of the DME, as needed, to:

1.2.3.3.1.1. Reinforce and clarify the
information presented in the
health orientation; and

1.2.3.3.1.2. Address unique questions, issues,
and concerns.

1.2.3.4. Expanded Health Orientation. The Contractor may:

1.2.3.4.1. Conduct an expanded health orientation,
defined as the topics outlined in Section
1.2.3.4.2., with priority given to individuals who
have been in the U.S. for two (2) years or less,
and to those within the five (5) year eligibility
period who either need a refresher or who never
received an expanded health orientation.

1.2.3.4.2. Ensure the expanded health orientation
includes the following topics:

1.2.3.4.2.1. Navigating the U.S. health care
system.

1.2.3.4.2.2. Health insurance, including
Refugee Medical Assistance,
expanded Medicaid, the
Marketplace, and employer-based
insurance.

1.2.3.4.2.3. Privacy and consent laws.

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.2.3.4.2.4. The right to language assistance in health care settings and the role of interpreters.
- 1.2.3.4.2.5. Transportation options for medical appointments, including, but not limited to:
 - 1.2.3.4.2.5.1. Public transportation training.
 - 1.2.3.4.2.5.2. Arranging Medicaid transportation.
- 1.2.3.4.2.6. Understanding the different types of health care providers, including, but not limited to:
 - 1.2.3.4.2.6.1. Primary care providers.
 - 1.2.3.4.2.6.2. Specialists.
 - 1.2.3.4.2.6.3. Pharmacists.
- 1.2.3.4.2.7. Understanding the different types of health care and when, where, and how to access each type, including, but not limited to:
 - 1.2.3.4.2.7.1. Preventative.
 - 1.2.3.4.2.7.2. Urgent.
 - 1.2.3.4.2.7.3. Emergency.
- 1.2.3.4.2.8. Understanding the availability of mental/behavioral health services, including, but not limited to, treatment for substance use disorders, and when, where, and how to access services.
- 1.2.3.4.2.9. Scheduling, keeping, and cancelling appointments.
- 1.2.3.4.2.10. What to bring to appointments.
- 1.2.3.4.2.11. Medication, including, but not limited to:

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.2.3.4.2.11.1. The difference between prescribed medication and over-the-counter (OTC) medication.
- 1.2.3.4.2.11.2. Refills.
- 1.2.3.4.2.11.3. Dosage instructions.
- 1.2.3.4.2.11.4. Side effects.
- 1.2.3.4.3. Adapt the health orientation curriculum to accommodate the needs of newly arriving populations, and modify the curriculum as needed, with approval from the Department.
- 1.2.3.4.4. Administer standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of the U.S. health care system as a result of participating in an expanded health orientation.
- 1.2.3.4.5. Maintain documentation of individuals who have received an expanded health orientation, including, but not limited to:
 - 1.2.3.4.5.1. The names of individuals who participate in an expanded health orientation.
 - 1.2.3.4.5.2. The topic(s) of orientation completed by each participant.
 - 1.2.3.4.5.3. The results of the pre- and post-assessments.
- 1.2.3.4.6. Share orientation materials with the Department upon request.
- 1.2.3.5. Health Education. The Contractor may:
 - 1.2.3.5.1. Provide health education, consisting of individual targeted health outreach and/or group health education session(s), as needed, solely or in collaboration with other organizations, including, but not limited to:

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.2.3.5.1.1. Providing group health education sessions.
- 1.2.3.5.1.2. Identifying topics of concern for each of the various ORR-eligible populations and prioritize topics that are most urgent or relevant on an ongoing basis.
- 1.2.3.5.1.3. Coordinating and scheduling outside organizations and presenters to provide group health education sessions.
- 1.2.3.5.1.4. Notifying individuals of class schedules.
- 1.2.3.5.1.5. Ensuring health education sessions include topics relevant to ORR-eligible populations.
- 1.2.3.5.1.6. Provide targeted individual health outreach, as needed, including, but not limited to, providing resources, such as translated written and/or audio/video materials.
- 1.2.3.5.2. Administer and document standardized pre- and post-assessments to all participants to determine if participants increased their knowledge of health education topics as a result of participating in group health education.
- 1.2.3.6. Wellness Groups. The Contractor may:
 - 1.2.3.6.1. Facilitate the provision of non-clinical interventions, including, but not limited to, wellness groups, as needed, that:
 - 1.2.3.6.1.1. Promote wellness among target populations;
 - 1.2.3.6.1.2. Reduce isolation;
 - 1.2.3.6.1.3. Prevent suicide; and
 - 1.2.3.6.1.4. Utilize an evidence-based curriculum and/or promising practice methods that may include, but are not limited to,

**New Hampshire Department of Health and Human Services
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EXHIBIT B

Pathways to Wellness Community
Adjustment Support Group
Training Manual and Curriculum.

- 1.2.3.6.2. Administer and document standardized pre- and post-assessments to participants to determine if participants increased well-being as a result of participating in a wellness group.
- 1.2.3.7. Healthcare Provider Education. The Contractor may:
 - 1.2.3.7.1. Develop and maintain relationships with DME and non-DME health care providers through:
 - 1.2.3.7.1.1. Outreach and education; and
 - 1.2.3.7.1.2. Presentations and training.
 - 1.2.3.7.2. Ensure relationships with health and mental health care providers focus on, but are not limited to:
 - 1.2.3.7.2.1. Health needs and culture of ORR-eligible populations.
 - 1.2.3.7.2.2. Barriers to care that may include, but are not limited to:
 - 1.2.3.7.2.2.1. Language.
 - 1.2.3.7.2.2.2. Cultural factors.
 - 1.2.3.7.2.2.3. Transportation issues.
 - 1.2.3.7.2.3. National Standards for Culturally and Linguistically Appropriate Services (CLAS) in healthcare.
 - 1.2.3.7.3. Develop, administer, and document pre- and post-assessments to participants to determine if participants increased knowledge as a result of participating in an educational offering, presentation, or training.
- 1.2.3.8. If the Contractor provides Refugee Health Promotion Program services, the Contractor must:
 - 1.2.3.8.1. Collect data throughout the contract term that includes, but is not limited to:

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

1.2.3.8.1.1. Demographic data for individuals receiving Refugee Health Promotion Program services:

1.2.3.8.1.1.1. Gender;

1.2.3.8.1.1.2. Date of birth; and

1.2.3.8.1.1.3. Immigration status.

1.2.3.8.1.2. Total unduplicated number of individuals who receive Refugee Health Promotion Program services.

1.2.3.8.1.3. Major accomplishments.

1.2.3.8.1.4. New initiatives, challenges, and emerging issues.

1.2.3.8.1.5. Individual success stories.

1.2.3.8.2. Report the data described in Section 1.2.3.8.1. semi-annually, as described in Section 1.4.1.3.

1.3. Provisions Applicable to Refugee Support Services and Optional Secondary Refugee Support Services

1.3.1. The Contractor must ensure services are available statewide.

1.3.2. The Contractor must ensure all services are:

1.3.2.1. Person-centered;

1.3.2.2. Trauma-informed;

1.3.2.3. Strengths-based; and

1.3.2.4. Culturally and linguistically appropriate.

1.3.3. The Contractor must work with all applicable service providers and employers to ensure service providers and employers understand and address the cultural and communication access needs of individuals being served; the Contractor must also advocate on behalf of individuals to protect their civil rights and ensure access to services.

1.3.4. Notwithstanding Paragraphs 8 and 9 of the General Provisions of this Agreement, the Contractor must communicate any challenges related to the scope of services described in this Agreement in a timely manner to the Department and be available to meet as requested by the Department in order to:

1.3.4.1. Review performance;

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**New Hampshire Department of Health and Human Services
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EXHIBIT B

- 1.3.4.2. Discuss current caseload and needed supports and services; and
- 1.3.4.3. Identify and address challenges and barriers to providing services.
- 1.3.5. The Contractor must obtain written consent from participants to share personally identifiable information (PII) and protected health information (PHI) with the Department, and maintain the written consent in individuals' casefiles.
- 1.3.6. The Contractor must maintain eligibility verification documents, case notes, including referrals, and progress reports in individuals' case files and make these case files available to the Department upon request.
- 1.3.7. The Contractor must share data through the Department's Secure File Transfer Protocol (SFTP).
- 1.3.8. The Contractor must ensure staff:
 - 1.3.8.1. Are sufficient in number to carry out the scope of work in this Agreement;
 - 1.3.8.2. Are culturally and ethnically reflective of the population served to the extent possible; and
 - 1.3.8.3. Participate in trainings on federal CLAS and civil rights laws compliance, including policies and procedures for handling discrimination complaints, as provided by the Department.
- 1.3.9. The Contractor must collect data throughout the contract term, including all required data for:
 - 1.3.9.1. ORR-5 reporting, and report this data monthly, as described in Section 1.4.1.1.;
 - 1.3.9.2. ORR-6 reporting, and report this data semi-annually, as described in Section 1.4.1.4.; and
 - 1.3.9.3. ORR-6 Annual Service Plans, and report this data annually, as described in Section 1.4.1.5.
- 1.3.10. The Contractor must participate in monthly meetings with the Department regarding individuals' participation in Refugee Cash Assistance and compliance with its requirements, such as ESOL participation and participation in job search activities.
- 1.3.11. The Contractor must participate in quarterly meetings with the Department, as requested by the Department.

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EXHIBIT B

1.3.12. The Contractor must facilitate reviews of files conducted by the Department on an annual basis, or as otherwise requested by the Department.

1.3.13. The Contractor must ensure staff participate in annual training(s) that may be requested by the Department.

1.4. Reporting

1.4.1. Refugee Support Services and Optional Secondary Refugee Support Services

ORR-5

1.4.1.1. The Contractor must submit monthly ORR-5 report data in accordance with ORR reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.1., in a format acceptable to the Department, within fifteen (15) business days following the end of each calendar month, to ensure progress toward program deliverables.

Employment services–related ESOL

1.4.1.2. The Contractor must submit semi-annual employment services–related ESOL report data that indicates if it is for referrals, as described in Section 1.1.4.5.2., or for instruction, as described in Section 1.1.4.6.9.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

Refugee Health Promotion Program

1.4.1.3. The Contractor must submit semi-annual Refugee Health Promotion Program services data, as described in Section 1.2.3.8.2., in a format acceptable to the Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

ORR-6

1.4.1.4. The Contractor must submit semi-annual ORR-6 report data in accordance with ORR reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, as described in Section 1.3.9.2., in a format acceptable to the

New Hampshire Department of Health and Human Services Refugee Support Services

EXHIBIT B

Department, for reporting periods October 1 – March 31 and April 1 – September 30, no later than 30 days after the end of each reporting period, to ensure progress toward program deliverables.

- 1.4.1.5. The Contractor must submit Annual Service Plans in accordance with ORR-6 Annual Service Plan reporting requirements found here: <https://acf.gov/orr/programs/refugees/reporting-forms>, in a format acceptable to the Department, as described in Section 1.3.9.3., by November 15 of each year, to ensure progress toward program deliverables.

- 1.4.2. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.5. Background Checks

- 1.5.1. Prior to permitting any individual to provide services under this Agreement, the Contractor must ensure that said individual has undergone:

- 1.5.1.1. A criminal background check, at the Contractor's expense, and has no convictions for crimes that represent evidence of behavior that could endanger individuals served under this Agreement;
- 1.5.1.2. A name search of the Department's Bureau of Adult and Aging Services (BAAS) State Registry, pursuant to RSA 161-F:49, with results indicating no evidence of behavior that could endanger individuals served under this Agreement; and
- 1.5.1.3. A name search of the Department's Division for Children, Youth and Families (DCYF) Central Registry pursuant to RSA 169-C:35, with results indicating no evidence of behavior that could endanger individuals served under this Agreement.

1.6. Confidential Data

- 1.6.1. The Contractor must meet all information security and privacy requirements as set by the Department and in accordance with the Department's Information Security Requirements Exhibit as referenced below.
- 1.6.2. The Contractor must ensure any individuals involved in delivering services through this Agreement contract sign an attestation agreeing to access, view, store, and discuss Confidential Data in accordance with federal and state laws and regulations and the Department's

**New Hampshire Department of Health and Human Services
Refugee Support Services**

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Information Security Requirements Exhibit. The Contractor must ensure said individuals have a justifiable business need to access confidential data. The Contractor must provide attestations upon Department request.

1.7. Privacy Impact Assessment

1.7.1. Upon request, the Contractor must allow and assist the Department in conducting a Privacy Impact Assessment (PIA) of its system(s)/application(s)/web portal(s)/website(s) or Department system(s)/application(s)/web portal(s)/website(s) hosted by the Contractor, if Personally Identifiable Information (PII) is collected, used, accessed, shared, or stored. To conduct the PIA the Contractor must provide the Department access to applicable systems and documentation sufficient to allow the Department to assess, at minimum, the following:

1.7.1.1. How PII is gathered and stored;

1.7.1.2. Who will have access to PII;

1.7.1.3. How PII will be used in the system;

1.7.1.4. How individual consent will be achieved and revoked; and

1.7.1.5. Privacy practices.

1.7.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the collection, processing or storage of PII.

1.8. Department Owned Devices, Systems and Network Usage

1.8.1. If Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, are authorized by the Department's Information Security Office to use a Department issued device (e.g. computer, tablet, mobile telephone) or access the Department network in the fulfillment of this Agreement, each End User must:

1.8.1.1. Sign and abide by applicable Department and New Hampshire Department of Information Technology (NH DoIT) use agreements, policies, standards, procedures and guidelines, and complete applicable trainings as required;

1.8.1.2. Use the information that they have permission to access solely for conducting official Department business and agree that all other use or access is strictly forbidden including, but not limited, to personal or other private and non-Department use, and that at no time shall they

**New Hampshire Department of Health and Human Services
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EXHIBIT B

- access or attempt to access information without having the express authority of the Department to do so;
- 1.8.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;
 - 1.8.1.4. Not copy, share, distribute, sub-license, modify, reverse engineer, rent, or sell software licensed, developed, or being evaluated by the Department, and at all times must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other agreement executed by the Department;
 - 1.8.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;
 - 1.8.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;
 - 1.8.1.7. Agree that email and other electronic communication messages created, sent, and received on a Department-issued email system are the property of the Department of New Hampshire and to be used for business purposes only. Email is defined as "internal email systems" or "Department-funded email systems."
 - 1.8.1.8. Agree that use of email must follow Department and NH DoIT policies, standards, and/or guidelines; and
 - 1.8.1.9. Agree when utilizing the Department's email system:
 - 1.8.1.9.1. To only use a Department email address assigned to them with a "@affiliate.DHHS.NH.Gov".
 - 1.8.1.9.2. Include in the signature lines information identifying the End User as a non-Department workforce member; and
 - 1.8.1.9.3. Ensure the following confidentiality notice is embedded underneath the signature line:

CONFIDENTIALITY NOTICE: "This message may contain information that is privileged and confidential and is intended only for the use of the individual(s) to whom it is addressed. If you receive this message in error, please notify the sender immediately and

**New Hampshire Department of Health and Human Services
Refugee Support Services**

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delete this electronic message and any attachments from your system. Thank you for your cooperation.”

1.8.1.10. Contractor End Users with a Department issued email, access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:

1.8.1.10.1. Complete the Department’s Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.8.1.10.2. Sign the Department’s Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

1.8.1.10.3. Only access the Department’s intranet to view the Department’s Policies and Procedures and Information Security webpages.

1.8.1.11. Contractor agrees, if any End User is found to be in violation of any of the above terms and conditions, said End User may face removal from the Agreement, and/or criminal and/or civil prosecution, if the act constitutes a violation of law.

1.8.1.12. Contractor agrees to notify the Department a minimum of three (3) business days prior to any upcoming transfers or terminations of End Users who possess Department credentials and/or badges or who have system privileges. If End Users who possess Department credentials and/or badges or who have system privileges resign or are dismissed without advance notice, the Contractor agrees to notify the Department’s Information Security Office or designee immediately.

1.8.2. Workspace Requirement

1.8.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.

1.9. Contract End-of-Life Transition Services

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**New Hampshire Department of Health and Human Services
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1.9.1. General Requirements

- 1.9.1.1. If applicable, upon early termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a secure transition of the services ("Transition Services") from the Contractor to the Department and, if applicable, the new Contractor ("Recipient") engaged by the Department to assume the services. Ninety (90) days prior to the end-of the contract or unless otherwise specified by the Department, the Contractor must begin working with the Department and if applicable, the Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.
- 1.9.1.2. The Contractor must assist the Recipient, in connection with the transition from the performance of Services by the Contractor and its End Users to the performance of such Services. This may include assistance with the secure transfer of records (electronic and hard copy), transition of historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.
- 1.9.1.3. If a system, database, hardware, software, and/or software licenses (Tools) was purchased or created to manage, track, and/or store Department Data in relationship to this contract said Tools will be inventoried and returned to the Department, along with the inventory document, once transition of Department data is complete.
- 1.9.1.4. The internal planning of the Transition Services by the Contractor and its End Users shall be provided to the Department and if applicable the Recipient in a timely manner. Any such Transition Services shall be deemed to be Services for purposes of this Agreement.
- 1.9.1.5. In the event the data Transition extend beyond the end of the Agreement, the Contractor agrees that the Information Security Requirements, and if applicable, the Department's Business Associate Agreement terms and

**New Hampshire Department of Health and Human Services
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conditions remain in effect until the Data Transition is accepted as complete by the Department.

- 1.9.1.6. In the event the Contractor has comingled Department Data and the destruction or Transition of said data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.9.2. Completion of Transition Services

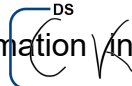
- 1.9.2.1. Each service or transition phase shall be deemed completed (and the transition process finalized) at the end of fifteen (15) business days after the product, resulting from the Service, is delivered to the Department and/or the Recipient in accordance with the mutually agreed upon Transition plan, unless within said fifteen (15) business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.

- 1.9.2.2. Once all parties agree the data has been migrated the Contractor will have thirty (30) days to destroy the data per the terms and conditions of the Department's Information Security Requirements Exhibit.

1.9.3. Disagreement over Transition Services Results

- 1.9.3.1. In the event the Department is not satisfied with the results of the Transition Service, the Department shall notify the Contractor, in writing, stating the reason for the lack of satisfaction within fifteen (15) business days of the final product or at any time during the data Transition process. The Parties shall discuss the actions to be taken to resolve the disagreement or issue. If an agreement is not reached, at any time the Department shall be entitled to initiate actions in accordance with the Agreement.

2. Exhibits Incorporated

- 2.1. The Contractor must comply with all Exhibit D Federal Requirements, which are attached hereto and incorporated by reference herein.
- 2.2. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit E, DHHS Information Security Requirements.
- 2.3. The Contractor must use and disclose Protected Health Information  in

**New Hampshire Department of Health and Human Services
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compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit F, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services

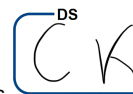
3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within forty-five (45) days of the Effective Date of the Agreement and annually thereafter, that all personnel involved the provision of services to individuals under this Agreement have completed, within the last twelve (12) months, the Contractor Required Training Video on Civil Rights-related Provisions in DHHS Procurement Processes, which is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>); and

3.2.1.3. The Department's Federal Civil Rights Compliance Checklist within ten (10) days of the Effective Date of the Agreement. The Federal Civil Rights Compliance Checklist must have been completed within the last twelve (12) months and is accessible on the Department's website (<https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors>).

3.3. Credits and Copyright Ownership



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- 3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."
- 3.3.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.
- 3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.
- 3.3.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

3.4. Operation of Facilities: Compliance with Laws and Regulations

- 3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

- 4.1. The Contractor must keep records that include, but are not limited to:
 - 4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.

**New Hampshire Department of Health and Human Services
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- 4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 4.1.3. Records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.
- 4.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives must have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts.
- 4.3. If, upon further review, the Department must disallow any expenses claimed by the Contractor as costs hereunder, the Department retains the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

New Hampshire Department of Health and Human Services		
Contractor Name:	Overcomers Refugee Services. ("The Corporation")	
Budget Request for:	Refugee Support Services	
Budget Period:	October 1, 2026 - September 30, 2027	
Indirect Cost Rate (if applicable)	see below*	
Line Item	Program Cost - Funded by DHHS - October 1, 2026 to June 30, 2027 (SFY 27)	Program Cost - Funded by DHHS - July 1, 2027 to September 30, 2027 (SFY 28)
1. Salary & Wages	\$56,148	\$18,726
2. Fringe Benefits	\$0	\$0
3. Consultants	\$0	\$0
4. Equipment	\$0	\$0
5.(a) Supplies - Educational	\$0	\$0
5.(b) Supplies - Lab	\$0	\$0
5.(c) Supplies - Pharmacy	\$0	\$0
5.(d) Supplies - Medical	\$0	\$0
5.(e) Supplies - Office	\$1,080	\$360
6. Travel	\$0	\$0
7. Software	\$0	\$0
8. (a) Other - Marketing/Communications	\$0	\$0
8. (b) Other - Education and Training	\$0	\$0
8. (c) Other - Other (specify below)	\$0	\$0
Other travel (mileage and tolls)	\$1,935	\$645
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
Other (please specify)	\$0	\$0
9. Subrecipient Contracts	\$0	\$0
Total Direct Costs	\$59,163	\$19,731
Total Indirect Costs	\$837	\$269
*indirect cost percentage	1.41%	1.36%
Subtotals	\$60,000	\$20,000
TOTAL	\$60,000	\$80,000

State of New Hampshire

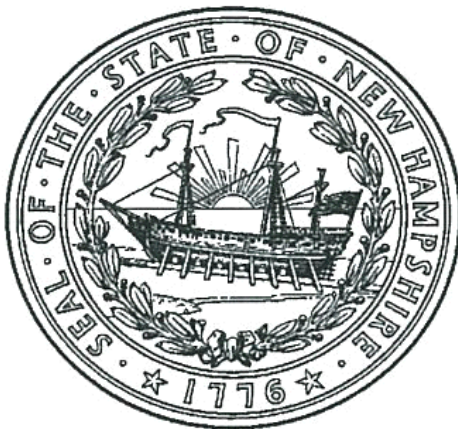
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that OVERCOMERS REFUGEE SERVICES. ("THE CORPORATION") is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on June 03, 2013. 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: **692643**

Certificate Number: **0007809157**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 27th day of February A.D. 2026.

A handwritten signature in black ink, appearing to read "David M. Scanlan", is written over a faint circular outline.

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, James Deely, 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 Overcomers Refugee Services. ("The Corporation")

(Corporation/LLC Name)

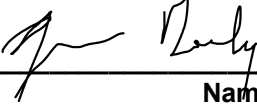
2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly
called and held on July 9, 2026, at which a quorum of the Directors/shareholders
were present and voting.
(Date)

VOTED: That Clement Kigugu, Executive Director (may list
more than one person) (Name and Title of Contract Signatory)

is duly authorized on behalf of Overcomers Refugee Services. ("The Corporation") to
enter into contracts or agreements with the State
(Name of Corporation/ LLC)

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

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

Dated: 7/9/26  Signature of Elected Officer
Name: James Deely
Title: Board President



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

00/00/0000

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

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

PRODUCER Melter P Preott Insurance 100 Main Street Laurel H	CONTACT NAME: Courtney Adams PHONE (A/C, No, Ext): 0000000000 FAX (A/C, No): E-MAIL: adams@preott.com ADDRESS: 0000000000 INSURER(S) AFFORDING COVERAGE INSURER A: Capital Insurance Co INSURER B: Capital Specialty Insurance Company INSURER C: Allied Capital Underwriting Co INSURER D: INSURER E: INSURER F:
INSURED O'Connor & Reilly PO Box 0000 Cord H	

COVERAGES CERTIFICATE NUMBER: CL0000000000 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OR COVERAGE LISTED BELOW HAVE BEEN ISSUED TO THE ADDITIONAL INSURED FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE COVERAGE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, CONDITIONS AND COORDINATION OF EACH POLICY. LIMITS OF COVERAGE MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS OF COVERAGE OR AMOUNTS RETAINED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS OR COORDINATION OF COVERAGE. *Not Applicable in WY

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIM-MADE ☒ OCCUR ☐ POLICY ☒ PROTECT ☒ LOC ☒ OTHER: Commercial General Liability ☐ LAUREL RATED LIMIT APPLIED PER			TD 00000000	00000000	00000000	☐ EACH OCCURRENCE ☐ DAMAGE TO RETAINED PRIME 0000000000 ☐ MODIFIED Aggregate per 0000 ☐ PERCENT ADJUTORY ☐ RAL Aggregate ☐ PRODUCTION COMPROMISE ☐ Paid Proportion ☐ 00 00 00 00 00
	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OTHER AUTO ONLY ☒ HIRER AUTO ONLY ☐ CHAINED AUTO ☐ OTHER AUTO ONLY ☒ AUTO ONLY			CAR 0000000000	00000000	00000000	☐ COMBINED SINGLE LIMIT Per accident ☐ ODLY ADJUTORY Per per 0000 ☐ ODLY ADJUTORY Per accident ☐ PROPERTY DAMAGE Per accident ☐
	☐ UMBRELLA LIAB ☐ EXCESS LIAB ☐ DED ☐ RETENTION						☐ EACH OCCURRENCE ☐ AGGREGATE ☐
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR PARTNER OR CO-EMPLOYEE OCCURRING UNDER EMPLOYMENT (Mandatory in NH) Employee order Deductible: 0000 OPERATING 0000 Y/N Y N/A			00000000	00000000	00000000	☒ PER STATUTE ☐ OTHER ☐ L. EACH ACCIDENT ☐ L. DEDUCTIBLE EMPLOYER ☐ L. DEDUCTIBLE POLICY LIMIT

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

Stationary State
Fixed Motor
Auto Deely La Tire LeRo

CERTIFICATE HOLDER

CANCELLATION

State of NH Department of Health and Human Services Plea Street Cord H	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Corneil J. J. J.
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NONPROFIT COVER SHEET

A. Entity Name: Overcomers Refugee Services _____

B. Entity's Contact Information:

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

Name / Phone / Email: Linda Douglas/603-545-2086/adminsupport@overcomersnh.org

Person responsible for Accuracy and Completeness of information provided:

Name: Linda Douglas

Title: Assistant Director

Signature: Linda Douglas

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)	
James Deely (President)	Big Riol LLC
Lena Rozzi (Treasurer)	Mason & Rich Accounting
Mushoshere Mwenewirhu	NFI North
James Snodgrass	Retired - current NH State Rep
Jessica Geiben Lynn	Dartmouth Health
Kathy Brunet	Retired from UNH
Gigi Klipa	Retired Educator
Tomek Jankowski	Pacesetter Research at ALM Media
Gerald Coogan	Retired consultant, also with St. Andrew's Church in New London

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 (incl Employer Taxes)</u>	<u>Amount Paid From This Contract</u>
Daniel Hussein	Caseworker 1	\$62,400	\$54,207
Chekeri Byimanikora	Caseworker 2	\$55,536	\$20,665
Clement Kigugu	Executive Director	\$84,010	\$0
Linda Douglas	Admin Assistant	\$23,177	\$0

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>

14418	Overcomers Refugee Services	PO Box 2941	Concord	NH	03302	G	11/15/2026
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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>Other salaries & wages</i>	\$
<i>Program Services Revenue</i>	\$	<i>Payroll taxes & employee benefits</i>	\$
<i>Interest & Dividends</i>	\$	<i>Occupancy, rent, utilities, and insurance</i>	\$
<i>All other Revenue</i>	\$	<i>Printing, publications, postage, office supplies, and IT</i>	\$
<u>Total Revenue</u>	\$	<i>All other expenses</i>	\$
		<u>Total Expenses</u>	\$

2. BALANCE SHEET

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



Overcomers Refugee Services

educate • empower • engage

Our Mission is to

EDUCATE • EMPOWER • ENGAGE

We are a multi-lingual team of professional case managers and trained volunteers providing culturally-sensitive services that support refugees as they transition into New Americans.

We **educate**, **empower**, and **engage** our clients on their journey toward independence and integration. Our goal is their full and successful participation in our diverse community.

Our staff, themselves once refugees, understand the difficulties that our clients face and how to effectively guide them toward independence and integration.

603 856 7507

www.OvercomersNH.org

90 Airport Road #25 Concord NH 03301

PO Box 2941

Form

990

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

A For the 2025 calendar year, or tax year beginning , and ending

B Check if applicable:
☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization
OVERCOMERS REFUGEE SERVICES
Doing business as
Number and street (or P.O. box if mail is not delivered to street address) Room/suite
PO BOX 2941
City or town, state or province, country, and ZIP or foreign postal code
CONCORD NH 03301

D Employer identification number
46-3028243

E Telephone number
603-715-0844

F Name and address of principal officer:
JIM DEELY
PO BOX 2941
CONCORD NH 03301

G Gross receipts\$ 364,492

H(a) Is this a group return for subordinates? ☐ Yes ☒ No
H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions.

H(c) Group exemption number

I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: WWW.OVERCOMERSNH.ORG

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 2013

M State of legal domicile: NH

Part I Summary

1 Briefly describe the organization's mission or most significant activities:
SEE SCHEDULE O

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a) 3 10

4 Number of independent voting members of the governing body (Part VI, line 1b) 4 10

5 Total number of individuals employed in calendar year 2025 (Part V, line 2a) 5 4

6 Total number of volunteers (estimate if necessary) 6 32

7a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0

7b Net unrelated business taxable income from Form 990-T, Part I, line 11 7b 0

Revenue

8 Contributions and grants (Part VIII, line 1h) 254,965 232,892

9 Program service revenue (Part VIII, line 2g) 61,158 131,600

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 246 0

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 0

12 Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12) 316,369 364,492

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) 0

14 Benefits paid to or for members (Part IX, column (A), line 4) 0

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 195,870 180,244

16a Professional fundraising fees (Part IX, column (A), line 11e) 0

16b Total fundraising expenses (Part IX, column (D), line 25) 6,224

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 61,372 78,044

18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) 257,242 258,288

19 Revenue less expenses. Subtract line 18 from line 12 59,127 106,204

Net Assets or Fund Balances

20 Total assets (Part X, line 16) Beginning of Current Year 153,550 End of Year 253,236

21 Total liabilities (Part X, line 26) 12,184 5,666

22 Net assets or fund balances. Subtract line 21 from line 20 141,366 247,570

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer
LENA TASSI
Type or print name and title

TREASURER

Date

Paid Preparer Use Only

Preparer's name
Firm's name
Firm's address

Preparer's signature
THIS TAX RETURN
PREPARED BY A
NON-PAID PREPARER.

Date
Firm's EIN
Phone no.

Check ☐ if self-employed PTIN

May the IRS discuss this return with the preparer shown above? See instructions ☐ Yes ☒ No

For Paperwork Reduction Act Notice, see the separate instructions. DAA

Form 990 (2025)

Part III **Statement of Program Service Accomplishments**
Check if Schedule O contains a response or note to any line in this Part III ☒

- 1** Briefly describe the organization's mission:
SEE SCHEDULE O
- 2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No
If "Yes," describe these new services on Schedule O.
- 3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No
If "Yes," describe these changes on Schedule O.
- 4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **220,104** including grants of\$) (Revenue \$ **131,600**)
SEE SCHEDULE O

4b (Code:) (Expenses \$ including grants of\$) (Revenue \$)
N/A

4c (Code:) (Expenses \$ including grants of\$) (Revenue \$)
N/A

4d Other program services (Describe on Schedule O.)
(Expenses \$ including grants of\$) (Revenue \$)

4e Total program service expenses **220,104**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>		X
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X

Part IV Checklist of Required Schedules *(continued)*

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a.</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II.</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III.</i>		X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV.</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV.</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV.</i>		X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M.</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		X

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Yes No

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	4			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		X		
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a			X	
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b				
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a			X	
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			X	
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			X	
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c				
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a			X	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b				
7	Organizations that may receive deductible contributions under section 170(c).					
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a				
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b				
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c				
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e				
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f				
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g				
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h				
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8				
9	Sponsoring organizations maintaining donor advised funds.					
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a				
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b				
10	Section 501(c)(7) organizations. Enter:					
a	Initiation fees and capital contributions included on Part VIII, line 12	10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b				
11	Section 501(c)(12) organizations. Enter:					
a	Gross income from members or shareholders	11a				
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b				
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a				
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b				
13	Section 501(c)(29) qualified nonprofit health insurance issuers.					
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a				
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b				
c	Enter the amount of reserves on hand	13c				
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a			X	
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b				
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15			X	
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16			X	
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17				

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

☒

Section A. Governing Body and Management

			Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	1a	10		
b Enter the number of voting members included on line 1a, above, who are independent	1b	10		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		2		☒
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		3		☒
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		4		☒
5 Did the organization become aware during the year of a significant diversion of the organization's assets?		5		☒
6 Did the organization have members or stockholders?		6		☒
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		7a		☒
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		7b		☒
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?		8a	☒	
b Each committee with authority to act on behalf of the governing body?		8b	☒	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O.		9		☒

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a Did the organization have local chapters, branches, or affiliates?		10a	☒
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		11a	☒
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a Did the organization have a written conflict of interest policy? If "No," go to line 13		12a	☒
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		12b	☒
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done		12c	☒
13 Did the organization have a written whistleblower policy?		13	☒
14 Did the organization have a written document retention and destruction policy?		14	☒
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a The organization's CEO, Executive Director, or top management official		15a	☒
b Other officers or key employees of the organization		15b	☒
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		16a	☒
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **NH**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

CLEMENT KIGUGU
CONCORD

PO BOX 2941

NH 03301

603-715-0844

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) CLEMENT KIGUGU	30.00									
EXECUTIVE DIRECTOR	0.00			X				41,192	0	0
(2) KATHY BRUNET	2.00									
BOARD MEMBER	0.00	X						0	0	0
(3) GHANA DAHAL	0.25									
BOARD MEMBER	0.00	X						0	0	0
(4) JIM DEELY	1.00									
CHAIR	0.00	X		X				0	0	0
(5) REX HEITZ	1.00									
PAST CHAIR	0.00	X		X				0	0	0
(6) ERIC IRAKIZA	0.25									
BOARD MEMBER	0.00	X						0	0	0
(7) TOMEK JANKOWSKI	0.25									
BOARD MEMBER	0.00	X						0	0	0
(8) ROBERT KLEINER	0.25									
BOARD MEMBER	0.00	X						0	0	0
(9) JESSICA GEIBEN LYN	0.25									
BOARD MEMBER	0.00	X						0	0	0
(10) SIZA MTIMBIRI	0.25									
SECRETARY	0.00	X		X				0	0	0
(11) MUSHOSHERE MWENEWIRHU	0.25									
BOARD MEMBER	0.00	X						0	0	0

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) CLAIRE NEPA										
(12) BOARD MEMBER	0.25 0.00	X						0	0	0
(13) JAMES SNODGRASS										
(13) BOARD MEMBER	1.00 0.00	X						0	0	0
(14) LENA TASSI										
(14) TREASURER	1.00 0.00	X		X				0	0	0
(15)										
(16)										
(17)										
(18)										
(19)										
1b Subtotal								41,192		
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								41,192		

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	232,892			
	g	Noncash contributions included in lines 1a-1f	1g	\$			
	h	Total. Add lines 1a-1f		232,892			
	Program Service Revenue	2a		PROGRAM SERVICES	Business Code		
			131,600	131,600			
b							
c							
d							
e							
f		All other program service revenue					
g		Total. Add lines 2a-2f			131,600		
Other Revenue	3			Investment income (including dividends, interest, and other similar amounts)			
	4			Income from investment of tax-exempt bond proceeds			
	5			Royalties			
	6a	Gross rents	6a	(i) Real	(ii) Personal		
	b	Less: rental expenses	6b				
	c	Rental inc. or (loss)	6c				
	d	Net rental income or (loss)					
	7a	Gross amount from sales of assets other than inventory	7a	(i) Securities	(ii) Other		
	b	Less: cost or other basis and sales exps.	7b				
	c	Gain or (loss)	7c				
	d	Net gain or (loss)					
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a				
	b	Less: direct expenses	8b				
	c	Net income or (loss) from fundraising events					
	9a	Gross income from gaming activities. See Part IV, line 19	9a				
	b	Less: direct expenses	9b				
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances	10a				
b	Less: cost of goods sold	10b					
c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue	11a		Business Code				
	b						
	c						
	d		All other revenue				
	e		Total. Add lines 11a-11d				
	12		Total revenue. See instructions		364,492	131,600	0

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	41,192	28,834	12,358	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	114,451	112,355	2,058	38
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	12,168	11,038	1,127	3
10 Payroll taxes	12,433	11,278	1,152	3
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	3,086		3,086	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	13,000	10,400	1,950	650
12 Advertising and promotion				
13 Office expenses	8,321	5,734	2,260	327
14 Information technology	3,319	2,655	498	166
15 Royalties				
16 Occupancy	15,935	12,748	2,390	797
17 Travel	6,389	4,994	938	457
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	7,636	6,109	1,527	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a PROGRAM COSTS	8,740	8,740		
b PROGRAM EVENTS	3,895	3,895		
c FUNDRAISING	3,301			3,301
d TELEPHONE	1,655	1,324	248	83
e All other expenses	2,767		2,368	399
25 Total functional expenses. Add lines 1 through 24e	258,288	220,104	31,960	6,224
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year	
Assets	1	Cash—non-interest-bearing	153,550	1	178,236
	2	Savings and temporary cash investments		2	75,000
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net		4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges		9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a		
	b	Less: accumulated depreciation	10b	10c	
	11	Investments—publicly traded securities		11	
	12	Investments—other securities. See Part IV, line 11		12	
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11		15	
16	Total assets. Add lines 1 through 15 (must equal line 33)	153,550	16	253,236	
Liabilities	17	Accounts payable and accrued expenses	6,143	17	
	18	Grants payable		18	
	19	Deferred revenue	6,041	19	5,666
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26	Total liabilities. Add lines 17 through 25	12,184	26	5,666
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.				
	27	Net assets without donor restrictions	131,418	27	223,074
	28	Net assets with donor restrictions	9,948	28	24,496
	Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	141,366	32	247,570
33	Total liabilities and net assets/fund balances	153,550	33	253,236	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	364,492
2	Total expenses (must equal Part IX, column (A), line 25)	2	258,288
3	Revenue less expenses. Subtract line 2 from line 1	3	106,204
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	141,366
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	247,570

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public
Inspection

Name of the organization

OVERCOMERS REFUGEE SERVICES

Employer identification number

46-3028243

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- 2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- 4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 8 A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 9 An agricultural research organization described in section 170(b)(1)(A)(ix) operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 X An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. You must complete Part IV, Sections A and B.
 - b Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). You must complete Part IV, Sections A and C.
 - c Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). You must complete Part IV, Sections A, D, and E.
 - d Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization must generally satisfy a distribution requirement and an attentiveness requirement (see instructions). You must complete Part IV, Sections A and D, and Part V.
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						

- 12** Gross receipts from related activities, etc. (see instructions) **12**
- 13** **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

- | | | |
|---|-----------|---|
| 14 Public support percentage for 2025 (line 6, column (f), divided by line 11, column (f)) | 14 | % |
| 15 Public support percentage from 2024 Schedule A, Part II, line 14 | 15 | % |
- 16a** **33 1/3% support test — 2025.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐
- b** **33 1/3% support test — 2024.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐
- 17a** **10%-facts-and-circumstances test — 2025.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐
- b** **10%-facts-and-circumstances test — 2024.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐
- 18** **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	125,507	185,222	171,938	254,965	232,892	970,524
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose		37,247	56,919	61,158	131,600	286,924
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	125,507	222,469	228,857	316,123	364,492	1,257,448
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						1,257,448

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
9 Amounts from line 6	125,507	222,469	228,857	316,123	364,492	1,257,448
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources				246		246
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b				246		246
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)	125,507	222,469	228,857	316,369	364,492	1,257,694
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2025 (line 8, column (f), divided by line 13, column (f))	15	99.98 %
16 Public support percentage from 2024 Schedule A, Part III, line 15	16	99.98 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2025 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2024 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests — 2025. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b 33 1/3% support tests — 2024. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations *(continued)*

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (<i>see instructions</i>).			
a ☐ The organization satisfied the Activities Test. <i>Complete line 2 below.</i>			
b ☐ The organization is the parent of each of its supported organizations. <i>Complete line 3 below.</i>			
c ☐ The organization supported a governmental supported organization. <i>Describe in Part VI how you supported a governmental supported organization (see instructions).</i>			
2 Activities Test. Answer lines 2a and 2b below.		Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of its supported organization(s)? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to each of its supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
2a			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>			
2b			
3 Parent of Supported Organizations. Answer lines 3a, 3b, and 3c below.			
a Are the organization and its supported organization(s) part of an integrated system (for example, a hospital system)? <i>If "Yes," provide details in Part VI.</i>			
3a			
b Did the organization direct the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>			
3b			
c Did the organization have the power to regularly appoint or elect (and remove) a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>			
3c			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C – Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	

- 7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D – Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	5
6	Total annual distributions. Add lines 1 through 5.	6
7	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	7
8	Distributable amount for 2025 from Section C, line 6	8
9	Line 7 amount divided by line 8 amount	9

Section E – Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2025	(iii) Distributable Amount for 2025
1	Distributable amount for 2025 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2025 (reasonable cause required—explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2025		
a	From 2020		
b	From 2021		
c	From 2022		
d	From 2023		
e	From 2024		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2025 distributable amount		
i	Carryover from 2020 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2025 from Section D, line 6: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2025 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2025, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.		
6	Remaining underdistributions for 2025. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.		
7	Excess distributions carryover to 2026. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2021		
b	Excess from 2022		
c	Excess from 2023		
d	Excess from 2024		
e	Excess from 2025		

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, 3b, and 3c; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5 and 7; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

CLIENT COPY

Schedule B
(Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors
Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Name of the organization	Employer identification number
OVERCOMERS REFUGEE SERVICES	46-3028243
Organization type (check one):	

Filers of:	Section:
Form 990 or 990-EZ	☒ 501(c)(3) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust not treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization

OVERCOMERS REFUGEE SERVICES

Employer identification number

46-3028243

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	COMMUNITY DEVELOPMENT FINANCE AUTHORITY 14 DIXON AVENUE, STE 102 CONCORD NH 03301	\$ 32,515	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
2	NEW HAMPSHIRE CHARITABLE FOUNDATION 37 PLEASANT STREET CONCORD NH 03301	\$ 82,674	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
3	THE CLOWES FUND 320 N MERIDIAN STREET, STE 316 INDIANAPOLIS IN 46204	\$ 20,000	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
4	ST ANDREWS EPISCOPAL CHURCH 52 GOULD ROAD NEW LOUDON NH 03257	\$ 10,050	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
5	NEW HAMPSHIRE WOMEN'S FOUNDATION 18 LOW AVENUE, STE 205 CONCORD NH 03301	\$ 5,000	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
6	SARAH & PETER LION PO BOX 50 DEERFIELD NH 03037	\$ 5,000	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

Name of organization OVERCOMERS REFUGEE SERVICES	Employer identification number 46-3028243
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Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	CYNTHIA HAMILTON 5309 BACKTRAIL DRIVE AUSTIN TX 78731	\$ 5,145	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

**SCHEDULE O
(Form 990)**

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

Employer identification number

OVERCOMERS REFUGEE SERVICES

46-3028243

FORM 990 - ORGANIZATION'S MISSION

THE ORGANIZATION'S MISSION IS TO EDUCATE, EMPOWER, AND ENGAGE REFUGEES BY OFFERING SUPPORT SERVICES TO PROMOTE INDEPENDENCE AND INTEGRATION IN THE COMMUNITY BY PROVIDING ADVOCACY, RESOURCE SERVICES, AND EDUCATION TO REFUGEES IN THE CONCORD, NH AND SURROUNDING AREAS.

FORM 990, PART I, LINE 6

VOLUNTEERS INCLUDE THE BOARD OF DIRECTORS WHO ASSIST WITH THE ORGANIZATION'S FISCAL MANAGEMENT, GOVERNANCE, AND SUPPORT OF THE ORGANIZATION'S MISSION. OTHER VOLUNTEERS PROVIDE SERVICES TO SERVE THE ORGANIZATION'S REFUGEE POPULATION.

FORM 990, PART III, LINE 4A - FIRST ACCOMPLISHMENT

THE ORGANIZATION PROVIDES DIRECT SERVICES TO THE REFUGEE POPULATION TO PROMOTE CULTURAL ORIENTATION AND EDUCATIONAL SERVICES TO ASSIST IN THEIR TRANSITION INTO NEW AMERICANS. REFUGEES RECEIVE DETAILED IMMIGRATION AND RESETTLEMENT CURRICULUMS AND ENGAGE IN COMPREHENSIVE PROGRAMS TO PROMOTE INDEPENDENCE, CREATE OPPORTUNITIES, AND DEVELOP MEANINGFUL PARTNERSHIPS WITHIN THE COMMUNITY. CASE MANAGERS AND TRAINED VOLUNTEERS ASSIST REFUGEES WITH ACCESS TO SOCIAL SERVICES BY IDENTIFYING RESOURCES, MAKING REFERRALS TO PARTNER AGENCIES, HELPING FILL OUT FORMS, PROVIDING INTREPRETATION SERVICES, NAVIGATING THE IMMIGRATION PROCESS, AND ASSISTING WITH BASIC SERVICES SUCH AS SCHEDULING APPOINTMENTS AND PROVIDING TRANSPORTATION. THE ORGANIZATION ALSO PROVIDE SOCIAL SERVICES TO YOUTH AND WOMEN GROUPS AND SERVICES TO PROMOTE PEACE AND RECONCILIATION AMONGST DIFFERENT REFUGEE GROUPS THROUGH FORMAL CONFLICT RESOLUTION AND PEACE EDUCATION PROGRAMS. REFUGEES ALSO RECEIVE EDUCATIONAL, LANGUAGE, AND EMPLOYMENT SERVICES TO PROVIDE THEM WITH THE SKILLS NEEDED TO OBTAIN EMPLOYMENT OPPORTUNITIES.

FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990
THE FINANCE COMMITTEE REVIEWS AND PRESENT THE 990 TO THE BOARD OF DIRECTORS FOR REVIEW AND APPROVAL PRIOR TO FILING.

FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY
EACH BOARD MEMBER IS RESPONSIBLE FOR COMPLETING AND SUBMITTING A CONFLICT OF INTEREST POLICY UPON BECOMING A BOARD MEMBER. THE CONFLICT OF INTEREST POLICY IS REVIEWED ANNUALLY FOR ANY CHANGES. IF A CONFLICT ARISES, THAT PERSON IS EXCUSED FROM PARTICIPATING IN CONVERSATION AND BOARD ACTIONS.

FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL
SALARIES AND WAGES ARE CONSIDERED AND APPROVED BY THE BOARD OF DIRECTORS ONCE A YEAR WHEN PREPARING THE ANNUAL BUDGET BASED ON ANNUAL EMPLOYEE REVIEWS AND INFORMATION FROM COMPARABLE NONPROFIT ORGANIZATIONS.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION
DOCUMENTS ARE MADE AVAILABLE TO THE PUBLIC UPON REQUEST.

Form 990		Two Year Comparison Report		2024 & 2025	
Name		For calendar year 2025, or tax year beginning , ending		Taxpayer Identification Number	
OVERCOMERS REFUGEE SERVICES				46-3028243	
		2024	2025	Differences	
Revenue	1. Contributions, gifts, grants	1. 254,965	232,892	-22,073	
	2. Membership dues and assessments	2.			
	3. Government contributions and grants	3.			
	4. Program service revenue	4. 61,158	131,600	70,442	
	5. Investment income	5. 246		-246	
	6. Proceeds from tax exempt bonds	6.			
	7. Net gain or (loss) from sale of assets other than inventory	7.			
	8. Net income or (loss) from fundraising events	8.			
	9. Net income or (loss) from gaming	9.			
	10. Net gain or (loss) on sales of inventory	10.			
	11. Other revenue	11.			
	12. Total revenue. Add lines 1 through 11	12. 316,369	364,492	48,123	
Expenses	13. Grants and similar amounts paid	13.			
	14. Benefits paid to or for members	14.			
	15. Compensation of officers, directors, trustees, etc.	15. 70,296	41,192	-29,104	
	16. Salaries, other compensation, and employee benefits	16. 125,574	139,052	13,478	
	17. Professional fundraising fees	17.			
	18. Other professional fees	18. 3,537	16,086	12,549	
	19. Occupancy, rent, utilities, and maintenance	19. 13,617	15,935	2,318	
	20. Depreciation and Depletion	20.			
	21. Other expenses	21. 44,218	46,023	1,805	
	22. Total expenses. Add lines 13 through 21	22. 257,242	258,288	1,046	
	23. Excess or (Deficit). Subtract line 22 from line 12	23. 59,127	106,204	47,077	
Other Information	24. Total exempt revenue	24. 316,369	364,492	48,123	
	25. Total unrelated revenue	25.			
	26. Total excludable revenue	26. 61,404	131,600	70,196	
	27. Total assets	27. 153,550	253,236	99,686	
	28. Total liabilities	28. 12,184	5,666	-6,518	
	29. Retained earnings	29. 141,366	247,570	106,204	
	30. Number of voting members of governing body	30. 12	10		
	31. Number of independent voting members of governing body	31. 12	10		
32. Number of employees	32. 4	4			
33. Number of volunteers	33. 38	32			

Form 990	Tax Return History	2025
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Name OVERCOMERS REFUGEE SERVICES	Employer Identification Number 46-3028243
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	2021	2022	2023	2024	2025	2026
Contributions, gifts, grants	125,507	185,222	171,938	254,965	232,892	
Membership dues						
Program service revenue		37,247	56,919	61,158	131,600	
Capital gain or loss						
Investment income				246		
Fundraising revenue (income/loss)						
Gaming revenue (income/loss)						
Other revenue						
Total revenue	125,507	222,469	228,857	316,369	364,492	
Grants and similar amounts paid						
Benefits paid to or for members						
Compensation of officers, etc.	50,000	51,794	61,967	70,296	41,192	
Other compensation	84,633	75,619	71,552	125,574	139,052	
Professional fees	790	5,333	21,149	3,537	16,086	
Occupancy costs	10,100	13,260	13,535	13,617	15,935	
Depreciation and depletion						
Other expenses	23,615	34,605	31,961	44,218	46,023	
Total expenses	169,138	180,611	200,164	257,242	258,288	
Excess or (Deficit)	-43,631	41,858	28,693	59,127	106,204	
Total exempt revenue	125,507	222,469	228,857	316,369	364,492	
Total unrelated revenue						
Total excludable revenue		37,247	56,919	61,404	131,600	
Total Assets	74,698	102,231	154,418	153,550	253,236	
Total Liabilities	63,010	48,685	72,179	12,184	5,666	
Net Fund Balances	11,688	53,546	82,239	141,366	247,570	

46-3028243

FYE: 12/31/2025

Federal Statements

7/7/2026 8:50 AM

Form 990, Part IX, Line 11g - Other Fees for Service (Non-employee)

Description	Total Expenses	Program Service	Management & General	Fund Raising
CONSULTING	\$ 13,000	\$ 10,400	\$ 1,950	\$ 650
TOTAL	\$ 13,000	\$ 10,400	\$ 1,950	\$ 650

Form 990, Part IX, Line 24e - All Other Expenses

Description	Total Expenses	Program Service	Management & General	Fund Raising
DUES & SUBSCRIPTIONS	\$ 1,401	\$ 1,401		
MISCELLANEOUS	1,217		818	399
LICENSES & FEES	107		107	
CONTINUING EDUCATION	30		30	
BANK FEES	12		12	
TOTAL	\$ 2,767	\$ 0	\$ 2,368	\$ 399

46-3028243

FYE: 12/31/2025

Federal Statements

7/7/2026 8:50 AM

CLIENT COPY

Schedule A, Part III, Line 1(e)

Description	Amount
UNRESTRICTED CONTRIBUTION	\$ 223,142
NHCF OUTREACH	7,000
GRANTS:NH HOUSING GRANT	750
GRANTS:EFH	2,000
TOTAL	\$ 232,892

Schedule A, Part III, Line 2(e)

Description	Amount
PROGRAM SERVICES	\$ 131,600
TOTAL	\$ 131,600

Caseworker 1

DANIEL M. HUSSEIN

Professional Summary

A highly motivated Case Manager with 4 years of experience in job searches and placement. Possesses strong communication and organizational skills to effectively meet clients' needs.

Skills

- ❖ Case Management
- ❖ Social Services
- ❖ Job Placement
- ❖ Microsoft Office
- ❖ Problem Solving
- ❖ Active Listening
- ❖ Cultural Competence
- ❖ Empathy
- ❖ Languages: English, French, and Swahili

Work Experience

Walmart, Concord, NH

11/2016 - 08/2019

Produce Associate

- Receiving & stocking merchandise in an organized manner.
- Maintaining inventory so that there is no out of stock and over-stock products.
- Maintaining a clean, neat, and customer-ready area.
- Providing exceptional customer service to customers across the store as needed, answering any questions they may have.
- Maintaining a positive attitude by smiling, greeting and thanking customers.

Overcomers Refugee Services - Concord, NH

09/2019 – *present*

Case Manager

- Job searches and placement, resume building, and interview

preparation.

- Professional and/or emotional support to meet clients' needs.
- Find and obtain helpful resources for clients.
- Assist with interpretation and transportation.
- Help apply for various immigration documents.
- Find housing for clients, etc.

Education

Southern New Hampshire University (2022)

Bachelor of Arts (BA) in Human Services

CASE MANAGER 2

Overcomers Refugee Services

Chekeri Byimanikora

PROFESSIONAL SUMMARY

Dedicated and compassionate social worker with a Bachelor's degree in Social Work and an Associate's degree in Human Services, providing comprehensive support to refugee communities in Concord, NH. Proven ability to develop individualized service plans and coordinate with local agencies and healthcare providers. Fluent in English and a native speaker of Kinyarwanda, with a strong background in multicultural and multilingual environments.

EDUCATION

Bachelor of Science in Social Work

Plymouth State University, Plymouth, NH

Graduated: May 2023

Associate of Science in Human Services

NHTI -Concord's Community College, Concord, NH

Graduated: May 2021

EXPERIENCE

Case Manager

Overcomers Refugee Services, Concord, NH

Feb 2024 - Present

- Provides comprehensive case management services to refugees in the greater Concord area, assisting with their integration into the community.
- Develops individualized service plans, assessing clients' housing, employment, healthcare, and education needs.
- Coordinates with local agencies, health care providers, and educational institutions to ensure clients receive appropriate support and resources.
- Leads the implementation of grant-funded healthcare promotion efforts with NH refugees. This work involves coordination with and reporting to the NH Refugee Program.
- Coordinate monthly meetings of the Overcomers Women's Group.
- Assist with the coordination of youth activity programming

Social Work Intern

Overcomers Refugee Services, Concord, NH

January 2023 - May 2023

- Assisted with case management services for refugee clients. Interaction with clients was in-person, by email, and by phone.
- Provided clerical support, including case management intake documentation and updates to records in the internal case management tracking system.

Cashier

Plymouth State University - Plymouth, NH

February 2022 to- December 2022

Marketing Assistant

Foresight Tax - Concord, NH

November 2020 to March 2021

Tutor

Concord School District

January 2021 to February 2021

Home Health Aide

New Hampshire Home Care Providers - Concord, NH

September 2020 to February 2021

Translator and Interpreter for Refugee Clients

Overcomers Refugee Services - Concord, NH

May 2020 to - December 2020

VOLUNTEER AND COMMUNITY INVOLVEMENT

NH Technical Institute Cultural Exchange Club, Spring 2018 - Fall 2020

Concord High School Be the Change Club, Fall 2014 - Spring 2017

Building Community in New Hampshire (BCNH), Board member, March 2018 - August 2021

Plymouth State University Black Student Union, Fall 2021 - Spring 2023

LANGUAGES

Kinyarwanda (Native), English (Fluent)

EXECUTIVE DIRECTOR RESUME

Overcomers Refugee Services

Clement N. Kigugu

I am a dedicated professional with a deep sense of service to others. Over 25 years of experience in refugee resettlement and social services in the US and Africa. Proven track record in organizational leadership, program development, and community engagement. Skills and abilities include cultural competence, situationally appropriate communication, advocacy and networking, trauma-informed counseling and support, and language fluency. Recognized within the community for empathetic and compassionate problem-solving and leadership.

EXPERIENCE

Founder and owner

Hope Fountains Care LLC Concord NH 03301

2020 to Present

Founder and Executive Director

Overcomers Refugee Services (ORS), Concord, NH

10/2013 – Present

- Organize, manage, and lead the organization.
- Collaborate with the ORS board to develop and execute strategic plans
- Fundraising and grant-seeking for the organization
- Financial management and budgeting
- Hire, train, and supervise staff to ensure the delivery of effective services.
- Plan and coordinate special programming.

Education and Employment Specialist

Ascentria Care Alliance, Concord, NH

03/2014 – 10/2017

- Caseworker for newly resettled refugee
- Development-networking with employers to identify job openings
- Provide employment counseling, including assistance with job readiness training, application support, job placement, and follow-up.
- Facilitate communication between clients and employers

Multi-languages Interpreter

Lutheran Social Services, Concord, NH

2011 – 2014

- Provide language interpretation services in Kinyarwanda, Kirundi, Swahili, Lingala, and French
- Accompany clients to appointments and work-placement interviews with clients.

Direct Support Professional

Easter Seals, Bow, NH

2010 – 2017

- Assist individuals with disabilities in their daily routine (appointments, groceries, cooking, etc.)
- Help to create behavior plans and teach self-care and social skills to clients for self-reliance.

Coordinator/Manager

Gira Impuhwe Institute & ANSP, Kigali, Rwanda

1999 – 2006

Organize, manage, and lead the non-profit organization for the district of Nyanza

Coordinate field activities in rural areas

Provide post-traumatic support to survivors of the Rwandan genocide of 1994

Support individuals living with AIDS/HIV and counsel them to live optimistically.

EDUCATION

University Libre de Kigali, Kigali, Rwanda, 1999

Bachelor of Arts in Business Management

LANGUAGES

Professional proficiency in English, French, Swahili, Kinyarwanda, Kirundi, and Lingala.

CERTIFICATIONS

Medical interpretation training, Southern NH Area Health Education Center (AHEC), Manchester, NH (2009)

Intensive training on demographic information systems, Environmental Systems Research Institute (Esri), Geneva, Switzerland (2002)

Economic competence in the foundation of entrepreneurship, ActionAid Rwanda (2002)

Finance of micro-project, Catholic Relief Services, Kigali, Rwanda (2002)

Intensive training on living with AIDS/HIV and other disabilities, ANSP+, Kigali, Rwanda (2000)

Intensive training on Post-Traumatic Stress Disorder, Ministry of Health, Rwanda (2000)

TRAINING PROGRAMS

Greater Concord Chamber of Commerce Lead Program - Class of 2017

Leadership NH - Class of 2023

NH Center for Nonprofits Chief Executive Roundtables Program - 2020

VOLUNTEER AND COMMUNITY ENGAGEMENT

The Overcomers Church of God, Concord, NH, Senior Pastor, 2014 to present

New Hampshire Advisory Committee for the US Global Leadership Coalition, 2023 to Present

State of NH Refugee Advisory Council, 2017 to Present

NH Judicial Branch Steering Committee on Diversity and Inclusion, 2023 to present

City of Concord, Diversity, Equity, Inclusion, Justice & Belonging Committee
June 2024 to present

Rotary Club of Concord, 2019 to present; Board member since 2023

CATCH Neighborhood Housing, January 2024 to present

Fair Housing Advisory Council for New Hampshire Housing March 2024 to present

Second Start, Former Board member 2018 to 2024

RECOGNITIONS

2024 New Hampshire's Top 200 Most Influential Business Leaders, NH Business Review

40 Influencers Leaders, Business NH Magazine, January 2024

Employee Recognition Award, Ascentria Care Alliance March 2015

Volunteer Award, Head Start Program, Concord NH, 2009 to 2010

Linda A. Douglas M.S. Ed.

Profile & Qualifications

Solid background in domestic violence, substance abuse and homeless services. Experienced in implementation and development of programs for substance abusing battered women. Skilled in developing and providing training, supervision of work teams and maintaining a strong program assisting homeless, battered women and children. Has worked on various committees on the state and local level to provide advocacy and development of services to assist homeless families and individuals including victims of domestic violence and women and children affected by substance abuse. Extensive knowledge of trauma-informed services. Well known New England region as speaker on trauma informed services. Proficient in online training programs – Canvas and Moodle.

Education & Certifications

M.S. Ed. (Emphasis Agency Counseling) Old Dominion University
B.S. Liberal Arts (Business Management) Virginia Wesleyan College

August 1995
May 1989

Career History

Overcomers Refugee Services

July 2022 to present

Administrative Assistant/Assistant Director

- General office duties include basic accounting and correspondence
- Assist with grant writing, management, and billing for reimbursements
- Volunteer recruitment and management

Granite State College CWEP

2019 to present

Instructor

- Provided technical assistance in creating Children Exposed to DV module and has been the instructor for this course for the past two years, most recently on Canvas
- Occasional instructor for How's Your Stress Life
- Has been an instructor for the DCYF Core Academy on Canvas since spring of 2020 for Domestic Violence Dynamics and Trauma Informed Child Welfare

New Hampshire Coalition Against Domestic and Sexual Violence

Trauma Specialist

April 2009 – July 2022

- Develop and implement trainings to enhance the capacity of member programs of the coalition, and local communities, to address the affects of trauma and the complex needs of victims with mental health and substance abuse problems.
- Research current trends in trauma-informed therapy and services.
- Educate community agencies on trauma-informed care.
- Provide technical assistance to advocates from domestic violence and sexual assault center who provide direct services to survivors.
- Train advocates and other professionals on meeting the needs of children exposed to domestic violence and their parents.

Monadnock Family Services

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Recovery Support Service, Manager/Clinician

January 1, 2007 –April 2009

- Supervise case managers, assess consumers for placement into support services, and participate in clinical team meetings to determine appropriate treatment plans for consumers. Provide one on one and group counseling to dually diagnosed mental ill/substance abusing adults. Co-facilitates DBT groups. Prepare statistical reports for funding sources and assist in grant writing.

Substance Abuse Clinician

July 1, 2005 – December 31, 2006

- Assess clients for substance abuse and dependence, provide individual counseling to adults with substance abuse/dependence, provide referrals for psychiatric evaluation, implement treatment plans, attend weekly clinical case reviews.

YWCA of South Hampton Roads

Sept 1994 – June 2005

Director – Women in Crisis/Women in Recovery

- Designed and implemented the award winning Women in Recovery Program in 1996 to provide services for battered substance abusing women, the first program of its kind in the country.
- Responsible for supervision of shelter team of ten employees (includes hiring and firing)
- Oversaw direct services within emergency shelter and transitional housing programs that serve over 400 women and children per year.
- Supervised planning and scheduling for maintenance of three buildings.
- Serves as agency representative on Norfolk Homeless Consortium, the continuum of care for all HUD funded homeless services in the City of Norfolk. Served as chair of the Consortium for 3 years. Served as chair of the Standards of Care committee which will be responsible for assessing homeless services. Served on Mental Illness/Substance Abuse Sub-Committee of the Norfolk Blue Ribbon Commission on Homelessness.
- Served 4 years as area representative on the board of the state coalition, Virginians Against Domestic Violence. Member of Certification Committee and also served on the committee that started the process of merging the state sexual assault and domestic violence coalitions.
- Served as agency representative on Hampton Roads Family Violence Alliance which is currently the local community coordinated response for developing and implementing a local primary prevention program under a grant from the Center for Disease Control.
- Provided training to community groups and allied professions (Department of Social Services, Probation and Parole, Substance Abuse Services) in substance abuse and battered women, the dynamics of domestic violence, and healthy relationships. Implemented women's anger management program. Assisted in development of battered women and substance abuse training with state coalition.

Norfolk Community Services Board

December 1998 – January 2001

Substance Abuse Counselor – Women's Day Treatment Program

Provided substance abuse counseling and education to approximately 20-30 women in a five day per week day treatment program. Performed various case management functions and maintained client records.

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