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 10, 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 enter into a **Sole Source** amendment to an existing contract with International Institute of New England, Inc. (VC#177551), Boston, MA to continue to provide the coordination of the Refugee Initial Domestic Medical Examinations to individuals who are eligible for services through the Office of Refugee Resettlement, by exercising a contract renewal option by increasing the price limitation by $40,000 from $1,913,094 to $1,953,094 and extending the completion date from September 30, 2026 to September 30, 2027, effective October 1, 2026 upon Governor and Council approval. 100% Federal Funds.

The original contract was approved by Governor and Council on June 26, 2024, item #63, and amended on August 13, 2025, Late Item B.

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

This request is **Sole Source** because MOP 150 requires all amendments to agreements originally approved as sole source to be identified as sole source. The Contractor is one (1) of two (2) qualified providers that has an agreement with the United States Department of State to resettle families via the U.S. Refugee Program and has access to refugee demographic information necessary to perform these services. Through the federal contract, the Contractor develops and implements an integration plan for each refugee arriving in New Hampshire. The Contractor also possesses the cultural and linguistic expertise needed to serve the various refugee populations.

The purpose of this request is to exercise a contract renewal option to continue coordination of the Refugee Initial Domestic Medical Examination for newly arrived individuals who are eligible for services through the Office of Refugee Resettlement. The Contractor will continue to coordinate and schedule comprehensive medical examinations, including laboratory testing, immunizations, and referrals for specialty care when needed. These services ensure that new arrivals receive required health screenings, identify and address medical conditions early, and establish connections to ongoing healthcare. Completion of the Domestic Medical Examination supports successful resettlement by addressing health conditions that may otherwise delay employment, education, and community integration. It also protects public health by ensuring communicable diseases and other health concerns are identified and treated promptly.

Approximately 125 individuals will be served annually.

The amendment is limited to coordination of the Domestic Medical Examination and follow-up referrals for conditions identified during the examination withing the first 90 days after arrival. These coordination services are especially important in New Hampshire, where limited public transportation, long travel distances to primary and specialty care providers, and language and cultural barriers make it difficult for newly arrived refugees to independently navigate the healthcare system. Continued Domestic Medical Examination coordination helps ensure timely completion of required medical services and access to appropriate follow-up care.

The Department will monitor services by reviewing programmatic reports, performing in-person agency monitoring and conducting file reviews to ensure the Contractor provides the required services.

As referenced in Exhibit A of the original agreement, the parties have the option to extend the agreement for up to three (3) 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 Council not authorize this request the Office of Refugee Resettlement eligible individuals resettled in the State will not have access to foundational case management for Domestic Medical Exams that impact their ability to become self-sufficient and achieve sustained social and economic wellbeing.

Area served: Statewide.

Source of Federal Funds: Assistance Listing Number #93.556 FAIN #2601NHRCMA.

Respectfully submitted,

Ann Marie W. Landry *For:*

Lori A. Weaver
Commissioner

DEPARTMENT OF HEALTH AND HUMAN SERVICES

FISCAL DETAILS SHEET

SS-2025-OHE-02-TARGE-01-A01

05-95-95-950010-72090000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS, HHS:COMMISSIONERS OFFICE, OFFICE OF THE COMMISSIONER, REFUGEE SERVICES

100% Federal Funds

IINE CASE COORDINATION 7/1/24 - 9/30/27 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Amount
2025	102-500731	Contracts for Prog Svc	95070016	$48,000.00	$0.00	$48,000.00
2026	102-500731	Contracts for Prog Svc	95070016	$12,000.00	$0.00	$12,000.00
2027	102-500731	Contracts for Prog Svc	95070016	$0.00	$30,000.00	$30,000.00
2028	102-500731	Contracts for Prog Svc	95070016	$0.00	$10,000.00	$10,000.00
		Sub Total		$60,000.00	$40,000.00	$100,000.00

IINE AFGHAN HEALTH PROMOTION 10/1/24 - 9/30/26 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Amount
2025	102-500731	Contracts for Prog Svc	95072313	$27,126.00	$0.00	$27,126.00
2026	102-500731	Contracts for Prog Svc	95072313	$46,831.00	$0.00	$46,831.00
2027	102-500731	Contracts for Prog Svc	95072313	$9,448.00	$0.00	$9,448.00
		Sub Total		$83,405.00	$0.00	$83,405.00

IINE REFUGEE HEALTH PROMOTION 10/1/24 - 9/30/25 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Amount
2025	102-500731	Contracts for Prog Svc	95072303	$2,042.00	$0.00	$2,042.00
2026	102-500731	Contracts for Prog Svc	95072303	$682.00	$0.00	$682.00
		Sub Total		$2,724.00	$0.00	$2,724.00

IINE ALL POPULATIONS HEALTH PROMO (UKR HP FUNDS) 10/1/24-9/30/26 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Amount
2025	102-500731	Contracts for Prog Svc	95072323	$49,411.00	$0.00	$49,411.00
2026	102-500731	Contracts for Prog Svc	95072323	$33,273.00	$0.00	$33,273.00
2027	102-500731	Contracts for Prog Svc	95072323	$4,200.00	$0.00	$4,200.00
		Sub Total		$86,884.00	$0.00	$86,884.00

IINE REFUGEE HEALTH PROMOTION 10/1/24 - 9/30/26 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Amount
2025	102-500731	Contracts for Prog Svc	95072403	$46,875.00	$0.00	$46,875.00
2026	102-500731	Contracts for Prog Svc	95072403	$62,500.00	$0.00	$62,500.00
2027	102-500731	Contracts for Prog Svc	95072403	$15,625.00	$0.00	$15,625.00
		Sub Total		$125,000.00	$0.00	$125,000.00

IINE REFUGEE SCHOOL IMPACT 10/1/24 - 9/30/26 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Amount
2025	102-500731	Contracts for Prog Svc	95072402	$52,500.00	$0.00	$52,500.00
2026	102-500731	Contracts for Prog Svc	95072402	$101,305.00	$0.00	$101,305.00
2027	102-500731	Contracts for Prog Svc	95072402	$25,326.00	$0.00	$25,326.00
		Sub Total		$179,131.00	$0.00	$179,131.00

IINE AFGHAN SOCIAL SERVICES 10/1/24 - 9/30/26 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Amount
2025	102-500731	Contracts for Prog Svc	95072311	$360,000.00	$0.00	$360,000.00
2026	102-500731	Contracts for Prog Svc	95072311	$389,680.00	$0.00	$389,680.00
2027	102-500731	Contracts for Prog Svc	95072311	$67,420.00	$0.00	$67,420.00
		Sub Total		$817,100.00	$0.00	$817,100.00

IINE AFGHAN LEGAL ASSISTANCE (AFG RSSS FUNDS) 10/1/24 - 9/30/25 Vendor #177551

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Current Amount
2025	102-500731	Contracts for Prog Svc	95072315	$135,000.00	$0.00	$135,000.00

2026	102-500731	Contracts for Prog Svc	95072315	$45,000.00	$0.00	$45,000.00
		Sub Total		$180,000.00	$0.00	$180,000.00

IINE **UKRAINE SOCIAL SERVICES 10/1/24 - 9/30/26** **Vendor #177551**

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Current Amount
2025	102-500731	Contracts for Prog Svc	95072321	$79,576.00	$0.00	$79,576.00
2026	102-500731	Contracts for Prog Svc	95072321	$115,926.00	$0.00	$115,926.00
2027	102-500731	Contracts for Prog Svc	95072321	$22,350.00	$0.00	$22,350.00
		Sub Total		$217,852.00	$0.00	$217,852.00

IINE **Ukraine School Impact 7/1/25 - 9/30/26** **Vendor #177551**

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increase (Decrease) Amount	Current Amount
2026	102-500731	Contracts for Prog Svc	95072322	$128,798.00	$0.00	$128,798.00
2027	102-500731	Contracts for Prog Svc	95072322	$32,200.00	$0.00	$32,200.00
		Sub Total		$160,998.00	$0.00	$160,998.00

Overall Total	**$1,913,094.00**	**$40,000.00**	**$1,953,094.00**

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

This Amendment to the Targeted Refugee 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 June 26, 2024 (Item #63), as amended on August 13, 2025 (Late Item #B), 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:

   $1,953,094

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

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

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

4. Modify Exhibit 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.

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

   1. This Agreement is funded by:

   1.1. 100% Federal Funds

   1.1.1. 3% Federal funds, ORR Refugee Case & Medical Assistance (Coordination of DME), as awarded on July 6, 2023, by DHHS Administration for Children and Families, ALN #93.566, FAIN #2401NHRCMA.

   1.1.2. 2% Federal funds, Refugee Support Services and Set Asides (FFY23 Afghan RHP), as awarded on July 6, 2023, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2301-NHRSSS-06.

   1.1.3. 3% Federal funds, Refugee Support Services and Set Asides (FFY23 Afghan RHP), as awarded on November 30, 2022, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2301NHRSSS-02.

1.1.4. 1% Federal funds, Refugee Support Services and Set Asides (FFY23 RHP Supplement), as awarded on May 12, 2023, by the DHHS Administration for Children and Families, ALN #93.556, FAIN #2301NHRSSS-05.

1.1.5. 3% Federal funds, Refugee Support Services ad Set Asides (FFY23 UKR RHP), as awarded on May 12, 2023, by the DHHS Administration Children and Families, ALN #93.566, FAIN #2301NHRSSS-05.

1.1.6. 1% Federal funds, Refugee Support Services and Set Asides (FFY23 IKR RHP), as awarded on November 3, 2022, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2301NHRSSS-00.

1.1.7. 6% Federal funds, Refugee Support Services and Set Asides (FFY24 Refugee Health Promotion), as awarded on February 9, 2024, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2401NHRSSS-02.

1.1.8. 7% Federal funds, Refugee Support Services and Set Asides (FFY24 Refugee School Impact), as awarded on February 9, 2024, by the DHHS Refugee School Impact), as awarded on February 9, 2024, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2401NHRSSS-02.

1.1.9. 2% Federal funds, Refugee Support Services and Set Asides (Refugee School Impact), as awarded on March 7, 2023, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2301NHRSSS-03.

1.1.10. 6% Federal funds, Refugee Support Services and Set Asides (Ukraine Base), as awarded on July 6, 2023, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2301NHRSSS-06.

1.1.11. 6% Federal funds, Refugee Support Services and Set Asides (Ukraine Base), as awarded on November 30, 2022, by the DHHS, Administration for Children and Families, ALN #93.566, FAIN #2301NHRSSS-02.

1.1.12. 33% Federal funds, Refugee Support Services and Set Asides (Afghan Base), as awarded on July 6, 2023, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2301NHRSSS-06.

1.1.13. 8% Federal funds, Refugee Support Services and Set Asides (Afghan Base) by the DHHS Administration for Children and Families, ALN #93.556, FAIN #2301NHRSSS-02.

1.1.14. 8% Federal funds, Refugee Support Services and Set Asides (Immigration related legal assistance for Afghans), as awarded on July 6, 2023, by the DHHS Administration for children and Families, ALN #93.556, FAIN #2301NHRSSS-06 SAS Base.

1.1.15. 9% Federal funds, Refugee Support Services and Set Asides (Ukraine School Impact), as awarded on May 12, 2023, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2301NHRSSS-05.

1.1.16. 2% Federal funds, Refugee Support Services and Set Asides (ORR Refugee Case and Medical Assistance), as awarded on November 13, 2025, by the DHHS Administration for Children and Families, ALN #93.566, FAIN #2601NHRCMA-00.

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

   4. 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.

7. 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

8/3/2026
Date

Signed by:
Reuben Hampton
4FE2074078364A2...

Name: Reuben Hampton
Title: Director, Office of Health Access

International Institute of New England, Inc.

7/15/2026
Date

DocuSigned by:
Jeffrey Thielman
FC9947C0F978428...

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

8/5/2026

DocuSigned by:
Robyn Guarino
748734844941460...

Date

Name: Robyn Guarino
Title: Attorney

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: ________________ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

Date

Name:
Title:

EXHIBIT B – Amendment #2

Scope of Services

1. **Statement of Work**

1.1. The Contractor must provide Targeted Refugee Services to Office of Refugee Resettlement (ORR)-eligible individuals in this Agreement by providing coordination related to the Domestic Medical Exam (DME).

1.2. For purposes of this Agreement, all references to days means business days, excluding state and federal holidays.

1.3. For the purposes of this Agreement, all references to business hours means Monday through Friday, 8am to 4pm.

1.4. The contractor must provide coordination related to the Refugee Initial Domestic Medical Examination (DME) for ORR-eligible individuals (herein after, individuals) arriving to New Hampshire, including, but not limited to:

1.4.1. Reviewing and retaining a copy of each individual's I-94 Form, Asylee Grant Letter, and/or other available documents to determine eligibility.

1.4.2. Providing all available overseas and/or other available medical records for each individual, in a timely manner, to the health provider performing the DME prior to initial scheduled appointment(s).

1.4.3. Explaining the purpose and benefits of the DME to ensure each individual understands:

1.4.3.1. The reason for each examination component; and

1.4.3.2. The assistance to be provided throughout the process.

1.4.4. Scheduling DMEs at the earliest possible date after arrival, but no later than within ninety (90) days of the individual's ORR determined service eligibility date for:

1.4.4.1. 100% of individuals with refugee status; and

1.4.4.2. 100% of ORR-eligible individuals other than refugees, who desire coordination related to the DME.

1.4.5. Scheduling all appointments that are in support of a comprehensive DME, including, but not limited to:

1.4.5.1. Laboratory work.

1.4.5.2. Tuberculosis testing.

1.4.5.3. Screenings for:

1.4.5.3.1. Lead;

1.4.5.3.2. Mental health; and

1.4.5.3.3. Other screenings as applicable.

1.4.5.4. Immunizations.

1.4.5.5. Physical examinations.

1.4.6. Scheduling each discrete first follow-up appointment resulting from the DME, that will occur within ninety (90) days of service eligibility or earlier as referenced in 1.4.4., above.

1.4.7. Ensuring access to, coordinating referrals for and scheduling any other needed first appointment follow-up care, within ninety (90) days of service eligibility, including, but not limited to:

1.4.7.1. Specialty healthcare.

1.4.7.2. Mental health services.

1.4.7.3. Dental services.

1.4.7.4. Emergency care.

1.4.8. Ensuring prescription medications are picked up and that dosage instructions are understood by the individual.

1.4.9. Working with providers to ensure they understand and address the communication access needs of the individuals.

1.4.9.1. If providers do not provide communication access, the Contractor must notify the Managed Care Organization and/or Medicaid, as appropriate, and the Department within twenty-four (24) hours.

1.4.10. Ensuring transportation is provided to each DME and any follow-up appointment according to the following prioritization:

1.4.10.1. Contractor-provided transportation;

1.4.10.2. Arranging volunteer-provided transportation; and

1.4.10.3. Arranging Medicaid transportation as a last resort.

1.5. The Contractor must assign one (1) Coordinator who has the following preferred qualifications:

1.5.1. Experience working with refugees or immigrants;

1.5.2. A bicultural/bilingual background;

1.5.3. Current knowledge of the U.S. health care system; and

1.5.4. Case management experience with an understanding of current case management best practices.

1.6. The Contractor agrees that once all components of the DME and associated follow-up described in Section 1.4.6. have been completed, at whichever time within the ninety (90) days of service eligibility, that any needed ongoing health case management services are provided under the Refugee Support Services and/or Refugee Health Promotion Program.

1.7. Reporting

1.7.1. The Contractor must submit on a monthly basis the Coordination of Domestic Medical Examination invoices, on a form provided by the Department, using a sFTP site.

1.7.2. The Contractor must submit any de-identified, aggregate data indicators required by ORR related to the initial DME, as specified by the Department.

1.7.3. The Contractor must participate in on-site reviews conducted by the Department on an annual basis, or as otherwise requested by the Department.

1.7.4. The Contractor must participate in meetings with the clinics carrying out the Refugee Domestic Medical Examination and with the Department, for purpose of reporting anticipated upcoming arrivals, identifying any anticipated arrivals with special medical needs, and assisting with the coordination of DME and/or any referrals arising from DME, on a monthly basis, or as otherwise requested by the Department's State Refugee Coordinator/State Refugee Health Coordinator.

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

1.8. The Contractor must ensure all required services described in this Agreement are:

1.8.1. Person-centered;

1.8.2. Trauma-informed;

1.8.3. Strengths-based; and

1.8.4. Culturally and Linguistically Appropriate (CLAS).

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

1.10. 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:

1.10.1. Review performance;

1.10.2. Discuss current caseload and needed supports and services; and

1.10.3. Identify and address challenges and barriers to providing services.

1.11. Notwithstanding Paragraph 8., Events of Default/Remedies and 9., Termination of the General Contract Provisions of this Agreement (P-37), the Contractor must develop and submit a corrective action plan for any performance measure(s) not on target to be achieved annually, in accordance with this Agreement, to the Department on a quarterly basis until such time all measures are achievable. The corrective action plan must include:

1.11.1. The barrier(s) to achieving the measure(s) annually; and

1.11.2. A detailed plan to achieve the measure(s) that must include, but is not limited to, a timeline.

1.12. The Contractor must actively and regularly collaborate with the Department to enhance contract management, improve results and adjust program delivery and policy based on successful outcomes.

1.13. The Contractor must maintain eligibility verification documents, case notes and progress reports in client files and make them available to the Department upon request.

1.14. The Contractor must participate in the Department's database or centralized data collection system if requested by the Department.

1.15. The Contractor must ensure staff participate in trainings on Federal CLAS and civil rights laws compliance, including policies and procedures for handling discrimination complaints as provided by the Department.

1.16. The Contractor must participate in virtual or in-person meetings with the Department upon request, in addition to any meeting requirements described in the Statement of Work above.

1.17. Background Checks

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

1.17.1.1. 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;

1.17.1.2. 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

1.17.1.3. 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.

1.18. Confidential Data

1.18.1. 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.

1.18.2. 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.

1.19. Privacy Impact Assessment

1.19.1. 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:

1.19.1.1. How PII is gathered and stored;

1.19.1.2. Who will have access to PII;

1.19.1.3. How PII will be used in the system;

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

1.19.1.5. Privacy practices.

1.19.2. 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.

1.20. Department Owned Devices, Systems and Network Usage

1.20.1. 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 fulfilment of this Agreement, each End User must:

1.20.1.1. 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;

1.20.1.2. 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;

1.20.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;

1.20.1.4. 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;

1.20.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;

1.20.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;

1.20.1.7. 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."

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

1.20.1.9. Agree when utilizing the Department's email system:

1.20.1.9.1. To only use a Department email address assigned to them with a "@ affiliate.DHHS.NH.Gov".

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

1.20.1.9.3. 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."

1.20.1.10. 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:

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

1.20.1.10.2. 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.

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

1.20.1.11. 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.

1.20.1.12. Contractor agrees to notify the Department a minimum of three 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.

1.20.2. Workspace Requirement

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

1.21. Contract End-of-Life Transition Services

1.21.1. General Requirements

1.21.1.1. 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.

1.21.1.2. 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.

1.21.1.3. 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.

1.21.1.4. 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.

1.21.1.5. 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.

1.21.1.6. 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.

1.21.2. Completion of Transition Services

1.21.2.1. 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.

1.21.2.2. 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.

1.21.3. Disagreement over Transition Services Results

1.21.3.1. 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 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. Eligibility Determinations

3.4.1. The Contractor must make eligibility determinations in accordance with applicable federal and state laws, regulations, orders, guidelines, policies and procedures.

3.4.2. The Contractor must ensure all applicants are permitted to fill out an application form and must notify each applicant of their right to request a fair hearing in accordance with New Hampshire RSA 126-A:5 and Department 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. Statistical, enrollment, attendance or visit records for each recipient of services, which records must include all records of application and eligibility (including all forms required to determine eligibility for each such recipient), records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.

4.1.4. Medical records on each patient/recipient of 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:	*Targeted Refugee Services*	
Budget Period:	*October 1, 2026 - September 30, 2027*	
Indirect Cost Rate (if applicable)	0.00%	
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	$23,853	$7,951
2. Fringe Benefits	$5,486	$1,829
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	$256	$85
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)	$405	$135
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	$30,000	$10,000
Total Indirect Costs	$0	$0
Subtotals	$30,000	$10,000
Total	**$40,000**	

DS

JT

Contractor Initials: ___________

Date: 7/15/2026

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.

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
FAX (A/C, No): 1-888-467-2378
E-MAIL ADDRESS: certificates@wtwco.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Indemnity Insurance Company	18058
INSURER B : Technology Insurance Company Inc	42376
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
International Institute of New England, Inc.
2 Bolyston Street
3rd Floor
Boston, MA 02116

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	X COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X 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 ☐ SCHEDULED AUTOS X HIRED AUTOS ONLY X 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	X UMBRELLA LIAB X OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED X 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 Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? No (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		TWC4734688	01/01/2026	01/01/2027	X 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

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, Massachsetts, New Hampshire, New Jersey, New York, Rhode Island & Virginia.

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

CERTIFICATE HOLDER

NH Department of Health & Human Services
129 Pleasant Street
Concord, NH 03301

CANCELLATION

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

AUTHORIZED REPRESENTATIVE
Patricia A Forry

SR ID: 30259892 BATCH: 4516743

NONPROFIT COVER SHEET

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

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

Laura Campiglia de Mendez, (617) 695 – 9990, lmendez@iine.org and grants@iine.org

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
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**):**

Name	Role	Annual Salary	Amount Paid From This Contract
Zazie Alaska Sawyer	Community Services Manager	$ 71,624.00	$5,729.92
Kate Ross	Lead Case Specialist	$ 62,081.00	$26,074.03

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

E. Check one of the following:

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

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

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:

[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

FINANCIAL DISCLOSURES

G. Check one the following:

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

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

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

1. INCOME STATEMENT

Revenue

Grants	$
Donations	$
Program Services Revenue	$
Interest & Dividends	$
All other Revenue	$
Total Revenue	$

Expenses

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

2. BALANCE SHEET

Assets

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

Liabilities

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

14017	International Institute of New England, Inc.	2 Boylston Street, 3rd FL	Boston	MA	02116	G	8/15/2026

International Institute of New England

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

AAFCPAs
great minds | great hearts

50 Washington Street
Westborough, MA 01581
508.366.9100
aafcpa.com

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.

AAFCPAs, 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	$ 29,281,627	$ 28,576,209
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	3,340,821	5,144,534
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	25,940,806	23,431,675
Total liabilities and net assets	$ 29,281,627	$ 28,576,209

The accompanying notes are an integral part of these statements.

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	$ 20,739,127	$ 5,201,679	$ 25,940,806	$ 16,805,358	$ 6,626,317	$ 23,431,675

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

	2025	2024
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	1,683,382	244,003
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	(1,302,606)	392,119
Net Change in Cash	380,776	636,122
Cash:		
Beginning of year	1,268,297	632,175
End of year	$ 1,649,073	$ 1,268,297

The accompanying notes are an integral part of these statements.

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	$ 22,261,990	$ 3,558,897	$ 2,588,109	$ 28,408,996	$ 28,888,235

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

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.

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.

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.

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.

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.

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.

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Donated Goods and Services (Continued)

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

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

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.

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:

	2025	2024
Time restricted	$ 5,079,248	$ 6,136,745
Purpose restricted	122,431	489,572
	$ 5,201,679	$ 6,626,317

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:

2025	Level 1	Level 2	Level 3	Total
Money market funds	$ 1,293,065	$ -	$ -	$ 1,293,065
Equity Mutual funds:				
Large Cap Blend	4,069,550	-	-	4,069,550
Foreign Large Cap Blend	3,547,207	-	-	3,547,207
Other	2,414,488	-	-	2,414,488
Total Equity Mutual funds	10,031,245	-	-	10,031,245
Fixed income	2,546,610	-	-	2,546,610
	$ 13,870,920	$ -	$ -	13,870,920
Limited liability partnerships				2,564,706
Total investments				$ 16,435,626

5. INVESTMENTS (Continued)

2024	Level 1	Level 2	Level 3	Total
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	2,270,775	-	-	2,270,775
Total Equity Mutual funds	8,958,925	-	-	8,958,925
Fixed income	1,010,153	-	-	1,010,153
	$ 11,192,351	$ -	$ -	11,192,351
Limited liability partnerships				2,279,544
Total investments				$ 13,471,895

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:

Funder	Operating Revenue and Support %		Government Contracts, Contributions and Accounts Receivables %	
	2025	2024	2025	2024
Commonwealth of Massachusetts	35%	26%	18%	14%
U.S. Committee for Refugees and Immigrants	32%	32%	16%	23%
Individual Donor	- %	10%	- %	49%

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.

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:

	2025	2024
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	13,353	13,353
Total operating lease expense	$ 940,697	$ 928,288

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	197,808
Total future undiscounted lease payments	1,596,871
Less - present value discount	(113,577)
Present value of lease liability	$ 1,483,294

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.

10. CONDITIONAL GOVERNMENT CONTRACTS AND GRANTS (Continued)

Conditional promises to give consist of the following at September 30:

	2025	2024
Incurring qualifying expenses	$ 746,515	$ 1,878,708
Subject to measurable performance barriers	81,233	1,061,997
Total conditional promises to give	$ 827,748	$ 2,940,705

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:

	2025	2024
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
	6,910,370	7,542,381
Less - donor restricted cash and contributions receivable	122,431	489,573
Total financial assets and liquidity resources available within one year	$ 6,787,939	$ 7,052,808

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:

	2025	2024
Leasehold improvements	$ 2,827,421	$ 2,801,365
Furniture and equipment	509,327	526,202
Construction in progress	158,183	-
	3,494,931	3,327,567
Less - accumulated depreciation	2,498,728	2,216,491
Net property and equipment	$ 996,203	$ 1,111,076

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.

13. GOVERNMENT CONTRACTS AND CONTRIBUTIONS RECEIVABLE

Government contracts and contributions receivable are expected to be collected as follows at September 30:

	2025	2024
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	1,150,000	2,000,000
	8,619,894	10,645,197
Less - discount	242,832	352,987
Less - current portion	5,169,894	6,111,864
	$ 3,207,168	$ 4,180,346

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.

Zazie Sawyer
[redacted]

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 troubleshot 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 Rappor*t**-** 10+ years