



Lori A. Shibiante  
Commissioner

Katja S. Fox  
Director

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

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June 13, 2022

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division for Behavioral Health, to amend an existing contract with NFI North, Inc. (Vendor #: 177575-B001) for the provision of Care Management Entity services and Enhanced Care Coordination through the Families and Systems Together Forward program, by increasing the total price limitation by \$900,000 from \$4,752,160 to \$5,652,160 with no change to the contract completion dates of June 30, 2023, effective upon Governor and Council approval. 16% Federal Funds. 84% General Funds.

The original contract was approved by Governor and Council on June 21, 2017, item #39B, amended on September 20, 2018, item #20, amended on June 10, 2020, item #11, and most recently amended on June 2, 2021, item #31.

Funds are available in the following accounts for State Fiscal Years 2022 and 2023, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

**See attached fiscal details.**

**EXPLANATION**

The purpose of this request is bolster the care through Care Management Entity services by adding supports for Enhanced Care Coordination to serve families with youth ages zero (0) through six (6) who have serious emotional disturbance and a history of high utilization of behavioral health services. The integration of Enhanced Care Coordination into the existing Care Management Entity services will allow for care to be administered to children, youth, and young adults zero (0) through twenty-one (21). The services provided include:

- Provision of Individual Service Options (ISO) in-home services.
- Wraparound Coordination.
- Wraparound Coordinator training and coaching.
- Wraparound team meeting attendance.
- Youth peer support.
- Family peer support.
- Determination of needed customizable goods and services for the children/youth receiving services and their families.
- Provision of stipends for customizable goods and services, and other non-Medicaid billable services.

Approximately 1000 individuals will be served during State Fiscal Years 2022 and 2023.

Qualifying children and youth are Medicaid eligible, aged zero (0) through twenty-one (21), experiencing difficulties in day-to-day life due to a diagnosis of severe emotional disturbance (SED), and at risk of multi-agency involvement. Through FAST Forward, Transitional Residential Enhance Care Coordination, and the Early Childhood Enhanced Care Coordination these children, youth, and their families can be served in their home communities, and attending their community's school program. Outcomes of a high fidelity Wraparound program include: increased positive social, academic, and behavioral outcomes, increase early identification and interventions, and community connectedness for children, youth, and families; decreased out of home, school, and community placements (and duration of such); increased caregiver capacity/decreased caregiver strain; and access to programs and supports that are uniquely tailored to each child and family's culture, strengths, and goals. This is a unique program in New Hampshire to service the described population in this manner.

The Department will monitor services using the following performance measures:

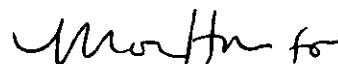
- 95% of children, youth and young adults and their families receive the Child and Adolescent Needs and Strengths (CANS) assessment tool, which is used with psychiatric oversight and FAST Forward engagements.
- 80% of children, youth and young adults and their families are assessed using the Youth Progress Scale (YPS) and Team Meeting Rating Scale (TMRS) assessment tools.
- 100% of children, youth and young adults and their families receive completed plans of care in FAST Forward, Transitional Residential Enhance Care Coordination, and the Early Childhood Enhanced Care Coordination.
- 95% of child, youth and young adults and their families are assessed using the Child Well-Being Scale while enrolled in the Early Childhood Enhanced Care Coordination program.

As referenced in Exhibit C-1 of the contract agreement, the parties have the option to extend the agreements for up three (3) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. The Department is not exercising its option to renew at this time.

Should the Governor and Executive Council not authorize this request, families with children and youth who have serious emotional disturbances may have fewer services available to them in their communities to meet the challenges presented by mental illness. Further, the Department may be out of compliance with RSA 135:F. RSA 135: F is statutorily in effect to increase service effectiveness and improve outcomes for children with behavioral health challenges and their caretakers, reduce the cost of providing services by leveraging funding sources other than general funds, reducing the need for costly out-of-home placements, and reducing duplication across agencies, and coordinate care for children involved in multiple systems and children at risk of court involvement and out-of-home placement.

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,



Lori A. Shibinette  
Commissioner

**DEPARTMENT OF HEALTH AND HUMAN SERVICES  
FISCAL DETAILS SHEET**

05-95-92-921010-2053 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUR FOR CHILDRENS BEHAVRL HLTH, SYSTEM OF CARE  
100% General Funds

Vendor Name: NFI North, Inc

Vendor # 177575-B001

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	072-509073	Contracts for Program Services	92102100	\$6,000.00	\$0.00	\$6,000.00
2018	102-500731	Contracts for Program Services	92102053	\$91,160.00	\$0.00	\$91,160.00
2019	102-500731	Contracts for Program Services	92102053	\$420,000.00	\$0.00	\$420,000.00
2020	102-500731	Contracts for Program Services	92102053	\$785,000.00	\$0.00	\$785,000.00
2021	102-500731	Contracts for Program Services	92102053	\$1,150,000.00	\$0.00	\$1,150,000.00
2022	102-500731	Contracts for Program Services	92102053	\$1,150,000.00	\$0.00	\$1,150,000.00
2023	102-500731	Contracts for Program Services	92102053	\$1,150,000.00	\$0.00	\$1,150,000.00
		Sub Total		\$4,752,160.00	\$0.00	\$4,752,160.00

<b>Overall Total 2053</b>	\$4,752,160.00	\$0.00	\$4,752,160.00
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05-095-094-940010-24650000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SERVICES, HHS: NEW HAMPSHIRE HOSPITAL, NEW HAMPSHIRE HOSPITAL, ARPA DHHS FISCAL RECOVERY FUNDS

100% Other Funds (ARPA)

Vendor Name: NFI North, Inc

Vendor # 177575-B001

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2022	102-500731	Contracts for Program Services	00FRF602PH9511A	\$0.00	\$128,500.00	\$128,500.00
2023	102-500731	Contracts for Program Services	00FRF602PH9511A	\$0.00	\$771,500.00	\$771,500.00
		Sub Total		\$0.00	\$900,000.00	\$900,000.00

		Sub Total		\$0.00	\$900,000.00	\$900,000.00
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<b>Overall Total 2465</b>	\$0.00	\$900,000.00	\$900,000.00
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<b>TOTAL</b>	\$4,752,160.00	\$900,000.00	\$5,652,160.00
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**State of New Hampshire  
Department of Health and Human Services  
Amendment #4**

This Amendment to the Care Management Entity Services for FAST Forward contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and NFI North, Inc. ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 21, 2017 (Item #39B), as amended on September 20, 2018 (Item #20), as amended on June 10, 2020, (Item #11), and as amended June 2, 2021 (Item #31), 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, Paragraph 18, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

WHEREAS, the parties agree to increase the price limitation or modify the scope of services to support continued delivery of these services; and

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

1. Form P-37, General Provisions, Block 1.8, Price Limitation, to read:  
\$5,652,160
2. Modify Exhibit A Amendment #2, Scope of Services by replacing in its entirety with Exhibit A Amendment #4, Scope of Services, which is attached hereto and incorporated by reference herein.
3. Modify Exhibit B – Amendment #2, Methods and Conditions Precedent to Payment by replacing in its entirety with Exhibit B Amendment #4, Methods and Conditions Precedent to Payment, which is attached hereto and incorporated by reference herein.
4. Modify Exhibit B-5 Amendment #2 by replacing in its entirety with Exhibit B-5 Amendment #4, which attached hereto and incorporated by reference herein.
5. Modify Exhibit B-6 Amendment #3 SFY 2022 Budget by replacing in its entirety with Exhibit B-6 Amendment #4 SFY 2022 Budget, which is attached hereto and incorporated by reference herein.
6. Modify Exhibit B-7 Amendment #3 SFY 2023 Budget by replacing in its entirety with Exhibit B-7 Amendment #4 SFY 2023 Budget, which is attached hereto and incorporated by reference herein.
7. Modify Standard Exhibits D-H by replacing in its entirety with Standard Exhibit D, CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS, through Standard Exhibit H, CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE, which are attached hereto and incorporated by reference herein.
8. Modify Standard Exhibit J by replacing in its entirety with Standard Exhibits J, CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT (FFATA) COMPLIANCE, which is attached hereto and incorporated by reference herein.

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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 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

6/11/2022

Date

DocuSigned by:

*Katja S. Fox*  
ED9D05804C63442...

Name: Katja S. Fox  
Title: Director

NFI North, Inc.

6/9/2022

Date

DocuSigned by:

*Paul L. Dann, PhD*  
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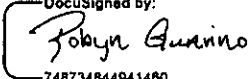
Name: Paul L. Dann, PhD  
Title: Executive Director

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

OFFICE OF THE ATTORNEY GENERAL

6/13/2022

\_\_\_\_\_  
Date

DocuSigned by:  
  
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\_\_\_\_\_  
Name: Robyn Guarino

Title: Attorney

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

OFFICE OF THE SECRETARY OF STATE

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:

Title:



## Scope of Services

### 1. Provisions Applicable to All Services

- 1.1. For the purposes of this Agreement, the Department has identified the Contractor as a Subrecipient, in accordance with 2 CFR 200.0. et seq.
- 1.2. The Contractor shall ensure that all services provided to children, youth, and families are in accordance with the core values of family and youth driven, culturally and linguistically competent, and community based.
- 1.3. The Contractor must provide Care Management Entity services, statewide, for families with children, youth or young adults ages five (5) through age twenty-one (21) years who have Severe Emotional Disturbances (SED) and who are enrolled in the FAST Forward program as required by NH RSA 135-F:4, Duties of Commissioner of the Department of Health & Human Services (<http://gencourt.state.nh.us/rsa/html/x/135-f/135-f-mrg.htm>)
- 1.4. The Contractor must provide Enhanced Care Coordination (ECC) to children ages zero (0) through age six (6) and their families, caregivers in congruence with the Infant and Early Childhood Mental Health Program to address age-specific mental and behavioral health needs of at-risk young children and their caregivers.
- 1.5. The Contractor shall work with service providers that provide support for children, youth, young adults and their families, when applicable, including, but not limited to:
  - 1.5.1. Community Mental Health Centers contracted with the Department.
  - 1.5.2. Peer Support Agencies.
  - 1.5.3. School districts.
  - 1.5.4. Family resource centers.
  - 1.5.5. Pre-schools.
  - 1.5.6. Day care centers.
  - 1.5.7. Family Centered Early Supports and Services agencies.
  - 1.5.8. Other Care Management entities contracted with DHHS.
- 1.6. The Contractor shall comply with all provisions listed in this contract as well as all applicable Department policies and procedures, including the Care Management Entity Program, Policy and Practice Manual as provided by the Department.
- 1.7. The Contractor shall have a data system that meets the federal requirements of the Health Insurance Portability and Accountability Act (HIPAA) and has the ability to bill Medicaid.
- 1.8. **FAST Forward Program**

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New Hampshire Department of Health and Human Services  
Care Management Entity Services



Exhibit A Amendment #4

- 1.8.1. The Contractor shall provide Care Management Entity services, statewide, for children, youth, and young adults ages five (5) to twenty-one (21) with Severe Emotional Disturbances (SED) and their families who meet eligibility criteria for, or are enrolled in, the FAST Forward program, in accordance with the Department's FAST Forward Program Policy and Practice Manual, as provided by the Department, and as required by NH RSA 135-F:4, Duties of Commissioner of the Department of Health & Human Services.
- 1.8.2. The Contractor shall provide services that include, but are not limited to:
  - 1.8.2.1. Family and youth peer support services.
  - 1.8.2.2. Provision of customized goods and services.
  - 1.8.2.3. Individual Service Options (ISO) in-home services.
  - 1.8.2.4. Wraparound services provided through Wraparound Coordinators in accordance with the NH Wraparound Model and System of Care core values, which include:
    - 1.8.2.4.1. Being family- driven and youth-driven.
    - 1.8.2.4.2. Coordinating community-based services.
    - 1.8.2.4.3. Being culturally and linguistically competent.
    - 1.8.2.4.4. Providing trauma-informed care.
- 1.8.3. The Contractor shall work collaboratively with other Care Management Entity contracted with the Department to maintain continuity of care for children, youth and young adults and their families, in areas regarding:
  - 1.8.3.1. Regional coverage of FAST Forward services.
  - 1.8.3.2. Instances of the child, youth, or young adult and the family relocating to another covered region.
  - 1.8.3.3. Instances of acute psychiatric hospitalization becoming a medical necessity for a child, youth, or young adult.
  - 1.8.3.4. Instances of a system level collaboration being necessary due to a child, youth, or young adult experiencing high-risk needs.
- 1.8.4. The Contractor shall provide Intensive In-Home services which may include Individual Services Options (ISO) in-home services, in accordance with New Hampshire Administrative Rule He-C 6339, which include, but are not limited to:
  - 1.8.4.1. Crisis support.
  - 1.8.4.2. Intensive behavioral supports
  - 1.8.4.3. Planned and emergency respite.

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New Hampshire Department of Health and Human Services  
Care Management Entity Services



Exhibit A Amendment #4

- 1.8.5. The Contractor shall administer evaluation tools to conduct assessments, as required by the Department, which include, but are not limited to:
  - 1.8.5.1. The Youth Progress Rating Scale (YPS), also known as outcome rating scale (ORS), which is a quantitative youth and family self-report survey. The Contractor shall ensure:
    - 1.8.5.1.1. The assessment is conducted or facilitated by the CME's FAST Forward Coordinator.
    - 1.8.5.1.2. A copy of the responses are maintained in the family's case record.
    - 1.8.5.1.3. The original responses are forwarded to the FAST Forward Program Manager.
  - 1.8.5.2. The Team Meeting Rating Scale (TMRS), which is a survey of the family and youth administered at the conclusion of each Wraparound Team Meeting. The Contractor shall ensure:
    - 1.8.5.2.1. Responses are reviewed by the FAST Forward Coordinator.
    - 1.8.5.2.2. A copy of the responses are maintained in the family's case record.
    - 1.8.5.2.3. The original responses are stored to be reviewed by the Department's to FAST Forward Program Manager.
  - 1.8.5.3. The Children and Adolescent Needs and Strengths (CANS) tool, which shall be completed and reviewed upon beginning services and at a minimum of every three (3) months to measure the child, youth, or young adult and family's needs and strengths. The Contractor shall:
    - 1.8.5.3.1. Complete the CANS assessment when it is not completed by the child, youth, or young adult's clinician.
    - 1.8.5.3.2. Ensure a copy of the assessment is maintained in the family's case record.
    - 1.8.5.3.3. Provide the original assessment to the Department's FAST Forward Program Manager.
- 1.8.6. The Contractor shall ensure case documents are available to the Department to allow the FAST Forward Program Manager to complete a Document Review Measure (DRM), which is a review of case fill content.

**1.9. Residential Treatment Oversight**

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New Hampshire Department of Health and Human Services  
Care Management Entity Services



Exhibit A Amendment #4

- 1.9.1. The Contractor shall provide residential treatment oversight, as directed by the Department, to provide continuity of care for children, youth and young adults who require residential treatment to ensure successful and timely transitions.
- 1.9.2. The Contractor shall work collaboratively with the Department and other Care Management Entities contracted by the Department to maintain continuity of care for children, youth, and young adults who require residential treatment and to ensure statewide coverage, and in areas regarding:
  - 1.9.2.1. Regional coverage of FAST Forward services.
  - 1.9.2.2. Instances of child, youth, or young adult and family relocations into another covered region.
  - 1.9.2.3. Instances of children, youths, or young adults meeting medical necessity for acute psychiatric hospitalization.
  - 1.9.2.4. Instances of children, youths, or young adults experiencing high-risk needs that require a system level collaboration.
- 1.9.3. The Contractor shall ensure the ability to provide residential treatment oversight within ninety (90) days of the contract effective date to:
  - 1.9.3.1. Assist the child, youth, or young adult with minimizing the length of stay in the residential treatment facility.
  - 1.9.3.2. Ensure successful transitions back to the community.
- 1.9.4. The Contractor shall accept referrals for residential treatment oversight services, upon Department approval, from:
  - 1.9.4.1. Hospitals.
  - 1.9.4.2. Managed Care Organizations (MCO).
  - 1.9.4.3. Other behavioral health providers.
- 1.9.5. The Contractor shall ensure residential treatment oversight services include, but are not limited to:
  - 1.9.5.1. Discharge and transition planning is realistic and meets the needs of the child, youth, or young adult and their family.
  - 1.9.5.2. Ensuring family and youth voice and choice is central during treatment.
  - 1.9.5.3. Ensuring treatment plans are relevant to the issue that led to the individual needing residential treatment services.
  - 1.9.5.4. Ensuring discharge plans are reflective of the appropriate level of care for the child, youth, or young adult; are realistic; and are achievable.

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New Hampshire Department of Health and Human Services  
Care Management Entity Services



Exhibit A Amendment #4

- 1.9.5.5. Attending all pertinent treatment team meetings at the residential treatment facility and advocating for the child, youth, or young adult and their family.
- 1.9.5.6. Providing coordination for any referrals for services that will be needed to support the transition of the child, youth, or young adult from a residential treatment back to the family home.
- 1.9.5.7. Referring the family to supportive services in their communities, which may include but are not limited to family peer support groups.
- 1.9.5.8. Assisting the family with applying for Medicaid coverage, as applicable and needed.
- 1.9.5.9. Providing documentation, if applicable, for the child, youth, or young adult who has court-involvement, in accordance with NH Revised Statutes Annotated (RSA) 169-B:19 or RSA 169-D:19.
- 1.9.5.10. Ensuring the treatment recommendations are attainable within the community and the home setting by the caregiver If discharging a child, youth, or young adult to the home or community based placement.
- 1.9.6. For any child, youth, or young adult who has an open Division for Children, Youth, and Families (DCYF) case (Child Protective Services (CPS) or Juvenile Justice System (JJS) and is involved in the court system, and is enrolled in the CME or FAST Forward by the Contractor, the Contractor shall:
  - 1.9.6.1. Provide results of the Children and Adolescent Needs and Strengths (CANS) assessment and the Plan of Care (POC) to the court.
  - 1.9.6.2. Provide any recommendation for treatment and supportive services that will benefit the child, youth or young adult to the court.
  - 1.9.6.3. Provide progress reports to the court in accordance with court hearings for each child, youth and young adult.
- 1.9.7. The Contractor shall ensure all reports and plans of care submitted for court review are:
  - 1.9.7.1. Submitted in accordance with RSA 169-B 5a, RSA 169-C 12-b and RSA 169-D4-a, with copies forwarded to the assigned Child Protective Service Worker and all other appropriate parties.
  - 1.9.7.2. Clear, understandable and free of jargon.
- 1.9.8. The Contractor shall work with the Department and other stakeholders to:
  - 1.9.8.1. Develop outcome measures for children, youth and young adults who utilize residential treatment.

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1.9.8.2. Incorporate the outcome measures into the Contractor's evaluation plan of targeted residential treatment levels of care.

**1.10. Psychiatric Hospitalization Oversight**

1.10.1. The Contractor shall provide psychiatric hospitalization oversight for children, youth and young adults admitted to an acute psychiatric hospital who need assistance to successfully transition to a family home or residential care in a timely manner, as defined by the family and by medical necessity.

1.10.2. The Contractor shall provide psychiatric hospitalization oversight services to ensure family and youth voice and choice are present during treatments and that treatments are relevant to the issue that led to the hospitalization. The Contractor shall:

1.10.2.1. Attend all treatment team meetings at the hospital in which the child or youth is receiving services.

1.10.2.2. Ensure discharge and transition planning is realistic and meets the needs of the family.

1.10.2.3. Ensuring treatment recommendations are attainable within the community and the home, if discharging to the home.

1.10.2.4. Ensure discharge plans reflect the appropriate level of care

1.10.2.5. Coordinate referrals for services and supports needed to support the individual's transitions

1.10.3. The Contractor shall prioritize oversight for children, youth and young adults who:

1.10.3.1. Do not achieve the goal of timely discharge or transition based upon clinical necessity.

1.10.3.2. Have rapid or chronic re-admissions that do not go beyond clinical necessity but are frequent in nature.

1.10.4. The Contractor shall work with the Department and hospital to assess instances where the child, youth or young adult may benefit from oversight, but may not meet the criteria as stated in Paragraph 1.10.3, which may include but are not limited to:

1.10.4.1. Involuntary versus voluntary hospitalization.

1.10.4.2. Multi-system involvement.

1.10.5. The Contractor shall ensure the ability to provide psychiatric hospitalization oversight no later than ninety (90) days from the contract effective date in order to:

1.10.5.1. Assist the child, youth, or young adult with minimizing the length of stay in the psychiatric hospital.

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New Hampshire Department of Health and Human Services  
Care Management Entity Services

Exhibit A Amendment #4

- 1.10.5.2. Ensure successful transitions to residential treatment facilities or back to the communities.
- 1.10.6. The Contractor shall accept referrals from the other Care Management Entity (CME) for psychiatric hospitalization oversight services, when the other CME has a conflict, or in instances when continuity of care will take priority.
- 1.10.7. The Contractor shall ensure that psychiatric oversight services include, but are not limited to:
  - 1.10.7.1. Discharge and transition planning that is realistic and meets the need of the child, youth, or young adult and their family.
  - 1.10.7.2. Ensuring the child, youth, or young adult and their family's voice and choice is present during treatment.
  - 1.10.7.3. Ensuring treatment plans are relevant to the issue that led to the hospitalization.
  - 1.10.7.4. Ensuring discharge plans reflect the appropriate level of care; are realistic; and are achievable.
  - 1.10.7.5. Ensuring that the child, youth, or young adult is assessed for the need of residential treatment, when indicated.
  - 1.10.7.6. Assisting the hospital with referrals to an assessor for residential treatment if necessary.
  - 1.10.7.7. Ensuring treatment recommendations are attainable within the community and the home when discharging to the home.
  - 1.10.7.8. Attending all treatment team meetings at the hospital and advocating for the child, youth or young adult and their family's needs.
  - 1.10.7.9. Providing support and coordinating referrals for services and supports needed for transitioning the child, youth or young adult.
  - 1.10.7.10. Connecting the family to supportive services in the community, which may include, but is not limited to family peer support groups.
  - 1.10.7.11. Assisting the family with applying for Medicaid coverage, as applicable and needed.

**1.11. Early Childhood Enhanced Care Coordination**

- 1.11.1. The Contractor shall provide Care Management Entity services for young children (ages 0-6), with Severe Emotional Disturbances (SED) or at-risk for SED, who meet eligibility criteria for, or are enrolled in, the Early Childhood Enhanced Care Coordination, and their families, statewide, in accordance with the Department's CME Program Policy and Practice Manual, as provided by the Department and as it may be amended.

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New Hampshire Department of Health and Human Services  
Care Management Entity Services



Exhibit A Amendment #4

- 1.11.2. The Contractor shall provide Enhanced Care Coordination services that adhere to System of Care core values, which include:
  - 1.11.2.1. Being family- driven and youth-driven.
  - 1.11.2.2. Coordinating community-based services.
  - 1.11.2.3. Being culturally and linguistically competent.
  - 1.11.2.4. Providing trauma-informed care.
- 1.11.3. The Contractor shall provide Enhanced Care Coordination services through Wraparound Coordinators in accordance with the NH Wraparound Model and use elements of NH Wraparound model to address the following, which includes, but is not limited to:
  - 1.11.3.1. Access to treatment.
  - 1.11.3.2. Social Determinants of Health (SDOH).
  - 1.11.3.3. Other support needs, including but not limited to:
    - 1.11.3.3.1. Transportation.
    - 1.11.3.3.2. Quality childcare.
    - 1.11.3.3.3. Accessing treatment for the caregiver as indicated.
- 1.11.4. The Contractor shall provide referral pathways to Department-approved services and treatment options to improve the child-caregiver relationship using evidence-based treatment options or other Department-approved models to address the child's treatment needs and relationship work between infant/child and caregiver when necessary and appropriate, which include but are not limited to:
  - 1.11.4.1. Child-Parent Psychotherapy treatment.
  - 1.11.4.2. Home visiting services.
  - 1.11.4.3. Healthy Families America.
  - 1.11.4.4. Nurturing Parent.
- 1.11.5. When indicated by the Plan of Care and approved by the Department, the Contractor shall provide referrals to services, including , but not limited to:
  - 1.11.5.1. Family peer support services.
  - 1.11.5.2. Youth peer support services.
  - 1.11.5.3. Customizable goods and services.
- 1.11.6. The Contractor shall work collaboratively with other Care Management Entities contracted with the Department to maintain continuity of care for children, as well as their caregivers, in areas regarding:

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New Hampshire Department of Health and Human Services  
Care Management Entity Services



Exhibit A Amendment #4

- 1.11.6.1. Regional coverage of Early Childhood Enhanced Care Coordination services.
- 1.11.6.2. Instances of the young child, child, youth, or young adult and the family relocation to another covered region.
- 1.11.6.3. Instances of a system level collaboration being necessary due to a child experiencing high-risk needs.
- 1.11.7. The Contractor shall administer evaluation tools to conduct assessments as required by the Department, which include, but are not limited to:
  - 1.11.7.1. Child Well-Being Scale, an index scale that informs needs and outcomes.
  - 1.11.7.2. World Health Organization – Five Well-Being Index (WHO-5).
  - 1.11.7.3. Child Adolescent Needs and Strengths (CANS) tool, which shall be completed and reviewed upon beginning services and at a minimum of every three (3) months to measure the progress of the young child, child, youth or young adult and assess family's needs and strengths. The Contractor shall:
    - 1.11.7.3.1. Complete the CANS assessment when it is not completed by the child's support team;
    - 1.11.7.3.2. Ensure a copy of the assessment is maintained in the family's case record.
    - 1.11.7.3.3. Provide the original baseline assessment to the Individuals that will utilize information for outcome measurement and/or case planning.
    - 1.11.7.3.4. Complete the Team Meeting Rating Scale (TMRS), which is a survey of the family and youth administered at the conclusion of each Wraparound Team Meeting.
    - 1.11.7.3.5. Ensure case documents are available to the provider's program managers in order to complete a Document Review Measure (DRM), a fidelity tool referenced in the CME Program, Policy and Practice Manual.
- 1.11.8. The Contractor shall provide training and coaching support, as required by the Department to ensure the practice is:
  - 1.11.8.1. Continually improved;
  - 1.11.8.2. Consistent;
  - 1.11.8.3. Maintaining fidelity to the program;
  - 1.11.8.4. Providing better outcomes for families; and
  - 1.11.8.5. Optimizing workforce capacity.

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Exhibit A Amendment #4

1.11.9. The Contractor shall provide training and/or support to the following evidence based practices or tools to be used statewide, including but not limited to:

1.11.9.1. Qualified clinicians in using the Diagnostic Classification of Mental Health and Developmental Disorders of Infancy and Early Childhood manual (DC 0-5 manual).

1.11.9.2. Providing a "Training of Trainers" for the DC 0-5 manual.

1.11.9.3. NH Wraparound.

1.11.9.4. Administration of the evaluation tools required.

1.11.10. The Contractor shall support the development of Child-Parent Psychotherapy (CPP) statewide to include providing CPP training and support to qualified clinicians.

**1.12. Evaluation and Site Review**

1.12.1. The Contractor shall develop an evaluation team that provides assistance with:

1.12.1.1. Obtaining data from any contracted care management entity.

1.12.1.2. Understanding and sharing evaluative data with the Department and any other care management entity of children, youth and young adults and their families who are served within the System of Care in order to enhance the ability to communicate outcomes to the Department and other System of Care stakeholders in alignment with RSA 135:F, System of Care for Children's Mental Health.

1.12.2. The Contractor shall ensure the evaluation team provides information that includes, but is not limited to:

1.12.2.1. Evaluative program outcomes and de-identified and aggregate client- level data from sources referenced by the Department.

1.12.2.2. Outcome and de-identified, aggregate client-level data for Department use, which may include but is not limited to:

1.12.2.2.1. Service Utilization Data.

1.12.2.2.2. Number of youth remaining in the community compared to the number of youth needing to access residential treatment.

1.12.2.2.3. Length of stay in residential treatment outcomes and reporting

1.12.3. The Contractor shall provide a leadership team with a minimum of three (3) members who shall participate in the Department's annual site review process, which includes, but is not limited to:



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Exhibit A Amendment #4

- 1.12.3.1. Reviewing program services for twenty percent (20%) of participants served annually for compliance with all items outlined in the agreement, which includes, but is not limited to:
  - 1.12.3.1.1. Eligibility and re-eligibility assessments.
  - 1.12.3.1.2. Plan of care.
  - 1.12.3.1.3. Person Centered Planning practices.
  - 1.12.3.1.4. Conflict of interest issues.
  - 1.12.3.1.5. Setting requirements.
  - 1.12.3.1.6. Provider qualifications.
- 1.12.3.2. Collaborating with the Department to address areas that requirement improvement as identified during the site review, which includes, but is not limited to, creating a plan that outlines the activities for improvement no more than thirty (30) days after the site review.
- 1.12.3.3. Collaborating with the Department to implement the plan for improvement in subparagraph 1.12.3.2., and reporting on all related activities until evidence of improvement is achieved.
- 1.12.3.4. Providing review of documentation and outcome data.
- 1.12.3.5. Conducting anonymous survey questionnaires for children, youth and young adults as well as their families.
- 1.12.3.6. Providing the results of the survey questionnaires to the Department.
- 1.12.3.7. Facilitating interviews with entities who may include, but are not limited to:
  - 1.12.3.7.1. Children, youth and young adults as well as their families.
  - 1.12.3.7.2. Wraparound Coordinators.
  - 1.12.3.7.3. Sub-contractors and stakeholders.
  - 1.12.3.7.4. Program Director.

## 2. Reporting

- 2.1. The Contractor shall submit quarterly reports on program services provided, ensuring data is de-identified and in the aggregate, including but not limited to:
  - 2.1.1. Census data.
  - 2.1.2. Provisions of services or service utilization data.
  - 2.1.3. Number of individuals admitted to residential treatment services.
  - 2.1.4. Discharge numbers.
  - 2.1.5. Discharge reasons.

NFI North, Inc.

Exhibit A Amendment #4

Contractor Initials

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Date 6/9/2022

New Hampshire Department of Health and Human Services  
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- 2.1.6. Patient residential zip code.
- 2.1.7. Demographics of individuals served including, but not limited to:
- 2.1.8. Gender.
- 2.1.9. Age.

2.2. The Contractor shall ensure the Evaluation Team as outlined in Paragraph 1.12, submits quarterly reports and presents virtually or in-person to the Department on the following:

- 2.2.1. Evaluative program outcomes.
- 2.2.2. De-identified and aggregate client-level data from sources referenced from the Department.
- 2.2.3. Outcome and de-identified, aggregate client-level data for Department purposes, including but not limited to:
  - 2.2.3.1. Service Utilization Data.
  - 2.2.3.2. Acute Psychiatric Hospitalization reports.
  - 2.2.3.3. Number of youth remaining in community comparatively to the number of youth needing to access residential treatment.
- 2.2.4. Gap analysis.

**3. Performance Measures**

3.1. The Contractor shall ensure:

- 3.1.1. The CANS assessment tool is used with psychiatric and residential oversight, FAST Forward, and Early Childhood Enhanced Care Coordination engagements with 95% of engaged children, youth and young adults as well as their families.
- 3.1.2. The Child Well-being Scale is used with 95% of families engaged in Early Childhood Enhanced Care Coordination.
- 3.1.3. The the Youth Progress Scale (YPS) and Team Meeting Rating Scale (TMRS) assessment tools are utilized with 80% of engaged children/youth/young adults and their families.
- 3.1.4. FAST Forward plans of care are completed with 100% of engaged children, youth and young adults as well as their families.

**4. Exhibits Incorporated**

4.1. The Contractor shall 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 I, Business Associate Agreement, which has been executed by the parties.

- 4.2. The Contractor shall manage all confidential data related to this Agreement in accordance with the terms of Exhibit K, DHHS Information Security Requirements.
- 4.3. The Contractor shall comply with all Exhibits D through K, which are attached hereto and incorporated by reference herein.

**5. Additional Terms**

**5.1. Impacts Resulting from Court Orders or Legislative Changes**

5.1.1. 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.

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

5.2.1. The Contractor shall submit, within ten (10) days of the Agreement Effective Date, a detailed description of the communication access and language assistance services 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.

**5.3. Credits and Copyright Ownership**

5.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement shall include the following statement, "The preparation of this (report, document etc.) was financed under an 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."

5.3.2. All materials produced or purchased under the Agreement shall have prior approval from the Department before printing, production, distribution or use.

5.3.3. The Department shall retain copyright ownership for any and all original materials produced, including, but not limited to:

5.3.3.1. Brochures.

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New Hampshire Department of Health and Human Services  
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Exhibit A Amendment #4

- 5.3.3.2. Resource directories.
- 5.3.3.3. Protocols or guidelines.
- 5.3.3.4. Posters.
- 5.3.3.5. Reports.

5.3.4. The Contractor shall not reproduce any materials produced under the Agreement without prior written approval from the Department.

**5.4. Operation of Facilities: Compliance with Laws and Regulations**

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

**5.5. Eligibility Determinations**

5.5.1. If the Contractor is permitted to determine the eligibility of individuals such eligibility determination shall be made in accordance with applicable federal and state laws, regulations, orders, guidelines, policies and procedures.

5.5.2. Eligibility determinations shall be made on forms provided by the Department for that purpose and shall be made and remade at such times as are prescribed by the Department.

5.5.3. In addition to the determination forms required by the Department, the Contractor shall maintain a data file on each recipient of services hereunder, which file shall include all information necessary to support an eligibility determination and such other information as the Department requests. The Contractor shall furnish the Department with all forms and documentation regarding eligibility determinations that the Department may request or require.

5.5.4. The Contractor understands that all applicants for services hereunder, as well as individuals declared ineligible have a fight to a

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New Hampshire Department of Health and Human Services  
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Exhibit A Amendment #4



fair hearing regarding that determination. The Contractor hereby covenants and agrees that all applicants for services shall be permitted to fill out an application form and that each applicant or re-applicant shall be informed of his/her right to a fair hearing in accordance with Department regulations.

**6. Records**

**6.1.** The Contractor shall keep records that include, but are not limited to:

6.1.1. 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.

6.1.2. 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.

6.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, which records shall 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.

6.1.4. Medical records on each patient/recipient of services.

**6.2.** 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 shall have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts. Upon the purchase by the Department of the maximum number of units provided for in the Agreement and upon payment of the price limitation hereunder, the Agreement and all the obligations of the parties hereunder (except such obligations as, by the terms of the Agreement are to be performed after the end of the term of this Agreement and/or survive the termination of the Agreement) shall terminate, provided however, that if, upon review of the Final Expenditure Report the Department shall disallow any expenses claimed by the Contractor as costs hereunder the Department shall retain the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

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New Hampshire Department of Health and Human Services  
Care Management Entity Services for FAST Forward



**Exhibit B Amendment #4**

**Methods and Conditions Precedent to Payment**

1. The State shall pay the Contractor an amount not to exceed the Form P-37, Block 1.8, Price Limitation for the services provided pursuant to Exhibit B Amendment #2, Scope of Services.
2. This Agreement is funded by:
  - 2.1. 84% General funds.
  - 2.2. 16% AMERICAN RESCUE PLAN ACT (ARPA) AS AWARDED FROM THE GOVERNOR'S OFFICE FOR EMERGENCY RELIEF AND RECOVERY (GOFERR), ARP FRF funds under Section 602 (c)(1)(A).
3. The Contractor shall bill and seek reimbursement for FAST Forward Program services provided to individuals pursuant to this Agreement as follows :
  - 3.1. The Contractor shall first bill the clients' other insurance or payor sources.
  - 3.2. For Medicaid enrolled individuals, the Contractor shall bill Medicaid for services on the Fee for Service (FFS) schedule for the following services, with prior authorization from the Department:
    - 3.2.1. Community-based wrap-around services.
    - 3.2.2. Family peer support, self-help/peer services
    - 3.2.3. Youth peer support, self-help, peer services.
    - 3.2.4. Mental health services not otherwise specified.
    - 3.2.5. Respite care-In the home.
    - 3.2.6. Respite care, not in the home, foster care, child, non-therapeutic.
    - 3.2.7. Respite care, not in the home, foster care, therapeutic, child,
    - 3.2.8. Respite care, not in the home, group home, child, per diem.
  - 3.3. The Department will approve the use of the necessary ISO code(s) for Medicaid billing.
  - 3.4. The Contractor agrees that provided services will be billed to Medicaid following the codes and fee schedule set forth by the Department.
  - 3.5. For FAST Forward Program services provided to individuals that are not billable to other insurance or payors, or Medicaid, the Contractor shall bill using the budget line item listed as Billing for Uninsured as specified in Exhibit B-6 SFY 2022 Budget, Amendment #4 and Exhibit B-7 SFY 2023 Budget, Amendment #4 as follows:
    - 3.5.1. The Contractor shall only be reimbursed up to the current Medicaid rate for the Medicaid eligible services provided. The current Medicaid rate will be paid in accordance with the current, publically posted Children's Mental Health HCBC Medicaid Rate Schedule.

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**New Hampshire Department of Health and Human Services  
Care Management Entity Services for FAST Forward**



**Exhibit B Amendment #4**

- 3.5.2. The Contractor's billings to the Department shall be made monthly and are not to exceed the Billing for Uninsured line item as specified in Exhibit B-6 SFY 2022 Budget, Amendment #4 and Exhibit B-7 SFY 2023 Budget, Amendment #4.
- 3.6. For the budget lines item listed as Billing for Uninsured as specified in Exhibit B-6 SFY 2022 Budget, Amendment #4, Exhibit B-8 Amendment #4 and Exhibit B-7 SFY 2023 Budget, Amendment #4 the Contractor shall bill and seek reimbursement for services provided to individuals pursuant to this Agreement as follows:
  - 3.6.1. For Psychiatric Oversight services, the Contractor shall be paid a daily rate of \$70.00 per day up to a five day maximum per hospitalization billable for the length of enrollment.
  - 3.6.2. For Residential Oversight services, the Contractor shall be paid a daily rate of \$70.00 per day up to a three day maximum per week for the length of enrollment.
  - 3.6.3. For Early Childhood Enhanced Care Coordination services, the Contractor shall be paid a daily rate of \$70.00 per day up to a three day maximum per week for the length of enrollment.
- 3.7. The Contractor's billings to the Department shall be made monthly and are not to exceed the Billing for Uninsured line item as specified in Exhibit B-6 SFY 2022 Budget, Amendment #4, Exhibit B-8 Amendment #4 and Exhibit B-7 SFY 2023 Budget, Amendment #4.
- 4. Except for the budget lines item listed as Billing for Uninsured as specified Exhibit B-6 SFY 2022 Budget, Amendment #4, Exhibit B-8 Amendment #4 and Exhibit B-7 SFY 2023 Budget, Amendment #4 shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement, which shall not exceed the approved line items specified in Exhibit B-6 SFY 2022 Budget, Amendment #4, Exhibit B-8 Amendment #4 and Exhibit B-7 SFY 2023 Budget, Amendment #4. Invoicing for these line items of the approved budget shall be net any other revenue received towards the services billed in fulfillment of this agreement.
- 5. The Contractor shall submit an invoice in a form satisfactory to the State by the ten (10th) day of the following month, which identifies and requests reimbursement for authorized expenses incurred in the prior month. The Contractor shall ensure the invoice is completed, dated and returned to the Department in order to initiate payment.
  - 5.1. Backup documentation shall include, but is not limited to:
    - 5.1.1. General Ledger showing revenue and expenses for the contract.
  - 5.2. The following backup documentation may also be requested as needed:
    - 5.2.1. Invoices supporting expenses reported.
    - 5.2.2. Cost center reports

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**New Hampshire Department of Health and Human Services  
Care Management Entity Services for FAST Forward**



**Exhibit B Amendment #4**

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- 5.2.3. Profit and loss report
- 5.2.4. Remittance Advices from the insurances billed. Remittance Advices do not need to be supplied with the invoice, but should be retained to be available upon request.
- 5.3. The State shall make payment to the Contractor within thirty (30) days of receipt of each invoice, subsequent to approval of the submitted invoice and if sufficient funds are available.
- 5.4. The Contractor shall keep detailed records of their activities related to Department-funded programs and services and have records available for Department review, as requested.
- 5.5. The final invoice shall be due to the State no later than forty (40) days after the contract completion date specified in Form P-37, General Provisions Block 1.7 Completion Date.
6. In lieu of hard copies, all invoices may be assigned an electronic signature and emailed to [Tanja.Godtfredsen@dhhs.nh.gov](mailto:Tanja.Godtfredsen@dhhs.nh.gov), or invoices may be mailed to:
- Financial Administrator  
Department of Health and Human Services  
Division for Behavioral Health  
105 Pleasant Street  
Concord, NH 03301
7. Payments may be withheld pending receipt of required reports, documentation, or budgets as identified in Exhibit A Amendment #2, Scope of Services and in this Exhibit B Amendment #2 Methods and Conditions Precedent to Payment.
8. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this agreement may be withheld, in whole or in part, in the event of non-compliance with any Federal or State law, rule or regulation applicable to the services provided, or if the said services or products have not been satisfactorily completed in accordance with the terms and conditions of this agreement.
9. Notwithstanding Paragraph 18 of the General Provisions P-37, changes limited to adjusting amounts between budget line items, related items, amendments of related budget exhibits within the price limitation, and to adjusting encumbrances between State Fiscal Years, may be made by written agreement of both parties and may be made without obtaining approval of the Governor and Executive Council.
10. Audits
- 10.1. The Contractor must email an annual audit to [dhhs.act@dhhs.nh.gov](mailto:dhhs.act@dhhs.nh.gov) if any of the following conditions exist:
- 10.1.1. Condition A - The Contractor expended \$750,000 or more in federal funds received as a subrecipient pursuant to 2 CFR Part 200, during the most recently completed fiscal year.

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**New Hampshire Department of Health and Human Services  
Care Management Entity Services for FAST Forward**



**Exhibit B Amendment #4**

- 10.1.2. Condition B - The Contractor is subject to audit pursuant to the requirements of NH RSA 7:28, III-b, pertaining to charitable organizations receiving support of \$1,000,000 or more.
- 10.1.3. Condition C - The Contractor is a public company and required by Security and Exchange Commission (SEC) regulations to submit an annual financial audit.
- 10.2. If Condition A exists, the Contractor shall submit an annual Single Audit performed by an independent Certified Public Accountant (CPA) to [dhhs.act@dhhs.nh.gov](mailto:dhhs.act@dhhs.nh.gov) within 120 days after the close of the Contractor's fiscal year, conducted in accordance with the requirements of 2 CFR Part 200, Subpart F of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards.
  - 10.2.1. The Contractor shall submit a copy of any Single Audit findings and any associated corrective action plans. The Contractor shall submit quarterly progress reports on the status of implementation of the corrective action plan.
- 10.3. If Condition B or Condition C exists, the Contractor shall submit an annual financial audit performed by an independent CPA within 120 days after the close of the Contractor's fiscal year.
- 10.4. Any Contractor that receives an amount equal to or greater than \$250,000 from the Department during a single fiscal year, regardless of the funding source, may be required, at a minimum, to submit annual financial audits performed by an independent CPA if the Department's risk assessment determination indicates the Contractor is high-risk.
- 10.5. In addition to, and not in any way in limitation of obligations of the Contract, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department all payments made under the Contract to which exception has been taken, or which have been disallowed because of such an exception

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Exhibit B-5 Amendment #4

#	Requirement	Description	Fund Source	Rate/Contract amounts					
Fast Forward Services					Cell: 1-6				
1	Medicaid Benefit enrolled	HCBS Benefit with SA	Medicaid	Current Children's Mental Health HCBC Medicaid Rate Schedule (Hyperlink in Cell 1-6)	Link to Current Children's Mental Health HCBC Medicaid Rate Schedule: <a href="https://nhmmis.nh.gov/portals/wps/wcm/connect/563ed7804c87b06d8d46ffacbe5ab710/2020+Childrens+Mental+Health+HCBs+Medicaid+Rate+Schedule.pdf?MOD=AJPERES">https://nhmmis.nh.gov/portals/wps/wcm/connect/563ed7804c87b06d8d46ffacbe5ab710/2020+Childrens+Mental+Health+HCBs+Medicaid+Rate+Schedule.pdf?MOD=AJPERES</a>				
2	Non Medicaid Benefit enrolled kids	Medicaid billing under ISO auth. (H0041)	Medicaid	\$70.00/day					
3	All Medicaid covered children	Intensive In home supports- using ISO authorization (H0041)	Medicaid	\$60/day					
<b>Bill to Contract</b>					SFY 2022 Funds	SFY 2023 Funds			
4	Uninsured or under insured youth who meet Fast Forward eligibility	Non Medicaid billable	State General Fund dollars	Follows Children's Mental Health HCBC Medicaid Rate Schedule (Hyperlink in Cell 1-6.)					
5	Non-Medicaid youth until enrolled in Medicaid	Billing for all services within FAST Forward array using youth invoice	State General Fund dollars	Follows both Children's Mental Health HCBC Medicaid Rate Schedule (Hyperlink in Cell 1-6) and a payment of the \$60.00 per day for intensive in-home services (If applicable).	\$230,000 inclusive of the Amount of Funding in Exhibit B-6 Amendment #4 SFY 2022 Budget	\$365,000 inclusive of the Amount of Funding in Exhibit B-7 Amendment #4 SFY 2023 Budget			
6	Non Medicaid billable Customizable Goods and Services	Allowable Customizable Goods and Services	State General Fund dollars	Billed to contract per the Fast Forward Program Manual guidelines for allowable uses. Use youth invoice.					
Enhanced Care Coordination									
7	Psychiatric Oversight - TRECC Psych	Up to 5 days per hospitalization billable	State General Fund dollars	\$70.00/day, up to a maximum of five (5) days while enrolled.					
8	Residential Oversight - TRECC Residential	Up to 3 days per week for treatment episode	State General Fund Dollars	\$70.00/day, up to a maximum of three (3) days per week while enrolled.					

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NFI North, Inc.

Exhibit B-5 Amendment #4

Contractor Initials

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Date 6/9/2022

### Exhibit B-5 Amendment #4


9	Early Childhood-Enhanced Care Coordination	Up to 3 days per week for treatment episode	State General Fund Dollars	\$70.00/day, up to a maximum of three (3) days per week while enrolled.					
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NFI North, Inc.

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Exhibit B-5 Amendment #4

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Date 6/9/2022

New Hampshire Department of Health and Human Services

Bidder/Program Name: NFI North, Inc.

Budget Request for: Care Management Entity Services for FAST Forward

Budget Period: SFY 2022 (7/1/2021-6/30/2022)

Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total
1. Total Salary/Wages	\$ 3,543,570.00	\$ 352,857.00	\$ 3,896,427.00	\$ 3,523,570.00	\$ 352,857.00	\$ 3,876,427.00	\$ 20,000.00	\$ -	\$ 20,000.00
2. Employee Benefits	\$ 882,142.30	\$ 88,214.23	\$ 970,356.53	\$ 882,142.30	\$ 88,214.23	\$ 970,356.53	\$ -	\$ -	\$ -
3. Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ 61,000.00	\$ 6,100.00	\$ 67,100.00	\$ 61,000.00	\$ 6,100.00	\$ 67,100.00	\$ -	\$ -	\$ -
6. Travel	\$ 521,000.00	\$ 52,101.00	\$ 573,101.00	\$ 501,000.00	\$ 50,101.00	\$ 551,101.00	\$ 20,000.00	\$ 2,000.00	\$ 22,000.00
7. Occupancy	\$ 139,958.00	\$ 13,997.60	\$ 153,955.60	\$ 125,866.00	\$ 12,587.60	\$ 138,453.60	\$ 14,080.00	\$ 1,410.00	\$ 15,500.00
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 84,500.00	\$ 8,450.00	\$ 92,950.00	\$ 84,500.00	\$ 8,450.00	\$ 92,950.00	\$ -	\$ -	\$ -
Postage	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ -	\$ -	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 32,802.00	\$ 3,280.20	\$ 36,082.20	\$ 32,802.00	\$ 3,280.20	\$ 36,082.20	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ -	\$ -	\$ -
10. Marketing/Communications	\$ 18,000.00	\$ 1,800.00	\$ 19,800.00	\$ 18,000.00	\$ 1,800.00	\$ 19,800.00	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ 1,279,200.00	\$ 127,920.00	\$ 1,407,120.00	\$ 1,104,200.00	\$ 110,420.00	\$ 1,214,620.00	\$ 175,000.00	\$ 17,500.00	\$ 192,500.00
12. Subcontracts/Agreements	\$ 8,672,514.00	\$ 867,251.40	\$ 9,539,765.40	\$ 8,172,514.00	\$ 867,251.40	\$ 9,039,765.40	\$ 500,000.00	\$ -	\$ 500,000.00
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flex funds, other client expense	\$ 490,500.00	\$ 49,050.00	\$ 539,550.00	\$ 490,500.00	\$ 49,050.00	\$ 539,550.00	\$ -	\$ -	\$ -
Billing for Uninsured	\$ 528,500.00	\$ -	\$ 528,500.00	\$ -	\$ -	\$ -	\$ 528,500.00	\$ -	\$ 528,500.00
TOTAL	\$ 16,415,784.30	\$ 1,587,231.43	\$ 18,003,015.73	\$ 15,158,194.30	\$ 1,568,321.43	\$ 16,724,515.73	\$ 1,257,590.00	\$ 20,910.00	\$ 1,278,500.00

Indirect As A Percent of Direct

9.7%

New Hampshire Department of Health and Human Services

Bidder/Program Name: NFI North, Inc.

Budget Request for: Care Management Entity Services for FAST Forward

Budget Period: \$FY 2023 (7/1/2022-6/30/2023)

Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total
1. Total Salary/Wages	\$ 3,814,512.80	\$ 381,951.28	\$ 4,196,464.08	\$ 3,664,512.80	\$ 368,951.28	\$ 4,031,464.08	\$ 150,000.00	\$ 15,000.00	\$ 165,000.00
2. Employee Benefits	\$ 957,427.99	\$ 95,742.80	\$ 1,053,170.79	\$ 917,427.99	\$ 91,742.80	\$ 1,009,170.79	\$ 40,000.00	\$ 4,000.00	\$ 44,000.00
3. Consultants	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ 71,000.00	\$ 7,100.00	\$ 78,100.00	\$ 61,000.00	\$ 6,100.00	\$ 67,100.00	\$ 10,000.00	\$ 1,000.00	\$ 11,000.00
6. Travel	\$ 551,000.00	\$ 55,101.00	\$ 606,101.00	\$ 501,000.00	\$ 50,101.00	\$ 551,101.00	\$ 50,000.00	\$ 5,000.00	\$ 55,000.00
7. Occupancy	\$ 149,956.00	\$ 14,997.60	\$ 164,953.60	\$ 125,866.00	\$ 12,587.60	\$ 138,453.60	\$ 24,090.00	\$ 2,410.00	\$ 26,500.00
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 94,500.00	\$ 8,450.00	\$ 102,950.00	\$ 84,500.00	\$ 8,450.00	\$ 92,950.00	\$ 10,000.00	\$ -	\$ 10,000.00
Postage	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ -	\$ -	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 37,302.00	\$ 3,280.20	\$ 40,582.20	\$ 32,802.00	\$ 3,280.20	\$ 36,082.20	\$ 4,500.00	\$ -	\$ 4,500.00
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ -	\$ -	\$ -
10. Marketing/Communications	\$ 23,000.00	\$ 2,300.00	\$ 25,300.00	\$ 18,000.00	\$ 1,800.00	\$ 19,800.00	\$ 5,000.00	\$ 500.00	\$ 5,500.00
11. Staff Education and Training	\$ 1,304,200.00	\$ 130,420.00	\$ 1,434,620.00	\$ 1,104,200.00	\$ 110,420.00	\$ 1,214,620.00	\$ 200,000.00	\$ 20,000.00	\$ 220,000.00
12. Subcontracts/Agreements	\$ 8,722,514.00	\$ 872,251.40	\$ 9,594,765.40	\$ 8,172,514.00	\$ 872,251.40	\$ 9,044,765.40	\$ 550,000.00	\$ -	\$ 550,000.00
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flex funds, other client expense	\$ 540,500.00	\$ 49,050.00	\$ 589,550.00	\$ 490,500.00	\$ 49,050.00	\$ 539,550.00	\$ 50,000.00	\$ -	\$ 50,000.00
Billing for Uninsured	\$ 680,000.00	\$ -	\$ 680,000.00	\$ -	\$ -	\$ -	\$ 680,000.00	\$ -	\$ 680,000.00
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 17,208,012.79</b>	<b>\$ 1,636,854.28</b>	<b>\$ 18,844,867.07</b>	<b>\$ 15,334,422.79</b>	<b>\$ 1,588,944.28</b>	<b>\$ 16,923,367.07</b>	<b>\$ 1,873,590.00</b>	<b>\$ 47,910.00</b>	<b>\$ 1,921,500.00</b>

Indirect As A Percent of Direct 9.5%

New Hampshire Department of Health and Human Services  
Exhibit D



**CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS**

The Vendor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS**

**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by grantees (and by inference, sub-grantees and sub-contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a grantee (and by inference, sub-grantees and sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each grant during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner  
NH Department of Health and Human Services  
129 Pleasant Street,  
Concord, NH 03301-6505

1. The grantee certifies that it will or will continue to provide a drug-free workplace by:
  - 1.1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - 1.2. Establishing an ongoing drug-free awareness program to inform employees about
    - 1.2.1. The dangers of drug abuse in the workplace;
    - 1.2.2. The grantee's policy of maintaining a drug-free workplace;
    - 1.2.3. Any available drug counseling, rehabilitation, and employee assistance programs; and
    - 1.2.4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - 1.3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - 1.4. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will
    - 1.4.1. Abide by the terms of the statement; and
    - 1.4.2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
  - 1.5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 1.4.2 from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency



New Hampshire Department of Health and Human Services  
Exhibit D

- has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- 1.6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 1.4.2, with respect to any employee who is so convicted
    - 1.6.1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
    - 1.6.2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
  - 1.7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1.1, 1.2, 1.3, 1.4, 1.5, and 1.6.
2. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

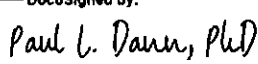
Place of Performance (street address, city, county, state, zip code) (list each location)


Check  if there are workplaces on file that are not identified here.

Vendor Name: NFI North, Inc.

6/9/2022

Date

DocuSigned by:  
  
 Name: Paul L. Dann, PhD  
 Title: Executive Director

Vendor Initials   
 Date 6/9/2022



New Hampshire Department of Health and Human Services  
Exhibit E

**CERTIFICATION REGARDING LOBBYING**

The Vendor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

Programs (indicate applicable program covered):

- \*Temporary Assistance to Needy Families under Title IV-A
- \*Child Support Enforcement Program under Title IV-D
- \*Social Services Block Grant Program under Title XX
- \*Medicaid Program under Title XIX
- \*Community Services Block Grant under Title VI
- \*Child Care Development Block Grant under Title IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor).
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, attached and identified as Standard Exhibit E-1.)
3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Vendor Name: NFI North, Inc.

6/9/2022

Date

DocuSigned by:

*Paul L. Dann, PhD*

Name: Paul L. Dann, PhD

Title: Executive Director

DS  
PW

Vendor Initials

6/9/2022

Date



New Hampshire Department of Health and Human Services  
Exhibit F



**CERTIFICATION REGARDING DEBARMENT, SUSPENSION  
AND OTHER RESPONSIBILITY MATTERS**

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12549 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**INSTRUCTIONS FOR CERTIFICATION**

1. By signing and submitting this proposal (contract), the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this proposal (contract) is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See the attached definitions.
6. The prospective primary participant agrees by submitting this proposal (contract) that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties).
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and



New Hampshire Department of Health and Human Services  
Exhibit F

information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

- 10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

PRIMARY COVERED TRANSACTIONS

- 11. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
  - 11.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - 11.2. have not within a three-year period preceding this proposal (contract) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - 11.3. are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (I)(b) of this certification; and
  - 11.4. have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
- 12. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

LOWER TIER COVERED TRANSACTIONS

- 13. By signing and submitting this lower tier proposal (contract), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:
  - 13.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
  - 13.2. where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (contract).
- 14. The prospective lower tier participant further agrees by submitting this proposal (contract) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

Contractor Name: NFI North, Inc.

6/9/2022  
Date

DocuSigned by:  
*Paul L. Dann, PhD*  
Name: Paul L. Dann, PhD  
Title: Executive Director

DS  
PLD  
Contractor Initials  
Date 6/9/2022

New Hampshire Department of Health and Human Services  
Exhibit G



**CERTIFICATION OF COMPLIANCE WITH REQUIREMENTS PERTAINING TO  
FEDERAL NONDISCRIMINATION, EQUAL TREATMENT OF FAITH-BASED ORGANIZATIONS AND  
WHISTLEBLOWER PROTECTIONS**

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

Contractor will comply, and will require any subgrantees or subcontractors to comply, with any applicable federal nondiscrimination requirements, which may include:

- the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. Section 3789d) which prohibits recipients of federal funding under this statute from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act requires certain recipients to produce an Equal Employment Opportunity Plan;
- the Juvenile Justice Delinquency Prevention Act of 2002 (42 U.S.C. Section 5672(b)) which adopts by reference, the civil rights obligations of the Safe Streets Act. Recipients of federal funding under this statute are prohibited from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act includes Equal Employment Opportunity Plan requirements;
- the Civil Rights Act of 1964 (42 U.S.C. Section 2000d, which prohibits recipients of federal financial assistance from discriminating on the basis of race, color, or national origin in any program or activity);
- the Rehabilitation Act of 1973 (29 U.S.C. Section 794), which prohibits recipients of Federal financial assistance from discriminating on the basis of disability, in regard to employment and the delivery of services or benefits, in any program or activity;
- the Americans with Disabilities Act of 1990 (42 U.S.C. Sections 12131-34), which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation;
- the Education Amendments of 1972 (20 U.S.C. Sections 1681, 1683, 1685-86), which prohibits discrimination on the basis of sex in federally assisted education programs;
- the Age Discrimination Act of 1975 (42 U.S.C. Sections 6106-07), which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance. It does not include employment discrimination;
- 28 C.F.R. pt. 31 (U.S. Department of Justice Regulations – OJJDP Grant Programs); 28 C.F.R. pt. 42 (U.S. Department of Justice Regulations – Nondiscrimination; Equal Employment Opportunity; Policies and Procedures); Executive Order No. 13279 (equal protection of the laws for faith-based and community organizations); Executive Order No. 13559, which provide fundamental principles and policy-making criteria for partnerships with faith-based and neighborhood organizations;
- 28 C.F.R. pt. 38 (U.S. Department of Justice Regulations – Equal Treatment for Faith-Based Organizations); and Whistleblower protections 41 U.S.C. §4712 and The National Defense Authorization Act (NDAA) for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013) the Pilot Program for Enhancement of Contract Employee Whistleblower Protections, which protects employees against reprisal for certain whistle blowing activities in connection with federal grants and contracts.

The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment.

Exhibit G

Contractor Initials

DS  
PW

Certification of Compliance with requirements pertaining to Federal Nondiscrimination, Equal Treatment of Faith-Based Organizations and Whistleblower protections



New Hampshire Department of Health and Human Services  
Exhibit G

In the event a Federal or State court or Federal or State administrative agency makes a finding of discrimination after a due process hearing on the grounds of race, color, religion, national origin, or sex against a recipient of funds, the recipient will forward a copy of the finding to the Office for Civil Rights, to the applicable contracting agency or division within the Department of Health and Human Services, and to the Department of Health and Human Services Office of the Ombudsman.

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

- 1. By signing and submitting this proposal (contract) the Contractor agrees to comply with the provisions indicated above.

Contractor Name: NFI North, Inc.

6/9/2022

Date

DocuSigned by:  
*Paul L. Dann, PhD*  
Name: Paul L. Dann, PhD  
Title: Executive Director

Exhibit G

Certification of Compliance with requirements pertaining to Federal Nondiscrimination, Equal Treatment of Faith-Based Organizations and Whistleblower protections

Contractor Initials

DS  
PLD



New Hampshire Department of Health and Human Services  
Exhibit H

CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor identified in Section 1.3 of the General Provisions agrees, by signature of the Contractor's representative as identified in Section 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this contract, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.

Contractor Name: NFI North, Inc.

6/9/2022

Date

DocuSigned by:

*Paul L. Dann, PhD*

Name: Paul L. Dann, PhD

Title: Executive Director



New Hampshire Department of Health and Human Services  
Exhibit J

**CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT (FFATA) COMPLIANCE**

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$25,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$25,000 or more. If the initial award is below \$25,000 but subsequent grant modifications result in a total award equal to or over \$25,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), the Department of Health and Human Services (DHHS) must report the following information for any subaward or contract award subject to the FFATA reporting requirements:

1. Name of entity
2. Amount of award
3. Funding agency
4. NAICS code for contracts / CFDA program number for grants
5. Program source
6. Award title descriptive of the purpose of the funding action
7. Location of the entity
8. Principle place of performance
9. Unique identifier of the entity (DUNS #)
10. Total compensation and names of the top five executives if:
  - 10.1. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
  - 10.2. Compensation information is not already available through reporting to the SEC.

Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.


The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

Contractor Name: NFI North, Inc.

6/9/2022

Date

DocuSigned by:  
  
 Name: Paul L. Dann, PhD  
 Title: Executive Director



New Hampshire Department of Health and Human Services  
Exhibit J

**FORM A**

As the Contractor identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

- 1. The DUNS number for your entity is: 04-3161042
- 2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

NO  YES

If the answer to #2 above is NO, stop here

If the answer to #2 above is YES, please answer the following:

- 3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C.78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

NO  YES

If the answer to #3 above is YES, stop here

If the answer to #3 above is NO, please answer the following:

- 4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

Name: _____	Amount: _____
Name: _____	Amount: _____
Name: _____	Amount: _____
Name: _____	Amount: _____
Name: _____	Amount: _____

# State of New Hampshire

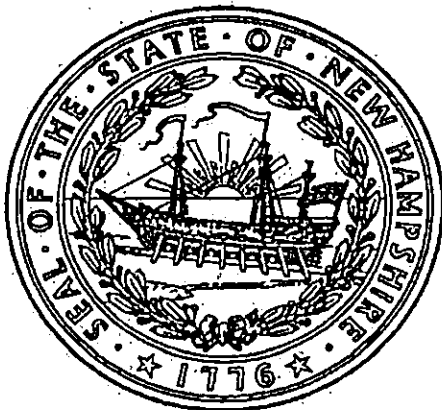
## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that NFI NORTH, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on July 06, 1992. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 175745

Certificate Number: 0005764736



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 22nd day of April A.D. 2022.

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

David M. Scanlan  
Secretary of State



CERTIFICATE OF AUTHORITY

I, Dellie Champagne, hereby certify that:  
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of NFI North, Inc.  
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on March 28th, 2022, at which a quorum of the Directors/shareholders were present and voting.  
(Date)

VOTED: That Paul L Dann, PhD, Executive Director (may list more than one person)  
(Name and Title of Contract Signatory)

is duly authorized on behalf of NFI North, Inc. to enter into contracts or agreements with the State  
(Name of Corporation/ LLC)

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

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

Dated: 5/23/22

Dellie Champagne

Dellie Champagne (May 23, 2022 10:24 EDT)

Signature of Elected Officer

Name: Dellie Champagne

Title: Clerk

# Certif.ofAuthorityforCorp.orLLC

Final Audit Report

2022-05-23

Created:	2022-05-23
By:	Paul Dann (pauldann@nafi.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAHPKLIZA4yLUZJoerNpeeGnlHnORQcXsX

## "Certif.ofAuthorityforCorp.orLLC" History

-  Document created by Paul Dann (pauldann@nafi.com)  
2022-05-23 - 2:03:44 PM GMT - IP address: 76.179.114.106
-  Document emailed to Dellie Champagne (dchampagne@savechildren.org) for signature  
2022-05-23 - 2:04:18 PM GMT
-  Email viewed by Dellie Champagne (dchampagne@savechildren.org)  
2022-05-23 - 2:23:53 PM GMT - IP address: 104.47.59.254
-  Document e-signed by Dellie Champagne (dchampagne@savechildren.org)  
Signature Date: 2022-05-23 - 2:24:40 PM GMT - Time Source: server- IP address: 73.47.42.46
-  Agreement completed.  
2022-05-23 - 2:24:40 PM GMT



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## **NFI North Mission Statement**

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



**NFI NORTH, INC.**

**Financial Statements**

**June 30, 2021**

**(With Independent Auditors' Report Thereon)**

**NFI NORTH, INC.**  
**Financial Statements**  
June 30, 2021

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KPMG LLP  
Two Financial Center  
60 South Street  
Boston, MA 02111

## Independent Auditors' Report

The Board of Directors  
NFI North, Inc.:

### Report on the Financial Statements

We have audited the accompanying financial statements of NFI North, Inc. (NFIN), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

### *Management's Responsibility for the Financial Statements*

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

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NFIN as of June 30, 2021, and the changes in its net assets and its cash flows for the year then ended in accordance with U.S. generally accepted accounting principles.

### *Emphasis of Matter*

As discussed in note 1 to the financial statements, in 2021, NFIN adopted Accounting Standards Update No. 2016-02, *Leases (Topic 842)*, as amended. Our opinion is not modified with respect to this matter.





**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated October 13, 2021 on our consideration of NFIN's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of NFIN's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering NFIN's internal control over financial reporting and compliance.

**KPMG LLP**

October 13, 2021

**NFI NORTH, INC.**  
Statement of Financial Position  
June 30, 2021

**Assets**

Current assets:	
Cash and equivalents	\$ 4,271,586
Accounts receivable, net	3,909,136
Prepaid expenses and other current assets	131,777
Due from affiliate (note 8)	84,189
Investments (note 4)	<u>3,310,091</u>
Total current assets	<u>11,706,779</u>
Property and equipment (note 5):	
Land	685,632
Buildings and improvements	9,271,794
Equipment and furnishings	620,547
Motor vehicles	<u>868,985</u>
	11,446,958
Less accumulated depreciation	<u>(6,704,377)</u>
Property and equipment, net	4,742,581
Lease right-of-use assets (note 6)	50,193
Other assets	<u>12,493</u>
Total assets	<u>\$ 16,512,046</u>

**Liabilities and Net Assets**

Current liabilities:	
Current portion of long-term debt (note 5)	\$ 346,571
Current portion of operating lease liabilities (note 6)	30,440
Accounts payable	65,784
Accrued payroll and related liabilities	1,439,513
Other accrued expenses	808,697
Deferred revenue	<u>205,998</u>
Total current liabilities	<u>2,897,003</u>
Long-term liabilities:	
Long-term debt, net of current portion (note 5)	2,092,644
Due to affiliate long-term (note 8)	202,303
Operating lease liabilities, net of current portion (note 6)	19,753
Other liabilities	<u>377,167</u>
Total long-term liabilities	<u>2,691,867</u>
Total liabilities	<u>5,588,870</u>
Net assets:	
Without donor restrictions	10,680,101
With donor restrictions	<u>243,075</u>
Total net assets	<u>10,923,176</u>
Total liabilities and net assets	<u>\$ 16,512,046</u>

See accompanying notes to financial statements.

**NFI NORTH, INC.**  
Statement of Activities  
Year ended June 30, 2021

Changes in net assets without donor restrictions:	
Revenues and other support:	
Contracts, net	\$ 34,366,090
Contributions:	
In-kind	949,252
Interest and dividends	69,007
Miscellaneous	<u>(492)</u>
	35,383,857
Net assets released from restrictions	<u>11,886</u>
Total revenues and other support	<u>35,395,743</u>
Expenses:	
Program services	28,939,446
Supporting services (note 8)	<u>3,357,535</u>
Total expenses	<u>32,296,981</u>
Increase in net assets without donor restrictions before nonoperating activities	3,098,762
Nonoperating activities:	
Net realized and unrealized gain on investments	217,428
Gain on sale of property and equipment	<u>50,812</u>
Increase in net assets without donor restrictions	<u>3,367,002</u>
Changes in net assets with donor restrictions:	
Contributions and grants	60,820
Net assets released from restrictions	<u>(11,886)</u>
Increase in net assets with donor restrictions	<u>48,934</u>
Increase in net assets	3,415,936
Net assets at beginning of year	<u>7,507,240</u>
Net assets at end of year	<u>\$ 10,923,176</u>

See accompanying notes to financial statements.

**NFI NORTH, INC.**  
**Statement of Functional Expenses**  
Year ended June 30, 2021

	<u>Program services</u>	<u>Supporting services</u>	<u>Total</u>
<b>Personnel expenses:</b>			
Salaries, payroll taxes and employee benefits	\$ 20,431,305	1,640,793	22,072,098
<b>Other expenses:</b>			
Contracted services	3,712,494	1,393,045	5,105,539
Other direct costs	1,251,479	159,703	1,411,182
In-kind	949,252	—	949,252
Consumables	866,381	—	866,381
Occupancy	684,923	34,728	719,651
Equipment	253,672	55,271	308,943
Transportation	201,784	17,262	219,046
Interest	89,131	7,008	96,139
	<u>8,009,116</u>	<u>1,667,017</u>	<u>9,676,133</u>
Depreciation and amortization	<u>499,025</u>	<u>49,725</u>	<u>548,750</u>
<b>Total expenses</b>	<b><u>\$ 28,939,446</u></b>	<b><u>3,357,535</u></b>	<b><u>32,296,981</u></b>

See accompanying notes to financial statements.

**NFI NORTH, INC.**  
**Statement of Cash Flows**  
**Year ended June 30, 2021**

Cash flows from operating activities:	
Increase in net assets	\$ 3,415,936.
Adjustments to reconcile increase in net assets to net cash provided by operating activities:	
Depreciation and amortization	548,750
Gain on sale of property and equipment	(50,812)
Net realized and unrealized gain on investments	(217,428)
Amortization of right-of-use asset	43,034
Changes in assets and liabilities:	
Accounts receivable, net	(31,248)
Prepaid expenses and other current assets	(56,686)
Due from affiliate	(58,426)
Other assets	757
Accounts payable	(108,175)
Accrued payroll and related liabilities	575,364
Other accrued expenses	295,005
Due to affiliate	(7,539)
Deferred revenue	(106,793)
Operating lease liabilities	(43,034)
Net cash provided by operating activities	<u>4,198,705</u>
Cash flows from investing activities:	
Purchases of property and equipment	(1,452,692)
Purchases of investments	(1,807,378)
Proceeds from sale of property and equipment	51,701
Proceeds from sale of investments	275,515
Net cash used in investing activities	<u>(2,932,854)</u>
Cash flows from financing activities:	
Repayments of long-term debt	(198,156)
Net cash used in financing activities	<u>(198,156)</u>
Net increase in cash and equivalents	1,067,695
Cash and equivalents at beginning of year	<u>3,203,891</u>
Cash and equivalents at end of year	<u>\$ 4,271,586</u>
Supplemental data:	
Cash paid for interest	\$ 96,139
Cash paid for amounts included in the measurement of operating lease liabilities	\$ 46,748

See accompanying notes to financial statements.

**NFI NORTH, INC.**

Notes to Financial Statements

June 30, 2021

**(1) Summary of Significant Accounting Policies**

NFI North, Inc. (NFIN) is a not-for-profit organization whose purpose is to provide community-based social services to individuals and their families. NFIN is a subsidiary of North American Family Institute, Inc. (NAFI), which is the sole member of NFIN's board of directors. Substantially all of NFIN's revenues are derived from services contracted with the States of Maine and New Hampshire Departments of Human Services, Children, Youth and Families, Medicaid, private insurers, and local public school districts.

**(a) Basis of Presentation**

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

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

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

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

**(b) Revenue from Contracts with Customers**

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

Revenues from contracts are primarily derived from cost reimbursement, per diem and fee-for service contracts. Cost reimbursement contracts are recognized with expenses being reimbursed for services delivered over the course of client enrollment period which is generally as expenses are incurred. Rate based contracts are recognized with expenses being reimbursed for services delivered over the course of client stay based on an established rate with the related funding source which is generally when services are provided. Revenues from contracts consisted of 16% for cost reimbursement contracts and 84% for rate-based contracts for the year ended June 30, 2021.

**NFI NORTH, INC.**

Notes to Financial Statements

June 30, 2021

**(c) Income Taxes**

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

**(d) Use of Estimates**

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

**(e) Concentration of Risk**

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

**(f) Cash and Equivalents**

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

**(g) Property and Equipment**

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

Buildings and improvements	15–33.3 years
Equipment and furnishings	2–10 years
Motor vehicles	3–5 years

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

**(h) Self-Insurance**

NFIN is self-insured for employee medical healthcare costs. As of June 30, 2021, the estimated liability for healthcare claims incurred but not yet reported or paid was \$128,172 and is included in accrued payroll and related liabilities in the accompanying statement of financial position.

**NFI NORTH, INC.**

Notes to Financial Statements

June 30, 2021

**(i) In-Kind Contributions**

In-kind contributions are generally recognized at fair value on the date received. During fiscal 2021, NFIN received in-kind contributions of rent, equipment and furnishings, and consumables amounting to \$949,252.

**(j) Fair Value of Financial Instruments**

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

- Level 1 – quoted prices in active markets for identical financial instruments.
- Level 2 – other significant observable inputs (including quoted prices for similar financial instruments, interest rates, credit risk, etc.).
- Level 3 – significant unobservable inputs (including NFIN's own assumptions in determining the fair value of financial instruments).

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

**(k) Leasing**

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

Right-of-use assets represent NFIN's right to use an underlying asset for the lease term. Lease liabilities represent NFIN's liability to make lease payments arising from the lease. Operating right-of-use assets and related obligations are recognized at commencement date based on the present value of lease payments over the lease term discounted using an appropriate incremental borrowing rate. The incremental borrowing rate is based on the information available at commencement date in determining the present value of lease payments. The value of an option to extend or terminate a lease is reflected to the extent it is reasonably certain management will exercise that option.

**(l) Recently Issued Accounting Standards**

In February 2016, the FASB issued ASU 2016-02, *Leases* (Topic 842), as amended, that requires, among other things, a lessee to recognize a right-of-use asset representing an entity's right to use the underlying asset for the lease term and a liability for lease payments on the balance sheet, regardless of classification of a lease as an operating or finance lease.



**NFI NORTH, INC.**

## Notes to Financial Statements

June 30, 2021

NAFI adopted the following practical expedients and elected the following accounting policies related to this standard:

- Elected not to reassess prior conclusions related to the identification, classification, and accounting for indirect costs for leases that commenced prior to July 1, 2020;
- Elected to utilize a risk-free rate (e.g. U.S. Treasury bill rate) to discount the lease payments;
- Elected the short-term lease accounting policy allowing lessees not to recognize right-of-use assets and lease liabilities with a term of twelve months or less; and
- Elected not to separate lease and non-lease components for certain equipment lease asset categories.

NFIN adopted ASU 2016-02 in fiscal year 2021 using the modified retrospective approach. Right-of-use assets and related lease obligations of \$93,228 and \$93,228 were recognized as of July 1, 2020 and are included in the statement of financial position. The guidance did not materially impact NFIN's results of operations.

**(m) COVID-19 Pandemic**

In March 2020, the World Health Organization declared the novel coronavirus (COVID-19) a pandemic. NFIN continues to receive funding from state and federal contracts, and is able to continue its operations in providing community-based social services to individuals and their families. NFIN received emergency funding from the States of Maine and New Hampshire, to assist potential additional costs associated with the COVID-19 pandemic.

**(n) Subsequent Events**

NFIN has evaluated events subsequent to June 30, 2021 and through October 13, 2021, which is the date that the financial statements were available to be issued. NFIN has determined there are no material events that would require recognition or disclosure in this report through this date.

**(2) Financial Asset and Liquidity Resources**

As of June 30, 2021, financial assets and liquidity resources available within one year for general expenditures, such as operating expenses and scheduled principal payments on debt, were as follows:

Cash and cash equivalents	\$	4,028,511
Accounts receivable, net		3,909,136
Investments		3,310,091
Due from affiliate		<u>84,189</u>
Total financial assets available within one year	\$	<u>11,331,927</u>

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

**NFI NORTH, INC.**

## Notes to Financial Statements

June 30, 2021

**(3) Line of Credit**

NAFI makes available to its subsidiaries, including NFIN, NAFI Connecticut, Inc. (NAFICT), NFI Vermont, Inc. (NFIV) and NFI Massachusetts, Inc. (NFI), an on demand \$8,000,000 line of credit from TD Bank. The line of credit bears interest at a fluctuating rate per annum equal to the Wall Street Journal Prime Rate, plus 0.50% per annum, (3.75% as of June 30, 2021). Borrowings under the line are jointly guaranteed by NAFI, NFIN, NAFICT, NFIV and NFI and are collateralized by substantially all of their assets.

Borrowings under the line of credit are due upon demand, and the line is subject to annual renewal. As of June 30, 2021, there were no borrowings outstanding under this line of credit.

In addition, for the year ended June 30, 2021, NAFI has entered into Letter of Credit agreements with TD Bank for the year ended June 30, 2021 for a total of \$1,045,893. The Letter of Credit agreements can be utilized by all subsidiaries in the aggregate of \$8,000,000 and are not collateralized by additional cash. The Letter of Credit agreements are a requirement of NAFI's workers' compensation carrier.

**(4) Investments**

Investments are carried at fair value. Investments at June 30, 2021 consisted of the following:

Equities	\$	1,481,457
Cash and equivalents		1,001,084
Corporate bonds		<u>827,550</u>
	\$	<u><u>3,310,091</u></u>

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

**(5) Long-Term Debt**

Long-term debt as of June 30, 2021 consisted of the following:

<u>Type and Interest rate as of June 30, 2021</u>	<u>Fiscal year due</u>	<u>Amount</u>
Mortgages payable, secured by real estate:		
0.00%-8.00% fixed	2022-2031	\$ 2,401,837
Vehicle notes secured by automobiles:		
0.00%-8.59% fixed	2022-2024	<u>37,378</u>
Total long-term debt		2,439,215
Less: current portion		<u>(346,571)</u>
Total long-term debt, net of current portion		<u><u>\$ 2,092,644</u></u>

**NFI NORTH, INC.**  
Notes to Financial Statements  
June 30, 2021

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

NFIN is required to maintain certain debt service coverage ratios.

Scheduled repayments of long-term debt are as follows:

	<u>Amount due</u>
Year ending June 30:	
2022	\$ 346,571
2023	122,463
2024	125,811
2025	124,464
2026	211,693
Thereafter	<u>1,508,213</u>
	<u>\$ 2,439,215</u>

Interest expense was \$96,139 for the year ended June 30, 2021.

**(6) Leases**

NFIN is committed to annual payments under several long-term non-cancelable (except under certain circumstances) operating leases for property, vehicles and equipment through fiscal year 2024.

Lease expense reported in occupancy and equipment in the statement of functional expenses amounted to \$47,009 for the year ended June 30, 2021, the components of which are as follows:

	<u>2021</u>
Lease cost:	
Operating lease expense	\$ 46,748
Short-term lease expense	<u>261</u>
Total lease expense	<u>\$ 47,009</u>

**NFI NORTH, INC.**  
Notes to Financial Statements  
June 30, 2021

Payments due include options to extend leases that are reasonably certain through fiscal year 2024 and are summarized below:

	<b>Amount due</b>
Year ending June 30:	
2022	\$ 30,523
2023	17,098
2024	2,765
	50,386
Less: amounts representing interest	(643)
	\$ 51,029

The weighted-average remaining lease term for operating leases is 21 months. The weighted average discount rate for operating leases is 0.19%.

Rental expense amounted to \$44,523 for the year ended June 30, 2021, including \$44,134 of related party property charges described in note 8. These expenses are included in occupancy and equipment expense in the accompanying statement of functional expenses.

**(7) Retirement Plan**

NFIN has a qualified defined contribution retirement plan for eligible employees to which annual contributions are made at the discretion of NFIN's board of directors. NFIN elected to contribute \$249,912 for the year ended June 30, 2021. These expenses are included in employee benefits expense within the accompanying statement of functional expenses.

**(8) Related Party Transactions**

North American Family Institute, Inc. (NAFI), an affiliate, charges an administrative management fee for supporting service costs that NAFI incurs on behalf of the subsidiaries. These allocated costs amounted to \$1,558,503 for the year ended June 30, 2021, and have been included in supporting services expenses in the accompanying statement of activities and contracted services expenses within the statement of functional expenses.

In addition, NFIN pays NAFI a property charge for usage of certain fixed assets of NAFI. This charge was \$44,134 for the year ended June 30, 2021, and has been included in program services expenses in the accompanying statements of activities and functional expenses.

Cost reimbursement underpayments resulted in a balance due to NAFI as of June 30, 2021 in the amount of \$202,303. This amount has been reported as due to affiliate in the accompanying consolidated statement of financial position and is expected to be received within one year.

**NFI NORTH, INC.**

Notes to Financial Statements

June 30, 2021

Cost reimbursement overpayments have resulted in a balance due from NAFI as of June 30, 2021 in the amount of \$84,189. This amount has been reported as due from affiliate in the accompanying statement of financial position and is expected to be paid within one year.

NAFI and affiliated corporations (NFIN, NFIVT, NAFICT and NFIM) may periodically make short term loans, not to exceed one year, to its affiliated corporations, secured by documentation evidencing such indebtedness. For the year ended June 30, 2021, there were no short-term loan transactions with NFIN.



KPMG LLP  
Two Financial Center  
60 South Street  
Boston, MA 02111

**Independent Auditors' Report on Internal Control Over Financial Reporting and  
on Compliance and Other Matters Based on an Audit of Financial Statements  
Performed in Accordance With Government Auditing Standards**

The Board of Directors  
NFI North, Inc.:

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of NFI North, Inc. (NFIN), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 13, 2021. This report included an emphasis of matter paragraph referring to NFIN's adoption of Accounting Standards Update No. 2016-02, *Leases* (Topic 842), as amended, in 2021.

**Internal Control Over Financial Reporting**

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

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

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

**Compliance and Other Matters**

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



**Purpose of this Report**

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

KPMG LLP

October 13, 2021

**NFI NORTH, INC.  
OFFICERS**

<b>Title</b>	<b>Name</b>	<b>Address</b>
President	Suanne Nader Educator	[REDACTED]
Treasurer	Bruce Farenwald CFO Duncraft Inc	[REDACTED]
Clerk/Secretary	Dellie Champagne Events Coordinator/Teacher/Consumer Representative	[REDACTED]

**BOARD OF DIRECTORS**

<b>Name</b>	<b>Occupation</b>	<b>Address</b>
Doug Giles	Retired Fire Fighter/Organic Farmer	[REDACTED]
Suanne Nader	Educator	[REDACTED]
Dellie Champagne	Events Coordinator/Teacher/Consumer Representative	[REDACTED]
Bruce Farenwald	CFO Duncraft Inc.	[REDACTED]
Dean L. Murray	Chief Compliance Officer and VP Regulatory GE Capital- Electric Company	[REDACTED]
Ashley Wainwright	Marketing Professional Banking Industry	[REDACTED]
Terry Lochhead	Retired Communications Consultant	[REDACTED]

Terms: Until successors are duly elected and qualified. NOTE: No compensation for Members or Directors As of: 2-28-2022



Resumes:

*Paul L. Daun, Ph.D.*

**EMPLOYMENT**

Jan 1993-  
present

*Executive Director*

Responsible for the overall management of this private non-profit corporation with a total annual budget of 16+ million dollars. Developed key programs and services to address the need of state mandated child protection, juvenile justice and mental health and educational agencies within the Northern New England area. Worked with Board of Directors, agency management and business staff to insure corporation's fiscal and programmatic excellence. Provided regular consultation and training to private and public human service organizations.

Sept 1997-  
present

*Part Time Lecturer/Program Director MS CMHC*

Teaching in the college's Graduate Program in Clinical Mental Health Counseling, Masters in Human Services, Masters in Computer Information Systems, Masters in Business and Master's in Business Administration. Developed numerous courses. Taught on campus, through hybrid learning as well as on line. Strong ability to use technology in class as well as within online platforms. Excellent reviews from students as well as administration. I facilitate and oversee student capstones as well as supervise primary research in the graduate school. Past member of the curriculum committee, strategic planning committee and current faculty representative to graduate council.

Sept., 1991 -  
Jan 1993

NORTH AMERICAN FAMILY INSTITUTE - Danvers, Massachusetts

*Director of Children and Family Services*

Responsible for the overall management of children and family services for a large nationally based non-profit human service agency. Developed a cadre of programs serving New Hampshire, Maine and Northern Massachusetts. Directly responsible for oversight of agency supervisors, project development, contract negotiation, training and fiscal operations. Developed core management training for project directors, wrote Proposals resulting in the addition of new projects, developed new and innovative services in the area of wrap around, therapeutic foster care, home based services and residential treatment.

April 1980 -  
Sept 1991

NORTHEASTERN FAMILY INSTITUTE - Danvers, MA

*Agency Supervisor for Adolescent Services (3/87 - 9/91)*

Promoted to this key management position. Responsible for program supervision, program development, and overall agency management functions including facility siting, community acceptance, facility licensing, fleet management, fiscal management and contract negotiations with various funding sources. Directly responsible for the operations of six projects representing a combined budget of \$3.4 million. Additional responsibilities include the provision of training and support for other agency projects.

*Program Director - North Crossing (12/83 - 3/87)*

Promoted to develop and manage a residential school emotionally Disturbed adolescents. This project included a staff of 15 and an annual budget of \$380,000. Developed this accredited school from the proposal stage to full operation. Provided training and support to other agency projects as well as the State of Vermont within the areas of program development and staff training. In February of 1985 promoted to supervise 2 additional projects with a staff of 10 and a \$325,000 budget.

*Pre-Screener - Crisis Intervention Services (9/83 - 6/86)*

Worked as part of a mobile crisis intervention team. Provided crisis intervention services throughout five communities on an open referral basis. Worked with area services, police and community members to provide pre-screening for voluntary and involuntary psychiatric hospitalization, mental status exams, crisis management, referral and consultation. Provided community presentations on the topics of mental health and program services.

*Program Director - Community Living Project and Adolescent Day Program (4/81 - 12/83)*

Managed 2 mental health programs with combined staff of 10 and a budget of \$335,000. Designed, organized, staffed and supervised a treatment program that achieved a high client success rate. Obtained contract funding from an additional state agency and from the state of Vermont. Consulted to agencies in the states of Maryland and New Hampshire on the development and management of community-based treatment.

*Caseworker - Foster Care Program (4/80 - 4/81)*

Managed a caseload of adolescents committed to the Department of Youth Services. Provided ongoing counseling and advocacy within the courts and community. Developed a group activity component.

**EDUCATION**

- 2004 - 2008 Ph.D. in Human and Organizational Development  
Fielding Graduate University
- 2004-2006 M.A. in Human and Organizational Systems, Fielding Graduate  
University.
- 1981 - 1983 Earned 30 credits toward a Master of Education in Human Service  
Management. Boston University.
- 1975 - 1979 Bachelor of Science in Human Service with High Honors.  
Northeastern University. Dean's List 1975-1979.

#### **OTHER RELATED EXPERIENCE:**

Adjunct Faculty, University of New Hampshire 2014-present  
Board Member New Hampshire Association for the Blind, 2012 to present  
Institute for Social Innovation Research Fellow 2010 to 2014  
Don Bushnell Scholarship Award for Organizational and Social Change 2007  
Vice Chair Board of Managers Community Provider Network 2003-2006  
Secretary Board of Managers Community Provider Network 1999-2003  
Board Member Havenwood Heritage Heights. Chair Planning Committee 2002, Vice President  
of the Board of Directors 2006, President Board of Director 2008-2011  
Board Member Maine Association of Mental Health Services 2001-present  
Leadership NH class of 2001  
President Hopkinton Independent School Board of Directors 1999-2009  
Former Massachusetts-Licensed-Social Worker - Lic. # 300178  
Clinician, Northeastern Family Center, Melrose Ma. 1988-1989  
Consultant, NHCMS, Amesbury, Ma. 1988-1990  
Trainer, Community Programs Innovations 1986-1993

#### **TRAININGS, WORKSHOPS AND PRESENTATIONS (partial list)**

**The Resiliency Factor: Our Role in Advancing Child and Youth Well Being- Keynote  
Speaker**

Child and Family Provider Network Annual Conference 2016

**Working Alliance: The Building Blocks for Ensuring Successful Outcomes**

Child and Family Provider Network Annual Conference 2016

**Leading with Vision Across and Within the Organization**

Senior Leadership Conference Alliance for Strong Children and Families 2015

**Cultural Foundations in Mental Health Practice**

NH North Core Training 2015

**Conscious Organizations; Stories and Practices from the Nonprofit and For Profit Sector**

**International Leadership Association Global Conference 2014**

**Supervision, Management and Leadership; Cross currents within the normative community**  
Rhode Island Psychological Centers 2014

**Workplace Diversity and Inclusion**  
Human Resource Association of Greater Concord 2013

**Cultural Diversity**  
Merrimack County House of Corrections 2013

**Generative Leadership**  
Tobias Leadership Institute 2012

**Emergent Leadership in Nonprofit Organizations**  
Senior Leadership Conference ACEF 2012

**Leadership Development**  
NAFL National Conference 2011

**Generative Leadership: Exploring Leadership Development Within Organizations and Teams**  
Senior Leadership Conference 2011

**Cultural Diversity in the Classroom**  
NEC Faculty Development Workshop 2011

**Working Alliance within the Classroom**  
Contoocook School Summer 2008

**Leadership Development Seminar**  
NFI Leadership Development Program Spring/Summer 2008

**Behavior Management**  
NFI North Core Training 2007

**Meaning Making within Organizations**  
NFI North Leadership Professional Development 2006  
**Reintegrative Services for Youth**  
DCYF annual Conference 2006

**Difficult People and Conflict Management**  
DCYF Annual Conference 2006

The Role of Story Telling In Leadership  
NAFI National Conference 2003

## **COURSES TAUGHT**

### **New England College Graduate and Continuing Studies**

#### **Masters in Health Care (all three credit courses)**

- Structure of Social Problems
- Long Term Care
- Health Care Management

#### **Masters in Community Mental Health Counseling (three to four credit courses)**

- Mental Health Management
- Multicultural Issues in Mental Health Delivery
- Career Development and Counseling
- Research Methods
- Capstone Facilitation

#### **Masters in Business Administration**

- Strategic Planning and Policy
- Organizational Management and Leadership
- Organizational Communication, Negotiation and Conflict Resolution
- Strategic Capstone
- Organizational Leadership and Change

#### **Masters in Health Care Management**

- Dynamics of Nonprofit Governance

### **University of New Hampshire**

#### **Masters in Public Administration**

- Organization and Management in the Public and Nonprofit Sector
- Effective Change Management

*References Available on Request*

**Luke Reynard, MBA**

Executive team member with experience leading operations in behavioral health and disability service systems.

**NFI North, Inc.**

**Chief Operating Officer**

**April 2021-Present**

- Responsible for daily operations of all agency programs
- Lead and supervise all strategic plan operations
- Collaborate with Executive Leadership team on strategic initiatives and operational processes
- Communicate with the CEO and Board of Directors on agency goals and initiatives
- Represent NFI North with state partners and the general public
- Oversee new business development and strategic opportunities
- Oversee relationships with vendors, subsidiaries, and partners

**University of New Hampshire**

**Director of Operations, Center for START Services, Institute on Disability,**

**July 2019-Apr 2021**

- Operational leadership for START Mental Health and Intellectual Disability Program
- Develop and implement strategic operating plans to align with UNH goals
- Develop programmatic cost projection proposals for various state government systems
- Member of the Institute on Disability at University of New Hampshire management team
- Research and identify opportunities to leverage state and federal Medicaid and MCO funds for programmatic use

**My Health My Resources (MHMR) of Tarrant County**

**2005 through 2019**

**Chief Operating Officer of Disability Services**

**May 2017-June 2019**

- Chief Operations Officer for Disability Services, leading services to 4000+ people with disabilities monthly
- Develop strategic operating plans to achieve agency mandates
- Responsible for daily operations and supervision of 500 full-time staff
- Responsible for oversight for state funded Authority Operations
- Responsible for operation of Provider function operations, including HCBS programs and ICF homes
- Develop and oversee \$30 million annual operations budget, including 20M+ in Medicaid funds
- Lead development team and supervise first crisis Intervention and prevention program in Texas; expanded contract across the state for further implementation
  - Award winner for Special Services to the START National Team
- Establish cost analysis of program operations resulting in net operational increase of revenues exceeding 1M
- Oversight of Housing Grants, Supported Employment Operations, and Shelter Plus Care Programs

- Oversight of programs funded through Health Human Services Commission, Office of the Governor and Center for Medicaid Services 1115 Waiver

<b>Senior Program Director of Disability Services</b>	<b>2012-17</b>
<b>Program Director</b>	<b>2011-12</b>
<b>Program Manager</b>	<b>2010-11</b>
<b>Program Specialist</b>	<b>2009-10</b>
<b>Service Coordination</b>	<b>2005-09</b>

**Education**

**Master of Business Administration** **University of Texas-Permian Basin**

**Bachelor of Arts in Psychology** **Texas State University**  
• Minor-Criminal Justice

**Community Leadership**

**New Hampshire Children's Behavioral Health Workforce Development Leadership Team**

- State

**Leadership Fort Worth, Class of 2016**

- Community engagement leadership development course designed to foster civic leadership skills and education opportunities

**Samaritan House Board of Directors**

- Board member providing support for non-profit providing support services and residential support to individuals with HIV/AIDS, Mental Illness, and other special needs

**MH Housing Development of Tarrant County Board of Directors**

- Board member for the property management organization providing housing supports to individuals with mental illness

**IDD Council of Tarrant County Board of Directors**

- Board member for non-profit community group with a mission of increasing awareness, promoting inclusion and providing education about disabilities in the community

**IDD Directors Consortium**

- Member of statewide leadership group of 39 Community Centers charged with policy advisement and stakeholder response for more than 50,000 people with disabilities in Texas

**Texas Health and Human Services STAR Kids Workgroup**

- Member legislatively appointed group charged with providing policy design for newly implemented Managed Care platform for 180,000 children with disabilities in Texas

**YMCA Soccer, Basketball, Baseball Coaching Volunteer** **2013-2018**

**Henniker Youth Athletics, Assistant Coach** **2019-present**

## KRISTI VAZIFDAR

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

### PROFESSIONAL EXPERIENCE

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

#### CHIEF FINANCIAL OFFICER

Reporting to CEO, principal financial leader responsible for overall financial management of the organization's 38 million dollar annual operating budget in our twenty programs across Maine and New Hampshire and managing a staff of 7. Provides critical oversight over each aspect of financial operations including budget creation and management.

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

#### INTERIM FINANCE MANAGER

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

#### Key Accomplishments:

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



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

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

**FINANCE DIRECTOR**

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

**Key Accomplishments:**

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

Star Island Corporation, Portsmouth, NH, 2004 – 2008

**BUSINESS & FINANCE MANAGER**

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

**Key Accomplishments:**

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

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

Star Island Corporation, Portsmouth, NH, 2000 – 2003

#### ACCOUNTANT

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

#### Key Accomplishments:

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

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

ACCOUNTANT, 1997 - 1999

OFFICE ASSISTANT, 1995 – 1997

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#### COMPUTER SKILLS

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

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#### COMMUNITY INVOLVEMENT & VOLUNTEER EXPERIENCE

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

Treasurer September, 2016 - PRESENT

Leadership Seacoast, Admissions Committee, 2014 - PRESENT

Leadership Seacoast, Program Graduate, 2013

4H, Judge for various competitions, 2013 – 2015

Barrington NH PTA 2011-2015

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#### EDUCATION

Master of Business Administration, Southern New Hampshire University

Graduate Certificate in Accounting, Southern New Hampshire University

Bachelor of Arts, Political Science, University of New Hampshire

## Janice Williamson

### HIGHLIGHTS OF QUALIFICATIONS:

- 30 years of experience with non-profit organizations, the last 25 in management and program administration.
- B.A. in Sociology backed by professional development courses in human services and management.
- Graduate of U.S. Army Command and General Staff College.
- Strong track record in developing and implementing training and support programs.
- Experienced in budget development/administration and grant writing.
- Accustomed to representing agency/participant interests through public speaking and personal representation.
- Extensive experience in developing Individual Service Plans vocational curriculums.
- Extensive experience in developing Individual Educational Plans and alternate school curriculums.
- Extensive experience with administrative functions, including supervision of staff, hiring, terminations, staff development and evaluation.
- Skillful in developing and managing contracts.
- Adept at interpreting and ensuring program compliance with state and federal regulations.
- Adept at interpreting Special Education regulations and managing alternate special education schools
- Strong leadership qualities and proven willingness to accept responsibilities demonstrated throughout civilian and military careers.
- High level of self-initiative and resourcefulness in achieving managerial objectives.
- Adept at implementing and maintaining the Mental Illness Management Services (MIMS).

### EXPERIENCE AND ACCOMPLISHMENTS:

#### 1998 to Present NFI NORTH, INC.

##### Regional Director

Responsible for overseeing the operations of all programs in my region. Provide leadership, supervision, guidance and clinical support. Responsible for communicating all policies and procedures, contract negotiations and development, fiscal planning and on-call availability.

#### 1994 to 1998 NFI NORTH, INC.

##### Program Director, North Country Shelter, Jefferson, NH

Responsible for total operations of co-ed program for 15 NH court ordered youth and over twenty five full-time staff. This included placement, counseling, treatment, special education, and all HR functions.

#### 1993 to 1994 NORTHERN NH DEVELOPMENTAL SERVICES & MENTAL HEALTH, Wolfeboro, NH

Residential Coordinator of lower Carroll County located at the Carroll County Mental Health Center. Coordinate and implement all residential programs for individuals with a mental illness. Responsible for all ISO/Enhance family care residential programs. Responsible for all compliance with state and federal regulations.

#### 1983 to 1992 COMMUNITY SERVICES COUNCIL OF MERRIMACK COUNTY, Concord, NH

Program Administrator of the Traumatic Brain Injury Residential Program and the Vocational Training Program, both located at Franklin Falls Farm - 1989 to May 1992

Direct all aspects of rehabilitative services for brain-injured adults and progressive vocational programming for the developmentally disabled. Oversee two program managers and a staff of 18

residential and vocational trainers providing services for a caseload of 30. Administer a \$500,000 annual budget.

Developed a profitable small business program as a vocational training tool for the developmentally disabled.

Established highly successful, non-traditional alternative vocational programs for those in need of more comprehensive therapeutic programming.

Planned/supervised programming and staff involved in developing and delivering three separate vocational training programs for the developmentally disabled and mentally ill throughout central New Hampshire.

Directly involved in agency's receipt of \$200,000 "Mobility Grant" for developing the TBI program.

Established strong relations with other TBI programs nationwide.

Introduced the area's first vocational training program for the developmentally disabled by establishing a day program at a local church hall.

Formulated and implemented all program models and management systems on which the Franklin Falls Farm program was developed.

Implemented and coordinated services with outside therapists (speech, occupational, physical and behavioral)

Supervised all job coaches and trainers.

1980 to 1983 LACONIA STATE SCHOOL AND TRAINING CENTER, Laconia, NH  
Recreational Therapist

#### TEACHING EXPERIENCE

1978 to SAU #4, New Hampshire

1979 Substitute Teacher for Middle-Secondary School

1977 to HOLBROOK SCHOOL, Holbrook, MA

1978 Substitute Teacher for Middle-Secondary School.

#### MILITARY EXPERIENCE:

1978 to UNITED STATES ARMY NATIONAL GUARD, Concord, NH

1998 Demonstrated strong leadership and management abilities resulting in career progress from the rank of Private to current rank of Lt. Colonel. Served as the Deputy Director of Personnel overseeing a staff of 20 at the State level. One of New Hampshire's first two female soldiers to graduate from Officer Candidate School. 1988 recipient of the NH Army Commendation Medal for Outstanding Service. 1986 recipient of the Army Commendation Medal for Meritorious Achievement. NH's 1985 Junior Officer of the Year. 1993 recipient of the Meritorious Service Medal for Exceptional Meritorious Service.

EDUCATION: North Adams State College, North Adams, MA, B.A. in Sociology.

#### PROFESSIONAL DEVELOPMENT:

1984 to Present Completion of many staff development workshops and seminars related to direct care and management within human services.

1995 Facilitator/Trainer of Moderate Level Challenge Course.

1989 to 1993 U.S. ARMY GENERAL COMMAND AND STAFF COLLEGE, Londonderry, NH  
Officers training in management, administration, counseling and executive responsibilities.

1987 U.S. ARMY INSTITUTE FOR PROFESSIONAL DEVELOPMENT, Newport News, VA  
Advanced Management, leadership and administration.

1981 U.S. ARMY, Aberdeen, MD - Officer Basic Course.

# Jennifer L. Altieri

## Key Skills and Strengths

- Leadership – Adept at leading/managing cross-functional programs.
- System building and implementation
- Capable of leading high performing teams under tough deadlines, to meet expectations of multiple stakeholders and other regulatory entities.
- Strong communication skills (verbal and written).
- Problem solver – Creativity and forethought in solving complex project issues.

## Objective

A motivated professional seeking a position that continues to enhance my skills and challenge further growth and development while providing leadership to plan, direct and coordinate program expansion, program oversight and system implementation.

## Education

**Masters of Science, *Clinical Mental Health Counseling with an addictions treatment Certificate***, Plymouth State University, Plymouth N.H. Accredited by the Counsel for Accreditation of Counseling and Related Educational Programs (CACREP) Graduation date, December 1, of 2015. GPA 3.75

**Bachelor of Science, *Human Services/Counseling***, Lyndon State College, 2002

## Professional Experience

### **Care Management Entity Administrator, *NFI North 1/2021-Current.***

Responsible for overseeing the administration of all programs of the Care Management Entity (CME) that serves as a centralized accountability hub to coordinate all care for youth with complex behavioral health challenges who are involved in multiple systems. The CME Administrator provides leadership, supervision, guidance, and clinical support to programs and staff. Responsible for communicating all policies and procedures, contract negotiations and development, fiscal planning and on-call availability.

### **Program Director, *NFI-North EAST Forward and Tr-ECC State Wide 2017-Current.***

Oversee program operations for two separate entities. One providing a Certified Wraparound model to children, youth and families ages 5-21. The other entity providing intensive transitional services to Residential and psychiatric hospitalized children, youth and families.

**Program Director, NFI North FAST Forward and Community Based Services, State Wide 2017-2020.** Oversee program operations for two separate entities. One providing a Certified Wraparound model to children, youth and families ages 5-21. The other entity provides intensive therapeutic services through clinicians and case managers through two different New Hampshire certified programs serving 0-21 years of age. Individual service option and Foster care as well as Home Based Therapeutic Services.

**Program Director, NFI North transitional housing, Maple Lodge, Bethlehem New Hampshire. And Array of Services, Community Based, and January 2016-current.** Transferred to manage a residential program and pervasively mentally ill adults. Included a staff team of 10 + and an annual budget. Responsible for all clinical and programmatic operations, including intake, discharge, counseling, service/discharge plans, fiscal management, hiring and terminating of staff, record keeping, training, marketing, licensing foster homes and supervision of staff.

**Intern, NFI North Transitional Housing—Concord January 2015-December 2015** Currently completing a 600 hour internship and providing individual therapy to three consumers at THS and co-facilitated many groups to include; morning community meeting, art therapy, wellness recovery action plan, fitness, substance abuse, seeking safety, vocational group, and community livings skills support group and coping skills. I am currently facilitating Illness Management and Recovery group and Wellness Recovery and Action Plan group. Competent in navigating the legal systems of Consumers to include the NGRI status, incompetent to stand trial and sex offenders. Knowledgeable around diagnosis of psychotic disorders.

**Program Director, NFI North Array of Services. Davenport School and ISO Services 2009-January 2016**

Promoted to manage a residential program and school and community based services for emotionally disturbed adolescents. Included a staff team of 25 + and an annual budget. Responsible for all clinical and programmatic operations, including intake, discharge, counseling, service/discharge plans, fiscal management, hiring and terminating of staff, record keeping, training, marketing, licensing foster homes and supervision of staff.

**Program Director, NFI, Northern New Hampshire Youth Services, Bethlehem, N.H.-2008-2009**

Promoted to manage an intermediate level treatment facility for emotionally disturbed adolescents. Included a staff of 15+. Responsible for all clinical and programmatic operations, including intake, discharge, counseling, service/discharge plans, fiscal management, hiring and terminating of staff, record keeping, training and supervision of staff.

**Assistant Program Director; NFI, Northern New Hampshire Youth Services, Bethlehem, N.H.-June 2004-2008**

Responsible for assisting the Program Director in the overall functioning and operation of the program, including administrative tasks, staff supervision, group/individual counseling and crisis intervention.

**Shift Supervisor; NFI, Northern New Hampshire Youth Services, Bethlehem, N.H.-January 2002-June 2004.**

Responsible for the supervision of assigned direct care staff and program consumers for designated shift.

**Residential Counselor; NFI, Northern New Hampshire Youth Services, Bethlehem, N.H.-** October 2000-January 2002.

Modeled appropriate behavior and social skills for adolescent girls in a residential setting. Includes tasks such as monthly reports, writing daily progress notes and having continuous contact with guardians.

## **Professional Development**

- **NH Disaster Behavioral health Response Teams Basic Training**  
The New Hampshire Department of Health and Human Services (DHHS) has developed an organized team of behavioral health providers to respond to the mental health needs of New Hampshire residents following disasters (e.g., bioterrorism, man-made or natural disasters)
- **PREPaRE: School Crisis Prevention and Intervention Training**  
The PREPaRE curriculum has been developed by the National Association of School Psychologists (NASP) as part of NASP's decade-long leadership in providing evidence-based resources and consultation related to school crisis prevention and response. PREPaRE training is ideal for schools committed to improving and strengthening their school safety and crisis management plans and emergency response.
- **Prison Rape Elimination Act (PREA) Coordinator for NFI North.**  
Responsible for PREA implementation, policy making and training of staff. Agency trainer utilizing NFI North's curriculum I co-train staff on professional boundaries, Treatment Intervention, Family systems, and documentation skills. Also, designed and presented at NFI North's annual conference on 'Girls finding their voice' and 'Marketing your services.'
- **Illness, Management and Recovery** Currently being trained and will obtain a 16 hour certification on this evidence based training.
- **Supported Employment** 2 day certification
- **Medication training**
- **Trauma Informed peer support training by SAMHSA** one day training developed for the National Center for Trauma Informed Care
- **CADY** (communities for alcohol and drug free youth) active panel member for Grafton county's restorative justice expansion program.2013-current
- **Grant Awarded** through the Building Bridges Initiative and Transition To Permanency Project. Focused around Family Driven and Youth Guided Treatment.
- **Grant writing workshops**, NFI, Northern New Hampshire Youth Services and The North Country consortium,
- **Suicide Prevention** Conference, YSPA of NH.
- **Certified in Child and Adolescent Needs Scale (CANS)**
- **Science Implementation**
- **NH Wraparound**



### **Membership/Affiliation**

- Member of **American Counseling Association (ACA)**
- Certified as a **Human Services- Board Certified Practitioner (HS-BCP)** by the Center of Credentialing and Education and the National Organization of Human Services.
- Inducted into Plymouth State University's **Upsilon Pi**, which is a chapter of **Chi Sigma Iota (CSI)**, which is an international counseling honor society.
- **Board Panel Member** with IOD/NAMI to approve Certifications for all NH Wrap Coordinators.

### **Awards/Recognition**

- **Scholarship Awarded** through National Board for Certified Counselors to further my education at Plymouth State University. Scholarship awarded was \$5,000.00.
- Nominated and selected as one of the **40 under forty** recipients for New Hampshire (2014).
- **Dr. Yitzhak Bakal Essence of Leadership award** (2010)
- **Courage to Grow Award** (2001)
- **Shining Star** (2014).
- **Spirit of community award NFI/NAFI** (2019)
- Recognition for **volunteering** time to missions trips to Nicaragua (2006) and Africa (2008.)

### **References**

- Noel Chipman, LICSW (Internship site supervisor) 1-603-229-3915
- Charlene Nickerson, MSW (Social worker at the Federal Prison in Berlin) 1-603-723-2509
- Lora Abraham, LCSW, MBA (Director II—Community health behavioral services) 1-315-798-8869 x231
- Tara MacKillop, MS (Human Resources Consulting, Inc) 1-603-496-6332
- Dr. Steven Flynn, (Advisor at Plymouth State University) 1-603-535-3221



**Experience**

**7/2021 to present: Assistant Administrator for the Care Management Entity at NFI North, 40 Park Ln Contoocook NH**

Oversee operations of the CME, with the Administrator of the CME, and ensure quality services are provided to youth and families in both the Wraparound and TrECC programs, as well as work to develop new programs under the CME umbrella. Work with implementation partners and the Bureau of Children's Behavioral Health to ensure administrative and programmatic excellence. Represent NFI North at state level planning and policy tables and identify system gaps and barriers the CME can assist to address. Ensure families and youth have a voice in all processes. Support Program Directors and Supervisors in all areas of staff supervision and development and cultivate a culture of mutual respect and support internally and with partners in the work.

**9/2018 to present: Assistant Program Director, FAST Forward, NFI North, 40 Park Ln Contoocook NH**

Oversee development of NH's CME services related to Wraparound, Transitional Enhanced Care Coordination, and In- Home Supports. Manage the Interim Supports List for FAST Forward. Supervise program staff and partner with coaching staff from the UNH Institute on Disability to ensure administrative and practice fidelity and excellence. Work in cross stakeholder teams to further develop and refine practice, evaluation, and training efforts related to NH's System of Care development. Assist in development of CME practices for monitoring and oversight functions regarding transition of youth from Residential and Psychiatric Hospital settings. Represent NFI North on various long term and ad hoc workgroups and committees.

**10/2016 to 9/2018: Clinical Care Manager/ FAST Forward Program, NFI North, 40 Park Lane, Contoocook, NH.**

Provided facilitation of evidence-based NH Wraparound Planning Process as developed and piloted under NH's Children's Behavioral Health Collaborative Workforce Development Network. Assist families to drive their own cross environment Plan of Care from a strengths-based perspective. Assist to coordinate front loaded clinical and practical supports to support children, youth, and families to access the mix of public and private supports that enhance their ability to remain in their homes, schools and communities.

**7/2000-10/2016: Executive Director, Granite State Federation of Families for Children's Mental Health, Manchester, NH.**

Responsible for all the day-to-day business functions of a children's mental health support, advocacy, and training non-profit organization. Responsible to provide support, training, and hosting functions to YouthMOVE NH. Provide state level family leadership to all Children's Behavioral Health Collaborative (NH CBHC) umbrella initiatives. Was nominated as the first Chair of the CBHC, a cross stakeholder collaborative that has brought multiple federal grants into NH by building a comprehensive integrated plan for children's behavioral health and tying the efforts of all partners to that plan. Provide leadership to all related projects. Appointments included: Steering Committee, CBHC. Co-Leader; Wraparound NH Curriculum and Training Development Workgroup; Co-Leader Youth Peer Support Development;

Member, Safe Schools Healthy Students and Project AWARE State Management Team; Member, Family Engagement and Leadership Assessment and Mapping Project; Member, 1915i Medicaid State Plan Amendment Writing Group; Member, Behavioral Health Equity Task Force; Member, Multi-Tiered Systems of Support Statewide Implementation Team; Member, NH CBHC Workforce Development Network Leadership Team; Member, RENEW Leadership team; Member, NH School Behavioral Health Community of Practice; Member, State Advisory for State Youth Treatment Planning initiative

**11/1999-7/2000: Service Broker, Moore Center Services, Manchester, NH**

Asked to create a program within which consumers and families would gain greater fiscal and planning control over the ways in which their supports were identified and delivered. Developed fiscal intermediary options, individualized person specific and portable budgets, facilitated planning, and wrote agency protocol, procedures and policies which would facilitate greater choice and control for people with intellectual and developmental disabilities while ensuring risk and liability for the service provider were minimized.

**11/1995-11/1999: Service Coordinator and MIMs Program Coordinator, Moore Center Services, Manchester, NH**

Provided service planning and advocacy supports to adults diagnosed with complex and multiple challenges, including developmental disabilities, traumatic brain injury, and severe and chronic mental illness. Was responsible for initiating and designing the first fully developed inter-agency Mental Illness Management Services program in the state, whereby appropriate symptom management services were made available to adults and children with multiple and complex dd/mh/sud challenges. Headed several special projects and led multiple committees related to treatment and service issues and systems change. Served as a mentor and trainer to newer staff to the agency.

**6/1991-11/1995: Independent Living Case Manager, Moore Center Services, Manchester, NH**

Provided both direct and indirect supports and services to adults with dual diagnoses and their families in the Greater Manchester area. Position required detailed knowledge of the local, state, and federal benefits systems, including Medicaid, Medicare, Social Security and Section 8 Housing. Assisted with teaching effective self-advocacy as well as skills of daily living and of social interactions.

## Leadership and Publications

Malloy, JoAnne, Drake, Jonathon, Cormier, Gail and Abate, Kathleen. "The RENEW Model of Futures Planning, Resource Development, and School-to-Career Experiences for Youth with Emotional and Behavioral Disorders." *Transition of Secondary Students with Emotional or Behavioral Disorders: Current Approaches for Positive Outcomes*. By Douglas Cheney. Champaign, IL: Research, 2010. N. pag. Print.

Co-author, NH Children's Behavioral Health Core Competencies

First Chair, New Hampshire Children's Behavioral Health Collaborative, 2014-2015  
[www.nh4youth.org](http://www.nh4youth.org)

University of Maryland, Dept. of Psychiatry, Center for School Mental Health, National Evaluation Advisory Member, January 2016 to 2018

Member, Board of Directors, On the Road to Wellness Adult Education and Mental Wellness Center, Manchester and Derry NH, August 2016 to present

Multiple National Presentations related to Family and Youth Driven Wraparound, Core Competencies Development, Workforce Development, Systems of Care, 2001-Present

## References

Kim Firth, Program Director, Endowment for Health, 603-228-2448 x 316,  
[kfirth@endowmentforhealth.org](mailto:kfirth@endowmentforhealth.org)

Dr. JoAnne Malloy, PhD, Clinical Assistant Professor and RENEW Project Director, University of New Hampshire Institute on Disability; Chair, NH Children's Behavioral Health Collaborative Workforce Development Network  
[joannemalloy@unh.edu](mailto:joannemalloy@unh.edu) 603-228-2084

Jennifer Altieri, Program Director NFI North FAST Forward program,  
[jenniferaltieri@nafi.com](mailto:jenniferaltieri@nafi.com)

Amy Parece-Grogan, Cultural and Linguistic Competence Coordinator, NH DHHS Office of Minority Health and Refugee Affairs, (603) 271-3986

## Kaitlyn Deveau



### Skills

I am reliable, dedicated, and deeply passionate about the youth and families we serve. I have held several positions within NFI, which include several years of supervisory experience. I am strengths-based in my approach with all people, and believe in the importance of collaborating and relationship building. I have strong writing skills, adhere to deadlines, am organized and detail-oriented.

### Experience

07/2021-Present

#### **NFI North, FAST Forward- Program Director**

- Overseeing administrative tasks to include: billing, hiring, scheduling, training, payroll, contracted services.
- Providing direct supervision to care coordinators and supervisors.
- Collaboration among System of Care partners.
- Program Development to include building of protocols and structures.
- Supporting youth and families in crisis and safety planning, as well as providing intermittent care coordination.
- CANS trainer

08/2020- 07/2021

#### **NFI North, FAST Forward - Care Coordinator (Certified)**

- Coordinating care for youth and families to create and connect to sustainable community supports.
- Graphic facilitation
- Creating Plans of Care for families and documenting meeting notes, contact notes, and incident reports.
- Collaborating with systems and programs throughout the state to promote best outcomes for youth and families.
- Assisting youth and families in creating and utilizing safety plans.
- Ensuring and empowering youth and families voices and choices.
- Completed all requirements including several trainings for certification.

- CANS Certification

07/2017- 08/2020

**NFI North, Davenport - Assistant Program Director**

- Overseeing direct care staff and shift supervisors, providing bi-weekly supervision to shift supervisors and administrative assistant
- Oversee petty cash and reconcile weekly
- Scheduling
- Oversee maintenance and safety of grounds
- Milieu management
- Creating and implementing protocols in order to improve consistencies among the staff team
- Create and facilitate curriculums for therapeutic groups with guidance from clinical coordinator.

08/2017- 07/01/2019

**NFI North, Davenport - Shift Supervisor**

- Overseeing and providing regular supervision to Direct Care Staff
- Provide support and counseling for clients
- Organizing events such as the "Spring Fling"
- Strong understanding of milieu management and keeping the grounds to acceptable standards
- Strong documentation skills and commitment to completing tasks by deadlines

01/2017 - 08/2017

**NFI North, Davenport - Direct Care Counselor**

- Provide support and counselling for clients
- Complete documentation to satisfactory levels by deadlines
- Attended multiple core trainings and established a foundation for understanding normative culture.
- Run and lead productive groups

11/2016 - 01/2017

**The Healthy Rhino, Littleton NH - Cashier/Customer Service**

- Cashier
- Customer Service
- Organization and tracking of inventory

06/2014 - 09/2016

**Littleton Regional Healthcare, Littleton NH - Certified Medical Assistant**

- Float position with experience in Urology, Pulmonology, Women's Health, Primary Care, Pediatrics, Orthopaedics and Psychiatry.
- Allergy Testing and administering immunotherapy injections
- Clerical/Administrative assistance

## **Education**

08/2019 -04/2022

**Southern New Hampshire University, New Hampshire - M.S. Psychology ++ Child and developmental Psychology**

12/2016 - 06/29/2019

**Granite State College, New Hampshire - B.S. Psychology**

01/2012 - 06/2014

**White Mountains Community College, New Hampshire - A.S. Medical Assisting**

## **Professional Trainings**

- 2018- TBRI 3 out of 4 modules completed
- 2020- WRAP Training
- 2019- CPR/First Aid Certification
- 2021- Cultural and Linguistic Competency
- 2021- Graphic Facilitation with Patty Cotton
- 2018- NFI Leadership Training
- 2021- Youth Mental Health First Aid
- 2020- CANS
- 2021- Families and Addiction
- 2021- CANS Train the Trainer

## **Awards**

- 2018- NFI North Shining Star Award
- 2016- Nominated LRH Employee of the Year

## **References**

References available upon request



**CONTRACTOR NAME**Key Personnel

Name	Job Title	Salary	% Paid from this Contract	Amount Paid from this Contract
Paul Dann	Executive Director	\$217,804	0	0
Luke Reynard	Chief Operating Officer	\$146,000	0	0
Kristi Vazifdar	Chief Financial Officer	\$126,000	0	0
Jan Williamson	Regional Director	\$135,000	15%	\$ 20,050
Jennifer Altieri	CME Administrator	\$100,000	100%	\$100,000
Kathleen Abate	Asst. CME Administrator	\$ 85,000	100%	\$ 84,000
Kaitlyn Deveau	Program Director – Fast Forward	\$ 81,400	100%	\$ 81,400



Lori A. Shibanette  
Commissioner

Katja S. Fox  
Director

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

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

April 26, 2021

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into a **Sole Source** amendment to an existing contract with NFI North, Inc. (Vendor #177575-B001), Contoocook, NH, for the provision of Care Management Entity services for the FAST Forward program, by exercising a contract renewal option, increasing the price limitation by \$2,300,000 from \$2,452,160 to 4,752,160 and by extending the completion date from June 30, 2021 to June 30, 2023 effective upon Governor and Council approval. 100% General Funds.

The original contract was approved by Governor and Council on June 21, 2017, item #39B. It was subsequently amended with Governor and Council approval on September 20, 2018, item #20, and most recently amended with Governor and Council approval on June 10, 2020, item #11.

Funds are anticipated to be available in State Fiscal Years 2022 and 2023 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.

**05-95-92-921010-2053 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUR FOR CHILDRENS BEHAVRL HLTH, SYSTEM OF CARE**

State Fiscal Year	Class / Account	Class Title	Job Number	Current Budget	Increased (Decreased) Amount	Revised Budget
2018	072-509073	Grants-Federal	92102100	\$6,000	\$0	\$6,000
2018	102-500731	Contracts for Program Services	92102053	\$91,160	\$0	\$91,160
2019	102-500731	Contracts for Program Services	92102053	\$420,000	\$0	\$420,000
2020	102-500731	Contracts for Program Services	92102053	\$785,000	\$0	\$785,000

2021	102-500731	Contracts for Program Services	92102053	\$1,150,000	\$0	\$1,150,000
2022	102-500731	Contracts for Program Services	92102053	\$0	\$1,150,000	\$1,150,000
2023	102-500731	Contracts for Program Services	92102053	\$0	\$1,150,000	\$1,150,000
			<b>Total</b>	<b>\$2,452,160</b>	<b>\$2,300,000</b>	<b>\$4,752,160</b>

**EXPLANATION**

This request is **Sole Source** because Amendment #2 of this contract was approved as sole source and MOP 150 requires any subsequent amendments to be labeled as sole source. The Contractor is uniquely qualified to provide these services as Senate Bill 14, of the 2019 Regular Legislation Session, amended RSA 135:F to require a Care Management Entity to provide this oversight for the State, and NFI North is one of two Care Management Entities in the State.

The purpose of this request is to continue to support the provision of Care Management Entity services for the FAST Forward program, which include, but are not limited to:

- Provision of Individual Service Options (ISO) in-home services.
- Wraparound Coordination.
- Wraparound Coordinator training and coaching.
- Wraparound team meeting attendance.
- Provision of Youth peer support.
- Provision of Family Peer Support.
- Determination of needed customizable goods and services for the children/youth receiving services and their families.
- Provision of stipends for customizable goods and services, and other non-Medicaid billable services.

Qualifying children and youth are Medicaid eligible, aged five (5) through twenty-one (21), experiencing difficulties in day-to-day life due to a diagnosis of SED, and are at risk of multi-agency involvement. Through FAST Forward, these children, youth, and their families can be served in their home communities, while living in their natural homes and attending their community's school program. Outcomes of a high fidelity Wraparound program include, but are not limited to: increased positive social, academic, and behavioral outcomes and community connectedness for children, youth, and families; decreased out of home, school, and community placements (and duration of such); increased caregiver capacity/decreased caregiver strain; and access to programs and supports that are uniquely tailored to each child and family's culture, strengths, and goals. This is a unique program in New Hampshire to service the described population in this manner.

Qualifying children and youth are those who are eligible for Medicaid aged five (5) through twenty-one (21), experiencing difficulties in day-to-day life due to a diagnosis of serious emotional disturbances, and at risk of multi-agency involvement. Approximately 325 individuals and approximately 1,100 family members will be served from July 1, 2021 to June 30, 2023.

The utilization of high fidelity Wraparound with an SED population has demonstrated a reduction in the repeat use and duration of stays for children and youth at New Hampshire Hospital. Additionally, this program embodies the values and principles of a System of Care within the Department, which is required to be shown under RSA 135:F, System of Care Law.

The Department will monitor contracted services using the following performance measures:

- 95% of children, youth and young adults as well as their families receive the Child and Adolescent Needs and Strengths (CANS) assessment tool which is used with psychiatric oversight and FAST Forward engagements.
- 80% of children, youth and young adults as well as their families receive the Youth Progress Scale (YPS) and Team Meeting Rating Scale (TMRS) assessment tools.
- 100% of children, youth and young adults as well as their families receive completed FAST Forward plans of care.

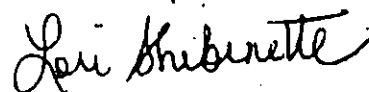
As referenced in Exhibit C-1 of the contract, the parties have the option to extend the agreement for up to three (3) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. The Department is exercising its option to renew services for two (2) of the two (3) years available.

Should the Governor and Council not authorize this request, families with children and youth who have serious emotional disturbances may have fewer services available to them in their communities to meet the challenges that are presented by mental illness. Further, the Department may be out of compliance with RSA 135:F.

Area served: Statewide

Source of Funds: 100% General Funds

Respectfully submitted,



Lori A. Shibinette  
Commissioner

**State of New Hampshire  
Department of Health and Human Services  
Amendment #3**

This Amendment to the Care Management Entity Services for FAST Forward contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and NFI North, Inc. ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 21, 2017 (Item # 39B), as amended on September 20, 2018, (Item #20), and as amended on June 10, 2020, (Item #11), 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, Paragraph 18, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

WHEREAS, the parties agree to extend the term of the agreement, increase the price limitation, or modify the scope of services to support continued delivery of these services; and

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

1. Form P-37 General Provisions, Block 1.7, Completion Date, to read:  
June 30, 2023
2. Form P-37, General Provisions, Block 1.8, Price Limitation, to read:  
\$4,752,160
3. Modify Exhibit B – Amendment #2, Methods and Conditions Precedent to Payment, Section 3, Subsection 3.4, to read:
  - 3.4. Lastly, the Contractor shall bill this Agreement, for services provided to individuals that are not billable to other insurance or payors, or Medicaid as follows:
    - 3.4.1. The Contractor shall submit a request for payment to the Department in accordance with Exhibit B-5 Amendment #2.
    - 3.4.2. The Contractor shall submit a request for payment to the Department for actual expenditures incurred in the fulfillment of this Agreement in accordance with the approved line items as specified in the Exhibit B-6 Amendment #3 SFY 2022 Budget, and Exhibit B-7 Amendment #3 SFY 2023 Budget, shall be on a cost reimbursement basis.
    - 3.4.3. Reimbursement for costs billed to the Department shall be made monthly.
4. Add Exhibit B-6 Amendment #3 SFY 2022 Budget, which is attached hereto and incorporated by reference herein.
5. Add Exhibit B-7 Amendment #3 SFY 2023 Budget, which is attached hereto and incorporated by reference herein.

DS  
PLDPEDANN

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 upon the date of Governor and Executive 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

5/11/2021

\_\_\_\_\_  
Date

DocuSigned by:

*Katja Fox*

ED0005804C83442...

\_\_\_\_\_  
Name: Katja Fox

Title: Director

NFI North, Inc.

5/11/2021

\_\_\_\_\_  
Date

DocuSigned by:

*Paul L. Dann, PhD, Executive Director of NFI North*

DA52R8D39E8440E...


\_\_\_\_\_  
Name: Paul L. Dann, PhD, Executive Director of NFI North

Title: Executive Director

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

OFFICE OF THE ATTORNEY GENERAL

5/12/2021

DocuSigned by:  
  
D5CA9207E32CAAE...

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name: Catherine Pinos

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:

Care Management Entry Services for FAST Forward

Exhibit B-6 Amendment #3  
SFY 2022 Budget

New Hampshire Department of Health and Human Services									
Bidder/Program Name: <u>NFI North, Inc.</u>									
Budget Request for: <u>Care Management Entry Services for FAST Forward</u>									
Budget Period: <u>SFY 2022 (7/1/2021-6/30/2022)</u>									
Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total
1. Total Salary/Wages	\$ 3,543,570.00	\$ 352,857.00	\$ 3,896,427.00	\$ 3,523,570.00	\$ 352,857.00	\$ 3,876,427.00	\$ 20,000.00	\$ -	\$ 20,000.00
2. Employee Benefits	\$ 882,142.30	\$ 88,214.23	\$ 970,356.53	\$ 882,142.30	\$ 88,214.23	\$ 970,356.53	\$ -	\$ -	\$ -
3. Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ 61,000.00	\$ 6,100.00	\$ 67,100.00	\$ 61,000.00	\$ 6,100.00	\$ 67,100.00	\$ -	\$ -	\$ -
6. Travel	\$ 521,000.00	\$ 52,101.00	\$ 573,101.00	\$ 501,000.00	\$ 50,101.00	\$ 551,101.00	\$ 20,000.00	\$ 2,000.00	\$ 22,000.00
7. Occupancy	\$ 138,956.60	\$ 13,997.60	\$ 152,954.20	\$ 125,868.60	\$ 12,587.60	\$ 138,456.20	\$ 14,090.00	\$ 1,410.00	\$ 15,500.00
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 84,500.00	\$ 8,450.00	\$ 92,950.00	\$ 84,500.00	\$ 8,450.00	\$ 92,950.00	\$ -	\$ -	\$ -
Postage	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ -	\$ -	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 32,802.00	\$ 3,280.20	\$ 36,082.20	\$ 32,802.00	\$ 3,280.20	\$ 36,082.20	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ -	\$ -	\$ -
10. Marketing/Communications	\$ 18,000.00	\$ 1,800.00	\$ 19,800.00	\$ 18,000.00	\$ 1,800.00	\$ 19,800.00	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ 1,278,200.00	\$ 127,820.00	\$ 1,406,020.00	\$ 1,104,200.00	\$ 110,420.00	\$ 1,214,620.00	\$ 175,000.00	\$ 17,500.00	\$ 192,500.00
12. Subcontracts/Agreements	\$ 8,072,514.00	\$ 807,251.40	\$ 8,879,765.40	\$ 8,172,514.00	\$ 807,251.40	\$ 8,979,765.40	\$ 500,000.00	\$ -	\$ 500,000.00
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flex funds, other client expense	\$ 490,500.00	\$ 49,050.00	\$ 539,550.00	\$ 490,500.00	\$ 49,050.00	\$ 539,550.00	\$ -	\$ -	\$ -
Billing for Uninsured	\$ 400,000.00	\$ -	\$ 400,000.00	\$ -	\$ -	\$ -	\$ 400,000.00	\$ -	\$ 400,000.00
<b>TOTAL</b>	<b>\$ 16,287,284.30</b>	<b>\$ 1,587,231.43</b>	<b>\$ 17,874,515.73</b>	<b>\$ 15,158,194.30</b>	<b>\$ 1,566,321.43</b>	<b>\$ 16,724,515.73</b>	<b>\$ 1,129,090.00</b>	<b>\$ 28,310.00</b>	<b>\$ 1,150,000.00</b>
Indirect As A Percent of Direct		9.7%							

OS  
PUPPEDOWN

Contractor Initials \_\_\_\_\_

Date 5/11/2021



Care Management Entity Services for FAST Forward

Exhibit B-7 Amendment #3  
SFY 2023 Budget

New Hampshire Department of Health and Human Services

Bidder/Program Name: NFI North, Inc.

Budget Request for: Care Management Entity Services for FAST Forward

Budget Period: SFY 2023 (7/1/2022-5/30/2023)

Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total	Direct Incremental	Indirect Fixed	Total
1. Total Salary/Wages	\$ 3,684,512.80	\$ 368,951.28	\$ 4,051,464.08	\$ 3,684,512.80	\$ 368,951.28	\$ 4,051,464.08	\$ 20,000.00	\$ -	\$ 20,000.00
2. Employee Benefits	\$ 917,427.99	\$ 91,742.80	\$ 1,009,170.79	\$ 917,427.99	\$ 91,742.80	\$ 1,009,170.79	\$ -	\$ -	\$ -
3. Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ 44,600.00	\$ 4,460.00	\$ 49,060.00	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ 62,000.00	\$ 6,200.00	\$ 68,200.00	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ 45,500.00	\$ 4,550.00	\$ 50,050.00	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ 61,000.00	\$ 6,100.00	\$ 67,100.00	\$ 61,000.00	\$ 6,100.00	\$ 67,100.00	\$ -	\$ -	\$ -
6. Travel	\$ 521,000.00	\$ 52,101.00	\$ 573,101.00	\$ 501,000.00	\$ 50,101.00	\$ 551,101.00	\$ 20,000.00	\$ 2,000.00	\$ 22,000.00
7. Occupancy	\$ 139,956.00	\$ 13,997.60	\$ 153,953.60	\$ 125,866.00	\$ 12,587.60	\$ 138,453.60	\$ 14,090.00	\$ 1,410.00	\$ 15,500.00
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 84,500.00	\$ 8,450.00	\$ 92,950.00	\$ 84,500.00	\$ 8,450.00	\$ 92,950.00	\$ -	\$ -	\$ -
Postage	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ 2,000.00	\$ 200.00	\$ 2,200.00	\$ -	\$ -	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 32,802.00	\$ 3,280.20	\$ 36,082.20	\$ 32,802.00	\$ 3,280.20	\$ 36,082.20	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ 8,000.00	\$ 800.00	\$ 8,800.00	\$ -	\$ -	\$ -
10. Marketing/Communications	\$ 18,000.00	\$ 1,800.00	\$ 19,800.00	\$ 18,000.00	\$ 1,800.00	\$ 19,800.00	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ 1,279,200.00	\$ 127,920.00	\$ 1,407,120.00	\$ 1,104,200.00	\$ 110,420.00	\$ 1,214,620.00	\$ 175,000.00	\$ 17,500.00	\$ 192,500.00
12. Subcontracts/Agreements	\$ 8,672,514.00	\$ 867,251.40	\$ 9,539,765.40	\$ 8,172,514.00	\$ 867,251.40	\$ 9,039,765.40	\$ 500,000.00	\$ -	\$ 500,000.00
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flex funds, other client expense	\$ 490,500.00	\$ 49,050.00	\$ 539,550.00	\$ 490,500.00	\$ 49,050.00	\$ 539,550.00	\$ -	\$ -	\$ -
Billing for Uninsured	\$ 400,000.00	\$ -	\$ 400,000.00	\$ -	\$ -	\$ -	\$ 400,000.00	\$ -	\$ 400,000.00
<b>TOTAL</b>	<b>\$ 16,463,512.79</b>	<b>\$ 1,604,854.28</b>	<b>\$ 18,068,367.07</b>	<b>\$ 15,334,422.79</b>	<b>\$ 1,583,844.28</b>	<b>\$ 16,918,267.07</b>	<b>\$ 1,129,050.00</b>	<b>\$ 20,910.00</b>	<b>\$ 1,150,000.00</b>

Indirect As A Percent of Direct 9.7%

OS  
PUPPEDOWN

Contractor Initials \_\_\_\_\_

Date 5/11/2021

MAY 28 '20 PM 2:49 DAS

MAC



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

Lois A. Sibley  
Commissioner

Katja S. Fox  
Director

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

May 15, 2020

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into a Sole Source amendment to an existing contract with NFI North, Inc. (Vendor #177575-B001), PO Box 417, 40 Park Lane, Contoocook, NH 03229 for the provision of Care Management Entity services for the FAST Forward program, by increasing the price limitation by \$1,515,000 from \$937,160 to \$2,452,160 and by extending the completion date from June 30, 2020 to June 30, 2021 effective upon Governor and Council approval, whichever is later. The original contract was approved by Governor and Council on June 21, 2017, item #39B and most recently amended with Governor and Council approval on September 20, 2018, item #20. 100% General Funds.

Funds are available in the following account for State Fiscal Years 2020 and 2021, with the authority to adjust budget line items within the price limitation through the Budget Office, if needed and justified.

05-95-92-921010-2053 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUR FOR CHILDRENS BEHAVRL HLTH, SYSTEM OF CARE

State Fiscal Year	Class/Account	Class Title	Job Number	Current Budget	Increased (Decreased) Amount	Revised Budget
2018	072-509073	Grants-Federal	92102100	\$6,000	\$0	\$6,000
2018	102-500731	Contracts for Program Services	92102053	\$91,160	\$0	\$91,160
2019	102-500731	Contracts for Program Services	92102053	\$420,000	\$0	\$420,000
2020	102-500731	Contracts for Program Services	92102053	\$420,000	\$365,000	\$785,000
2021	102-500731	Contracts for Program Services	92102053	\$0	\$1,150,000	\$1,150,000
			Total	\$937,160	\$1,515,000	\$2,452,160

### EXPLANATION

This request is **Sole Source** because the Department is adding new scope requirements to the contract for oversight of psychiatric care and residential treatment. Further, this action adds <sup>3</sup> (three) years of additional renewal options to the contract. The Contractor is uniquely qualified to provide these services as Senate Bill 14, of the 2019 Regular Legislation Session, amended RSA 135:F to require a Care Management Entity to provide this oversight for the State, and NFI North is the only Care Management Entity in the State. NFI North has provided exemplary service throughout this contract and beyond. The values and principles that NFI North operates under are in direct alignment with the values and principles outlined in the requirements for the Department under RSA 135:F. As previously stated, the original contract was approved by Governor and Council on June 21, 2017, item #39B. It was then subsequently amended with Governor and Council approval on September 20, 2018, item #20.

The purpose of this amendment is to expand the existing scope of services to include enrollment and payment for non-Medicaid children and youth in the FAST Forward program, oversight of children and youth in a psychiatric hospital, increased enrollment for the FAST Forward program and inclusion of an increased budget to accommodate the increased enrollment, and acceptance of referrals for children, youth and families who are involved with the Division of Children, Youth and Families and have an open court case.

Despite the best intentions and hard work of families and providers, services are often fragmented and difficult to navigate. New Hampshire is making great progress in addressing these challenges using the New Hampshire Wraparound program called FAST Forward. The FAST Forward program is designed to serve youth with serious emotional disturbances and their families, whose needs are not met by traditional service streams and programs. This is done by utilizing a high fidelity wraparound approach that is a definable, individualized, and strengths-based planning process that incorporates a child and family team, and results in a unique set of services and supports for the child or youth and their family. The treatment plan is closely monitored to achieve a positive set of outcomes.

Qualifying children and youth are those who are eligible for Medicaid aged five (5) through twenty-one (21); experiencing difficulties in day-to-day life due to a diagnosis of serious emotional disturbances, and at risk of multi-agency involvement. Approximately 325 individuals and approximately 1100 more family members will be served from July 1, 2020 to June 30, 2021.

Many New Hampshire children, youth, and their families experience difficulties in day-to-day life due to serious emotional disturbances and face challenges finding the appropriate supports when needed. Children and youth are often placed out of the home in residential treatment facilities, psychiatric hospitals, juvenile justice facilities, or daytime programs. Many of these placements take the children and youth out of their local schools and communities.

The Department will monitor contracted services using the following performance measures:

- The Contractor must ensure that the Child and Adolescent Needs and Strengths (CANS) assessment tool is used with psychiatric oversight and FAST Forward engagements with 95% of engaged children, youth and young adults as well as their families.
- The Contractor must ensure that the Youth Progress Scale (YPS) and Team Meeting Rating Scale (TMRS) assessment tools are utilized with 80% of engaged children/youth/young adults and their families.
- The Contractor must ensure that FAST Forward plans of care are completed with 100% of engaged children, youth and young adults as well as their families.

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
Page 3 of 3

As referenced in Exhibit C-1 of the original contract, the parties have the option to extend the agreement for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. One (1) year of renewal was utilized in Amendment #1 of the contract. The Department is exercising its option to renew services for one (1) of the one (1) year available. The Department is also adding an additional three (3) years of renewal through this Amendment #2.

Should the Governor and Executive Council not authorize this request, families with children and youth who have serious emotional disturbances may have fewer services available to them in their communities to meet the challenges that are presented by mental illness. Further, DHHS may be out of compliance with RSA 135:F.

Area served: Statewide.

Source of Funds: 100% General Funds

Respectfully submitted,



Lori A. Shiblette  
Commissioner



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

Denis Goulet  
Commissioner

May 19, 2020

Lori A. Shibinette, Commissioner  
Department of Health and Human Services  
State of New Hampshire  
129 Pleasant Street  
Concord, NH 03301

Dear Commissioner Shibinette:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to amend a contract with NFI North, Inc. of Contoocook, NH as described below and referenced as DoIT No. 2018-069B.

The purpose of this amendment is to expand the existing scope of services to include enrollment and payment for non-Medicaid children and youth in the FAST Forward program, oversight of children and youth in a psychiatric hospital, increased enrollment for the FAST Forward program and inclusion of an increased budget to accommodate the increased enrollment, and acceptance of referrals for children, youth and families who are involved with the Division of Children, Youth and Families and have an open court case.

This amendment increases the price limitation by \$1,515,000 from \$937,160 to \$2,452,160 and extends the completion date from June 30, 2020 to June 30, 2021 effective upon Governor and Council approval.

A copy of this letter should accompany the Department of Health and Human Services' submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/ik  
DoIT #2018-069B

cc: Michael Williams, IT Manager, DoIT

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Jeffrey A. Meyers  
Commissioner

Katja S. Fox  
Director

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

129 PLEASANT STREET, CONCORD, NH 03301  
603-271-9544 1-800-851-3345 Ext. 9544  
Fax: 603-271-4332 TDD Access: 1-800-735-2964  
www.dhhs.nh.gov

August 15, 2018

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division for Behavioral Health, to exercise a renewal option and amend an existing agreement with NFI North, Inc. Vendor #177575-B001, PO Box 417, 40 Park Lane, Contoocook, NH 03229, for the provision of Care Management Entity services for the FAST Forward program by increasing the price limitation by \$742,840, from \$194,320 to an amount not to exceed \$937,160, and extending the contract completion date from June 30, 2019 to June 30, 2020, effective upon the date of Governor and Council approval. The original contract was approved by Governor and Council on June 21, 2017 (Item #398) 100% General Funds.

Funds are available in State Fiscal Year (SFY) 2018 and SFY 2019, and are anticipated to be available in SFY 2020 upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust encumbrances between State Fiscal Years through the Budget Office without approval from Governor and Executive Council, if needed and justified.

05-95-92-9210102053 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS,  
HHS: BEHAVIORAL HEALTH DIV, BUR FOR CHILDRENS BEHAVRL HLTH, SYSTEM OF CARE

SFY	Class/Account	Class Title	Job Number	Current Amount	Increase Amount	Total Amount
2018	072-509073	Grants-Federal	92102100	\$6,000	\$0	\$6,000
2018	102-500731	Contracts for Program Services	92102053	\$91,160	\$0	\$91,160
2019	102-500731	Contracts for Program Services	92102053	\$97,160	\$322,840	\$420,000
2020	102-500731	Contracts for Program Services	92102053	\$0	\$420,000	\$420,000
			Total	\$194,320	\$742,840	\$ 937,160

### EXPLANATION

The purpose of this amendment is to incorporate Family Peer Support and Evaluation of the FAST Forward Program into this contract and to remove those items from a separate contract, as required by HB 517. HB 517 required the Department to include all wraparound services associated with the FAST Forward program into one contract that are not currently in the Medicaid State Plan amendment. The Medicaid State Plan amendment implements the optional 1915(i) State Plan Home and Community-Based Services (HCBS) benefit for disabled individuals and requires the following changes:

- Reduce the funding necessary for the FAST Forward services through this contract by allowing the new Medicaid Benefit to cover some costs.
- Incorporate the scope of service from the Family Peer Support contract into this contract to ensure the contractor is operating as a full Care Management Entity (CME) and bills the new Medicaid Benefit for that service.
- Incorporate the funds for non-Medicaid billable costs associated with the Family Peer Support and Family Leadership scope of service into this contract.
- Extend this contract for a year.

Funds in this agreement are used for the provision of CME services for the FAST Forward program, which include, but are not limited to:

- Provision of Individual Service Options (ISO) in-home services.
- Wraparound Coordination.
- Wraparound Coordinator training and coaching.
- Wraparound team meeting attendance.
- Provision of Youth peer support.
- Provision of Family Peer Support.
- Determination of needed customizable goods and services for the children/youth receiving services and their families.
- Provision of stipends for customizable goods and services, and other non-Medicaid billable services.

Many New Hampshire children, youth, and their families experience difficulties in day-to-day life due to serious emotional disturbances (SED) and face challenges finding the appropriate supports when supports are needed. Children and youth are often placed out of the home in residential treatment facilities, psychiatric hospitals, juvenile justice facilities, or daytime programs. Many of these placements take the children and youth out of their local schools and communities.

Despite the best intentions and hard work of families and providers, services are often fragmented and difficult to navigate. New Hampshire is making great progress in addressing these challenges using the New Hampshire Wraparound program called FAST Forward. The FAST Forward program stands for "*Families and Systems Together*" and is designed to serve youth with SED and their families, whose needs are not met by traditional service streams and programs. This is done by utilizing a high fidelity Wraparound approach which is a definable, individualized, and strengths-based planning process that incorporates a child and family team and results in a unique set of services and

supports for the child or youth and their family, with the plan closely monitored to achieve a positive set of outcomes.

Qualifying children and youth are Medicaid eligible, aged five (5) through twenty-one (21); experiencing difficulties in day-to-day life due to a diagnosis of SED, and are at risk of multi-agency involvement. Through FAST Forward, these children, youth, and their families can be served in their home communities, while living in their natural homes and attending their community's school program. Outcomes of a high fidelity Wraparound program include, but are not limited to: increased positive social, academic, and behavioral outcomes and community connectedness for children, youth, and families; decreased out of home, school, and community placements (and duration of such); increased caregiver capacity/decreased caregiver strain; and access to programs and supports that are uniquely tailored to each child and family's culture, strengths, and goals. This is a unique program in New Hampshire to service the described population in this manner.

The utilization of high fidelity Wraparound with an SED population has demonstrated a reduction in the repeat use and duration of stays for children and youth at New Hampshire Hospital. Additionally, this program embodies the values and principles of a System of Care within the Department, which is required to be shown under RSA 135:F, System of Care Law.

As referenced in the Request for Proposals and in Exhibit C-1 of this contract, this Agreement has the option to extend for up to two (2) additional year(s), contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Council. This amendment requests one (1) year of renewal, leaving one (1) year remaining.

The Vendor has provided all areas of scope throughout the life of the contract. The FAST Forward Program has successfully expanded to serve more children due to the Vendor's effective implementation and management of the programming within the contract. The Vendor has shown a willingness to be flexible when needed, but also shown strong procedural adherence to the Department's policies and the contractual obligations.

Should the Governor and Executive Council not authorize this request, families with children and youth with SED may have fewer services available to them in their community and statewide to meet the challenges that mental illness presents them. Many of these same families have struggled to find supports previously, that meets their complex needs and find themselves without supports that can effectively meet them. If this amendment is not approved, there may be an increase in out-of-community and an out-of-state placement for these children and youth, increased involvement with DCYF, as well as more frequent and longer stays for these children and youth at New Hampshire Hospital.

Area served: Statewide.

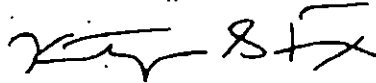
Source of Funds: 100% General Funds.



His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
Page 4 of 4

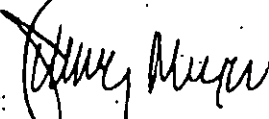
In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted:



Katja S. Fox  
Director

Approved by:



Jeffrey A. Meyers  
Commissioner



Jeffrey A. Meyers  
Commissioner

Katja S. Fox  
Director

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

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

398 mac

June 6, 2017

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into an agreement with NFI North, Inc. Vendor #177575-8001, PO Box 417, 40 Park Lane, Contoocook, NH 03229, in an amount not to exceed \$194,320, to provide Care Management Entity services for the FAST Forward program effective July 1, 2017 or upon the date of Governor and Council approval, whichever is later, through June 30, 2019. 3% Federal Funds, 97% General Funds.

Funds are anticipated to be available in SFY 2018 and SFY 2019, upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts within the price limitation and adjust encumbrances between State Fiscal Years through the Budget Office if needed and justified, without approval from Governor and Executive Council.

05-95-92-9210102053 HEALTH, AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVS,  
HHS: BEHAVIORAL HEALTH DIV, BUR FOR CHILDRENS BEHAVRL HLTH, SYSTEM OF CARE

Fiscal Year	Class/Account	Class Title	Job Number	Total Amount
SFY 18	072-509073	Grants-Federal	92102100	\$6,000
SFY 18	102-500731	Contracts for Program Services	92102053	\$91,160
SFY 19	102-500731	Contracts for Program Services	92102053	\$97,160
			Total	\$194,320

**EXPLANATION**

Funds in this agreement will be used for the provision of Care Management Entity services for the FAST Forward program, which include, but are not limited to:

- Provision of Individual Service Options (ISO) in-home services.
- Wraparound Coordination.

- Wraparound Coordinator training and coaching.
- Wraparound team meeting attendance.
- Provision of youth peer support.
- Determination of needed customizable goods and services for the children/youth receiving services and their families.
- Provision of stipends for customizable goods and services, and other non-Medicaid billable services.

Many New Hampshire children, youth, and their families experience difficulties in day-to-day life due to serious emotional disturbances and face challenges finding the right support at the right time. The children and youth are often placed out of home in residential treatment facilities, psychiatric hospitals, juvenile justice facilities, or daytime programs. Many of these placements take the children and youth out of their local schools and communities. Despite the best intentions and hard work of families and providers, services are often fragmented and difficult to navigate. New Hampshire is making great progress in addressing these challenges using the New Hampshire Wraparound program called FAST Forward. The FAST Forward program stands for *"Families and Systems Together"* and is designed to serve youth with serious emotional disturbances (SED) and their families, whose needs are not met by traditional service streams and programs, by utilizing a high fidelity Wraparound approach which is a definable, individualized, and strengths-based planning process that incorporates a child and family team and results in a unique set of services and supports for a child and family, with the plan closely monitored to achieve a positive set of outcomes.

Qualifying children and youth who are Medicaid eligible, aged six (6) through twenty-one (21), experience difficulties in day-to-day life due to a diagnosis of SED, and are at risk of multi-agency involvement. Through FAST Forward, these children, youth, and their families can be served in their home communities, while living in their natural homes and attending their community's school program. Outcomes of a high fidelity Wraparound program include, but are not limited to: increased positive social, academic, and behavioral outcomes and community connectedness for children, youth, and families; decreased out of home, school, and community placements (and duration of such); increased caregiver capacity/decreased caregiver strain; and access to programs and supports that are uniquely tailored to each child and family's culture, strengths, and goals. This is a unique program in New Hampshire to service the described population in this manner.

The utilization of high fidelity Wraparound with an SED population has demonstrated a reduction in the repeat use and duration of stays for children and youth at New Hampshire Hospital. Additionally, this program embodies the values and principles of a System of Care within the Department, which is required to be shown under RSA 135:F, System of Care Law.

As stated in Exhibit A, notwithstanding any other provision of the Contract to the contrary, no services shall be provided after June 30, 2017, and the Department shall not be liable for any payments for services provided after June 30, 2017, unless and until an appropriation for these services has been received from the state legislature and funds encumbered for the SFY 2018-2019 biennia.

NFI North, Inc. was selected for this project through a competitive bid process. A Request for Proposals was posted on The Department of Health and Human Services' web site from March 9, 2017 through April 10, 2017. The Department received two (2) proposals. The proposals were reviewed and scored by a team of individuals with program specific knowledge. The review included a thorough discussion of the strengths and weaknesses of the proposals. The Score Summary is attached.

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
Page 3 of 3

As referenced in the Request for Proposals and in Exhibit C-1 of this contract, this Agreement has the option to extend for up to two (2) additional year(s), contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Council.


Should Governor and Executive Council not authorize this request, families with children and youth with SED may have fewer services available to them in their community and statewide to meet the challenges that mental illness presents for these children, youth, and their families. There is likely to be an increase in out-of-community and out-of-state placements for these children and youth, as well as more frequent and longer stays for these children and youth at New Hampshire Hospital.

Area served: Statewide.


Source of Funds: Source of Funds: 3% Federal Funds from the Substance Abuse and Mental Health Services Administration, System of Care Grant, and 97% General Funds.

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,



Katja S. Fox  
Director



Approved by: Jeffrey A. Meyers  
Commissioner



New Hampshire Department of Health and Human Services  
Office of Business Operations  
Contracts & Procurement Unit  
Summary Scoring Sheet

Care Management Entity Services for  
FAST Forward

RFP-2018-DBH-02-CAREM

RFP Name

RFP Number

Reviewer Names

Bidder Name

	Bidder Name
1.	LifeShare Management Group, LLC
2.	NFI North, Inc.
3.	0
4.	0
5.	0

Pass/Fail	Maximum Points	Actual Points
	165	91
	165	159
	165	0
	165	0
	165	0

	Reviewer Names
1.	Darryl Tenney, Prog Specialist, Child Behavioral Hlth, Tech
2.	Kerri Murphy, Division of Behavrl Health, Prog Specialist IV, Tech
3.	Adele Gallani, Administrator, Bureau Child Behavrl Hlth, Tech
4.	Erica Ungarelli, Director, Bureau of Child Behavioral Hlth, Cost
5.	Tanja Mcc, DBH, Business Administrator, II, Cost
6.	
7.	



**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF INFORMATION TECHNOLOGY**

27 Hazen Dr., Concord, NH 03301  
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www.nh.gov/doit

Denis Goulet  
Commissioner

June 12, 2017

Jeffrey A. Meyers, Commissioner  
Department of Health and Human Services  
State of New Hampshire  
129 Pleasant Street  
Concord, NH 03301

Dear Commissioner Meyers:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract with NFI North, Inc. of Contoocook, NH as described below and referenced as DoIT No. 2018-069.

NFI North, Inc. will provide Care Management Entity services for the FAST Forward Program. The System of Care Grant requires DHHS to implement the necessary infrastructure to support a System of Care (SOC) for serving youth with complex behavioral health concerns, such as a Serious Emotional Disturbances (SED). Under the grant period DHHS serves as the Care Management Entity (CME) for the FAST Forward program. A CME model is intended to coordinate and streamline the necessary services for families with a child/youth that has an SED.

The amount of the contract is not to exceed \$194,320.00, and shall become effective July 1, 2017 or upon the date of Governor and Executive Council approval, whichever is later, through June 30, 2019.

A copy of this letter should accompany the Department of Health and Human Services' submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/kaf  
DoIT #2018-069

cc: Bruce Smith, IT Manager, DoIT