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

Jeffrey A. Meyers
Commissioner

Bureau of Drug and Alcohol Services

105 PLEASANT STREET, CONCORD, NH 03301
603-271-6738 1-800-804-0909
Fax: 603-271-6105 TDD Access: 1-800-735-2964
www.dhhs.nh.gov

Katja S. Fox
Director of the
Division of
Behavioral Health

June 28, 2016

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services to enter into a **SOLE SOURCE** Agreement with Granite Pathways, c/o Fedcap, 10 Ferry Street, Concord NH 03301 for the provision of Regional Access Point Services to assist individuals with substance use disorders obtain the help they need in an amount not to exceed \$1,200,000 effective upon Governor and Executive Council approval through June 30, 2017. **75% Federal, 25% General**

Funds to support this request are available in the following account in State Fiscal Year 2017, upon the availability and continued appropriation of funds in the operating budget, with the authority to adjust encumbrances between state fiscal years through the Budget Office, if needed and justified, without further approval from the Governor and Executive Council.

05-95-49-491510-2990 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: DIV OF COMM BASED CARE SVC, BUREAU OF DRUG & ALCOHOL SVCS, CLINICAL SERVICES (25% General 75% Federal)

Fiscal Year	Class	Title	Activity Code	Amount
2017	102-500734	Contracts for Program Services	49156501	\$1,200,000
			Contract Total:	\$1,200,000

EXPLANATION

This is a **SOLE SOURCE** Agreement because the Department has determined it is necessary to implement these services as quickly as possible. This vendor was chosen based on their capacity to implement regional access point services statewide in a highly efficient manner.

The purpose of this Agreement is to provide substance use disorder (SUD) information, screening, evaluation, and referral services to any individual living, working, or otherwise seeking services in the North Country, Upper Valley, Central NH, Carroll County, Greater Sullivan County, Winnepesaukee, Capital, Strafford County, Greater Nashua, Greater Derry, and Seacoast Public Health Regions. Regional Access Point provide a wide array of services to assist individuals with accessing substance use disorder treatment and recovery support

services and achieving and sustaining recovery from substance use disorders, including but not limited to: screening, referral, enrollment with third party payers, case management, and crisis support.

This Agreement contains language which allows the Department to extend for up to two (2) additional years, subject to the continued availability of funds, satisfactory performance of services and Governor and Executive Council approval.

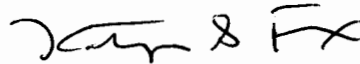
Should the Governor and Executive Council not approve this request, Regional Access Point Services would not be available to individuals in the areas listed. The inability to access these services will negatively impact an individual's ability to achieve and/or maintain recovery from substance use disorders.

If general funds become no longer available, no federal funds will be requested to support this Agreement.

Areas Served: North Country, Upper Valley, Central NH, Carroll County, Greater Sullivan County, Winnepesaukee, Capital, Strafford County, Greater Nashua, Greater Derry, and Seacoast Public Health Regions

Source of Funds: 25% General Funds; 75% Federal Funds (CFDA #93.959 FAIN TI010035-15 U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Block Grants for Prevention and Treatment of Substance Abuse, Substance Abuse Block Grant SABG)

Respectfully submitted,



Katja S. Fox
Director of the Division of
Behavioral Health

Approved by:



Jeffrey A. Meyers
Commissioner

Subject: Substance Use Disorder - Statewide Regional Access Point Services (SS-2017-BDAS-01-REGIO-01)

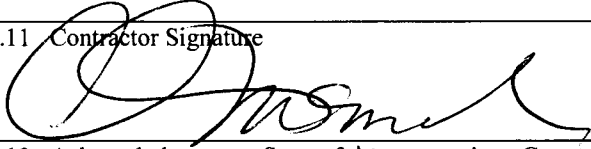
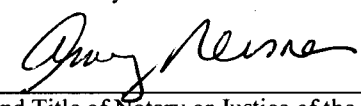
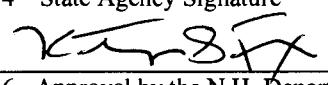
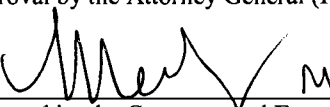
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Department of Health and Human Services Division of Behavioral Health/Bureau of Drug and Alcohol Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name Granite Pathways.		1.4 Contractor Address Granite Pathways c/o Fedcap Rehabilitation Services, Inc. 10 Ferry Street, Concord, NH 03301	
1.5 Contractor Phone Number 603-225-9540 ext. 103	1.6 Account Number 05-95-049-491510-29900000-102-500734	1.7 Completion Date 6/30/2017	1.8 Price Limitation \$1,200,000.
1.9 Contracting Officer for State Agency Eric B. Borrin, Director		1.10 State Agency Telephone Number 603-271-9558	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Christine McKeon, President & CEO	
1.13 Acknowledgement: State of <i>New York</i> , County of <i>New York</i> On <i>June 29, 2016</i> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace [Seal] 		<div style="border: 2px dashed black; padding: 5px; width: fit-content; margin: 0 auto;"> AMY REISNER Notary Public - State of New York NO. 01RE6215281 Qualified in Kings County My Commission Expires <i>12/28/17</i> </div>	
1.13.2 Name and Title of Notary or Justice of the Peace Amy Reisner, Notary Public			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory Katya S. Fox, Director	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  Megan A. Cole - Attorney On: <i>7/1/16</i>			
1.18 Approval by the Governor and Executive Council (if applicable) By: _____ On: _____			

2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.18, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.14 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.

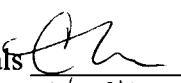
6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this

Contractor Initials 
Date 6/29/16

Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

10. TERMINATION. In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS. The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate ; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than thirty (30) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than thirty (30) days prior written notice of cancellation or modification of the policy.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("*Workers' Compensation*").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

17. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no

such approval is required under the circumstances pursuant to State law, rule or policy.

19. CONSTRUCTION OF AGREEMENT AND TERMS.

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.

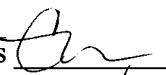
Contractor Initials 
Date 6/29/16



Exhibit A

Scope of Services

1. Provisions Applicable to All Services

- 1.1. The Contractor agrees that, to the extent future legislative action by the New Hampshire General Court or federal or state court orders may have an impact on the Services described herein, the State Agency has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.
- 1.2. The Contractor shall pursue any and all appropriate public sources of funds that are applicable to the funding of the Services, operations prevention, acquisition, or rehabilitation. Appropriate records shall be maintained by the Contractor to document actual funds received or denials of funding from such public sources of funds.
- 1.3. For the purposes of this contract, any reference to days shall mean calendar days, except where business days are specifically noted. For these purposes, a business day shall generally mean any day from Monday to Friday, except Holiday observed by the government of the State of New Hampshire.
- 1.4. For the purposes of this contract, all data entry, documentation and recording shall be completed using the Web Information Technology System (WITS).
- 1.5. The Contractor shall obtain and maintain one or more service sites, which shall comply with all fire, health, and safety codes which shall include but not be limited to being handicap and wheelchair accessible.
- 1.6. The Contractor shall obtain written approval from the Department prior to entering into any agreement regarding service site relocation.
- 1.7. The Contractor shall comply with the Department's Sentinel Event policy.
- 1.8. The Contractor shall participate in the Regional Public Health Network(s) associated with the towns served by the Regional Access Points (RAP) under this contract, which shall include, but not be limited to:
 - 1.8.1. Working with the Continuum of Care Facilitator(s) in the development of a resiliency and recovery oriented system of care (RROSC) in the region(s).
 - 1.8.2. Participating in the Regional Continuum of Care Workgroup(s).
- 1.9. The Contractor shall engage in quality assurance and management activities, which shall include but not be limited to:
 - 1.9.1. Site reviews by the Department.
 - 1.9.2. Other quality assurance and management activities, as determined by the Department.

2. Services to be Provided

- 2.1. The Contractor shall develop Regional Access Points (RAP) for the provision of substance use disorder (SUD) information, screening, and referral services to any individual living, working, or otherwise seeking services in the following public health network areas:



Exhibit A

- 2.1.1. North Country, which includes: Atkinson and Gilmanton Academy Grant, Bath, Beans Grant, Beans Purchase, Benton, Berlin, Bethlehem, Cambridge, Carroll, Chandlers Purchase, Clarksville, Colebrook, Columbia, Crawford's Purchase, Cutts Grant, Dalton, Dix's Grant, Dixville, Dummer, Easton, Errol, Erving's Location, Franconia, Gorham, Greens Grant, Hadley's Purchase, Haverhill, Jefferson, Kilkenney, Lancaster, Landaff, Lisbon, Littleton, Low and Burbank's Grant, Lyman, Martins Location, Milan, Millsfield, Monroe, Northumberland, Odell, Pinkham's Grant, Pittsburg, Randolph, Sargent's Purchase, Second College Grant, Shelburne, Stark, Stewartstown, Stratford, Success, Sugar Hill, Thompsons & Meserves Purchase, Wentworth's Location, and Whitefield.
- 2.1.2. Upper Valley, which includes: Canaan, Dorchester, Enfield, Grafton, Grantham, Hanover, Lebanon, Lyme, Orange, Orford, Piermont, and Plainfield.
- 2.1.3. Central NH, which includes: Alexandria, Ashland, Bridgewater, Bristol, Campton, Ellsworth, Groton, Hebron, Holderness, Lincoln, Livermore, Plymouth, Rumney, Thornton, Warren, Waterville Valley, Wentworth, and Woodstock.
- 2.1.4. Carroll County, which includes: Albany, Bartlett, Brookfield, Chatham, Conway, Eaton, Effingham, Freedom, Hale's Location, Harts Location, Jackson, Madison, Moultonborough, Ossipee, Sandwich, Tamworth, Tuftonboro, Wakefield, and Wolfeboro.
- 2.1.5. Greater Sullivan, which includes: Acworth, Charlestown, Claremont, Cornish, Croydon, Goshen, Langdon, Lempster, Newbury, New London, Newport, Springfield, Sunapee, Sutton, Unity, and Wilmot.
- 2.1.6. Winnepesaukee, which includes: Alton, Barnstead, Belmont, Center Harbor, Danbury, Franklin, Gilford, Gilmanton, Hill, Laconia, Meredith, New Hampton, Northfield, Sanbornton, and Tilton.
- 2.1.7. Capital, which includes: Allenstown, Andover, Boscawen, Bow, Bradford, Canterbury, Chichester, Concord, Deering, Dunbarton, Epsom, Henniker, Hillsborough, Hopkinton, Loudon, Northwood, Pembroke, Pittsfield, Salisbury, Warner, Washington, Weare, Webster, and Windsor.
- 2.1.8. Strafford County, which includes: Barrington, Dover, Durham, Farmington, Lee, Madbury, Middleton, Milton, New Durham, Rochester, Rollinsford, Somersworth, and Strafford.
- 2.1.9. Greater Nashua, which includes: Amherst, Brookline, Hollis, Hudson, Litchfield, Lyndeborough, Mason, Merrimack, Milford, Mont Vernon, Nashua, Pelham, and Wilton.
- 2.1.10. Greater Derry, which includes: Atkinson, Chester, Danville, Derry, Hampstead, Londonderry, Plaistow, Salem, Sandown, and Windham.
- 2.1.11. Seacoast, which includes: Brentwood, East Kingston, Epping, Exeter, Fremont, Greenland, Hampton, Hampton Falls, Kensington, Kingston, New Castle, Newfields, Newington, Newmarket, Newton, North Hampton,



Exhibit A

- Nottingham, Portsmouth, Raymond, Rye, Seabrook, South Hampton, and Stratham.
- 2.2. The Contractor shall provide Regional Access Point (RAP) services to assist up to 7,000 individuals annually who have substance use disorders, who are:
 - 2.2.1. Individuals with substance use disorders who are age 12 or older or under age 12 with the consent of a parent or other legal guardian; and
 - 2.2.2. Residents of or homeless in New Hampshire.
 - 2.3. The Contractor shall conduct outreach activities to promote and market Regional Access Point (RAP) services, statewide, to individuals, health and social service agencies, businesses and community members. The Contractor shall ensure outreach activities include, but are not limited to:
 - 2.3.1. Developing printed materials using customized versions of 'Anyone Anytime NH,' for broad distribution, which may include, but is not limited to:
 - 2.3.1.1. Brochures
 - 2.3.1.2. Flyers
 - 2.3.1.3. Display posters
 - 2.3.1.4. Pens
 - 2.3.1.5. Magnets
 - 2.3.1.6. Other marketing tools
 - 2.3.2. Publicizing telephone numbers, web addresses and other contact information associated with the information channels described in Section 2.4.
 - 2.3.3. Establishing and actively monitoring social media sites, which may include Facebook and Twitter.
 - 2.3.4. Ensuring outreach activities target core community sectors that include, but are not limited to:
 - 2.3.4.1. Health and medical
 - 2.3.4.2. Safety and law enforcement
 - 2.3.4.3. Education
 - 2.3.4.4. Business
 - 2.3.4.5. Government
 - 2.3.4.6. Community and family supports
 - 2.4. The Contractor shall develop multiple information channels by which an individual may request information that shall include, but not be limited to telephone, e-mail, and in-person. The Contractor shall:
 - 2.4.1. Respond to all requests for information within 24 hours of receiving requests for information.



Exhibit A

- 2.4.2. Ensure, at minimum, one information channel is available to the public 24 hours per day, 7 days per week, which may include referral to the statewide crisis hotline during off hours.
- 2.4.3. Ensure information available through all information channels includes, but is not limited to types and locations of services available:
 - 2.4.3.1. For Substance Use Disorder (SUD) treatment
 - 2.4.3.2. For SUD recovery support
 - 2.4.3.3. To support friends, family members and other concerned individuals
- 2.5. The Contractor shall respond to requests for substance use disorders treatment services by scheduling a screening appointment for the client. The Contractor shall:
 - 2.5.1. Ensure the screening appointment is scheduled within 48 hours of the client's initial request for services.
 - 2.5.2. Provide an appointment date that is within ten (10) days of scheduling the appointment.
 - 2.5.3. Ensure the screening appointment:
 - 2.5.3.1. Can be completed by the client in person; by telephone, or face-to-face.
 - 2.5.3.2. Is completed by a Certified Recovery Support Worker (CRSW), who shall, at a minimum:
 - 2.5.3.2.1. Gather client demographic, contact, and emergency contact information;
 - 2.5.3.2.2. Identify payer sources available to the client; and
 - 2.5.3.2.3. Use an evidence-based screening tool, as approved by the Department, to determine the likelihood of a substance use disorder, as defined by the DSM 5.
 - 2.5.4. Document client profile, intake and admission information in WITS within 3 days of completing the screening.
- 2.6. The Contractor shall schedule, through Memorandums of Understanding with SUD treatment providers in the service area, evaluations of clients who screen positive for substance use disorder within 48 hours of the completed screening in Section 2.5, as appropriate. The Contractor shall ensure:
 - 2.6.1. Evaluations are completed within 10 days of scheduling the evaluation.
 - 2.6.2. Evaluations are completed by a Licensed Alcohol and Drug Counselor (LADC), Master Licensed Alcohol and Drug Counselor (MLADC), or licensed mental health professional who has demonstrated competency in the treatment of substance use disorders.
 - 2.6.3. Clients are evaluated in all American Society of Addiction Medicine (ASAM, October 2013) dimensions.



Exhibit A

- 2.6.4. Evaluations are completed using one or more evidence-based evaluation tools.
- 2.6.5. Evaluations meet 'Addiction Counseling Competencies, TAP 21' standards (<http://store.samhsa.gov/product/TAP-21-Addiction-Counseling-Competencies/SMA15-4171>).
- 2.6.6. Evaluations include a DSM-5 Substance Use Disorder diagnosis when appropriate.
- 2.6.7. Recommendations are provided to clients diagnosed as having a substance use disorder, as appropriate, which must include, but are not be limited to, recommendations for:
 - 2.6.7.1. An initial ASAM level of care.
 - 2.6.7.2. Recovery support and/or other needed services.
 - 2.6.7.3. Interim services if the indicated ASAM level of care is not immediately available to the client.
- 2.6.8. Diagnosis information is entered into WITS within three (3) business days of completing each evaluation.
- 2.7. The Contractor shall provide referral services to clients in order to meet the recommendations that result from the evaluation in Section 2.6.7. The Contractor shall:
 - 2.7.1. Ensure referral services are provided by a CRSW.
 - 2.7.2. Ensure referral services include, but are not limited to:
 - 2.7.2.1. Identifying provider agencies that can meet the evaluation recommendations in Section 2.6.7.
 - 2.7.2.2. Contacting the provider agency on behalf of the client, as appropriate.
 - 2.7.2.3. Assisting the client with making contact with the provider agency, as appropriate.
 - 2.7.2.4. Supporting the client in meeting the admission/entrance/intake requirements of the provider agency.
 - 2.7.3. Develop and maintain a database of provider agencies by region to meet the needs of clients, which may include, but are not limited to:
 - 2.7.3.1. Substance use disorder treatment and recovery support services
 - 2.7.3.2. Physical health services
 - 2.7.3.3. Behavioral health services
 - 2.7.3.4. Employment and education services
 - 2.7.3.5. Housing services
 - 2.7.4. Ensure Memorandums of Understanding are executed with SUD treatment and peer recovery support services providers in the communities within



Exhibit A

each region served to ensure clients can access interim and other services within 7 days of completed evaluations described in Section 2.6.

- 2.8. The Contractor shall assist clients to enroll with payer services. The Contractor shall:
 - 2.8.1. Assess clients for probable eligibility for public or private insurance, such as Medicaid; the New Hampshire Health Protection Program (NHHPP); and Qualified Health Plans available through the Marketplace.
 - 2.8.2. Assist clients with enrollment with the appropriate payer. Assistance shall include, but not be limited to:
 - 2.8.2.1. Providing one-on-one support to clients throughout the enrollment process.
 - 2.8.2.2. Providing clarification on information that needs to be provided to the payer agency to ensure enrollment can be completed by the client.
- 2.9. The Contractor shall provide Continuous Recovery Monitoring services to clients who are not currently receiving Continuous Recovery Monitoring services through a Department-contracted SUD treatment provider. The Contractor shall:
 - 2.9.1. Attempt to contact each client a minimum of three (3) times over the course of one week. The Contractor shall:
 - 2.9.1.1. Attempt contact by telephone at a reasonable time when the client would normally be available.
 - 2.9.1.2. Attempt a second contact, as necessary, by telephone at a reasonable time when the client would normally be available no sooner than 2 days and no later than 3 days after the first attempt in Section 2.9.1.1.
 - 2.9.1.3. Attempt a third contact, as necessary, by telephone at a reasonable time when the client would normally be available, no sooner than 2 days and no later than 3 days after the second attempt in Section 2.9.1.2.
 - 2.9.1.4. Not exceed twelve (12) attempts in a thirty (30) day period.
 - 2.9.2. Contact clients as frequently as weekly and no less frequently than:
 - 2.9.2.1. 3 months post-discharge from the last treatment service (60–120 days post discharge).
 - 2.9.2.2. 6 months post-discharge from the last treatment service (150–210 days post discharge).
 - 2.9.2.3. 12 months post-discharge from the last treatment service (330–390 days post discharge).
 - 2.9.3. Inquire on the status of each client's recovery.
 - 2.9.4. Identify any client needs.
 - 2.9.5. Assist the client with addressing the needs identified in Section 2.9.4.



Exhibit A

- 2.9.6. Provide early intervention to clients who have relapsed or whose recovery is at risk, as identified in Section 2.9.4, and record the same.
- 2.9.7. Complete the client follow-up in WITS within 3 days of each completed contact identified in Section 2.9.2.
- 2.10. The Contractor shall enter client discharge information into WITS within 3 days of client discharge.

3. Data and Reporting Requirements

- 3.1. The Contractor shall provide monthly reports that include, but are not limited to:
 - 3.1.1. Time lapses for services including, but not limited to:
 - 3.1.1.1. Initial client contact to screening
 - 3.1.1.2. Screening to evaluation
 - 3.1.1.3. Evaluation to interim services
 - 3.1.1.4. Evaluation to regular services
 - 3.1.2. Type of payer enrollment assessment and/or assistance provided, as described in Section 2.7.
- 3.2. The Contractor shall provide monthly reports identifying SUD treatment and peer recovery support services providers with whom Memorandums of Understanding have been executed to provide contracted services. Reports shall include, but not be limited to:
 - 3.2.1. Name, location, and contact information of the provider.
 - 3.2.2. Specific services provided by the provider.
- 3.3. The Contractor shall provide monthly reports that identify specific marketing activities conducted as required in Section 2.3. Reports shall include, but are not limited to:
 - 3.3.1. Types of marketing materials developed.
 - 3.3.2. Venues where materials are displayed and/or available for hand out.
 - 3.3.3. Methods of marketing delivery.
 - 3.3.4. A plan for marketing that will be conducted in the following month.
- 3.4. The Contractor shall comply with the reporting requirements listed in Section 3.0 in accordance with the following schedule, with the first report due on the first of the month following 90 days after approval by Governor and Executive Council:
 - 3.4.1. Three (3) month follow-ups completed for all clients with a discharge date prior to March of 2017.
 - 3.4.2. Six (6) month follow-ups completed for all clients with a discharge date prior to January of 2017.
 - 3.4.3. Twelve (12) month follow-ups completed for all clients with a discharge date prior to July of 2016.



Exhibit A

4. Minimum Performance Measures

- 4.1. The Contractor shall comply with Continuous Recovery Monitoring contacts described in Section 2.9, as follows:
 - 4.1.1. Twenty-five percent (25%) of discharged clients shall be contacted three (3) months after discharge.
 - 4.1.2. Ten percent (10%) of discharged clients shall be contacted (6) months after discharge.
 - 4.1.3. Five percent (5%) of discharged clients shall be contacted twelve (12) months after discharge.

5. Deliverables

- 5.1. The Contractor shall submit for Department approval, within 30 days from the contract effective date, an outreach activity plan for each region covered, for all activities described in Section 2.3, including time frames.
- 5.2. The Contractor shall provide a sample of all marketing materials to the Department within three (3) days of developing the materials described in Section 2.3.
- 5.3. The Contractor shall submit for Department approval, within 30 days from the effective date of this contract, an information channels plan for each region covered, for all activities described in Section 2.4, including timeframes.
- 5.4. The Contractor shall respond to all requests for information described in Section 2.4 within 24 hours of receiving the requests.
- 5.5. The Contractor shall ensure screening appointments described in Section 2.5 are available within 48 hours of receiving clients' requests for services.
- 5.6. The Contractor shall ensure all client services provided through this contract are documented and/or recorded within three (3) days of providing the service.

6. Liquidated Damages

- 6.1. The Contractor and the Department agree that the WITS shall be the source of record with data polls taking place on the tenth (10th) day of the month, beginning with August 10, 2016.
- 6.2. The Contractor and the Department agree that it will be extremely impracticable and difficult to determine actual damages that the Department will sustain in the event that the vendor fails to maintain the required performance standards in Section 4, Performance Standards, throughout the life of the contract. Any breach by the Contractor will delay and disrupt the Department's operations and obligations and lead to significant damages. Therefore, the parties agree that the liquidated damages as specified in the sections below are reasonable.
- 6.3. Assessment of liquidated damages shall be in addition to, not in lieu of, such other remedies as may be available to the Department. Except and to the extent expressly provided herein, the Department shall be entitled to recover liquidated damages cumulatively under each section applicable to any given incident as described in Section 6.8.



Exhibit A

- 6.4. The Department shall make all assessments of liquidated damages. Should the Department determine that liquidated damages may, or will be assessed; the Department shall notify the Contractor as specified in Section 7, Notifications and Remedies for Liquidated Damages, below.
- 6.5. The Contractor shall submit a written Corrective Action Plan to the Department within five (5) business days of receiving notification as specified in Section 7, Notifications and Remedies for Liquidated Damages, for review and approval prior to implementation of the Corrective Action Plan.
- 6.6. The Contractor agrees that as determined by the Department, failure to provide services that meet the performance standards in Section 4, Performance Standards, shall result in liquidated damages as specified in Section 7, Notifications and Remedies for Liquidated Damages. The Department's decision to assess liquidated damages must be reasonable, based in fact and made in good faith.
- 6.7. The remedies specified in Section 7, Notifications and Remedies for Liquidated Damages, shall apply until the failure is cured or resulting dispute is resolved in the Contractor's favor.
- 6.8. Liquidated damages in the amount of \$500 per month for failure to meet the Minimum Performance Measures identified in Section 4. It is agreed by the parties that damages may only be assessed by the Department related to Section 4 above and that the amount of damages is limited to the amounts delineated in this Section 6.8 and that no other liquidated damages may be assessed.
- 6.9. The amount of liquidated damages assessed by the Department to the Contractor shall not exceed the price limitation in Form P-37, General Provisions, block 1.8, Price Limitation.

7. Notifications and Remedies for Liquidated Damages.

- 7.1. Prior to the imposition of liquidated damages or any other remedies under this Contract, including termination for breach, the Department shall issue written notice of remedies that shall include, as applicable:
 - 7.1.1. A citation to the Contract provision violated.
 - 7.1.2. The remedies to be applied and the date the remedies shall be imposed.
 - 7.1.3. The basis for the Department's determination that the remedies shall be imposed.
 - 7.1.4. A request for a Corrective Action Plan.
 - 7.1.5. The timeframe and procedure for the Contractor to dispute the Department's determination. The Contractor's dispute of liquidated damages or remedies shall not stay the effective date of the proposed liquidated damages or remedies.
 - 7.1.6. If the failure is not resolved within the cure period, liquidated damages may be imposed retroactively to the date of failure to perform and continue until the failure is cured or any resulting dispute is resolved in the Contractor's favor.



Exhibit A

- 7.2. In connection with any action taken or decision made by the Department with respect to this Contract, within ninety (90) days following the action or decisions, the Contractor may protest such action or decision by the delivery of a notice of protest to the Department and by which the Contractor may protest said action or decision and/or request an informal hearing with the Director of the Bureau of Drug and Alcohol Services.
- 7.2.1. The Contractor shall provide the Department with an explanation of its position protesting the Department's action or decision.
- 7.2.2. The Director shall determine a time that is mutually agreeable to the parties during which they may present their views on the disputed issues. It is understood that the presentation and discussion of the disputed issues will be informal in nature.
- 7.2.3. The Director shall provide written notice of the time, format and location of the presentation.
- 7.2.4. At the conclusion of the presentations, the Director shall consider all evidence and shall render a written recommendation as soon as practicable, but in no event more than thirty (30) calendar days after the conclusion of the presentation.
- 7.2.5. The Director may appoint a designee to hear and determine the matter.



Exhibit B

Method and Conditions Precedent to Payment

1. The State shall pay the Contractor an amount not to exceed the Price Limitation, block 1.8, for the services provided by the Contractor pursuant to Exhibit A, Scope of Services.
2. This contract is funded with general and federal funds. Department access to supporting funding for this project is dependent upon the criteria set forth in the Catalog of Federal Domestic Assistance (CFDA) (<https://www.cfda.gov>) #93.959 U.S. Department of Health and Human Services; Substance Abuse and Mental Health Services Administration; Block Grants for Prevention and Treatment of Substance Abuse; Substance Abuse Block Grant (SABG).
3. The Contractor shall use and apply all contract funds for authorized direct and indirect costs to provide services in Exhibit A, Scope of Services, in accordance with Exhibit B-1, Budget.
4. Payment for services provided in accordance with Exhibit A, Scope of Services, shall be made as follows:
 - 4.1. Payments shall be made on cost reimbursement basis only, for allowable costs, expenses and fees in accordance with Exhibits B-1, Budget.
 - 4.2. Allowable costs and expenses shall include those expenses detailed in Exhibit B-1, Budget.
 - 4.3. The Contractor shall submit monthly invoices using invoice forms provided by the Department.
 - 4.4. The Contractor shall submit supporting documentation and required reports in Exhibit A, Scope of Services, Section 3, Data and Reporting Requirements, that support evidence of actual expenditures, in accordance with Exhibit B-1, Budget for the previous month by the tenth (10th) working day of the current month.
 - 4.5. The Contractor shall submit invoices for services outlined in Exhibit A, Scope of Services in accordance with budget line items in Exhibit B-1, Budget preferably by e-mail on Department approved invoices to:

Finance Manager
Division of Behavioral Health
Department of Health and Human Services
105 Pleasant Street,
Concord, NH 03301
laurie.heath@dhhs.nh.gov



Exhibit B

5. The State shall make payment to the Contractor within thirty (30) days of receipt of each invoice for Contractor services provided pursuant to this Agreement.
6. A final payment request shall be submitted no later than forty (40) days from the Form P37, General Provisions, Contract Completion Date, Block 1.7.
7. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this Contract may be withheld, in whole or in part, in the event of noncompliance with any State or Federal law, rule or regulation applicable to the services provided, or if the said services have not been completed in accordance with the terms and conditions of this Agreement.
8. Notwithstanding paragraph 18 of the Form P-37, General Provisions, an amendment limited to transfer the funds within the budget in Exhibit B-1, and within the price limitation, can be made by written agreement of both parties and may be made without obtaining approval of the Governor and Executive Council.
9. When the contract price limitation is reached, the program shall continue to operate at full capacity at no charge to the State of New Hampshire for the duration of the contract period.

EXHIBIT B-1

New Hampshire Department of Health and Human Services

Bidder Name: Granite Pathways

Budget Request for: Regional Access Point

Budget Period: SFY17

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect Cost Cost
1. Total Salary/Wages	\$ 539,000.00	\$ 64,680.00	\$ 603,680.00	
2. Employee Benefits	\$ 161,700.00	\$ 19,404.00	\$ 181,104.00	
3. Consultants	\$ -	\$ -	\$ -	
4. Equipment:	\$ -	\$ -	\$ -	
Rental	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ -	\$ -	\$ -	
Purchase/Depreciation	\$ -	\$ -	\$ -	
5. Supplies:	\$ -	\$ -	\$ -	
Educational	\$ -	\$ -	\$ -	
Lab	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	
Office	\$ -	\$ -	\$ -	
6. Travel	\$ 40,229.00	\$ 4,827.00	\$ 45,056.00	
7. Occupancy	\$ -	\$ -	\$ -	
8. Current Expenses	\$ 100,000.00	\$ 12,000.00	\$ 112,000.00	
Telephone	\$ -	\$ -	\$ -	
Postage	\$ -	\$ -	\$ -	
Subscriptions	\$ -	\$ -	\$ -	
Audit and Legal	\$ -	\$ -	\$ -	
Insurance	\$ -	\$ -	\$ -	
Board Expenses	\$ -	\$ -	\$ -	
9. Software	\$ -	\$ -	\$ -	
10. Marketing/Technology	\$ 106,000.00	\$ 12,720.00	\$ 118,720.00	
11. Staff Education and Training	\$ -	\$ -	\$ -	
12. Subcontracts/Agreements	\$ 76,500.00	\$ 9,180.00	\$ 85,680.00	
13. Other	\$ -	\$ -	\$ -	
Professional Fees	\$ 48,000.00	\$ 5,760.00	\$ 53,760.00	
	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
TOTAL	\$ 1,071,429.00	\$ 128,571.00	\$ 1,200,000.00	

Indirect As A Percent of Direct

12.0%

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SPECIAL PROVISIONS

Contractors Obligations: The Contractor covenants and agrees that all funds received by the Contractor under the Contract shall be used only as payment to the Contractor for services provided to eligible individuals and, in the furtherance of the aforesaid covenants, the Contractor hereby covenants and agrees as follows:

1. **Compliance with Federal and State Laws:** 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.
2. **Time and Manner of Determination:** 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.
3. **Documentation:** 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.
4. **Fair Hearings:** The Contractor understands that all applicants for services hereunder, as well as individuals declared ineligible have a right to a 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.
5. **Gratuities or Kickbacks:** The Contractor agrees that it is a breach of this Contract to accept or make a payment, gratuity or offer of employment on behalf of the Contractor, any Sub-Contractor or the State in order to influence the performance of the Scope of Work detailed in Exhibit A of this Contract. The State may terminate this Contract and any sub-contract or sub-agreement if it is determined that payments, gratuities or offers of employment of any kind were offered or received by any officials, officers, employees or agents of the Contractor or Sub-Contractor.
6. **Retroactive Payments:** Notwithstanding anything to the contrary contained in the Contract or in any other document, contract or understanding, it is expressly understood and agreed by the parties hereto, that no payments will be made hereunder to reimburse the Contractor for costs incurred for any purpose or for any services provided to any individual prior to the Effective Date of the Contract and no payments shall be made for expenses incurred by the Contractor for any services provided prior to the date on which the individual applies for services or (except as otherwise provided by the federal regulations) prior to a determination that the individual is eligible for such services.
7. **Conditions of Purchase:** Notwithstanding anything to the contrary contained in the Contract, nothing herein contained shall be deemed to obligate or require the Department to purchase services hereunder at a rate which reimburses the Contractor in excess of the Contractors costs, at a rate which exceeds the amounts reasonable and necessary to assure the quality of such service, or at a rate which exceeds the rate charged by the Contractor to ineligible individuals or other third party funders for such service. If at any time during the term of this Contract or after receipt of the Final Expenditure Report hereunder, the Department shall determine that the Contractor has used payments hereunder to reimburse items of expense other than such costs, or has received payment in excess of such costs or in excess of such rates charged by the Contractor to ineligible individuals or other third party funders, the Department may elect to:
 - 7.1. Renegotiate the rates for payment hereunder, in which event new rates shall be established;
 - 7.2. Deduct from any future payment to the Contractor the amount of any prior reimbursement in excess of costs;



- 7.3. Demand repayment of the excess payment by the Contractor in which event failure to make such repayment shall constitute an Event of Default hereunder. When the Contractor is permitted to determine the eligibility of individuals for services, the Contractor agrees to reimburse the Department for all funds paid by the Department to the Contractor for services provided to any individual who is found by the Department to be ineligible for such services at any time during the period of retention of records established herein.

RECORDS: MAINTENANCE, RETENTION, AUDIT, DISCLOSURE AND CONFIDENTIALITY:

8. **Maintenance of Records:** In addition to the eligibility records specified above, the Contractor covenants and agrees to maintain the following records during the Contract Period:
- 8.1. **Fiscal Records:** books, records, documents and other 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 during the Contract Period, said records to 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.
- 8.2. **Statistical Records:** Statistical, enrollment, attendance or visit records for each recipient of services during the Contract Period, 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.
- 8.3. **Medical Records:** Where appropriate and as prescribed by the Department regulations, the Contractor shall retain medical records on each patient/recipient of services.
9. **Audit:** Contractor shall submit an annual audit to the Department within 60 days after the close of the agency fiscal year. It is recommended that the report be prepared in accordance with the provision of Office of Management and Budget Circular A-133, "Audits of States, Local Governments, and Non Profit Organizations" and the provisions of Standards for Audit of Governmental Organizations, Programs, Activities and Functions, issued by the US General Accounting Office (GAO standards) as they pertain to financial compliance audits.
- 9.1. **Audit and Review:** During the term of this Contract 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 Contract for purposes of audit, examination, excerpts and transcripts.
- 9.2. **Audit Liabilities:** 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.
10. **Confidentiality of Records:** All information, reports, and records maintained hereunder or collected in connection with the performance of the services and the Contract shall be confidential and shall not be disclosed by the Contractor, provided however, that pursuant to state laws and the regulations of the Department regarding the use and disclosure of such information, disclosure may be made to public officials requiring such information in connection with their official duties and for purposes directly connected to the administration of the services and the Contract; and provided further, that the use or disclosure by any party of any information concerning a recipient for any purpose not directly connected with the administration of the Department or the Contractor's responsibilities with respect to purchased services hereunder is prohibited except on written consent of the recipient, his attorney or guardian.



Notwithstanding anything to the contrary contained herein the covenants and conditions contained in the Paragraph shall survive the termination of the Contract for any reason whatsoever.

11. **Reports: Fiscal and Statistical:** The Contractor agrees to submit the following reports at the following times if requested by the Department.
 - 11.1. **Interim Financial Reports:** Written interim financial reports containing a detailed description of all costs and non-allowable expenses incurred by the Contractor to the date of the report and containing such other information as shall be deemed satisfactory by the Department to justify the rate of payment hereunder. Such Financial Reports shall be submitted on the form designated by the Department or deemed satisfactory by the Department.
 - 11.2. **Final Report:** A final report shall be submitted within thirty (30) days after the end of the term of this Contract. The Final Report shall be in a form satisfactory to the Department and shall contain a summary statement of progress toward goals and objectives stated in the Proposal and other information required by the Department.

12. **Completion of Services: Disallowance of Costs:** Upon the purchase by the Department of the maximum number of units provided for in the Contract and upon payment of the price limitation hereunder, the Contract and all the obligations of the parties hereunder (except such obligations as, by the terms of the Contract are to be performed after the end of the term of this Contract and/or survive the termination of the Contract) 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.

13. **Credits:** All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Contract shall include the following statement:
 - 13.1. The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services.

14. **Prior Approval and Copyright Ownership:** All materials (written, video, audio) produced or purchased under the contract shall have prior approval from DHHS before printing, production, distribution or use. The DHHS will retain copyright ownership for any and all original materials produced, including, but not limited to, brochures, resource directories, protocols or guidelines, posters, or reports. Contractor shall not reproduce any materials produced under the contract without prior written approval from DHHS.

15. **Operation of Facilities: Compliance with Laws and Regulations:** 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 Contract 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.

16. **Equal Employment Opportunity Plan (EEOP):** The Contractor will provide an Equal Employment Opportunity Plan (EEOP) to the Office for Civil Rights, Office of Justice Programs (OCR), if it has received a single award of \$500,000 or more. If the recipient receives \$25,000 or more and has 50 or



more employees, it will maintain a current EEOP on file and submit an EEOP Certification Form to the OCR, certifying that its EEOP is on file. For recipients receiving less than \$25,000, or public grantees with fewer than 50 employees, regardless of the amount of the award, the recipient will provide an EEOP Certification Form to the OCR certifying it is not required to submit or maintain an EEOP. Non-profit organizations, Indian Tribes, and medical and educational institutions are exempt from the EEOP requirement, but are required to submit a certification form to the OCR to claim the exemption. EEOP Certification Forms are available at: <http://www.ojp.usdoj/about/ocr/pdfs/cert.pdf>.

17. **Limited English Proficiency (LEP):** As clarified by Executive Order 13166, Improving Access to Services for persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with the Omnibus Crime Control and Safe Streets Act of 1968 and Title VI of the Civil Rights Act of 1964, Contractors must take reasonable steps to ensure that LEP persons have meaningful access to its programs.
18. **Pilot Program for Enhancement of Contractor Employee Whistleblower Protections:** The following shall apply to all contracts that exceed the Simplified Acquisition Threshold as defined in 48 CFR 2.101 (currently, \$150,000)

CONTRACTOR EMPLOYEE WHISTLEBLOWER RIGHTS AND REQUIREMENT TO INFORM EMPLOYEES OF
WHISTLEBLOWER RIGHTS (SEP 2013)

(a) This contract and employees working on this contract will be subject to the whistleblower rights and remedies in the pilot program on Contractor employee whistleblower protections established at 41 U.S.C. 4712 by section 828 of the National Defense Authorization Act for Fiscal Year 2013 (Pub. L. 112-239) and FAR 3.908.

(b) The Contractor shall inform its employees in writing, in the predominant language of the workforce, of employee whistleblower rights and protections under 41 U.S.C. 4712, as described in section 3.908 of the Federal Acquisition Regulation.

(c) The Contractor shall insert the substance of this clause, including this paragraph (c), in all subcontracts over the simplified acquisition threshold.

19. **Subcontractors:** DHHS recognizes that the Contractor may choose to use subcontractors with greater expertise to perform certain health care services or functions for efficiency or convenience, but the Contractor shall retain the responsibility and accountability for the function(s). Prior to subcontracting, the Contractor shall evaluate the subcontractor's ability to perform the delegated function(s). This is accomplished through a written agreement that specifies activities and reporting responsibilities of the subcontractor and provides for revoking the delegation or imposing sanctions if the subcontractor's performance is not adequate. Subcontractors are subject to the same contractual conditions as the Contractor and the Contractor is responsible to ensure subcontractor compliance with those conditions.
When the Contractor delegates a function to a subcontractor, the Contractor shall do the following:
 - 19.1. Evaluate the prospective subcontractor's ability to perform the activities, before delegating the function
 - 19.2. Have a written agreement with the subcontractor that specifies activities and reporting responsibilities and how sanctions/revocation will be managed if the subcontractor's performance is not adequate
 - 19.3. Monitor the subcontractor's performance on an ongoing basis



- 19.4. Provide to DHHS an annual schedule identifying all subcontractors, delegated functions and responsibilities, and when the subcontractor's performance will be reviewed
- 19.5. DHHS shall, at its discretion, review and approve all subcontracts.

If the Contractor identifies deficiencies or areas for improvement are identified, the Contractor shall take corrective action.

DEFINITIONS

As used in the Contract, the following terms shall have the following meanings:

COSTS: Shall mean those direct and indirect items of expense determined by the Department to be allowable and reimbursable in accordance with cost and accounting principles established in accordance with state and federal laws, regulations, rules and orders.

DEPARTMENT: NH Department of Health and Human Services.

FINANCIAL MANAGEMENT GUIDELINES: Shall mean that section of the Contractor Manual which is entitled "Financial Management Guidelines" and which contains the regulations governing the financial activities of contractor agencies which have contracted with the State of NH to receive funds.

PROPOSAL: If applicable, shall mean the document submitted by the Contractor on a form or forms required by the Department and containing a description of the Services to be provided to eligible individuals by the Contractor in accordance with the terms and conditions of the Contract and setting forth the total cost and sources of revenue for each service to be provided under the Contract.

UNIT: For each service that the Contractor is to provide to eligible individuals hereunder, shall mean that period of time or that specified activity determined by the Department and specified in Exhibit B of the Contract.

FEDERAL/STATE LAW: Wherever federal or state laws, regulations, rules, orders, and policies, etc. are referred to in the Contract, the said reference shall be deemed to mean all such laws, regulations, etc. as they may be amended or revised from the time to time.

CONTRACTOR MANUAL: Shall mean that document prepared by the NH Department of Administrative Services containing a compilation of all regulations promulgated pursuant to the New Hampshire Administrative Procedures Act. NH RSA Ch 541-A, for the purpose of implementing State of NH and federal regulations promulgated thereunder.

SUPPLANTING OTHER FEDERAL FUNDS: The Contractor guarantees that funds provided under this Contract will not supplant any existing federal funds available for these services.



REVISIONS TO GENERAL PROVISIONS

1. Subparagraph 4 of the General Provisions of this contract, Conditional Nature of Agreement, is replaced as follows:
 4. **CONDITIONAL NATURE OF AGREEMENT.**
Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including without limitation, the continuance of payments, in whole or in part, under this Agreement are contingent upon continued appropriation or availability of funds, including any subsequent changes to the appropriation or availability of funds affected by any state or federal legislative or executive action that reduces, eliminates, or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope of Services provided in Exhibit A, Scope of Services, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of appropriated or available funds. In the event of a reduction, termination or modification of appropriated or available funds, the State shall have the right to withhold payment until such funds become available, if ever. The State shall have the right to reduce, terminate or modify services under this Agreement immediately upon giving the Contractor notice of such reduction, termination or modification. The State shall not be required to transfer funds from any other source or account into the Account(s) identified in block 1.6 of the General Provisions, Account Number, or any other account, in the event funds are reduced or unavailable.
2. Subparagraph 10 of the General Provisions of this contract, Termination, is amended by adding the following language:
 - 10.1 The State may terminate the Agreement at any time for any reason, at the sole discretion of the State, 30 days after giving the Contractor written notice that the State is exercising its option to terminate the Agreement.
 - 10.2 In the event of early termination, the Contractor shall, within 15 days of notice of early termination, develop and submit to the State a Transition Plan for services under the Agreement, including but not limited to, identifying the present and future needs of clients receiving services under the Agreement and establishes a process to meet those needs.
 - 10.3 The Contractor shall fully cooperate with the State and shall promptly provide detailed information to support the Transition Plan including, but not limited to, any information or data requested by the State related to the termination of the Agreement and Transition Plan and shall provide ongoing communication and revisions of the Transition Plan to the State as requested.
 - 10.4 In the event that services under the Agreement, including but not limited to clients receiving services under the Agreement are transitioned to having services delivered by another entity including contracted providers or the State, the Contractor shall provide a process for uninterrupted delivery of services in the Transition Plan.
 - 10.5 The Contractor shall establish a method of notifying clients and other affected individuals about the transition. The Contractor shall include the proposed communications in its Transition Plan submitted to the State as described above.
3. The Department reserves the right to renew the Contract for up to two (2) additional years, subject to the continued availability of funds, satisfactory performance of services and approval by the Governor and Executive Council.

[Handwritten Signature]
Date 6/29/16



CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

The Contractor 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



- 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.

6/29/16
Date

Contractor Name: Granite Pathways

Name: Christine McMahon
Title: President + CEO



CERTIFICATION REGARDING LOBBYING

The Contractor 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):

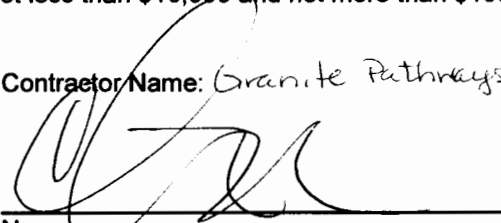
- *Temporary Assistance to Needy Families under Title IV-A
- *Child Support Enforcement Program under Title IV-D
- *Social Services Block Grant Program under Title XX
- *Medicaid Program under Title XIX
- *Community Services Block Grant under Title VI
- *Child Care Development Block Grant under Title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

6/29/16
Date

Contractor Name: Granite Pathways

Name: Christine McLaughlin
Title: President + CEO



**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



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 (l)(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.

6/29/16
Date

Contractor Name: Granite Pathways

Name: Christine McMahon
Title: President & CEO



**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

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

6/29/14



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.

6/29/16
Date

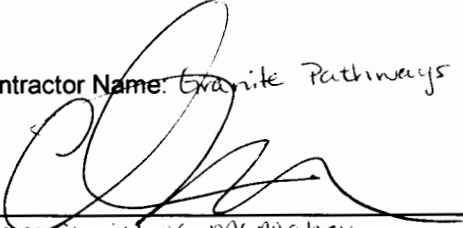
Contractor Name: Granite Pathways

Name: Christine McMahon
Title: President + CEO

Exhibit G

Contractor Initials th

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

Date 6/29/16



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.

6/29/16
Date

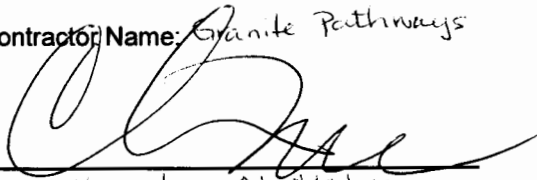
Contractor Name: Granite Pathways

Name: Christine McMahon
Title: President & CEO



Exhibit I

HEALTH INSURANCE PORTABILITY ACT
BUSINESS ASSOCIATE AGREEMENT

The Contractor identified in Section 1.3 of the General Provisions of the Agreement agrees to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191 and with the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160 and 164 applicable to business associates. As defined herein, "Business Associate" shall mean the Contractor and subcontractors and agents of the Contractor that receive, use or have access to protected health information under this Agreement and "Covered Entity" shall mean the State of New Hampshire, Department of Health and Human Services.

(1) **Definitions.**

- a. "**Breach**" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
- b. "**Business Associate**" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- c. "**Covered Entity**" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- d. "**Designated Record Set**" shall have the same meaning as the term "designated record set" in 45 CFR Section 164.501.
- e. "**Data Aggregation**" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- f. "**Health Care Operations**" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- g. "**HITECH Act**" means the Health Information Technology for Economic and Clinical Health Act, Title XIII, Subtitle D, Part 1 & 2 of the American Recovery and Reinvestment Act of 2009.
- h. "**HIPAA**" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162 and 164 and amendments thereto.
- i. "**Individual**" shall have the same meaning as the term "individual" in 45 CFR Section 160.103 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- j. "**Privacy Rule**" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
- k. "**Protected Health Information**" shall have the same meaning as the term "protected health information" in 45 CFR Section 160.103, limited to the information created or received by Business Associate from or on behalf of Covered Entity.



Exhibit I

- I. “Required by Law” shall have the same meaning as the term “required by law” in 45 CFR Section 164.103.
- m. “Secretary” shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- n. “Security Rule” shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 164, Subpart C, and amendments thereto.
- o. “Unsecured Protected Health Information” means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.
- p. Other Definitions - All terms not otherwise defined herein shall have the meaning established under 45 C.F.R. Parts 160, 162 and 164, as amended from time to time, and the HITECH Act.

(2) **Business Associate Use and Disclosure of Protected Health Information.**

- a. Business Associate shall not use, disclose, maintain or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under Exhibit A of the Agreement. Further, Business Associate, including but not limited to all its directors, officers, employees and agents, shall not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.
- b. Business Associate may use or disclose PHI:
 - I. For the proper management and administration of the Business Associate;
 - II. As required by law, pursuant to the terms set forth in paragraph d. below; or
 - III. For data aggregation purposes for the health care operations of Covered Entity.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable assurances from the third party that such PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party; and (ii) an agreement from such third party to notify Business Associate, in accordance with the HIPAA Privacy, Security, and Breach Notification Rules of any breaches of the confidentiality of the PHI, to the extent it has obtained knowledge of such breach.
- d. The Business Associate shall not, unless such disclosure is reasonably necessary to provide services under Exhibit A of the Agreement, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity has an opportunity to object to the disclosure and to seek appropriate relief. If Covered Entity objects to such disclosure, the Business

A handwritten signature in black ink, appearing to be 'CJ'.

6/24/16



Exhibit I

Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.

- e. If the Covered Entity notifies the Business Associate that Covered Entity has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Business Associate shall be bound by such additional restrictions and shall not disclose PHI in violation of such additional restrictions and shall abide by any additional security safeguards.

(3) Obligations and Activities of Business Associate.

- a. The Business Associate shall notify the Covered Entity's Privacy Officer immediately after the Business Associate becomes aware of any use or disclosure of protected health information not provided for by the Agreement including breaches of unsecured protected health information and/or any security incident that may have an impact on the protected health information of the Covered Entity.
- b. The Business Associate shall immediately perform a risk assessment when it becomes aware of any of the above situations. The risk assessment shall include, but not be limited to:
 - o The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
 - o The unauthorized person used the protected health information or to whom the disclosure was made;
 - o Whether the protected health information was actually acquired or viewed
 - o The extent to which the risk to the protected health information has been mitigated.

The Business Associate shall complete the risk assessment within 48 hours of the breach and immediately report the findings of the risk assessment in writing to the Covered Entity.

- c. The Business Associate shall comply with all sections of the Privacy, Security, and Breach Notification Rule.
- d. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy and Security Rule.
- e. Business Associate shall require all of its business associates that receive, use or have access to PHI under the Agreement, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section 3 (I). The Covered Entity shall be considered a direct third party beneficiary of the Contractor's business associate agreements with Contractor's intended business associates, who will be receiving PHI



Exhibit I

pursuant to this Agreement, with rights of enforcement and indemnification from such business associates who shall be governed by standard Paragraph #13 of the standard contract provisions (P-37) of this Agreement for the purpose of use and disclosure of protected health information.

- f. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement.
- g. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
- h. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
- i. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
- j. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
- k. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within two (2) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- l. Within ten (10) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from, or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business



Exhibit I

Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

(4) Obligations of Covered Entity

- a. Covered Entity shall notify Business Associate of any changes or limitation(s) in its Notice of Privacy Practices provided to individuals in accordance with 45 CFR Section 164.520, to the extent that such change or limitation may affect Business Associate's use or disclosure of PHI.
- b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this Agreement, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.
- c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

(5) Termination for Cause

In addition to Paragraph 10 of the standard terms and conditions (P-37) of this Agreement the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a breach by Business Associate of the Business Associate Agreement set forth herein as Exhibit I. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity. If Covered Entity determines that neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

(6) Miscellaneous

- a. Definitions and Regulatory References. All terms used, but not otherwise defined herein, shall have the same meaning as those terms in the Privacy and Security Rule, amended from time to time. A reference in the Agreement, as amended to include this Exhibit I, to a Section in the Privacy and Security Rule means the Section as in effect or as amended.
- b. Amendment. Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy and Security Rule, and applicable federal and state law.
- c. Data Ownership. The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
- d. Interpretation. The parties agree that any ambiguity in the Agreement shall be resolved to permit Covered Entity to comply with HIPAA, the Privacy and Security Rule.



Exhibit I

- e. Segregation. If any term or condition of this Exhibit I or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Exhibit I are declared severable.
- f. Survival. Provisions in this Exhibit I regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in section (3) I, the defense and indemnification provisions of section (3) e and Paragraph 13 of the standard terms and conditions (P-37), shall survive the termination of the Agreement.

IN WITNESS WHEREOF, the parties hereto have duly executed this Exhibit I.

The State
Katja S Fox
Signature of Authorized Representative
Katja S Fox
Name of Authorized Representative
Director
Title of Authorized Representative
6/30/16
Date

Granite Pathways
Name of the Contractor
[Signature]
Signature of Authorized Representative
Christine McLaughlin
Name of Authorized Representative
President + CEO
Title of Authorized Representative
6/29/16
Date



**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.

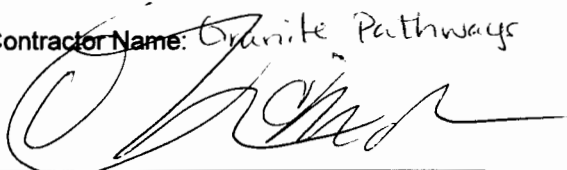
In accordance with 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), the Department of Health and Human Services (DHHS) must report the following information for any subaward or contract award subject to the FFATA reporting requirements:

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: Granite Pathways

Name: Christine McMahon
Title: President + CEO

6/29/16
Date



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: 019392707.
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:

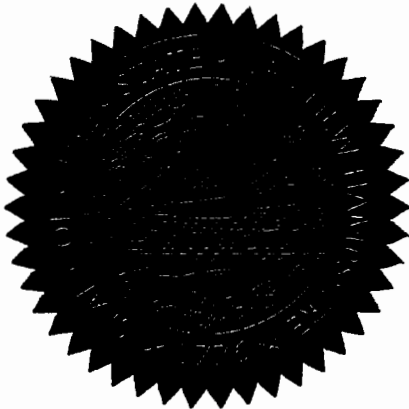
4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

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

State of New Hampshire
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that Granite Pathways is a New Hampshire nonprofit corporation formed May 8, 2009. I further certify that it is in good standing as far as this office is concerned, having filed the return(s) and paid the fees required by law.



In TESTIMONY WHEREOF, I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 26th day of May A.D. 2016

A handwritten signature in black ink, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State

CERTIFICATE OF VOTE

I, Matthew Boyle, do hereby certify that:
(Name of the elected Officer of the Agency cannot be contract signatory.)

1. I am a duly elected Officer of Granite Pathways.
(Agency Name.)

2. The following is a true copy of the resolution duly adopted at a meeting of the Board of Directors of the Agency duly held on 3/1/16:
(Date)

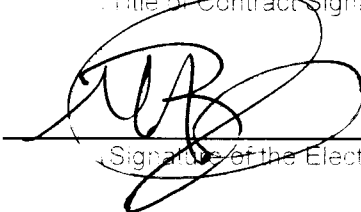
RESOLVED: That the Chief Executive Officer
(Title of Contract Signatory)

is hereby authorized on behalf of this Agency to enter into the said contract with the State and to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, as he/she may deem necessary, desirable or appropriate.

3. The forgoing resolutions have not been amended or revoked, and remain in full force and effect as of the June 30, 2016.
(Date Contract Signed)

4. Christine McMahon is the duly elected Chief Executive Officer
(Name of Contract Signatory) (Title of Contract Signatory)

of the Agency.


(Signature of the Elected Officer)

STATE OF NEW HAMPSHIRE

The forgoing instrument was acknowledged before me this 30th day of June, 2016.

By Matthew P. Boyle.
(Name of Elected Officer of the Agency.)


(Notary Public/Justice of the Peace)

Witness:

Commission Expires: 8/24/16

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/28/2016

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

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

PRODUCER BWD Group LLC 45 Executive Drive Plainview, NY 11803 516 327-2700	CONTACT NAME: PHONE (A/C, No, Ext): 516 327-2700	FAX (A/C, No): 516-327-2800	
	E-MAIL ADDRESS:		
INSURED Granite Pathways Inc Attn: Karen Wegmann 633 Third Avenue - 6th floor New York, NY 10017	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Berkshire Hathaway Specialty In		22276
	INSURER B : Technology Insurance Company, I		42376
	INSURER C :		
	INSURER D :		
	INSURER E :		
INSURER F :			

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

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

INSR LTR	TYPE OF INSURANCE	ADDLSUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y	47SPK14807801	09/30/2015	09/30/2016	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$20,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$3,000,000 PRODUCTS - COMP/OP AGG \$3,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		47RWS14807901	09/30/2015	09/30/2016	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000	Y	43SUM14808301	09/30/2015	09/30/2016	EACH OCCURRENCE \$25,000,000 AGGREGATE \$25,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	TWC3451916	12/11/2015	12/11/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Physical Damage		47RWS14807901	09/30/2015	09/30/2016	Comp/Coll: \$1,000 Ded.

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

Certificate Holder is included as Additional Insured where required by written contract.

CERTIFICATE HOLDER

CANCELLATION

New Hampshire Department of
 Health and Human Services
 Bureau of Drug
 and Alcohol Services
 105 Pleasant Street, 3rd Floor N
 Concord, NH 03301

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

AUTHORIZED REPRESENTATIVE

Stuart B. Culkins

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Mission Statement

Granite Pathways works to empower and support individuals and families effected by mental health issues and substance use disorders. Through a peer based recovery framework, we provide services and create community culture to help individuals and families pursue their goals for improved health and wellness, social connectedness, meaningful work, and opportunities for volunteerism, employment, and education.

GRANITE PATHWAYS

Financial Statements

For the Year Ended December 31, 2014

(With Independent Accountants' Review Report Thereon)

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Additional Offices:

Nashua, NH
Andover, MA
Greenfield, MA
Ellsworth, ME

INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To the Board of Directors
Granite Pathways

We have reviewed the accompanying statement of financial position of Granite Pathways (a not-for-profit organization) as of December 31, 2014, and the related statements of activities, functional expenses, and cash flows for the year then ended. A review includes primarily applying analytical procedures to Management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the review in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance that there are no material modifications that should be made to the financial statements. We believe that the results of our procedures provide a reasonable basis for our report.

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America.

Melanson Heath

November 9, 2015

Granite Pathways

Statement of Financial Position

December 31, 2014

(with comparative totals as of December 31, 2013)

<u>ASSETS</u>	<u>2014</u>	<u>2013</u>
Current Assets:		
Cash and cash equivalents	\$ 61,017	\$ 94,779
Grants receivable	5,000	5,000
Contributions receivable	<u>30,050</u>	<u>30,050</u>
Total Current Assets	96,067	129,829
Contributions receivable in more than one year	<u>-</u>	<u>30,050</u>
TOTAL ASSETS	<u>\$ 96,067</u>	<u>\$ 159,879</u>
<u>NET ASSETS</u>		
Net Assets:		
Unrestricted	\$ 66,017	\$ 98,579
Temporarily restricted	<u>30,050</u>	<u>61,300</u>
Total Net Assets	<u>96,067</u>	<u>159,879</u>
TOTAL NET ASSETS	<u>\$ 96,067</u>	<u>\$ 159,879</u>

See accompanying notes and accountants' review report.

Granite Pathways

Statement of Activities

For the Year Ended December 31, 2014

(with comparative totals for the year ended December 31, 2013)

<u>Unrestricted Net Assets:</u>	<u>2014</u>	<u>2013</u>
Support and Revenue:		
Support:		
Contributions	\$ 118,918	\$ 187,575
In-kind contributions	-	670
Special events, net	3,868	1,431
Revenue:		
Interest income	-	10
Miscellaneous	9,941	6,418
Net assets released from restrictions	<u>31,250</u>	<u>30,050</u>
Total Support and Revenue	163,977	226,154
Expenses:		
Program services	173,643	157,259
General and administrative	<u>22,896</u>	<u>5,660</u>
Total Expenses	<u>196,539</u>	<u>162,919</u>
Change in Unrestricted Net Assets	(32,562)	63,235
<u>Temporarily Restricted Net Assets:</u>		
Contributions	-	1,200
Net assets released from restrictions	<u>(31,250)</u>	<u>(30,050)</u>
Change in Temporarily Restricted Net Assets	<u>(31,250)</u>	<u>(28,850)</u>
Change in net assets	(63,812)	34,385
Net Assets, Beginning of Year	<u>159,879</u>	<u>125,494</u>
Net Assets, End of Year	<u>\$ 96,067</u>	<u>\$ 159,879</u>

See accompanying notes and accountants' review report.

Granite Pathways

Statement of Functional Expenses

For the Year Ended December 31, 2014

(with comparative totals for the year ended December 31, 2013)

	<u>Program Services</u>	<u>General and Administrative</u>	<u>Total</u>
Personnel expense:			
Salaries and wages	\$ 90,917	\$ 13,003	\$ 103,920
Employee benefits	11,657	1,689	13,346
Payroll taxes	7,617	1,089	8,706
Contracted and professional services:			
Other	295	-	295
Conferences and meetings	783	-	783
Equipment, repairs, and maintenance	4,536	-	4,536
Food for program services	9,808	-	9,808
Information technology	1,883	-	1,883
Insurance	-	3,895	3,895
Miscellaneous	-	3,220	3,220
Occupancy	42,050	-	42,050
Office expenses	<u>4,097</u>	<u>-</u>	<u>4,097</u>
Total Functional Expenses	<u>\$ 173,643</u>	<u>\$ 22,896</u>	<u>\$ 196,539</u>

See accompanying notes and accountants' review report.

Granite Pathways

Statement of Cash Flows

For the Year Ended December 31, 2014

(with comparative totals for the year ended December 31, 2013)

	<u>2014</u>	<u>2013</u>
<u>Cash Flows From Operating Activities:</u>		
Change in net assets	\$ (63,812)	\$ 34,385
Adjustments to reconcile change in net assets to net cash used by operating activities:		
Noncash contributions received	30,050	30,050
Changes in operating assets and liabilities:		
Grants receivable	<u>-</u>	<u>(1,875)</u>
Net Cash Provided By (Used For) Operating Activities and Net Change in Cash and Cash Equivalents	(33,762)	62,560
Cash and Cash Equivalents, Beginning	<u>94,779</u>	<u>32,219</u>
Cash and Cash Equivalents, Ending	<u>\$ 61,017</u>	<u>\$ 94,779</u>

See accompanying notes and accountants' review report.

Granite Pathways
Notes to the Financial Statements
For the Year Ended December 31, 2014

1. Organization

Granite Pathways (the Organization), is a New Hampshire nonprofit corporation whose mission is to empower and support adults with mental illness to pursue their personal goals through education, employment, stable housing, rewarding achievements, and meaningful relationships.

2. Summary of Significant Accounting Policies

The Organization prepares its financial statements in accordance with generally accepted accounting principles promulgated in the United States of America (GAAP) for not-for-profit organizations. The significant accounting and reporting policies used by the Organization are described subsequently to enhance the usefulness and understandability of the financial statements.

Net Assets

The financial statements report net assets and changes in net assets in three classes that are based upon the existence or absence of restrictions on use that are placed by its donors, as follows:

Unrestricted Net Assets

Unrestricted net assets are resources available to support operations. The only limits on the use of unrestricted net assets are the broad limits resulting for the nature of the Organization, the environment in which it operates, the purposes specified in its organizing documents and its application for tax-exempt status, and any limits resulting from contractual agreements with creditors and others that are entered into in the course of its operations.

Temporarily Restricted Net Assets

Temporarily restricted net assets are resources that are restricted by a donor for use for a particular purpose or in a particular future period. The Organization's unspent contributions are classified in this class if the donor limited their use.

When a donor's restriction is satisfied, either by using the resources in the manner specified by the donor or by the passage of time, the expiration of the restriction is reported in the financial statements by reclassifying the net assets from temporarily restricted to unrestricted net assets.

Permanently Restricted Net Assets

Permanently restricted net assets are resources whose use by the Organization is limited by donor-imposed restrictions that neither expire by being used in accordance with a donor's restriction nor by the passage of time. The portion of the Organization's donor-restricted funds that must be maintained in perpetuity are classified in this net asset class.

All revenues and net gains are reported as increases in unrestricted net assets in the Statement of Activities unless the use of the related resources is subject to temporary or permanent donor restrictions.

Cash Equivalents

Cash equivalents are short term, interest bearing, highly liquid investments with original maturities of three months or less, unless the investments are held for meeting donor restrictions.

Grants Receivable

The adequacy of the allowance for doubtful accounts for grants receivable is reviewed on an ongoing basis by the Organization's management and adjusted as required through the provision for doubtful accounts (bad debt expense). At December 31, 2014, management believes all receivables to be collectable.

Contributions Receivable

Contributions receivable are unconditional promises to give that are recognized as contributions when the promise is received. Contributions receivable that are expected to be collected in less than one year are reported at net realizable value. Contributions receivable that are expected to be collected in more than one year are recorded at fair value at the date of promise. That fair value is computed using a present value technique applied to anticipated cash flows. Amortization of the resulting discount is recognized as additional contribution revenue. At December 31, 2014, management believes all receivables to be collectable.

Accounting for Contributions

Contributions, including unconditional promises to give, are recognized when received. All contributions are reported as increases in unrestricted net assets unless use of the contributed assets is specifically restricted by the donor. Amounts received that are restricted by the donor to use in future periods or for specific purposes are reported as increases in either temporarily restricted or permanently restricted net assets, consistent with the nature of the restriction. Unconditional promises with payments due in future years have an implied restriction to be used in the year the payment is due, and therefore

are reported as temporarily restricted until the payment is due unless the contribution is clearly intended to support activities of the current fiscal year or is received with permanent restrictions. Conditional promises, such as matching grants, are not recognized until they become unconditional, that is, until all conditions on which they depend are substantially met.

Gifts-in-Kind Contributions

The Organization periodically receives contributions in a form other than cash or investments. Contributed property and equipment is recognized as an asset at its estimated fair value at the date of gift, provided that the value of the asset and its estimated useful life meets the Organization's capitalization policy. Donated use of facilities is reported as contributions and as expenses at the estimated fair value of similar space for rent under similar conditions. If the use of the space is promised unconditionally for a period greater than one year, the contribution is reported as a contribution and an unconditional promise to give at the date of gift, and the expense is reported over the term of use. Donated supplies are recorded as contributions at the date of gift and as expenses when the donated items are placed into service or distributed.

The Organization benefits from personal services provided by a substantial number of volunteers. Those volunteers have donated significant amounts of time and services in the Organization's program operations and in its fundraising campaigns. However, the majority of the contributed services do not meet the criteria for recognition in financial statements. Generally Accepted Accounting Principles allow recognition of contributed services only if (a) the services create or enhance nonfinancial assets or (b) the services would have been purchased if not provided by contribution, require specialized skills, and are provided by individuals possessing those skills.

Expense Recognition and Allocation

The cost of providing the Organization's programs and other activities is summarized on a functional basis in the Statement of Activities and Statement of Functional Expenses. Expenses that can be identified with a specific program or support service are charged directly to that program or support service. Costs common to multiple functions have been allocated among the various functions benefited.

General and administrative expenses include those costs that are not directly identifiable with any specific program, but which provide for the overall support and direction of the Organization.

Fundraising costs are expensed as incurred, even though they may result in contributions received in future years.

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues and expenses during the reporting period and the reported amounts of assets and liabilities at the date of the financial statements. On an ongoing basis, the Organization's management evaluates the estimates and assumptions based upon historical experience and various other factors and circumstances. The Organization's management believes that the estimates and assumptions are reasonable in the circumstances; however, the actual results could differ from those estimates.

Summarized Comparative Information

The financial statements include certain prior-year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended December 31, 2013, from which the summarized information was derived.

Tax Status

Granite Pathways is exempt from federal income tax under Section 501(a) of the Internal Revenue Code as an organization described in Section 501(c)(3). The Organization has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) and qualifies for deductible contributions.

The Organization follows FASB ASC 740-10, *Accounting for Uncertainty in Income Taxes*, which clarifies the accounting for uncertainty in income taxes and prescribes a recognition threshold and measurement attribute for financial statement recognition and measurement of tax positions taken or expected to be taken in a tax return. FASB ASC 740-10 did not have a material impact on the Organization's financial statements.

The Organization's Federal Form 990 (Return of Organization Exempt From Income Tax) are subject to examination by the IRS, generally for three years after filing.

The Organization recognizes interest related to unrecognized tax benefits in interest expense and penalties that are included within reported expenses. During the year ended December 31, 2014, the Organization had no interest or penalties accrued related to unrecognized tax benefits.

Fair Value Measurements

The Organization reports its fair value measures using a three-level hierarchy that prioritizes the inputs used to measure fair value. This hierarchy, established by GAAP, requires that entities maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The three levels of inputs used to measure fair value are as follows:

- *Level 1.* Quoted prices for identical assets or liabilities in active markets to which the Organization has access at the measurement date.
- *Level 2.* Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly. Level 2 inputs include
 - quoted prices for similar assets or liabilities in active markets;
 - quoted prices for identical or similar assets in markets that are not active;
 - observable inputs other than quoted prices for the asset or liability (for example, interest rates and yield curves); and
 - inputs derived principally from, or corroborated by, observable market data by correlation or by other means.
- *Level 3.* Unobservable inputs for the asset or liability. Unobservable inputs should be used to measure the fair value to the extent that observable inputs are not available.

When available, the Organization measures fair value using Level 1 inputs because they generally provide the most reliable evidence of fair value. However, Level 1 inputs are not available for many of the assets and liabilities that the Organization is required to measure at fair value (for example, unconditional promises to give and in-kind contributions).

The primary uses of fair value measures in the Organization's financial statements are the initial measurement of noncash gifts, including unconditional promises to give.

3. Concentration of Credit Risk - Cash and Cash Equivalents

The carrying amount of the Organization's deposits with financial institutions was fully insured at December 31, 2014.

4. Contributions Receivable

Contributions receivable at December 31, 2014 relates to the donated use of facilities (see Note 7).

5. Restricted Net Assets

Temporarily restricted net assets at December 31, 2014, are restricted for the contributed use of facilities (see Note 7).

6. Net Assets Released from Restriction

Net assets are released from program restrictions by incurring expenses satisfying the restricted purpose.

7. Operating Leases

In July 2010, the Organization entered into an agreement with Brookside Congregational Church, UCC (the Church), to lease office space through December 31, 2015. The agreement stipulates that the Church will donate the use of the facilities, valued at \$30,050 per year. Additionally, effective January 2014, the Organization contributed \$1,000 per month towards the cost of utilities and maintenance. A contribution receivable has been recognized in the Statement of Financial Position for the donated use of facilities, offset by temporarily restricted net assets. Over the course of the lease term, net assets released from restrictions will be recognized in the Statement of Activities.

8. Subsequent Events

Subsequent to year end the Organization will no longer be able to occupy the premises of the Brookside Congregational Church, UCC. This could significantly impact the Organization's ability to continue as a going concern unless an affordable alternative location can be secured.

Subsequent events have been evaluated through November 9, 2015, which is the date the financial statements were available to be issued. Events occurring after that date have not been evaluated to determine whether a change in the financial statements would be required.

Granite Pathways Board of Directors

Updated 7-20-15

	A	B	C	D	E
1	Prefi	First	Last	Board Position	Employer
2		Caroline	Bergeron	HR Committee	St. Paul's School
3		Matthew	Boyle	Chairman	Charles Schwab & Co.
4		Frances	DeCinto	HR Committee	NH Insurance Dept.
5		Mary Ellen	Dintino	Fundraising Committee	Diocese of Manchester
6		Pamela	Brown	Governance Committee	Brown Performance Group
7		Geri	Foucher	Fundraising Committee	Mental Health Advocate
8		Deborah	Jameson	Finance Committee	Daniel Webster College
9		Ellen	Malloy	Secretary	NAMI volunteer
10		William	Rider	Vice Chairman	Mental Health Center of Greater Manchester
11		Sue	Taylor	Program Committee	Retired, Voc Rehab Director
12		Julie	Van Ryen	Fundraising Committee	VNA for Special Needs
13		Lynne	Westaway	Treasurer	Howe, Riley & Howe
14	Dr.	Santharam	Yadati	Fundraising Committee	Elliot Hospital
15		Christine	McMahon	Member	Fedcap
16		Andrea	Mitsch	Member	Fedcap; Community Works Services
17		Sandi	Coyle	Executive Director, ex-off	Fedcap; Granite Pathways

TAMMY C. MICKELSON

QUALIFICATIONS

Highly skilled corporate leader with extensive experience in information technology infrastructure development and business systems implementation. Proven track record serving as a business partner for program initiatives and corporate management strategies. Practiced project leader and facilitator of successful business system implementations with a focus on process improvement, best practices and industry standards while balancing regulatory requirements and end user needs. Diplomatic, no nonsense negotiator who maintains the corporate vision and mission and who respectfully challenges questionable directives. Respected and motivated team leader whose management style embraces personal growth and self-direction, team collaboration and skills development.

AREAS OF EXPERTISE

IT Infrastructure Design & Implementation	Team Building & Leadership	IT Strategy & Execution
Budget & Planning	Vendor Management	Collaboration & Communication
Business Process Redesign	Compliance Oversight	Project Management
	Business System Solutions	

PROFESSIONAL EXPERIENCE

VP Information Technology 1998-Present
Easter Seals New Hampshire, Inc. (ESNH), Manchester, NH

- Manage IT infrastructure and operations for a multi-state not-for-profit human services organization with annual revenues in excess of \$110 million. Accountability extends to departmental budgeting, capital/operating expense management, vendor relations, contract review and due diligence, IT security policy review and technology life cycle management. Daily management of IT staff of 10. As management team member, participate in strategic planning, including expense forecasting, IT capital planning, and management reporting enhancements.
- Corporate liaison with vendors and auditors (public accounting firm, IRS census filings, software license compliance). Report directly to CFO. Promoted from Project Director – IT 2009.
- Selected Contributions:
 - Served as project manager for PeopleSoft HRMS and FSCM implementations, including software contract negotiations, change management, application security, multiple environments to support in-house application development and integration (production, test, parallel, dev), training and communication. Continue as project coordinator on all subsequent enhancements, functional improvements and system integrations.
 - Implementation of a virtualized environment (VMware) and SAN (EqualLogic), moving 40+ physical servers to a five host environment with over 90 virtual machines.
 - Build out of a highly available infrastructure to support corporate direction and six-state footprint enabling cloud based applications and remote computing.
 - Conversion of email system to Microsoft Office 365 hosted exchange.
 - Implementation, rollout and end user training of Cisco WebEx application and ooVoo Pro to facilitate web-based collaboration and video conferencing.
 - Negotiated and procured vendor relationship with Verizon Business as an implementation partner in the Agency's converged data/voice platform initiative, directly managed the design, scope and site go-live for seven sites within two states, including a busy call center.
 - Partnered with MoreDirect to design and implement a co-located Disaster Recovery site with the inclusion of VMware Site Recovery Manager.
 - Restructured department to better align skill sets and functions allowing for efficient and

effective process flow within the department. Cultivated open and communicative working environment reducing turnover among support staff.

Prior Positions within ESNH: IT Project Director, Assistant Controller, Budget Analyst

Budget and Cost Analyst

1992-1998

North American Specialty Insurance Company, Inc. (NAS), Manchester, NH

Responsible for complete accounting cycle through financial statements for NAS Management, Inc. Building Operations. Managed budget process for building entity and NAS operations including preparation, training and reporting. Responsible for quarterly financial projections and "NAS 3-Year Plan" via proforma statement generation. Performed monthly actual vs. budget analysis. Created and maintained cost allocation methodology used for analysis of market segment expense levels and unallocated loss expense associated with claims operations.

EDUCATION

PeopleSoft Education/Oracle University various areas of study for PeopleSoft HRMS and FSCM release 8.8, including technical and functional level courses

American Institute for Chartered Property Casualty Underwriters
INS 21, Property and Liability Insurance Principles
CPCU 8, Property and Liability Accounting and Finance

University of New Hampshire
Associate in Arts with concentration in General Studies

Richard Matist

Fedcap Rehabilitation Services, Inc.

Director, Information technology

New York, NY

July/2000 – Present

Member of the senior management team involved in organizational strategy and planning. Meeting the organizational needs and complexities while extending the technology infrastructure from two locations to now over 30 sites. Direct oversight of all aspects of IT; including, budgeting, research and implementation of technologies for a diverse organization with over 1500 employees and multiple business lines.

- Design and implementation of a MPLS network spanning multiple locations/states
- Implemented a business continuity strategy including data de-duplication, co-location replication, disaster recovery and record retention policies.
- Successful system integration and migration of new acquisitions and mergers
- Development of policies and procedures meeting or exceeding industry best practices and regulatory compliance
- Developed custom applications for business units and contractual obligations for numerous federal and state government agencies
- Preparation of IT and capital budgets; providing ROI and Risk Assessment
- Implemented Exchange 2010 Unified Messaging strategy using high availability and DAG
- Formed and currently lead a successful IT Committee of key stakeholders for strategic planning and change management.
- Designed and implemented agency VPN and Citrix remote access platforms

RAM Link, Inc.

Vice President/Partner

New York, NY

1990 to Jul/2000

Network consulting firm providing both technology and business consulting services for diverse industries including law, finance and non-profit verticals. Managed day-to-day operations, finance, marketing and overall success of the company.

- Senior network engineer implementing complex Microsoft and Novell network solutions
- Increased company revenue by 10% introducing innovative network support and monitoring service contracts.
- Software design, programming and development for multiple verticals
- Designed and implemented diverse network infrastructure across multiple states
- Project manager for staff engineers, software developers and support technicians
- Manufactured proprietary line of custom computers

Education / Certifications / Training:

- St. John's University, New York – Computer Science and Business Accounting
- American Management Association – Managing a World-Class IT Department Certification
- Microsoft course work/certifications for Network Infrastructure, Exchange Messaging and Server architecture
- Novell Netware courses/certifications

BIO:

Richard Matist, Director, Information Technology, oversees Fedcap's technology and infrastructure development. Notable accomplishments during his decade at the organization include: redesigning the agency's infrastructure, extending the organization's technology from two locations to now over 30 sites across multiple states, and developing and implementing agency wide IT policies and procedures. Using emerging technologies, Richard has strategically aligned technology with the organization's business needs and growth.

Previously, Richard was a partner at an IT consultancy firm in Manhattan for 10 years. He has successfully strategized to meet the IT demands of diverse industries including law, finance, and non-profits. He continues to use the knowledge honed as a consultant in his current role at Fedcap to ensure that all of the organization's divisions are exceeding technology and business best practices.

SANDRA A. COYLE

OBJECTIVE

I am highly experienced and effective in social impact work, specializing in the continuum of care for substance use disorders. I am an emerging leader and sought after expert in the field of addiction recovery and will be advancing a career in this field by building upon topic expertise and aligning with impact driven organizations.

SUMMARY

- Extremely adept in contemplating the “big picture” vision while developing a solid foundation through micro level decision making and “roll up my sleeves” leadership
- Proven ability to develop and foster large scale initiatives involving public speaking and strategic relationship building
- Proficient in strategic plan development and execution
- Unique ability to simplify complex issues and build constituencies

PROFESSIONAL EXPERIENCE

Granite Pathways, Executive Director

November 2015 – Present

Fedcap, Director of Recovery Services

- Responsible for establishing and overseeing a Community Recovery Center in Portsmouth, NH which is designed as a regional hub for peer-to-peer recovery support services and a cornerstone for access to treatment and alternative community supports
- Oversee Peer Supervision Center staff and trained peer volunteers involved in center programming and recovery coach initiatives
- Facilitate trainings and orientation to build a cadre of peer volunteers who are knowledgeable and appropriately credentialed to execute a range of peer recovery support services and programs
- Pursuing competitive national, state, and local grants as well as other revenue streams to create sustainable operations
- Partner with State and Regional stakeholders to build buy-in and direct support for advancing recovery support services in the Seacoast and statewide

New Futures, Recovery Community Engagement Director

July 2015 – October 2015

- **Community Organizing:** Identify and develop grassroots efforts within the recovery community and its allies to engage in community mobilizing that advances the mission of building recovery oriented systems of care. Support recovery communities in connecting with stakeholders and ancillary supports that build strong networks of care for people seeking and active in addiction recovery.
- **Training and Leadership Development:** Recruit community members to participate in advocacy and leadership trainings that provide people with the necessary tools to speak publicly and to statewide leaders on behalf of substance use prevention, treatment and recovery. Host and lead trainings that educate people on relevant issues, the legislative process, and effective public speaking.
- **Policy and Advocacy:** Identify and advocate on behalf of priority legislation which advances our mission to increase access to recovery support services, support healthy environments for people seeking and active in addiction recovery, and to support service providers in their ability to provide reimbursable and comprehensive services.

United Way of the Greater Seacoast, Regional Network Coordinator, Seacoast Public Health Network
June 2010 – June 2015

- **Public Health Initiatives:** Spearheaded the development and coordination of a regional public health advisory council within six months to include (9) high level executive leadership representatives from the regions 3 largest healthcare institutions, the community mental health agency, the federally qualified health center, city department officials, and the United Way director.
- **Community Relations:** Execute proactive initiatives to strengthen key stakeholder relations with business partners, healthcare providers, police chiefs, media partners including newspaper editors and public access television directors by delivering consistent follow through, innovative thought leadership and subject matter expertise.
- **Volunteer Management:** Collaborate with school administration, community leaders, and service providers across 27 cities and towns to facilitate and promote a community based strategic planning process including needs assessment, capacity building, planning, implementation, and evaluation while maintaining sustainability measures and cultural competency
- **Interpersonal Relations:** Superb communication and strong interpersonal relations between staff and community partners. Experienced and passionate in presenting or speaking with, and in front of large groups of people in diverse settings.
- **Administrative Tasks:** Exceptional ability to manage and direct all administrative functions including proper reporting and documentation, contract and support staff management, budgeting, social media communications, and development of general marketing materials. Measureable success driving multiple collaborative grant applications increasing revenue by more than \$750k.

Communities United Regional Network, Assistant Coordinator

June 2008 – June 2010

- **Community Engagement:** Demonstrated highly effective community organizing skills to build diverse coalition partnerships and coordinated involvement of key community members. Developed and initiated membership to 12+ member medical council; 35+ member youth council, and built additional general community member support and collaboration.
- **Coalition Development:** Administered a nationally recognized evidence based practice with the strategic prevention framework (SPF) to build coalition structure and function, measure progress, and develop initiatives that incorporated community engagement for needs assessment, asset mapping, capacity building, sustainability and evaluation.
- **Grant Writing:** Led a comprehensive grant proposal and wrote a successful application for the highly competitive federal Drug-Free Community grant program which increased revenue by \$125,000 per year, up to 10 years.

COMPUTER PROFICIENCY

Proficient in Windows XP, Microsoft Word, Excel, Outlook, Publisher, PowerPoint, Data Entry programs and tools. Highly skilled in social media as a tool to reach mass audiences.

LEADERSHIP ROLES

- Serve on the NH Governor's Commission Recovery Task Force
- Elected President to the Board of Director's for the NH Alcohol and Other Drug Service Providers Association

EDUCATION & CERTIFICATION

Southern New Hampshire University (SNHU) School of Community Economic Development
Master of Science Degree – May 2009 (Concentration: Community Organizing & Project Management)
Virginia Commonwealth University (VCU) Department of Urban Studies and Planning
Bachelor of Science Degree – June 2003 (Concentration: Urban Land Use & Social Systems)
Certified Recovery Coach and Trainer Connecticut Community for Addiction Recovery Training Academy; July 2015

DONNA KEEFE

EDUCATION

Trinity High School, Manchester, NH
Springfield College - BS Human Services

WORK EXPERIENCE

9/2013 to Present

Fedcap Rehabilitation Services, Inc.

As the New England Director of Admissions and Client Services, I oversee the current admissions process in all NE Fedcap programs, work with all the referring agencies throughout New England to identify, develop and maintain relationships pertaining to billing & client services. I develop systems to maintain a flawless admission process for each NE program. In this role, I worked in RI to systematically manage the federally mandated Interim Settlement Agreement that shut down segregated workshops. The Fedcap team in RI developed programs and systems to train the IDD population to be gainfully employed in the community. This effort is nationally recognized as Fedcap continues to educate other agencies via our RI Center for Excellency & Advocacy's free webinars and through our Community Impact Institute seminars available on the Fedcap website.

2005 TO 2013

DCYF After Hours On CALL Emergency Line

Respond to emergency calls from NH police departments, hospitals and DCYF Area Administrators. Position requires having knowledge of NH's child placement regulations/requirements.

1995 to 2013

Easter Seals NH

Begin position as the Intake Coordinator for the ISO Foster Care Program controlling admissions with an average census of 25 foster children. I was on the rotation for the Easter Seals Administrative On Call Emergency Line. As the programs evolved, I assumed the role of Intake Coordinator for the growing number of group homes in addition to the ISO Program. I was promoted to Director of Admissions as the Easter Seals Residential Services grew to a monthly census of 120 children between all the residential programs. We currently have a census of 155 children. In this role I am responsible to manage the admissions and transitions between programs as well as the final discharges from Easter Seals. I also oversee the monthly billing for all these client and manage the current and archived files. I implemented bi-monthly Referral Meetings in which 12 Clinical Directors attend to discuss the incoming referrals and projected discharges. Referrals come from many different states and agencies which requires knowledge of their state and agency placement requirements/laws. I supervise 4 positions within the Admissions Office and report to 3 Vice Presidents.

1992 - 1995

City of Manchester NH School Department

Served as liaison between team members - parents, teachers, administrators and students. I was responsible to implement behavior plans/procedures to transition special education students back into the traditional classroom from an alternative/self-contained classroom. I also work closely and supported low income families through this process at the inner city schools.

1988 - 1992

SERESC - Birchwood School High School

Aided in developing class curriculums in an alternative setting for the Seriously Emotionally Disturbed adolescent. Taught classes under supervision of teachers, organized field trips and participated in all goal oriented programs and worked 1;1 with students if needed in school and in the community.

1984 - 1988

YWCA - Manchester, NH

Developed aerobic programs on and off site for local business'. In addition, I taught aerobics for cardiac patients at the Elliot Hospital Cardiac Center.

Awards

1997 - Easter Seals **President's Meritorious Award** for outstanding service by an employee.

2000 - Easter Seals NH, VT, NY, **Employee of the Year** - Chosen from 1,200 employee's.

2003 - Easter Seals **Service First Award**

2005 - **State of NH DCYF/DJJS Directors Award**

JOHN BURNS

OBJECTIVE

Looking for a challenging change and move into recovery advocacy and management level roles within the field of behavioral health and addiction recovery.

COMMUNITY SERVICE EXPERIENCE:

Hope on Haven Hill

August 2015 - Present

Treasurer and Board Member for non-profit long term residential treatment program for pregnant women and their children in Rochester, NH struggling with substance use disorders.

Safe Harbor Recovery Center

Have served in a volunteer capacity helping to organize and coordinate all volunteer activities as well as scheduling center programming. Have been involved in coordination of volunteer construction activities as well as scheduling of volunteers for staffing the center upon opening.

SOS Recovery Centers

August 2014 – Present

Serve on the leadership team appointed to act as liasons to the community volunteers in the process of helping to design, implement and oversee the creation of three community recovery centers in Strafford County scheduled to start opening in June and July of 2016.

Families Hoping and Coping

June 2014 – Present

Founder and President of non-profit peer based family support group serving families in Strafford County with three chapters meeting weekly. Founded this in June and have had additional chapters throughout seacoast and Strafford County NH to serve family members and loved ones of individuals struggling with substance use disorders.

OneVoice Strafford County Opioid Taskforce

January 2014 – Present

Member and stakeholder of county-wide taskforce made up of law enforcement, healthcare providers, treatment and recovery advocates and family members that was active in rolling out multiple summits, events and advocacy efforts to bring exposure to opioid epidemic and substance misuse in Strafford County.

CERTIFICATIONS, RECOGNITION, AND MEMBERSHIP:

- **Connecticut Community for Addiction Recovery Certified Recovery Coach and Recovery Coach Trainer**
- **CCAR Trained Recovery Coach**
- **NAMI certified facilitator**
- **2015 New Futures Advocacy in Action Award:** Statewide public advocacy award presented by New Futures in Concord, NH for advocacy on legislative policies related to opioid epidemic and substance misuse disorders.
- Pursuing NH Certified Recovery Coach Support Worker (CRSW) credential; 90% complete
- Current member of NH Providers Association and NH Alcohol & Drug Abuse Counselors Association

EXPERIENCE

Northeast Regional Sales Manager, United Site Services

Sept 2014 – Feb 2016

United Site Services

Westborough, MA

- Successfully direct a team of eleven account managers throughout the Northeast, USA.
- Oversight and management of P&L and sales budget of \$37 million.
- Successfully implemented and oversaw six acquisitions totaling over \$6 million in revenue.
- Achieved organic growth of 11% in 2015 in construction market growing less than 2% annually.
- Achieved and exceeded Budget targets in 3 of 5 quarters.

Northeast Regional Sales Manager
State Chemical Solutions

April 2009 – Sept 2014
Cleveland, OH

- Successfully direct a team of seven sales managers and sixty sales representatives throughout the Northeast, USA.
- Chosen by Executive V.P. to help implement 2011 initiative to transition from commission based sales organization to a salary sales and service based organization.
- Successfully implemented growth strategy and initiatives to show sales improvement in first two years.
- Improved sales declines in region for previous five years from over eight percent multiple year gross losses to achieving consistent growth trend and achieving sales growth targets above company targets.
- Successfully took over and have made a number of successful managerial transitions within the region and poised it for continued growth in 2013.
- Regional Sales Manager of the Quarter - second quarter, 2012.

District Sales Manager
State Chemical Solutions

Nov 2006 - April 2009
Cleveland, OH

- Successfully built and managed a team of ten sales representatives throughout New England.
- Consistently recognized as top performer and awarded district sales manager of month twice.
- Successfully achieved and exceeded growth, sales, and earnings targets in 2008.
- Successfully took over and merged two shrinking districts within twelve months of being hired and showed immediate growth as well as territory expansion from nine to ten territories.
- Appointed as a leading district manager to District Sales Manager Council to work with upper management in achieving company strategic goals and strategies and act as liaison to other district managers.
- Recruited, hired and trained two recipients of company's distinguished Rookie of the Month sales award as well as one recipient of the Rookie of the Year award.

Operations Manager
F.W. Webb Company

Jan 2001 - Nov 2006
Dover, NH

- Managed operations for large branch location and two satellite locations in wholesale plumbing and heating industry.
- Successfully exceeded profitability goals five consecutive years with gross sales of over \$21 million annually and recognized as top performer each year.
- Managed over fifty sales and warehouse employees and over \$5 million in inventory and improved inventory cost controls by improving inventory turnover and sales fulfillment rates.
- Successfully led and implemented ISO 9001 certifications and developed a full safety program.
- Led preparation, oversight and implementation with general manager of both P&L and capital budgets each year and nearly doubled net profit goals each year.
- Directed all aspects of hiring, training and branch personnel issues.

Outside Sales
F.W. Webb Company

Sept 1995 - Jan 2001
Dover, NH

- Managed and grew gross sales from 1 million dollars annually to over 3 million while maintaining gross margins exceeding company targets and expectations.
- Achieved and exceeded sales growth every year and recognized annually as a top performer.
- Appointed to Industrial PVF Steering Committee to assist in corporate strategies for Industrial PVF sales, distribution, and inventory management policy.

EDUCATION

Masters of Business Administration, Southern NH University

May 2001
Manchester, NH

- **GPA: 3.88 and President's List**

Bachelor of Science, Business Administration, Southern NH University

May 1999
Manchester, NH

- **GPA: 3.82 and President's List**

Associates Degree, Paralegal Studies, McIntosh College

May 1995
Dover, NH

- **GPA: 3.93 and President's List, High Honors**

QUALIFICATIONS

- Exceptional leader 20+ years of experience with vocational rehabilitation and workforce development systems
- Designed and implemented nationally recognized models for putting people with barriers to work
- Strategic planning, fiscal management, fundraising and staff development
- Boston Business Journal's *Forty under Forty* & Boston Jaycees' Ten Outstanding Young Leaders
- Certified Rehabilitation Counselor CRC # 35487

EMPLOYMENT

Fedcap, New York, New York 10100

September 2013

Senior Vice President for New England Operations

Drives Fedcap's growth strategy and 20MM in operations for New England in the delivery of workforce development, behavioral health, educational services and social enterprises serving and employing people who experience barriers to economic self-sufficiency. Acts as Executive Director for Community Work Services, Fedcap's New England based subsidiary includes convening the CWS Board of Directors and Advisors, the New England oversight committee and participation on Fedcap's senior management team.

Community Work Services, Boston Massachusetts 02114

4/04 – 09/13

President and Chief Executive Officer

Established Community Work Services as Boston's premier employment service provider for low-income people with barriers such as disabilities and homelessness. Managed agency through complete fiscal, programmatic and governance turnaround including re-branding process, systems upgrade, board re-structuring and launch of fundraising initiative and capital campaign. Daily responsibilities involved working with Board of 17 Directors, and 25 Advisors, business community, clients and other key stakeholders in strategic planning and successful attainment of agency objectives.

Morgan Memorial Goodwill Industries, Boston Massachusetts 02119

3/93-3/04

Director of Workforce Development

Directed the delivery of job training and competitive placement services for over 1,500 individuals with barriers each year. Acted as primary contracting agent for all new programs, negotiating collaborations with employers and other community based organizations. Acted as primary liaison for Department of Labor and state funding agencies. Performed strategic planning for department and agency as member of management team. Provided supervision and orientation for four managers and 20 program staff. Developed new program models, oversee curriculum development and performed grant writing.

Manager of Workforce Initiatives

Developed and managed major collaborations with employers and other non-profits in the operation of job training programs, and welfare to work demonstration grants. Projects included Bridges to Independence, a multi-site project operated with Goodwill of Hartford/Springfield, Work Pathways, a welfare to work program with Action for Community Development (ABCD), First Step, a nationally recognized model for welfare to work operated in partnership with the TJX Company and a job seeking skills program for residents of Boston public housing and Fleet Step Up, a computer skills program.

Vocational Evaluator and Case Management Experience

Administered psychometric testing and work samples to assess individuals with disabilities referred through MA state agencies to determine their aptitudes, interests and preferences as they related to employment. Developed comprehensive reports making recommendations for suitable jobs, supports and training needed. Provided case management services for individuals with disabilities enrolled in job training programs. This included developing service plans, teaching job readiness skills and performing job placement activities.

CONSULTING

Northeastern University, Boston, MA 02115

3/09-7/09

Senior Graduate Lecturer: Taught graduate level course in strategic planning, workforce development program design and implementation. Part of new graduate-level certificate program in workforce development.

Opportunity Center, New Bedford, Massachusetts 02740

1/97-7/97

Consultant: Provided consultation in the development of a vocational evaluation department. Designed evaluation packages targeted towards state referral sources and public school system. Created marketing plan.

INVOLVEMENT

Treasurer, MA Council of Human Service Providers

Past Vice Chair, MA Council of Human Service Providers

Past Treasurer, Downtown North Business Association

Secretary, Massachusetts Social Enterprise Alliance

Member, National Advisory Group on Services for Ability One Programs (Source America)

Vice Chairperson, Massachusetts Statewide Rehabilitation Council Appointed by Governor Romney (10/2006-12/2008)

Board Member, We Can Row Boston, rowing and support for Breast Cancer survivors

Greater Boston Chamber of Commerce's Workforce Development Committee

AWARDS AND ACKNOWLEDGMENT

Provider's Council, Innovator of the Year, 2012

Provider's Council Chair's Award to Outstanding Board Member 2009

Impact - Boston University, Sargent College Alumni Magazine – cover story, summer, 2008

Community Work Services nominated for SBANE Innovation Award, 2008

Boston Business Journal, Boston's Forty under Forty, 2006

Greater Boston Junior Chamber of Commerce, TOYL – Ten Outstanding Young Leader, 2006

First Step Program commended by President Clinton and National Welfare to Work Partnership, Welfare, 1999

PUBLICATIONS

"At Your Service" case study for Commonwealth Corporation, Bay State Works Initiative, 2006

Case Management: A redefinition of Practice for Individuals who are Homeless with a Disability, research brief with Boston University, 2005

EDUCATION

Commonwealth Institute, Boston, MA 2011

Certificate - Leadership Accelerator Program

Boston University, Boston, MA 1997

Master's in Science

Rehabilitation Counseling

Certified Rehabilitation Counselor, CRC # 35487

University of Massachusetts, Amherst, MA 1992

Bachelor's of Arts in English Literature

Minor in Sociology

NANCY R. CSAPLAR

EXECUTIVE SUMMARY

Operations Director, General Manager and Strategic Planning Executive with strong financial background and experience in media sector and nonprofit management and consulting. Extensive experience in general management, strategic planning, business development, management in creative organizations and management consulting. Wharton MBA.

EXPERIENCE

COMMUNITY WORK SERVICES

Boston, MA

Director of Operations, New England

2016-present

- Providing oversight of all administrative operations and program staff in the delivery of employment and related support individuals who experience barriers to employment. Responsible for accessing needed administrative services (HR, IT, Facilities, Finance, Business Development) from parent organization, Fedcap.
- Directing organization resources (staffing and expenses) and billing processes to achieve annual service objectives and budget. Identifying operating and financial risks and opportunities and making recommendations to achieve goals.
- Conducting business development activities, which contribute to the growth opportunities for organization in New England. Identifying opportunities to grow programs and promote business capabilities (facilities management, catering, packaging and fulfillment.)
- Ensuring that all services are delivered as contracted that all reporting requirements are met.

CCT BOSTON

Boston, MA

Honorary Board Director, Board Director

2011-present

- As Board Director, set strategy, operating policies for all-volunteer organization that assembles teams of MBAs from top business schools to provide pro bono management consulting to Boston-area nonprofits. During tenure, CCT completed 36 projects for clients e.g. Boys and Girls Clubs of Boston; YW Boston; Commonwealth Shakespeare; Children's Trust.
- As Co-Chair of Business School Relations, established relationships with alumni clubs and offices of six top business schools to recruit volunteers and clients.

WHARTON CLUB OF BOSTON

Boston, MA

Board Director, Vice President Community Service

2011-present

- As Executive Committee member, supported and strengthened Wharton Alumni community in Boston through events and activities for professional development, intellectual growth, and social engagement. Used Scrum project management framework for Wharton Club initiatives.
- Recruited Wharton alumni to provide pro bono consulting to nonprofits through CCT Boston, yielding three All-Wharton teams, average 15 Wharton volunteers/year. Identified CCT clients through Wharton alumni network.

SOUP2NUTS, Division of Scholastic Media, Tom Snyder Productions

Watertown, MA

General Manager/Vice President Television

1999-2003

- Managed all aspects of animated television production business (\$4-\$10M revenue; \$1-\$5M direct profit.) Reported to President, Scholastic Media; President and Chairman, Tom Snyder Productions. During tenure, Soup2Nuts doubled in size; created, launched and produced award-winning TV shows for Comedy Central, ABC, Cartoon Network, PBS.
- Introduced flexible organization structure and processes to support explosive and profitable growth of startup division in TV production and show development.
- Launched distinct entertainment brand from Tom Snyder Productions, achieved multiple show renewals and pilot placements with networks and websites.
- Negotiated all production and talent contracts with networks (e.g. MTV, PBS, NBC) and talent agencies (e.g. ICM, CAA) resulting in profitable show production and favorable relationships with networks and talent.
- Successfully sold Soup2Nuts from Torstar to Scholastic. Made management presentations to potential buyers, prepared M&A materials, managed integration with new owner.

ADDISON WESLEY LONGMAN, Division of Pearson Education
Vice President, Director of Planning and Analysis

Reading, MA
1989-1998

- Prepared strategic, operating and publishing plans and analyzed business development opportunities for publishing company. During tenure, AWL grew from \$275M to \$900M. Reported to CEO. Member Senior Management Group; Technology Steering Committee; Chair, HarperCollins Integration Steering Committee.
- Executed strategy to align publishing units to market segments, redirect international publishing, and eliminate unprofitable businesses.
- Valued and conducted due diligence for acquisitions: Simon & Schuster (\$1.2B); HarperCollins Educational (\$585M); four smaller publishers (\$50M); Presented acquisition proposal to Pearson Board. Ran and closed sale of Addison-Wesley Trade Publishing to Perseus LLC (\$8M).
- Directed chairs of five HarperCollins transition teams to manage integration of \$300M company; achieved all corporate integration priorities on time; reduced staffing by 250 and operating expenses by \$25M.
- Assessed electronic ventures enabling AWL to establish e-commerce; profitable electronic publishing.

HOUGHTON MIFFLIN COMPANY
Financial Planning Manager, School Publishing Division

Boston, MA
1985-1989

- Provided analysis, forecasting and financial administration of \$200M revenue, \$150M expenses division. Served on Division Management Committee.
- As Assistant Business Manager, prepared annual budgets, five-year plans, initiated computer modeling for financial planning.

KALBA BOWEN ASSOCIATES
Manager Venture Services

Cambridge, MA
1985-1985

- Developed strategic, market and business plans as consultant to companies including AT&T, Showtime, COMSAT, Fujitsu.

NBC, Inc.
Budget Manager, TV Stations Division/ Management Associate, NBC Network

New York, NY
1982-1984

- Supervised and managed analysis, tracking and forecasting of \$500M division. Critiqued station business plans, news reorganization proposals, capital plans and made recommendations to business directors on resource allocations. Supervised staff of five.
- As Management Associate, developed financial and operating plans for \$400M satellite distribution system; prepared \$4.4M capital request to RCA Board of Directors for studio lighting control system; Unit manager for NBC Sports prime time programs. Achieved highest ranked manager status of class of eight MBA associates.

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration; Concentration in Finance and Strategy

Philadelphia, PA
1982

THE ANNENBERG SCHOOL for COMMUNICATION, UNIVERSITY OF PENNSYLVANIA
Master of Arts in Communication; Concentration in Mass Media and Public Policy

Philadelphia, PA
1982

UNIVERSITY OF NEW HAMPSHIRE
Bachelor of Arts, Major in Communications and French; magna cum laude, Phi Beta Kappa

Durham, NH
1978

KEY ADMINISTRATIVE PERSONNEL

NH Department of Health and Human Services

Contractor Name: Granite Pathways

Name of Program: Regional Access Points

BUDGET POSITION		PERCENTAGE PAID	AMOUNT PAID
JOB TITLE	SALARY	CONTRACT	CONTRACT
	\$0	0.00%	\$0.00
	\$0	0.00%	\$0.00
	\$0	0.00%	\$0.00
	\$0	0.00%	\$0.00
	\$0	0.00%	\$0.00
	\$0	0.00%	\$0.00
TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)			

BUDGET POSITION		PERCENTAGE PAID	AMOUNT PAID
JOB TITLE	SALARY	CONTRACT	CONTRACT
Serena M. Powell	SVP New England Operations	0.00%	\$150,000
Nancy Csaplar	Director, New England Operations	12.75%	\$100,000
Sandi Coyle	Executive Director, Granite Pathways	85.00%	\$85,000
Tammy Mickelson	NE Director of Finance	40.00%	\$100,000
Rich Matist	Director of Information Technology	18.00%	\$100,000
Donna Keefe	Director of NE Client Admissions (CRSW Supervisor)	60.00%	\$75,000
John Burns	CRSW Supervisor	80.00%	\$55,000
		0.00%	\$0
TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)			