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Frank Edelblut
Commissioner

Christine M. Brennan
Deputy Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, NH 03301
TEL. (603) 271-3495
FAX (603) 271-1953

March 24, 2022

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

REQUESTED ACTION

Authorize the Department of Education, Division of Learner Support, Bureau of Adult Education to enter into a contract amendment with International Institute of New England, Manchester, NH (VC 177551) to increase the price limitation by \$ 292,176.30 from \$ 451,705.17 to \$743,881.47 to provide adult education and literacy programs as defined under the Workforce Innovation and Opportunity Act of 2014, effective upon Governor and Council approval through June 30, 2023. This contract was originally approved on June 10, 2020 (Item #93) and modified on November 17, 2020; January 14, 2021; and June 14, 2021. **48% Federal Funds, 52% General Funds.**

Funds to support this request are available in the account titled Adult Education State Match and Adult Education Federal Funds for FY22, and FY23, with the authority to adjust encumbrances amongst Fiscal Years within the price limitation through the budget office, without further Governor and Council approval if needed and justified.

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>Total</u>
06-56-56-562010-40390000-601 State Fund Match	\$ 92,069.32	\$162,396.10	\$130,231.87	\$384,697.29
06-56-56-562010-40370000-072 Grants Federal	<u>\$123,883.71</u>	<u>\$120,425.36</u>	<u>\$114,875.11</u>	<u>\$359,184.18</u>
	\$215,953.03	\$282,821.46	\$245,106.98	\$743,881.47

EXPLANATION

Approval of this request will allow the International Institute to increase access to adult education and literacy activities through the following activities:

- Adding English as a Second Language classes to accommodate new refugees and avoid waiting lists
- Purchase technology to increase digital literacy skills and access to online instruction
- Increasing staff capacity for intake, assessment and data entry

The additional FY22 funds are the result of the International Institute's high-quality application to two competitive Request for Applications issued by the Bureau of Adult Education. The center demonstrated a need for additional funds due to enrollment that already exceeds the previous year. Additionally, the International Institute has demonstrated the ability to increase the average number of instructional hours and performance as a result of the use of technology to expand learning opportunities.

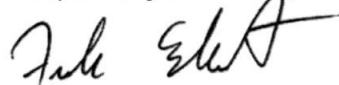
The Scope of Services for this contract remains unchanged.

Adult education and literacy programs are authorized under Ed 703 and in the Workforce Innovation and Opportunity Act of 2014, Title II, Adult Education & Family Literacy Act and provide educational opportunities below the secondary level for adults who lack a high school diploma or who lack the basic skills to function effectively in the workplace and in their daily lives. This includes foundational skills and English literacy instruction for individuals who may have earned a high school diploma or postsecondary credential in another country, but do not have the English language skills to be successful in postsecondary education, training and/or employment. The purpose of the program is to assist students in earning a high school credential and acquiring the skills and knowledge necessary to become productive workers, parents, and citizens and transition to postsecondary education, training and/or employment.

Under the Workforce Innovation and Opportunity Act of 2014, a Request for Proposals (RFP) was released on February 7, 2020 on the NH Department of Education's website, and announced in the Concord Monitor and Union Leader on the same day. All federal and state adult education grants are awarded through a competitive application process that is open to school districts, private-not-for-profits, and governmental agencies. Twenty-two proposals were received and reviewed using the proposal criteria in the RFP for evaluating the applications contained in the Adult Education and Family Literacy Act – Workforce Innovation and Opportunity Act of 2014. Grants were awarded to eight private-not-for-profit organizations, nine school districts, and one governmental agency based on applications received from eligible organizations that met the criteria for funding. Funds are awarded funds through the Grants Management System used by the Department.

Should Federal Funds become no longer available, additional General Funds will not be requested to support this program.

Respectfully submitted,



Frank Edelblut
Commissioner of Education

**EXHIBIT C-1
METHOD OF PAYMENT**

Estimated Budgets

This contract is funded with Federal Funds from the US Department of Education made available under the Workforce Innovation and Opportunity Act (WIOA) of 2014, Title II for the purpose of the delivery of adult education and literacy services and State General Funds under Adult Education.

The following table includes estimated budgets:

Estimated Budget Project 1: AEL	FY21	FY22	FY23	Total
Salaries	\$121,513.42	\$147,496.30	\$126,641.24	\$395,650.96
Benefits	\$ 27,948.09	\$ 29,899.13	\$ 29,577.48	\$87,424.70
Purchased Property Services	\$ 6,986.45	\$ 9,703.17	\$ 11,411.92	\$28,101.54
Other Purchased Property Services	\$ 2,109.00	\$ 1,560.00	\$ 4,737.44	\$8,406.44
Property	\$ -	\$ 21,000.00	\$ -	\$21,000.00
Supplies	\$ 1,774.00	\$ 24,631.59	\$ 5,023.44	\$31,429.03
Indirect Costs	\$ 10,807.05	\$ 15,549.97	\$ 22,965.20	\$49,322.22
TOTAL	\$171,138.01	\$249,840.16	\$200,356.72	\$621,334.89

Estimated Budget Project 2: IELCE	FY21	FY22	FY23	Total
Salaries	\$ 27,231.61	\$ 18,091.80	\$ 27,979.80	\$73,303.21
Benefits	\$ 6,263.27	\$ 4,161.11	\$ 8,180.37	\$18,604.75
Purchased Property Services	\$ 1,704.00	\$ 3,189.84	\$ 2,173.05	\$7,066.89
Other Purchased Property Services	\$ 421.84	\$ 400.00	\$ 982.02	\$1,803.86
Property	\$ -	\$ -	\$ -	\$0.00
Supplies	\$ 5,352.23	\$ 4,484.27	\$ 790.77	\$10,627.27
Indirect Costs	\$ 3,842.07	\$ 2,654.28	\$ 4,644.25	\$11,140.60
TOTAL	\$ 44,815.02	\$ 32,981.30	\$ 44,750.26	\$122,546.58

1. Annual funding amounts disbursed through this contract agreement shall be determined based on actual WIOA federal awards for the delivery of adult education and literacy services and state funds received for the program year covered under this agreement, which may be less or more than estimated but may not exceed in the aggregate the total maximum amount authorized via this contract agreement.

2. The DOE reserves the right to increase and/or decrease contract funds subject to continued availability of Federal Funds, satisfactory performance of services, and approval by the Governor and Executive Council.



 Contractor Initials: JT
 Date: 3/27/2022

EXHIBIT C-1 (Continued)

3. The Contractor must have written authorization from the DOE prior to using contract funds to purchase any property or equipment with a cost in excess of \$250.00 and with a useful life beyond one-year, and shall maintain an inventory of property and equipment either purchased or leased with funds made available through this contract.

4. The Bureau of Adult Education reserves the right to request ad hoc financial and/or participant status reports in the event further information is needed to evaluate program effectiveness as deemed reasonable and necessary by the DOE and/or the State of New Hampshire.

5. The Contractor is solely responsible for paying to the DOE any disallowed costs associated with the misappropriation of Federal Funds and/or costs expended on individuals who were erroneously determined to be eligible for WIOA services. Disallowed costs may not be paid with Federal Funds, regardless of the funding source.

6. Line items in this budget may be adjusted, one to the other, of the indicated amount but in no instance can the total budget exceed the price limitation. The Contractor must receive Department of Education approval prior to transferring from one line to another.

Limitation on Price: This Contract will not exceed \$743,881.47 without written modification signed by the parties of this agreement and approved by the Governor and Council.

Source of Funding: Funds to support this request are available in the account titled Adult Education State Match and Adult Education Federal Funds for FY22, and FY23, with the authority to adjust encumbrances amongst Fiscal Years within the price limitation through the budget office, without further Governor and Council approval if needed and justified. **48% Federal Funds, 52% General Funds.**

Account Numbers:

	FY21	FY22	FY23	Total
06-56-56-562010-40390000-601 State Fund Match	\$92,069.32	\$162,396.10	\$130,231.87	\$384,697.29
06-56-56-562010-40370000-072 Grants Federal	\$123,883.71	\$120,425.36	\$114,875.11	\$359,184.18
	\$215,953.03	\$282,821.46	\$245,106.98	\$743,881.47

The Contractor is also required to provide a local match as follows:

	FY21	FY22	FY23	Total
Local Match	\$29,719.39	\$30,610.97	\$31,529.30	\$91,859.66


Method of Payment:

The Contractor shall be paid on a monthly basis through the NH Department of Education's Grants Management System.

Contractor Initials: JT
Date: 3/2/22

EXHIBIT C-1 (Continued)

1. Payments for services under this contract are limited to reimbursement for actual expenses incurred in the fulfillment of this agreement during the contract period. Reimbursement for expenses incurred after June 30, 2023 shall not be accepted for payment.
2. A final payment request shall be submitted no later than forty-five (45) days after the contract ends. Failure to submit the invoice by this date could result in non-payment.
3. The Contractor shall maintain sufficient documentation on file in their offices to support invoices, and make such documentation available for review by authorized NH DOE, Bureau of Adult Education and/or its auditors.
4. The Contractor shall adhere to all cash management policies and procedures stipulated in the body of this agreement, and all other applicable WIOA federal, State, and the DOE cash management regulations and policies, including monthly accrual reporting.

Contractor Initials: 
Date: 3/27/2022

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 INTERNATIONAL INSTITUTE OF NEW ENGLAND is a New Hampshire Trade Name registered to transact business in New Hampshire on February 22, 2016. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 740351

Certificate Number: 0004913838



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 13th day of May A.D. 2020.

A handwritten signature in cursive script, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State



William Francis Galvin
Secretary of the
Commonwealth

The Commonwealth of Massachusetts
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

Date: January 22, 2021

To Whom It May Concern :

I hereby certify that according to the records of this office,

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

is a domestic corporation organized on **May 21, 1935**

I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 180 section 26 A, for revocation of the charter of said corporation; that the State Secretary has not received notice of dissolution of the corporation pursuant to Massachusetts General Laws, Chapter 180, Section 11, 11A, or 11B; that said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,
I have hereunto affixed the
Great Seal of the Commonwealth
on the date first above written.

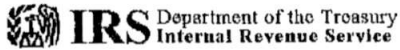
William Francis Galvin

Secretary of the Commonwealth

Certificate Number: 21010905150

Verify this Certificate at: <http://corp.sec.state.ma.us/CorpWeb/Certificates/Verify.aspx>

Processed by: mas



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In reply refer to: 4055267774
Nov. 01, 2016 LTR 4168C 0
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INTERNATIONAL INSTITUTE OF NEW
ENGLAND INC
2 BOYLSTON STREET 3RD FLOOR
BOSTON MA 02116



004209

Employer ID Number: 04-2104325
Form 990 required: Yes

Dear Taxpayer:

This is in response to your request dated Sep. 27, 2016, regarding your tax-exempt status.

We issued you a determination letter in August 1942, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Section 509(a)(2).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

For tax forms, instructions, and publications, visit www.irs.gov or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

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Nov. 01, 2016 LTR 4168C 0
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INTERNATIONAL INSTITUTE OF NEW
ENGLAND INC
2 BOYLSTON STREET 3RD FLOOR
BOSTON MA 02116

Sincerely yours,



Jeffrey I. Cooper
Director, EO Rulings & Agreement

CERTIFICATE OF AUTHORITY

I, Deborah Shufrin, hereby certify that:

(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of International Institute of New England.
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on December 1, 2015, at which a quorum of the Directors/shareholders were present and voting.
(Date)

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

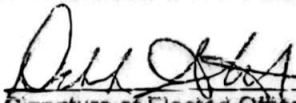
is duly authorized on behalf of International Institute of New England to enter into contracts or agreements with the State

(Name of Corporation/ LLC)

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

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

Dated 3/8/2022


Signature of Elected Officer
Name: Deborah Shufrin
Title: Secretary



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
02/11/2022

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

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

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

COVERAGES **CERTIFICATE NUMBER:** W23913916 **REVISION NUMBER:**


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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<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 type="checkbox"/> LOC OTHER:			[REDACTED]	05/05/2021	05/05/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			[REDACTED]	05/05/2021	05/05/2022	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			[REDACTED]	05/05/2021	05/05/2022	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Named Insured includes International Institute of New Hampshire, Inc. and International Institute of Lowell, Inc.

CERTIFICATE HOLDER

CANCELLATION

NE Department of Education Bureau of Adult Education 21 South Fruit Street, Suite 20 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 



INTEINS-05

DKULICK

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 2/11/2022

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

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

PRODUCER License # 1780862 HUB International New England 600 Longwater Drive Norwell, MA 02061-9146 CONTACT NAME: PHONE (A/C, No, Ext): (781) 792-3200 FAX (A/C, No): (781) 792-3400 E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Travelers Property Casualty Company of America 25674 INSURED International Institute Of New England, Inc. 2 Boylston Street, 3rd floor Boston, MA 02116

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.

Table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR WVD, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Includes rows for Commercial General Liability, Automobile Liability, Umbrella Liab, Excess Liab, and Workers Compensation and Employers' Liability.

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

CERTIFICATE HOLDER CANCELLATION

NH Department of Education Bureau of Adult Education 21 South Fruit Street, Suite 20 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 [Signature]

Mission Statement

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



International
Institute of
New England

100
YEARS of WELCOMING
NEW AMERICANS

FINANCIAL STATEMENTS
SEPTEMBER 30, 2020 AND 2019

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Contents

September 30, 2020 and 2019

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50 Washington Street
Westborough, MA 01581
508.366.9100
aafcpa.com

Independent Auditor's Report

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

Report on the Financial Statements

We have audited the accompanying financial statements of International Institute of New England, Inc. (a Massachusetts nonprofit corporation), which comprise the statements of financial position as of September 30, 2020 and 2019, and the related statements of activities and changes in net assets, cash flows and functional expenses for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Institute of New England, Inc. as of September 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

AAFCPA's, Inc.

Boston, Massachusetts
March 25, 2021

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.Statements of Financial Position
September 30, 2020 and 2019

Assets	2020	2019
Current Assets:		
Cash	\$ 906,611	\$ 303,109
Short-term investments	400,000	600,000
Government contracts and contributions receivable	723,511	898,459
Accounts receivable	54,101	41,620
Prepaid expenses and other	<u>17,744</u>	<u>75,131</u>
Total current assets	2,101,967	1,918,319
Investments	6,772,529	6,389,743
Property and Equipment, net	1,588,536	1,728,194
Security Deposits	<u>100,434</u>	<u>100,434</u>
Total assets	<u>\$ 10,563,466</u>	<u>\$ 10,136,690</u>
Liabilities and Net Assets		
Current Liabilities:		
Accounts payable	\$ 59,503	\$ 66,190
Accrued expenses	347,866	372,088
Current portion of lease incentive	110,782	110,782
Conditional advances	<u>57,924</u>	<u>84,864</u>
Total current liabilities	576,075	633,924
Deferred Rent and Lease Incentive, net of current portion	<u>751,328</u>	<u>857,417</u>
Total liabilities	<u>1,327,403</u>	<u>1,491,341</u>
Net Assets:		
Without donor restrictions:		
Operating	7,968,322	7,535,501
Property and equipment	<u>942,314</u>	<u>971,188</u>
Total without donor restrictions	8,910,636	8,506,689
With donor restrictions	<u>325,427</u>	<u>138,660</u>
Total net assets	<u>9,236,063</u>	<u>8,645,349</u>
Total liabilities and net assets	<u>\$ 10,563,466</u>	<u>\$ 10,136,690</u>

The accompanying notes are an integral part of these statements.

Page 2

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Activities and Changes in Net Assets
For the Years Ended September 30, 2020 and 2019

	2020			2019		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues:						
Government contracts	\$ 3,965,017	\$ -	\$ 3,965,017	\$ 3,694,803	\$ -	\$ 3,694,803
Grants and contributions	1,688,987	675,977	2,364,964	1,779,756	392,684	2,172,440
Donated goods and services	560,288	-	560,288	1,062,113	-	1,062,113
Program service fees	229,059	-	229,059	231,069	-	231,069
Contracted services	159,183	-	159,183	131,921	-	131,921
United Way allocation	58,800	-	58,800	60,000	-	60,000
Net assets released from program restrictions	639,210	(639,210)	-	367,970	(367,970)	-
Total revenues	<u>7,300,544</u>	<u>36,767</u>	<u>7,337,311</u>	<u>7,327,632</u>	<u>24,714</u>	<u>7,352,346</u>
Expenses:						
Program services	4,921,123	-	4,921,123	5,777,290	-	5,777,290
General and administrative	1,515,827	-	1,515,827	1,351,264	-	1,351,264
Fundraising	835,801	-	835,801	1,079,977	-	1,079,977
Total expenses	<u>7,272,751</u>	<u>-</u>	<u>7,272,751</u>	<u>8,208,531</u>	<u>-</u>	<u>8,208,531</u>
Changes in net assets from operations	<u>27,793</u>	<u>36,767</u>	<u>64,560</u>	<u>(880,899)</u>	<u>24,714</u>	<u>(856,185)</u>
Non-Operating Revenue (Expense):						
Investment return	382,836	-	382,836	352,632	-	352,632
Capital grants and contracts	35,832	150,000	185,832	-	-	-
Loss on disposal of property and equipment	(42,514)	-	(42,514)	(9,029)	-	(9,029)
Total non-operating revenue (expense)	<u>376,154</u>	<u>150,000</u>	<u>526,154</u>	<u>343,603</u>	<u>-</u>	<u>343,603</u>
Changes in net assets	403,947	186,767	590,714	(537,296)	24,714	(512,582)
Net Assets:						
Beginning of year	<u>8,506,689</u>	<u>138,660</u>	<u>8,645,349</u>	<u>9,043,985</u>	<u>113,946</u>	<u>9,157,931</u>
End of year	<u>\$ 8,910,636</u>	<u>\$ 325,427</u>	<u>\$ 9,236,063</u>	<u>\$ 8,506,689</u>	<u>\$ 138,660</u>	<u>\$ 8,645,349</u>

The accompanying notes are an integral part of these statements.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Cash Flows

For the Years Ended September 30, 2020 and 2019

	<u>2020</u>	<u>2019</u>
Cash Flows from Operating Activities:		
Changes in net assets	\$ 590,714	\$ (512,582)
Adjustments to reconcile changes in net assets to net cash provided by (used in) operating activities:		
Capital grants and contracts	(185,832)	-
Investment return	(382,836)	(352,632)
Loss on disposal of property and equipment	42,514	9,029
Depreciation	299,534	282,936
Amortization of lease incentive	(110,784)	(110,784)
Changes in operating assets and liabilities:		
Accounts receivable	(12,481)	(41,620)
Government contracts and contributions receivable	310,780	(185,256)
Prepaid expenses and other	57,387	38,760
Accounts payable	(6,687)	22,261
Accrued expenses	(24,222)	45,202
Conditional advances	(26,940)	24,061
Deferred rent	4,695	16,944
	<u>555,842</u>	<u>(763,681)</u>
Net cash provided by (used) in operating activities		
Cash Flows from Investing Activities:		
Proceeds from sale/transfer of investments	200,050	775,050
Acquisition of property and equipment	(202,390)	(124,735)
Investment purchases	-	(16,412)
	<u>(2,340)</u>	<u>633,903</u>
Net cash provided by (used in) investing activities		
Cash Flows from Financing Activities:		
Capital grants and contracts	50,000	-
	<u>603,502</u>	<u>(129,778)</u>
Net Change in Cash		
Cash:		
Beginning of year	303,109	432,887
End of year	<u>\$ 906,611</u>	<u>\$ 303,109</u>
Supplemental Disclosure of Non-Cash Transactions:		
Unrealized gain on investments	<u>\$ 83,056</u>	<u>\$ 156,426</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statement of Functional Expenses

For the Year Ended September 30, 2020

(With Summarized Comparative Totals for the Year Ended September 30, 2019)

	2020			2019	
	Program Services	General and Administrative	Fundraising	Total	Total
Personnel and Related:					
Salaries	\$ 2,572,879	\$ 867,535	\$ 410,616	\$ 3,851,030	\$ 3,744,694
Payroll taxes and fringe benefits	483,114	151,974	78,362	713,450	713,122
Donated services	513,454	-	-	513,454	913,115
Purchased and contracted services	78,949	116,003	33,859	228,811	259,052
Staff training	2,330	1,827	575	4,732	13,311
Recruitment	846	774	1,944	3,564	3,880
Total personnel and related	<u>3,651,572</u>	<u>1,138,113</u>	<u>525,356</u>	<u>5,315,041</u>	<u>5,647,174</u>
Occupancy:					
Rent and utilities	427,811	67,662	37,686	533,159	522,158
Depreciation	152,337	34,530	16,249	203,116	201,858
Equipment rental	13,362	1,047	925	15,334	18,141
Repairs and maintenance	1,749	788	-	2,537	16,460
Total occupancy	<u>595,259</u>	<u>104,027</u>	<u>54,860</u>	<u>754,146</u>	<u>758,617</u>
Other:					
Client assistance	361,974	-	-	361,974	717,364
Special events	-	-	220,806	220,806	295,880
Professional fees	-	109,586	1,125	110,711	98,348
Depreciation	72,510	16,257	7,651	96,418	81,078
Service charges	10,480	51,510	14,124	76,114	74,012
Supplies and materials	49,692	12,594	398	62,684	79,849
Telephone	52,321	7,375	1,944	61,640	72,439
Travel, meetings and conferences	25,337	22,075	1,088	48,500	76,242
Donated goods	46,834	-	-	46,834	148,998
Insurance	12,639	33,859	-	46,498	52,765
Dues and subscriptions	11,387	10,861	4,048	26,296	36,022
Printing	6,060	5,331	2,223	13,614	23,771
Storage	10,304	277	-	10,581	9,995
Postage	6,683	1,303	2,078	10,064	12,912
Advertising	7,037	-	100	7,137	17,090
Miscellaneous	1,034	2,659	-	3,693	5,975
Total other	<u>674,292</u>	<u>273,687</u>	<u>255,585</u>	<u>1,203,564</u>	<u>1,802,740</u>
Total expenses	<u>\$ 4,921,123</u>	<u>\$ 1,515,827</u>	<u>\$ 835,801</u>	<u>\$ 7,272,751</u>	<u>\$ 8,208,531</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statement of Functional Expenses
For the Year Ended September 30, 2019

	<u>Program Services</u>	<u>General and Adminis- trative</u>	<u>Fundraising</u>	<u>Total</u>
Personnel and Related:				
Salaries	\$ 2,492,807	\$ 736,209	\$ 515,678	\$ 3,744,694
Payroll taxes and fringe benefits	470,743	144,123	98,256	713,122
Donated services	913,115	-	-	913,115
Purchased and contracted services	120,332	122,337	16,383	259,052
Staff training	3,567	4,595	5,149	13,311
Recruitment	<u>1,566</u>	<u>2,314</u>	<u>-</u>	<u>3,880</u>
Total personnel and related	<u>4,002,130</u>	<u>1,009,578</u>	<u>635,466</u>	<u>5,647,174</u>
Occupancy:				
Rent and utilities	417,070	50,445	54,643	522,158
Depreciation	151,394	34,316	16,148	201,858
Equipment rental	16,393	968	780	18,141
Repairs and maintenance	<u>9,561</u>	<u>6,899</u>	<u>-</u>	<u>16,460</u>
Total occupancy	<u>594,418</u>	<u>92,628</u>	<u>71,571</u>	<u>758,617</u>
Other:				
Client assistance	717,364	-	-	717,364
Special events	-	-	295,880	295,880
Professional fees	-	98,348	-	98,348
Depreciation	63,141	9,340	8,597	81,078
Service charges	7,305	51,894	14,813	74,012
Supplies and materials	68,263	9,168	2,418	79,849
Telephone	64,461	3,366	4,612	72,439
Travel, meetings and conferences	41,013	22,603	12,626	76,242
Donated goods	148,998	-	-	148,998
Insurance	17,079	35,686	-	52,765
Dues and subscriptions	9,780	14,555	11,687	36,022
Printing	8,587	117	15,067	23,771
Storage	9,661	334	-	9,995
Postage	4,872	1,841	6,199	12,912
Advertising	16,049	-	1,041	17,090
Miscellaneous	<u>4,169</u>	<u>1,806</u>	<u>-</u>	<u>5,975</u>
Total other	<u>1,180,742</u>	<u>249,058</u>	<u>372,940</u>	<u>1,802,740</u>
Total expenses	<u>\$ 5,777,290</u>	<u>\$ 1,351,264</u>	<u>\$ 1,079,977</u>	<u>\$ 8,208,531</u>

The accompanying notes are an integral part of these statements.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

1. OPERATIONS AND NONPROFIT STATUS

International Institute of New England, Inc. (the Institute) is a nonprofit organization that provides assistance to the immigrant and refugee populations of Massachusetts and New Hampshire. In fiscal years 2020 and 2019, there were approximately 2,500 unduplicated people, from approximately 100 countries that benefited from the Institute's services, gaining the knowledge and skills necessary for their integration into American life. The Institute's services include English and literacy classes, citizenship education, job training and placement, legal aid and counseling services, and case management.

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

2. SIGNIFICANT ACCOUNTING POLICIES

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

Adoption of New Accounting Standards

The Institute adopted FASB's Accounting Standards Update (ASU) No. 2014-09, *Revenue from Contracts with Customers (Topic 606)*, with respect to its revenue recognition policies. The core principle of the new accounting guidance is that an entity should recognize revenue when it transfers promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. As a result of the adoption of Topic 606, disclosures related to revenue recognition have been enhanced. The Institute adopted ASU No. 2014-09 using a modified retrospective method applied to those contracts which were not completed as of October 1, 2019. There was no cumulative-effect adjustment to opening net assets as of October 1, 2019. The adoption of this ASU did not have a material impact on the accompanying financial statements.

The Institute also adopted FASB's ASU No. 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. This ASU clarifies and improves guidance for contributions received and contributions made and provides guidance to organizations on how to account for certain exchange transactions. In addition, it clarifies whether a contribution is conditional. As a result, it enhances comparability of financial information among not-for-profit entities. The Institute adopted ASU No. 2018-08 using a modified prospective method effective October 1, 2019. Under the modified prospective method, this ASU only applies to agreements not completed or entered into (revenue or expense that has not yet been recognized) as of October 1, 2019. As a result, the fiscal year 2019 financial statements are not restated and there was no cumulative-effect adjustment to opening net assets as of October 1, 2019.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Statements of Activities and Changes in Net Assets

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

Estimates

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

Property and Equipment and Depreciation

Property and equipment are recorded at cost when purchased or at fair value at the date of donation. Property and equipment are depreciated using the straight-line method over the following estimated useful lives:

Leasehold improvements	Lesser of life of lease or 10 years
Furniture and equipment	3 - 10 years
Vehicles	5 years

Allowance for Doubtful Accounts

The allowance for doubtful accounts is recorded based on management's analysis of specific accounts and their estimate of amounts that may be uncollectible, if any. No allowance for doubtful accounts was deemed necessary as of September 30, 2020 or 2019.

Cash

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

Fair Value Measurements

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

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

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fair Value Measurements (Continued)

Observable inputs are inputs that reflect the assumptions market participants would use in pricing the financial instrument developed based on market data obtained from sources independent of the reporting entity. Unobservable inputs are inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset developed based on the best information available.

The three-tier hierarchy of inputs is as follows:

- Level 1 - Inputs that reflect unadjusted quoted prices in active markets for identical assets at the measurement date.
- Level 2 - Inputs other than quoted prices that are observable for the asset either directly or indirectly, including inputs in markets that are not considered to be active.
- Level 3 - Inputs that are unobservable, and which require significant judgment or estimation.

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

Investments

Investments are recorded in the financial statements at fair value. If an investment is directly held by the Institute and an active market with quoted prices exists, the market price of an identical security is used to report fair value. Reported fair values of shares in mutual funds are based on share prices reported by the funds as of the last business day of the fiscal year. The Institute's interest in a limited liability partnership is reported at the net asset value (NAV) reported by fund managers, which is used as a practical expedient to estimate fair value, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. As of September 30, 2020, and 2019, the Institute had no plans to sell this investment.

Revenue Recognition

Government Contracts, Grants and Contributions

The Institute's primary sources of revenue are from Federal and state government contracts. Amounts received under these contracts have been recorded in accordance with ASU Subtopic 958 (see page 10). These contracts are considered nonreciprocal transactions because the general public receives the benefit as the result of the assets transferred. These conditional contributions are recognized as services are provided or costs are incurred.

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

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue Recognition (Continued)

Government Contracts, Grants and Contributions (Continued)

In accordance with Topic 958, the Institute must determine whether a contribution (or a promise) is conditional or unconditional for transactions deemed to be a contribution. A contribution is considered to be a conditional contribution if an agreement includes a barrier that must be overcome and either a right of return of assets or a right of release of a promise to transfer assets exists (see Note 8). Indicators of a barrier include a measurable performance-related barrier or other measurable barriers, a stipulation that limits discretion by the recipient on the conduct of an activity, and stipulations that are related to the purpose of the agreement. Topic 958 prescribes that the Institute should not consider probability of compliance with the barrier when determining if such awards are conditional and should be reported as conditional grant advance liabilities until such conditions are met. Assets received before the barrier is overcome are recorded as conditional advances.

A portion of the Institute's revenue is derived from cost-reimbursable and unit-rate contracts (contracts), which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenses. Amounts are recognized as revenue when the Institute has incurred expenditures in compliance with specific contract provisions. Amounts received prior to incurring qualifying expenditures are reported as conditional advances in the accompanying statements of financial position.

Special events revenue, included in grants and contributions in the accompanying statements of activities and changes in net assets, is from the Institute's ability to host fundraising events. Special event income consists of both contributions and sales. The contribution portion of the special event income is recognized as revenue when unconditionally committed or received in accordance with Topic 958. Special events are considered donor restricted if the proceeds of the event are restricted for specific purposes or time periods at the time of the event. The sales portion of the special event income is recognized in accordance with Topic 606 and is derived from various components, including ticket sales from fundraising events held in which the transaction price is determined annually. Registration fees for these events are set by the Institute and have not been allocated as the events are each considered to be separate performance obligations. The fee portion for these events is immaterial and have not been recognized separately from the contribution portion.

Revenue from Contracts with Customers – Topic 606

The Institute generally measures revenue from exchange transactions based on the amount of consideration the Institute expects to be entitled for the transfer of goods or services to a customer, then recognizes this revenue when or as the Institute satisfies its performance obligations under a contract. The Institute evaluates its revenue recognition based on the five-step model under Topic 606: (1) Identify the contract with the customer; (2) Identify the performance obligations in the contract; (3) Determine the transaction price; (4) Allocate the transaction price to separate performance obligations; and (5) Recognize revenue when (or as) each performance obligation is satisfied.

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

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue Recognition (Continued)

Revenue from Contracts with Customers – Topic 606 (Continued)

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

Other

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

Expense Allocations

Program expenses include direct expenses, as well as indirect expenses, which are allocated based upon management's estimate of the percentage attributable to each program.

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

Advertising Costs

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

Donated Goods and Services

The Institute receives donated goods and services in various aspects of its program services. The value of the donated items is based on values assigned or estimates made by the donors. Donated goods include food and clothing; and donated services include legal, teaching, and consulting work. Donated items received were as follows:

	<u>2020</u>	<u>2019</u>
Donated services	\$ 513,454	\$ 913,115
Donated goods	<u>46,834</u>	<u>148,998</u>
	<u>\$ 560,288</u>	<u>\$ 1,062,113</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Donated Goods and Services (Continued)

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

Subsequent Events

Subsequent events have been evaluated through March 25, 2021, which is the date the financial statements were available to be issued. See Note 7 for an event that met the criteria for disclosure in the financial statements.

Income Taxes

The Institute accounts for uncertainty in income taxes in accordance with ASC Topic, *Income Taxes*. This standard clarifies the accounting for uncertainty in tax positions and prescribes a recognition threshold and measurement attribute for the financial statements regarding a tax position taken or expected to be taken in a tax return. The Institute has determined that there are no uncertain tax positions which qualify for either recognition or disclosure in the financial statements at September 30, 2020 or 2019. The Institute's information returns are subject to examination by the Federal and state jurisdictions.

Net Assets

Net Assets Without Donor Restrictions:

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

Operating - represents funds available to carry on the operations of the Institute.

Property and equipment - reflect and account for the activities relating to the Institute's property and equipment, net of related liabilities.

Net Assets with Donor Restrictions:

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

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

	<u>2020</u>	<u>2019</u>
Purpose restricted	\$ 175,427	\$ 138,660
Capital restricted	<u>150,000</u>	<u>-</u>
	<u>\$ 325,427</u>	<u>\$ 138,660</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

3. RETIREMENT PLAN

The Institute has a defined contribution retirement plan covering all eligible employees over the age of twenty-one who have completed a minimum of 1,000 hours of service within each of their first two years of employment. Employee contributions are vested immediately into the plan upon eligibility. The Institute made \$60,174 and \$74,120 of matching contributions to the plan during the years ended September 30, 2020 and 2019, respectively, which are included in payroll taxes and fringe benefits in the accompanying statements of functional expenses.

4. INVESTMENTS

Investments, which are stated at fair value (see Note 2) in the accompanying statements of financial position, are as follows:

<u>2020</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	\$ 1,200,058	\$ -	\$ -	\$ 1,200,058
Mutual funds:				
Equities	3,621,534	-	-	3,621,534
Fixed income	<u>1,019,733</u>	-	-	<u>1,019,733</u>
	<u>\$ 5,841,325</u>	<u>\$ -</u>	<u>\$ -</u>	5,841,325
Limited liability partnership (see below)				<u>1,331,204</u>
Total investments				<u>\$ 7,172,529</u>
<u>2019</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	\$ 45,216	\$ -	\$ -	\$ 45,216
Mutual funds:				
Equities	4,431,162	-	-	4,431,162
Fixed income	<u>1,244,737</u>	-	-	<u>1,244,737</u>
	<u>\$ 5,721,115</u>	<u>\$ -</u>	<u>\$ -</u>	5,721,115
Limited liability partnership (see below)				<u>1,268,628</u>
Total investments				<u>\$ 6,989,743</u>

In accordance with ASU No. 2015-07, the Institute's investment in a limited liability partnership is valued at fair value using the NAV per share (or its equivalent) practical expedient and has not been classified in the fair value hierarchy. The fair value amounts presented in the above tables are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statements of financial position (see Note 2).

Investments are reported in the accompanying statements of financial position as current or long-term assets based on management's intent with respect to the use of the investments. At September 30, 2020 and 2019, \$400,000 and \$600,000, respectively, were reported as current investments as management's intent is to use these funds for operations in the subsequent year.

The investments are not insured and are subject to market fluctuation.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

5. CONCENTRATIONS

The Institute maintains its cash balances with two banks. The Federal Deposit Insurance Corporation (FDIC) insures balances at each bank up to certain amounts. At certain times during the year, cash balances exceeded the insured amounts. The Institute has supplemental coverage at one bank, which insures the portion of deposits in excess of the FDIC's limit. The Institute has not experienced any losses in such accounts. Management believes the Institute is not exposed to any significant credit risk on its operating cash balance.

Funding agencies and donors exceeding 10% of the Institute's operating revenue and support (excluding donated goods and services) or government contracts, contributions and accounts receivables as of and for the years ended September 30, 2020 and 2019, are as follows:

<u>Funder</u>	<u>Operating Revenue and Support %</u>		<u>Government Contracts, Contributions and Accounts Receivables %</u>	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Commonwealth of Massachusetts	21%	18%	37%	20%
U.S. Committee for Refugees and Immigrants	14%	17%	20%	19%
State of New Hampshire	9%	7%	18%	6%
Private donor	1%	- %	14%	- %

6. FUNDING

The Institute receives a significant portion of its funding from government agencies, all of which are subject to audit by the specific government agency. These contracts are subject to audit by these government agencies. In the opinion of management, the results of such audits, if any, will not have a material effect on the financial position of the Institute as of September 30, 2020 and 2019, or on the changes in its net assets for the years then ended.

7. LEASE AGREEMENTS

The Institute leases its main office space in Boston, Massachusetts under an agreement that runs through July 2026. Monthly lease payments for fiscal years 2020 and 2019 were approximately \$42,000 and \$41,000, respectively, and increase throughout the term of the lease. The Institute records rent on a straight-line basis over the term of the lease. The difference between the monthly lease payments and the related rent expense for a given year is recorded as deferred rent. The straight-line rent expense combines the escalation amounts and an initial three-month rent-free period. At September 30, 2020 and 2019, deferred rent was \$215,888 and \$211,193, respectively, and is included in deferred rent and lease incentive in the accompanying statements of financial position.

The lease agreement also included a tenant improvement allowance of \$1,107,822 in the form of a reimbursement for construction and related costs incurred by the Institute for leasehold improvements. This improvement allowance is reported as a liability and is being amortized over the lease term. The improvement allowance is included in deferred rent and lease incentives in the accompanying statements of financial position. Amortization of the lease incentive was \$110,782 during each of the years ended September 30, 2020 and 2019, and is netted with rent and utilities in the accompanying statements of functional expenses.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

7. LEASE AGREEMENTS (Continued)

The Institute leases program and administrative space under various operating leases and tenant-at-will agreements. These leases expire at various dates through January 2023. The leases require the Institute to maintain certain insurance coverage and pay for its proportionate share of real estate taxes and operating expenses.

Facility rent expense under all leases was approximately \$514,000 and \$500,000 for the years ended September 30, 2020 and 2019, respectively, which is included in rent and utilities in the accompanying statements of functional expenses.

In February 2021, the Institute entered into an operating lease agreement for program space in Lowell, Massachusetts. The lease will commence on July 1, 2021, with monthly payments of \$6,756 through June 30, 2031. Rent increases annually based on the Consumer Price Index, which is limited to a maximum annual increase of 3%. There are extension options for two additional five-year periods.

The Institute also has a copier lease with monthly payments through June 2022.

Future minimum lease payments under the lease agreements for the next five fiscal years are as follows:

2021	\$ 617,014
2022	\$ 587,850
2023	\$ 557,880
2024	\$ 553,247
2025	\$ 565,496
Thereafter	\$ 479,753

8. CONDITIONAL GOVERNMENT CONTRACTS AND GRANTS

Conditional Government Contracts

During fiscal year 2020, the Institute received grants and contributions (including government contracts) that contained donor-imposed conditions that represent a barrier that must be overcome as well as a right of return of assets or release from obligations. The Institute recognizes these grants and contributions, including government contracts, when donor-imposed conditions are substantially met (see Note 2).

Conditional promises to give at September 30, 2020, consist of:

Subject to measurable performance barriers	\$ 629,471
Incurring qualifying expenses	<u>557,306</u>
Total conditional promises to give	<u>\$ 1,186,777</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

8. CONDITIONAL GOVERNMENT CONTRACTS AND GRANTS (Continued)

Paycheck Protection Program Loan

The Institute applied for and was awarded a loan of \$884,501 from the Paycheck Protection Program (PPP) established by the Coronavirus Aid, Relief and Economic Security Act (CARES Act). The funds were used to pay certain payroll costs, including benefits during a covered period as defined in the CARES Act. A portion of these funds may be forgiven, as defined in the agreement, at the end of the covered period and the remainder of the funds will be due over a two-year period with interest at 1%. Any repayment will be deferred for a period of ten months from the end of the covered period, when the note, plus interest, will be due in equal monthly payments over a two-year period. The forgiveness calculations are subject to review and approval by the lending bank and the Small Business Administration (SBA).

The Institute believes there is less than a remote chance this loan will not be forgiven and, therefore, is accounting for it as a conditional grant under ASC Subtopic 958-605. This grant is conditional upon certain performance requirements and the incurrence of eligible expenses. Amounts received are recognized as revenue when the Institute has incurred expenditures in compliance with the loan application and CARES Act requirements. As of September 30, 2020, the Institute recognized the full PPP loan amount of \$884,501 as grant revenue, which is included in government contracts in the accompanying 2020 statement of activities and changes in net assets.

9. RELATED PARTY TRANSACTIONS

The Institute's President and Chief Executive Officer (CEO) is also a member of the Board of Directors. Compensation and employee benefits for services provided as the President and CEO are determined by the independent members of the Board of Directors and are based on performance objectives.

The Institute's Chief Financial Officer is also the Institute's Treasurer.

10. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Institute's financial assets available within one year from the statements of financial position date for general operating expenses are as follows at September 30:

	<u>2020</u>	<u>2019</u>
Cash	\$ 906,611	\$ 303,109
Short-term investments	400,000	600,000
Government contracts and contributions receivables	723,511	898,459
Accounts receivable	<u>54,101</u>	<u>41,620</u>
	2,084,223	1,843,188
Less - donor restricted cash and contributions receivable	<u>325,427</u>	<u>138,660</u>
Total financial assets and liquidity resources available within one year	<u>\$ 1,758,796</u>	<u>\$ 1,704,528</u>

The Institute is substantially supported by grants and contributions without donor restrictions and government contracts. As part of the Institute's liquidity management, the Institute has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2020 and 2019

11. PROPERTY AND EQUIPMENT AND DEPRECIATION

Property and equipment consist of the following as of September 30:

	<u>2020</u>	<u>2019</u>
Leasehold improvements	\$ 1,955,962	\$ 1,928,778
Furniture and equipment	679,676	589,571
Vehicles	-	23,064
	<u>2,635,638</u>	<u>2,541,413</u>
Less - accumulated depreciation	<u>1,047,102</u>	<u>813,219</u>
Net property and equipment	<u>\$ 1,588,536</u>	<u>\$ 1,728,194</u>

Depreciation expense was \$299,534 and \$282,936 for the years ended September 30, 2020 and 2019, respectively.

12. CONTINGENCY

The COVID-19 pandemic in the United States has caused business disruption and a reduction in economic activity. While the disruption is currently expected to be temporary, there is considerable uncertainty around the duration. While the Institute expects this matter to negatively impact its operating results, the related financial impact and duration cannot be reasonably estimated at this time.

13. RECLASSIFICATIONS

Certain amounts in the fiscal year 2019 financial statements have been reclassified to conform with the fiscal year 2020 presentation.

International Institute of New England

Board of Directors and Affiliations

Name, Board Position	Affiliation
Avak Kahvejian, Ph.D., Chair	Partner, Flagship Pioneering
Christina Bai	President and Chair of the Board, MeBo Global Education, Inc.
Sam Épée-Bounya	Fixed Income Credit Analyst, Wellington Management
Tuan Ha-Ngoc	President and CEO, AVEO Pharmaceuticals (Retired)
Belinda Juran	Partner, WilmerHale (Retired)
William Krause, Secretary	Portfolio Manager and Vice President, Northern Trust
Shari Loessberg	Senior Lecturer, MIT Sloan School of Management
Bopha Malone	Vice President, Enterprise Bank
Libby May	Senior Vice President, External Affairs and Communications, Southern New Hampshire University
Theo Melas-Kyriazi	CFO, Levitronix LLC
Dr. Frederick Millham	Chief of Surgery, South Shore Hospital
Deborah Shufrin, Assistant Secretary/Clerk	Chief Investment Officer, Colby College
Nia Tatsis	Chief Regulatory Officer, Vertex Pharmaceuticals
Jeffrey Thielman, President and CEO	President and CEO, International Institute of New England
Céline Mukasine, Treasurer	Chief Financial Officer, International Institute of New England

Professional Experience
International Institute of New England (Manchester, NH)

*Education and Skills Training Manager 8/21-present

- Supervise team of six
- Teach basic literacy and intermediate classes
- Coordinate intakes, assessment, data collection and reporting

WIEGO, Ltd. (Women in Informal Employment: Globalizing and Organizing) 2010–present
(international research and advocacy network focused on informal workers)

*Consultant 2018–present

*Coordinator/Secretariat Manager for WIEGO Secretariat (at Harvard Kennedy School) 2010–2017

- Proofread and copyedit WIEGO publications, including Working Papers, Briefs, journal articles, and blog posts
- Maintain WIEGO databases, including FileMaker and Constant Contact
- Update WIEGO website using content management system and basic html
- Communicate in English, Spanish and French with representatives from international membership-based organizations of informal workers
- Produce newsletter for and about membership-based organizations

EveryoneOn 5/21-present

(nonprofit that connects low-income families to affordable internet service and computers, and delivers digital skills trainings)

* Digital Skills Instructor

- Teach beginning digital skills classes, in Spanish and English, via Zoom, to adults

Harvard Kennedy School (HKS) 2010–2021

WIEGO Secretariat (see above) 2010–2017

*Coordinator/Secretariat Manager for WIEGO Secretariat (see above)

Faculty Assistant Program 2014–2021

*Faculty Assistant providing support to Harvard Kennedy School faculty and students

Carr Center for Human Rights Policy 2018

*Events and Administrative Coordinator

Proofreading/editing

International Labour Organization 2018–present

***Editor/Proofreader** for ILO reports and training materials, focused on informal Workers and cooperatives (examples below)

- Advancing cooperation among women workers in the informal economy: The SEWA Way
- Advancing cooperation – Summary Report

Achievement Network 2012–present

***Proofreader** for English and Math assessment tests and teacher materials

Cambridge Community Learning Center, Bridge to College Program	2012 – 2013
*Coach/Tutor for adults in Adult Basic Education college transition program	
Harvard University, Center for Workplace Development (Intern during graduate school)	2011
*Intern for Career Development Program	
Randolph Community Partnership, Inc. (English for Speakers of Other languages)	
*Educational Advisor and Teacher for adult ESOL and family literacy program	1998 – 2003 & 2007 – 2010
<ul style="list-style-type: none"> • Conducted BEST Plus assessments • Met with teachers to evaluate student placement and progress • Met with students to set and discuss steps towards meeting goals • Taught ESOL and Citizenship classes 	
Massachusetts Department of Education, Adult & Community Learning Services	
*Educational Specialist for Adult Basic Education (ABE)	2003 – 2007
<ul style="list-style-type: none"> • Provided technical assistance for ABE/ESOL programs in Massachusetts • Reviewed and approved budgets • Visited programs regularly to provide support and also conducted desk review and on-site monitoring • Assisted with materials preparation for conferences, trainings, and RFPs 	
Operation Bootstrap/Marshalls Distribution Center , Woburn, MA	2000 – 2003
*Coordinator and ESOL Teacher at Workplace Education Program	
Newbury College , Brookline, MA	1997 – 2000
*Financial Aid Officer for full-time and continuing education programs	
*Campus Director for Division of Continuing Education	
The Exchange Club , Trenton, NJ	1995 – 1996
*Volunteer Coordinator at organization serving homeless families	
Education	
Harvard University Graduate School of Education (Cambridge, MA)	
Ed.M. in International Education Policy	2011
Indiana University (Bloomington, IN)	
M.S. in Adult Education	2013
M.A. in Chinese	1994
Hamilton College (Clinton, NY)	
B.A. in Foreign Languages (Spanish/Chinese)	1992
Elementary Japanese (two semesters)	2020-2021
Haitian Creole Summer Institute, UMass Boston, Boston, MA	2005 & 2006

Presentations and Publications

- McCabe, H., & McCabe, K. (2013). Disability and family in China: Implementation, benefits, and comparison of two mutual support groups. *Journal of Intellectual and Developmental Disability*, 38(1), 12-22. 2013
- Online Higher Education in the USA* 2011
(presentation of a literature review to inform research for Centro de Investigación y Docencia Económicas; presented as part of Graduate Student Internship, Harvard Graduate School of Education HGSE)
- Teacher Training at Autism Programs in China* 2010
Harvard Graduate School of Education, East Asia Forum, Cambridge, MA
- McCabe, H., & McCabe, K. (2010). Creating support for Chinese families through video technology. *DISES Newsletter*, 20(3), pp. 6-7. 2010
- Disability in China: Progress, Challenges, and (The Five Project) Advocacy Efforts* (with Helen McCabe) Boston Ethical Society, Cambridge, MA 2009
- Promoting Support and Awareness for Autism and Other Disabilities in China* (with Helen McCabe) 2008 Annual TASH Conference, Nashville, TN 2008
- Service**
- Co-founder and Board President 2006-present
The Five Project for International Autism and Disability Support, Inc. (FIVE), Randolph, MA (*FIVE provides information and capacity building for disability organizations and families in China. I lead organizational management work, produce newsletters and mailings, update website, and provide translation assistance for volunteers in China.*)
- East Asia Forum Student Group, Harvard Graduate School of Education 2010–2011
Treasurer and member
- HGSE for Haiti Student Group, Harvard Graduate School of Education 2010–2011
Treasurer and founding member

Skills

Advanced proficiency in Spanish and Mandarin Chinese; beginning French, Haitian Creole, Portuguese
Computer skills include Microsoft Publisher, Excel, Outlook, FileMaker database, Zoom, Canvas, Google Drive, basic html for website updates

Pamela Seremet

Experience

October 2020- present

Education Program Specialist *International Institute of New England*

- Create innovative curriculum and lesson plans for ESL Literacy, Beginner and Intermediate classes that aligns with CCRS.
- Evaluate and document student progress, make placement recommendations and changes in accordance with the NRS descriptors for the SPL and program class levels.
- Create and facilitate in-house Professional Development weeks between each term in collaboration with the Education Manager.

September 2019- Present

Dual Enrollment Faculty Liaison *Southern New Hampshire University*

- Conduct site visits or virtual interviews of high school faculty teaching the dual enrollment courses in conjunction with SNHU.
- Analyze and evaluate pedagogy, content, course delivery, and assessment methods to ensure quality and comparability with other SNHU courses.
- Compose written reports and submit them to the Director of the program at SNHU.

July 2019- Present

Adjunct Faculty *Southern New Hampshire University*

- Develop and implement lessons for both on-campus and remote learning in SNHU's Intensive English and Bridge programs.
- Facilitate and educate students in a receptive, positive, learning-orientated environment.
- Utilize active learning methods and various instructional strategies for learners.
- Assist students regarding course syllabus or curriculum.
- Collaborate with faculty to achieve objectives.
- Execute duties and responsibilities in accordance with the school policies and procedures.

September 2018- 2021

Adult Instructor *Southern New Hampshire Services*

- Construct a curriculum and differentiate lessons for beginner level ESL students both in class and remotely.
- Create innovative ways to present remote learning.

- Support students with their learning and life goals.

July 2018- Present

Teacher Trainer/Presenter *North American Missions Board*

- Design monthly webinars and trainings on specific educational instructional topics.
- Collaborate with teachers on the best researched-based skills and practices for learners.
- Research best practices and resources to support education.

August 2003-2018

Educator/Tutor/Elementary School Administrator *Nashua Christian Academy*

- Crafted and taught an innovative curriculum for a high school composition class.
- Fashioned and incorporated individualized tutorial lessons for K-12 students for 15 years.
- Veteran second grade teacher with mentoring, curriculum committee and administrative roles.

Education

December 2015

Master of Education,
Southern NH University

May 1981

**BA, Elementary
Education**
Wheaton College,
Wheaton, IL

Skills

Attention to detail
Organization
ESL trained
Collaboration
Love for learning
Innovation
Communication

Contact

46 Dorchester Way
Nashua, NH 03064
(603)204-7191
pamseremet@gmail.com
LinkedIn: Pam Seremet

**Professional Development
Trainings**

STAR Assessment- November
2020-June 2021

TABE-CLAS-E training 2021

Sunita Pereira

Education

Afghan Cultural Orientation and Webinar November 2021.
Became facilitator for Connections Program through NH Humanities July 2020.
DOE Training 10/19/19 (Fall Conference)
TABE 11&12 Certification Part 1/11 (10/11/2019)
DOE Training for New Teachers October 2018 (Fall Conference)
Casas: Appraisal Training March 2018

Master of Science: **Teaching English as a Foreign Language**, University of Southern New Hampshire, Manchester, New Hampshire (June 2017)

Management Program. (Cornell University, Ithaca, NY 2014)

Master of Science: Double major in Organizational Leadership and Training and Development.
Southern New Hampshire University. September 2006

Osram Certified Lean Leader

Osram Sylvania trained Lean Leader. 2005

Bachelor of Science: International Business Management and Business Administration
Southern New Hampshire University, January 2002.

Osram Internal Certified Auditor

Osram Sylvania Manchester. Internal ISO Auditor 2000
Plant Safety auditor.

Instructor For ESL Education Program at IINE

March 2018 to Present

- Teach literacy strategies to immigrants and refugees to develop skills required to live and work in America.
- Prepare students for job-training and interviews.
- Teach students to achieve self-sufficiency and confidence.
- Tailor lessons to meet the IINE Curriculum and students' needs (student survey)
- Increase students' presentation skills.
- Encourage critical thinking and prepare students for CASAS testing.
- Create engaging learner-centered lessons that involved competitions, classroom discussions and STAR based and NH Humanities Reading Program.
- Facilitate in-class group discussions.
- Practice pronunciation and help student achieve a faster reading rate.

Teaching and Training Experience

Volunteer Tutor: December 2017

- Provide tutoring for three students who all have different needs.
- The goal is to encourage communication and confidence in these students who had professional roles in their respective countries.
- Correct the reading, writing and comprehension assignments. Encourage critical thinking when the mistakes are corrected.

Private English Tutor: May 2017 to December 2017

English Tutoring for middle school student.

- Review weekly vocabulary words from school and help with homework.
- Also assist with reading, pronunciation and comprehension.
- Designing and tailoring lesson plans to suit the student's English language needs.

Volunteer Teacher: February 2017 -December 2017

Bhutanese Center Manchester, NH (Building Center of Manchester)

- Teach literacy strategies to Liberian and Bhutanese students.
- Instruct classes pertaining to American civics and basic US geography.
- Prepare students for American citizenship test. Create assessments and mock U.S. citizenship interviews. Six students have graduated as citizens since August.
- Mentor and provide individualized support to students in areas of their weaknesses.
- Introduce and focus on public speaking and presentation and help to build their confidence.
- Help with the orientation of new arrivals to the center and explain resources available to them.
- Provided pastoral support to students.

Student Teacher EFL 599: May-June 2017

International Institute of New England and IEP at SNHU

- Tailored lessons to meet the IINE Curriculum.
- Met the students' needs of wanting to learn ten new words on a daily basis.
- Increased students' presentation skills.
- Encouraged critical thinking by asking questions after presentations on topics such as... personal hygiene.
- Encouraged and gave students constructive criticism on their presentation skills (Created and utilized a rubric).
- Created engaging learner-centered lessons that involved competitions, classroom discussions.
- Taught the Listening/Speaking and Writing/Reading to the IEP students at SNHU
- Facilitated in-class group discussions.

Facilitator/ Project Manager for a Call Center for Osram Sylvania in Mexico City. September 2014-September 2015.

- Facilitated the implementation of a call center in Mexico City.
- Primary duties were to oversee and validate the training of the new hires from Mexico who came for training to the U.S.
- Reported the gap and issues to the management on weekly basis and worked with the U.S. and Mexican teams to find solutions to the problems.
- Persuaded management to provide additional English business language training to the new hires in order to meet customer satisfaction.
- Ensured the “Readiness Standards” were met before going alive at the call center.

General Foreman and LEAN Leader: Osram Sylvania Manchester 2009-2014

- Had seven direct reports and between 500 to 150 indirect hourly reports.
- In charge of the training, safety, logistics and daily operations of the plant.
- Implemented the “Quick Response Quick Correction” on the factory floor in order for the associates to be empowered to fix their day to day issues.
- Helped to train and implement this program in the Kentucky Plants.
- Ensured the LEAN philosophy was practiced by holding “Kaizen events” to eliminate waste.
- Worked with management to perform safety and internal ISO audits.

Supervisor/Foreman and LEAN Leader: Osram Sylvania Manchester 1999-2009

- Had 50 direct reports.
- In charge of two production lines and oversaw the logistics and daily operations and safety aspects of the business.
- Encouraged productivity gains by holding associates responsible for their tasks by giving constructive feedback through expectations and individual employee appraisals.
- Held Kaizen events and trained associates and lean leaders in the LEAN philosophy.

Associate and Group Leader: Osram Sylvania Manchester 1987-1999

- In charge of training a diverse group of new associates on the production floor (Vietnamese, Bosnians, Mexicans and Americans)
- Scheduled the overtime.
- Performed internal audits to ensure the quality of the product met the standard.
- In charge of meeting the daily schedule.
- Encouraged teamplay in order to meet the department goals.

Assistant Principal at Josana Nursery school: Kisumu, Kenya 1983-1986

- Ensured the 8 teachers and 5 assistants used the Montessori method of teaching.

- In charge of curriculum to ensure the students passed the exam in order to get admission into the primary schools.
- Maintained the communication between the administration, primary schools and parents.

Academic and Community Service

- Member of Delta Mu Delta: Awarded the high honor in 2000.
- Member of the Indian Association of New Hampshire since 2006.
- Member of the Quarter Century Club of Osram Sylvania since 2013.
- Volunteer at the Bhutanese Center from February of 2017 to December 2017.
- Volunteer tutor at English for New Americans for December 2017.

Languages Spoken

- Born and grew up in Kenya, and therefore speak Swahili.
- My mother tongue is Gujrati, a dialect from the state of Gujrat in India.
- Also understand, Hindi, Urdu and Punjabi.
- Also speak limited French.

Technology

- Knowledge and working experience in Microsoft Office: Word, Excel, Access, Publisher, PowerPoint, Kronos, SAP, Peoplesoft, Apricot and Outlook
- Knowledge and working experience with basic office equipment

Hannah Jean | [REDACTED]

Education

University of New Hampshire, Durham, NH, 2017 - 2021

Bachelor of Arts in Psychology, GPA 3.79

Minors in Physics, Anthropology, and History

Scholarly activity

Jean, H. (2020). Higher Education and the Workforce in NH. *Spectrum*, 9(1).
<https://scholars.unh.edu/spectrum/vol9/iss1/3>

Professional Experience

International Institute of New England

Skills Training Specialist (Present)

- ❖ Recruited, registered, and retained a full pilot cohort of 8 LNA students
- ❖ Assisted students in registering with LNA for Success community partner organizations
- ❖ Completed intakes, post tests, and data entry for the LNA program
- ❖ Taught students the English grammar, vocabulary, and study skills necessary for college
- ❖ Increased student digital literacy by teaching website credibility, basic Google Workspace skills, and Zoom skills
- ❖ Networked with community partners to raise awareness of the LNA for Success program

Education Services intern (June 2021-August 2021)

- ❖ Completed intakes from start to finish, including data entry
- ❖ Tutored intermediate class students in vocabulary, homework, and computer skills
- ❖ Assisted students in signing out chrome books
- ❖ Completed case noting for standardized testing, tutoring, and COVID-19 information
- ❖ Substituted for 2 intermediate classes

UNH Physics Department Long Lab

Research Assistant (2018- 2019)

- ❖ Modified existing Universal Testing Machine and interface to obtain data electronically
- ❖ Researched how to measure electrical impedance in 3D printed materials
- ❖ Designed and 3D printed testing samples to ASTM standards

Volunteer Work

Tutoring (2015-Present)

Volunteer tutor at Portsmouth High School and tutored for friends and family:

High School: Math (Algebra 1, Algebra 2, and Pre-calculus) and Physics

College: Various Math courses, English Composition, and Social Sciences

Skills

Microsoft Office, Apricot, Coding (C++, Python, and HTML), Organization, and Research.

Caroline Edwards

Profile

Passionate global citizen focused on community and justice, involved in ESOL instruction with immigrants and refugees. Qualifications include a Doctorate and Master's in Law, as well as being multilingual. Strong team player with deep values and proactive ethics. Appointed as People Development and Charity Champion in the workplace; embraces change. Highly motivated with strong communication skills, energy, and determination.

Exciting opportunities have presented themselves throughout my life and career and I have embraced them openly and wholeheartedly. I have experienced living in three countries (two in Europe, before moving to the USA), raised a family, and maintained leadership roles within the community, thus enabling me to stay vested, relevant, and current, while broadening my skills and abilities. I have always taken pride in being flexible and adaptable, constantly honing in on my transferable competencies.

Education

- **LL.M. in Commercial Law**, University of Birmingham, England (U.K.)
 - **LL.D.**, University of Malta (E.U.)
 - **Diploma Notary Public** (equivalent to **LL.B.**), University of Malta (E.U.)
-

Professional Experience

International Institute of New England, Manchester

- ESOL Instructor (Intermediate and Literacy levels), part-time
- Substitute ESOL instructor (Beginner and Intermediate levels)

June 2021-current

Jan. 2022-current

June 2021- Dec. 2022

Stay-at-Home Parent, Community Volunteer

2006-2021

Took on numerous leadership roles in the community while I was at home raising my young family. Experiences include, but not limited to:

- **Webmaster**, Londonderry High School, Friends of Music (2020-current)
Content editor; managed a revamp from GoDaddy WordPress site to complete overhaul to new website via Google Sites.
- **Website Chair**, Matthew Thornton Elementary School PTA, (2011-2019)
Content editor; managed a revamp from outdated GoDaddy Drupal site to eventual complete overhaul, creating a new website via Weebly.
- **School Newsletter Editor**, Matthew Thornton Elementary School PTA, (2010-2019)
- **Destination Imagination (D.I.) Team Co-Manager**: Londonderry Elementary Schools (2017-2019)
Conducted and evaluated instant challenge practice sessions, supervising practice session

- Estates Manager, Lloyds Private Banking, Birmingham, U.K.** **2003-2006**
- Managed large caseload of estate management, handling diverse ranges of complex cases
 - Held 2004 record for exceeding office fee income target; managed cases having a capital value in excess of 10million GBP in one calendar year
 - 2005 champion for speed of estate administration, maintaining a high degree of accuracy, dedication, and confidentiality. Lloyds Private Banking is the offshoot of Lloyds Bank plc, a top-three bank in the U.K., handling private wealth clients

- Legal Executive & In-House Attorney, Corporate Services Limited, Malta** **1996-2000**
- Tax and legal consultancy
 - Formation and registration of offshore companies and trusts
 - Management and Administration 90 offshore companies and 16 Trusts

- Self Employed Civil Law Notary, Malta** **1996-2000**
- Drafted and executed all types of public and private **contracts**, deeds, wills, and agreements between private, non-contentious parties.
-

- Early Career Part-Time Roles** **1991-1996**
- Legal/Secretarial Administrative Assistant, Dr. Henri Vassallo, Malta
 - Bank Clerk (Advances and Foreign Departments), Lombard Bank (Malta) Ltd., Malta
 - Teacher of English as a Foreign Language, European Center for English Language Studies, Malta
-

- Critical Skills/Authorizations**
- Foreign languages (fluent in English, Italian, and Maltese; working knowledge of French and Spanish)
 - Extensive range in Microsoft, Google, iOS word-processing/spreadsheets/presentations/Cloud/websites; experience with managing/creating websites (GoDaddy, Drupal, Weebly, WordPress, Google sites)
 - U.S. citizen; full NH Driver's License
-

- Training & Certifications**
- **Coursera**, "Diversity and Inclusion in the Workplace" - online, 2021
 - **S.T.E.P.** (Society of Trust and Estate Practitioners) - certified, 2004
 - "Estate Administration" Seminar, Tunbridge Wells, England - participant, 2004
 - "Introduction to Estates," Abington, England - participant, 2003
 - "Offshore Companies and Tax Havens," Monte Carlo, Monaco - participant, 1999
-

- Appointments**
- **People Development Champion (2004)** at Lloyds Private Banking
 - **Charity Champion (2003 & 2004)** for the local Estates office at Lloyds TSB Private Banking

Rahaf Abu Arja

LANGUAGES

- English (Fluent)
- Arabic (Native)

OTHER TECHNICAL SKILLS

- Google workspace (sheets and docs)

CERTIFICATES

- Microsoft Excel - Excel from Beginner to Advanced Course
- R Programming A-Z: R For Data Science
- Injaz Communication Course
- GJU Model United Nations conference

OBJECTIVE

Highly motivated and passionate business administrator and data analyst. I thrive in fast-paced and challenging environments, and strive to provide help to others and improve their quality of life.

EDUCATION AND AWARDS

Master's in Business Administration (MBA) (*Aug. 2020 – Present*)

University of New Hampshire, Manchester, NH

- GPA 3.86

Bachelor of Arts in Business Administration (*Oct. 2015 – Jun. 2019*)

Princess Sumaya University for Technology, Amman-Jordan

- GPA 90% (Ranked in top 1% of the class)
- Outstanding Student Award in the following years 2016, 2017, 2018 and 2019.

WORK EXPERIENCE

Intake, Assessment and Data Entry Specialist

International Institute of New England, Manchester, NH (01/20/2020 – Current)

- Scheduling and conducting intakes of new students
- Conducting pre and post-tests of all students
- Entering data into Laces database, Apricot database, and program tracking sheets
- Participating in staff and education team meetings
- Maintain programmatic data, including attendance records, and contribute to reports, as required
- Contribute to the overall recruitment and retention of students
- Assist in the assessment and placement of students into appropriate levels

E-Commerce Associate

Whole Foods Market, Manchester, NH (12/2/2020 – Current)

- Improving in-store customers' experience by answering their inquiries and assisting in finding the best products for them.
- Prepare online orders efficiently and accurately in a timely manner for delivery/pick up.

SCHOLARSHIPS AND AWARDS

ERASMUS+ International Credit Mobility Grant (Oct. 2017 – Jan. 2018)

Istanbul Sehir University, Istanbul, Turkey

- Management, Strategic Management, Understanding Ethics, and Game Theory for Managers.
- Conducted a financial analysis project for a major Telecommunication Company.

TECHNICAL SKILLS

- Microsoft Office
 - Proficient in creating Excel spreadsheets, creating formulas, functions and tables.
 - Proficient in formatting Word documents, creating graphs and charts for reports.
- R (Programming Language)
 - Perform basic descriptive statistical analysis and plotting different graphs.
 - Perform linear, nonlinear and logistic regressions. as well as linear discriminant analysis, quadratic discrimination analysis, and KNN classification.
 - Apply cross validation, model selection techniques and decision tree models.

INTERNSHIP AND VOLUNTEER EXPERIENCE

Education Program Intern

International Institute of New England, *Manchester, NH (Sept. 2021– Dec. 2021)*

- Assisting in the Intermediate English class for non-English speaking immigrants and refugees (managing breakout rooms, preparing lessons, and attendance data entry).
- Contacting potential candidates for the Licensed Nursing Assistant program (LNA)
- Helping with the intake and assessment of new students.
- Translating for Arabic speaking refugees and immigrants the various forms and the processes they need to go through.

Manchester Animal Shelter (May. 2021 – Aug 2021)

- Provided food, water, personal care, and hygiene for animals.
- Monitored and observed animals behavior and reported any signs of illness.
- kept track of animals' health and special diets and mixed food formulas according to their needs.

Right to Play Volunteer. Amman, Jordan (April. 2019)

- assisted in data entry for teachers information in the company systems.
- Provided assistance in workshops held for teachers in refugee camps in order to improve the education process for refugees students.

Run Jordan Marathon Volunteer. Amman, Jordan (Oct. 2017)

- Participating in managing marathons to raise benefits for breast cancer campaigns.
- Entering participants data and handing out their race packages

Kayla Rossmeissl

SKILLS SUMMARY

- ◆ Facilitate Professional Development Trainings
- ◆ Teaching English as a Second Language (TESOL)
- ◆ Proficient in Microsoft Office & Google Suite Products
- ◆ Develop Curricula
- ◆ Research Best Practices
- ◆ Team Building & Working
- ◆ Grant Writing
- ◆ Conversational Swahili

WORK EXPERIENCE

Lead Instructor & Education Programming Specialist: *International Institute of New England, Manchester, NH* May 2019 to Present

- ◆ Direct citizenship preparation courses at two sites in Lowell, MA and Manchester, NH
- ◆ Create two year strategic timeline for USCIS citizenship preparation courses for future growth
- ◆ Participate in NH Bureau of Adult Education director meetings and RFP proposal conferences
- ◆ Lead community outreach to spread awareness of IINE programs and create local partnerships
- ◆ Collaborate with community partners to ensure student success in achieving professional and academic goals
- ◆ Supervise, train, and mentor educators, interns, and volunteers
- ◆ Recruit and interview new instructors, interns, and volunteers
- ◆ Participate in state and federal monitoring by attending interviews, conferences, and providing data
- ◆ Record data and run reports in internal database (Apricot) and Adult Bureau of Education database (LACES)
- ◆ Train staff on Apricot and innovate digital techniques to ensure accurate measurement of grant outcomes
- ◆ Co-author grant proposals to expand programmatic offerings in areas of students' needs
- ◆ Present data-driven programmatic outcomes, weaknesses, and improvements in weekly meetings
- ◆ Develop and facilitate professional development trainings for educators, interns, and volunteers
- ◆ Observe and provide constructive feedback to instructional staff on a bi-monthly basis
- ◆ Create a teaching manual of best practices to ensure education programs remain sustainable
- ◆ Develop and teach Integrated English Literacy and Civics Education (IELCE) curricula to adult English learners

Certified National StAR EBRI Trainer: *New Hampshire Adult Bureau of Education, Concord, NH* August 2018 to Present

- ◆ Organize and lead first official StAR EBRI training for New Hampshire and Vermont adult educators
- ◆ Advise program directors on programmatic improvements related to evidence-based reading instruction (EBRI)
- ◆ Coach educators on counseling upper management with suggestions in optimizing student learner outcomes
- ◆ Organize and facilitate three face-to-face day-long trainings for NH and VT adult educators
- ◆ Collaborate with Vermont and New Hampshire's state professional development directors
- ◆ Develop and create timelines and modify training materials from Manhattan Strategies Group StAR training
- ◆ Provide weekly feedback on participant online submissions on the StAR learning platform
- ◆ Encourage and coach participants to complete assigned modules in a timely manner

Master's Assistant: *Southern New Hampshire University, Manchester, NH* June 2017 to August 2018

- ◆ Coach international Intensive English Program (IEP) students in academic research writing
- ◆ Mentor master in business students in presentation skills
- ◆ Assist fellow master in science of TESOL peers in lesson planning, research writing, and presentations
- ◆ Lead campus outreach to educate graduate students of Learning Commons Center's free tutor opportunities

ESL Instructor & Cultural Orientation Trainer: *International Institute of New England, Manchester, NH* October 2015 to May 2019

- ◆ Teach literacy to advanced College & Career Readiness English classes to adult refugees and immigrants
- ◆ Lead Cultural Orientation to newly arrived refugee and immigrant adults
- ◆ Create student-centered lessons, calculate and record grades in Microsoft Office and Google Suite products
- ◆ Develop curricula and efficient methods to track students' progress
- ◆ Record data and run reports in Apricot and LACES
- ◆ Mentor students on job applications, coverletters, resumes, and essays for college applications
- ◆ Mentor undergraduate and graduate TEFL or TESOL students and organize ESL volunteers

Teaching English as a Foreign Language (TEFL) College Instructor: *Peace Corps China* July 2013 to June 2015

- ◆ Teach Courses: English Speaking & Listening, Pronunciation, and Western Culture to 30-63 students each class
- ◆ Create authentic, engaging, active, student-centered English lesson plans, worksheets, quizzes, and exams
- ◆ Create a safe, creative, and structured classroom environment by encouraging students to work in small groups
- ◆ Lead one-on-one tutor sessions/counseling with low-level confident students in English/peer interaction skills
- ◆ Mentor fellow host country national instructors on student-centered lesson planning techniques

Kayla Rossmeissl

WORK EXPERIENCE CONTINUED

TEFL Teacher Training Program Instructor: *Peace Corps China*

July 2014

- ◆ Teach Courses: Pronunciation, American Education, and Western Culture to 300 English teachers.
- ◆ Introduce new English teaching techniques/language skills by creating student-centered English-related lessons.
- ◆ Build English teachers' confidence in English speaking by being flexible and considerate of teachers' needs.

Oaks Veterinary Hospital: *Animal Care Nurse/Head Technician/Trainer in Gainesville, FL*

March 2012 to May 2013

- ◆ In-hospital pharmacy inventory manager of non-controlled drugs and dispense approved meds to patients.
- ◆ Pre-surgery patient prep, monitor during surgery, assist veterinarian during surgeries, and recover patients post surgery.
- ◆ Clean, wrap, and sterilize surgical instruments, clean and maintain anesthesia and radiology machines.
- ◆ Canine and feline dental cleaning and radiology, assist veterinarian during tooth extractions, and dispense proper meds.
- ◆ Restrain animal while collecting samples, during examinations, radiographs, and surgical breathing tube placement.
- ◆ Collect/prepare fecal/urine samples, pre-anesthesia and diagnostic bloodwork, heartworm test samples, and ear swab samples.
- ◆ Record patient history from client, follow-up call conversations, all pertinent paperwork for surgery in patient record.
- ◆ Input patient history, patient estimates and invoices, client information, and patient appointments into Avimark.
- ◆ Obtain animal's temperature and weight; clipped animal's nails prior to bathing, ear cleaning, anal gland expression.

VOLUNTEER EXPERIENCE

Emergencies and Environmental Health Trainer: *Peace Corps China*

June 2015

- ◆ Collaborate with Peace Corps China Medical Officers in developing meaningful trainings for new volunteers
- ◆ Present on emergencies and environmental health topics during pre service training for new volunteers
- ◆ Lead break out sessions regarding healthy alternatives to cope with home sickness and culture shock

Leadership Conference Presenter: *Peace Corps China*

May 2015

- ◆ Present on public speaking techniques and charisma to 50 undergraduate students

Volunteer Advisory Committee (VAC) Chair: *Peace Corps China*

September 2014 to June 2015

- ◆ Collaborate with Country Director (CD) and Peace Corps (PC) China Staff to identify issues in volunteer training programs which includes, but is not limited to training procedures, editing policies and emails
- ◆ Communicate often with members to maintain transparency of news/developments from office
- ◆ Facilitate tri-annual VAC meetings/training sessions with CD and PC staff, both face-to-face and on Skype
- ◆ Set agenda for meetings by preparing/distributing meeting agenda in advance; collect concerns/suggestions
- ◆ Follow-up with VAC Representatives and PC staff regarding actionable items after VAC meetings

5th Annual Nu Women's Summit Presenter: *Peace Corps China*

June 2014

- ◆ Lead a healthy relationships workshop to 50 undergraduate students

Gender Equality Women Empowerment Newsletter Educational Writer Chair: *Peace Corps China*

May 2014 to May 2015

- ◆ Create culturally sensitive lessons relating to gender equality and women empowerment within Chinese context
- ◆ Publish peer-edited lesson plans in the Peace Corps China GEWE monthly newsletter, named *Voices*
- ◆ Attend monthly Skype meetings to pitch ideas and receive/give constructive feedback for other writers' pieces
- ◆ Advise fellow volunteers by brainstorming ways to solve difficulties within their women's group/starting a group

5th Annual Nu Women's Summit Grant Writer: *Peace Corps China*

April 2014 to October 2014

- ◆ First of the PC China volunteers to successfully write and complete a grant on the PCGO intranet website
- ◆ Advise PC China volunteers and new/current Peace Corps China staff members on using PCGO and the process of writing PCPP grants during Pre-Service/In-Service face-to-face training sessions, Skype, and/or phone calls

English Corner Leader: *Peace Corps China*

September 2013 to May 2015

- ◆ Lead meetings encouraging varied-level group of English students/teachers to continue their studies out of class
- ◆ Host American-themed holiday parties, Halloween, Thanksgiving, and Christmas, in order to fulfill the 2nd Goal of the Peace Corps Mission—to share and educate host country nationals about USA culture

Beginning Swahili: *Teacher's Assistant at University of Florida*

May 2012 to August 2012

- ◆ Assist professor in making interactive lesson plans and attend classes for speaking and/or listening exercises
- ◆ Tutor students out of class, make worksheets, quizzes, and additional practice exercises for individuals
- ◆ Translate the introduction of "Life Without Limits" from English to Swahili once a week with the professor

Kayla Rossmeissl

VOLUNTEER EXPERIENCE CONTINUED

Animal Reproduction and Endocrinology: *Teacher's Assistant at University of Florida* January 2012 to April 2012

- ◆ Palpate cows and bulls; check for pregnancy progress, reproductive glands, determine animal breeding soundness
- ◆ Collect, freeze/extend semen from boars and bulls; determine sperm motility, morphology, and concentration

Oaks Veterinary Hospital: *Animal Care Nurse Volunteer in Gainesville, FL* September 2010 to March 2012

- ◆ Collect fecal samples/set-up fecal tests; collect blood for heartworm tests and set-up heartworm snap tests
- ◆ Obtain animal's temperature and weight; clip animal's nails prior to bathing, ear cleaning, anal gland expression
- ◆ Restrain animal while collecting samples or during examinations; cut and count prescribed medications

People for Animal Wellness (PAW): *Secretary at University of Florida* August 2010 to May 2012

- ◆ Build animal living quarters at animal sanctuaries: Kindred Spirits, Rooterville Pig Farm, and Carson's Springs Animal Sanctuary all located within Alachua county with a group of the club members and other similar club members

St. Francis Pet Care Inc.: *Volunteer Coordinator/Director/Head Technician in Gainesville, FL* May 2010 to May 2013

- ◆ Participate in monthly board member meeting, organize clinic before open, and communicate with low-income clients
- ◆ Head technician/trainer for University of Florida Veterinary students, pre-veterinary undergraduate students, and volunteers

EDUCATION

Southern New Hampshire University—Manchester, NH March 2017 to August 2018
Master in Science TESOL Program

University of Oregon—Coursera.org May 2013 to June 2013
Statement of Accomplishment with Distinction
"Shaping the Way We Teach English, 2: Paths to Success in English Language Teaching"

University of Oregon—Coursera.org April 2013 to May 2013
Statement of Accomplishment with Distinction
"Shaping the Way We Teach English, 1: The Landscape of English Language Teaching"

Study Abroad—Michigan State Training Centre for Development Co-Operation in Arusha, Tanzania June to August 2011
Coordinated by Michigan State University
Completed Intensive/Advanced Kiswahili Course
Sponsored by Fulbright Hayes Scholarship

University of Florida—Gainesville, FL June 2008 to August 2012
Bachelor of Science in Animal Biology
Minor in African Studies
Sponsored by Florida Medallion Scholars Award

PROFESSIONAL DEVELOPMENT

USCIS Citizenship Preparation Conference—Washington D.C. August 2019
Grantee Orientation Training

Panelist for Cupcake Conversations—St. Anselms College, Goffstown, NH October 2018
Topic: Current Issues in Immigration

StAR EBRI & CCRS Professional Development Facilitator—State of New Hampshire October 2018
New Hampshire of Adult Bureau of Education
1 Day Workshop

Suitcase Stories Storyteller—Manchester, NH September 2018
International Institute of New England-Manchester
A Fundraising Event Educating Personal Experiences in Immigration

Kayla Rossmeissl

PROFESSIONAL DEVELOPMENT CONTINUED

NH 2018 Summer Earn & Learn Contributor —Concord, NH New Hampshire of Adult Bureau of Education Published StAR EBRI Adapted & CCRS Aligned 8 Week Curriculum	August to October 2018
National StAR EBRI Trainer —State of New Hampshire & Vermont New Hampshire of Adult Bureau of Education Contract Work	August 2018 to Present
StAR EBRI Reading Instructor —Manchester, NH Sponsored by New Hampshire Mentor Teaching Team Hours Earned: On-Going	October 2017 to Present
Certified CORE Community Orientation Trainer —Manchester, NH	October 2017 to Present
Panelist for Cupcake Conversations —St. Anselms College, Goffstown, NH Topic: Current Issues in Immigration	October 2017
College & Career Readiness Trainer —Manchester, NH Sponsored by New Hampshire Mentor Teaching Team Hours Earned: On-Going	December 2016 to Present

EMPLOYMENT HISTORY

International Institute of New England —Manchester, NH Full-Time Lead Instructor & Education Programming Specialist	May 2019 to Present
New Hampshire Adult Bureau of Education —Concord, NH Contracted Certified National StAR EBRI Trainer	August 2018 to Present
Southern New Hampshire University —Manchester, NH Part-Time Master's Assistant at the Learning Commons Center	June 2017 to August 2018
International Institute of New England —Manchester, NH Part-Time English as a Second Language (ESL) Instructor	October 2015 to May 2019
Peace Corps Volunteer —Jiangyou Preschool Educators College, China Full-Time College TEFL Instructor	July 2013 to July 2015
Oaks Veterinary Hospital —Gainesville, FL Full-Time Animal Care Nurse/Head Technician/Trainer	March 2012 to May 2013

2J



Frank Edelblut
Commissioner

Christine Brennan
Deputy Commissioner

**STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, N.H. 03301
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May 20, 2021

**Modification to Adult Education & Literacy Activities Contracts:
International Institute of New England
Approved by Governor and Council on June 10, 2020 Item #93**

New Hampshire Department of Education, Division of Learner Support, Bureau of Adult Education to modify the contracts with International Institute of New England, Manchester, NH (Vendor Code 177551) in the amount not to exceed \$451,705.17 to provide adult education and literacy activities under the Workforce Innovation and Opportunity Act of 2014. As of May 20, 2021, International Institute of New England will modify their line item budget by transferring \$15,000.00 from the FY23 budget into the FY21 budget in order to add a Training Specialist, complete curriculum development and support recruitment for the implementation of Licensed Nursing Assistant training as a required component of the Integrated English Literacy and Civics Education (IELCE) program. See Budget Modification Tables

Modification to include:

- Funds in the FY 21 Project 2 Budget will increase by \$15,000.00
- Funds in the FY23 Project 2 Budget will be decreased by \$15,000.00
- The not to exceed amount of \$451,705.17 will remain unchanged
- Funds will be used to add a Training Specialist and purchase supplies to support recruitment and enrollment in the IELCE program, which is within the original scope of work, Exhibit B
- Funds will be distributed through the Grants Management System.
- NOTE: all other contractual obligations remain in place as established in the original contract.

100% State Match Funds.

Funds to support this request are available in the account entitled Adult Education, with the authority to adjust encumbrances in each of the State fiscal years through the Budget Office if needed and justified:

Payment Code: 06-056-056-562010-40390000-601-500757

Budget Modifications

FY21 Budget - Project 2 IELCE	FY21 - Original	Adjusted 1/4/2021	Change	Adjusted 5/20/2021
Salaries	\$ 17,730.50	\$ 17,730.50	\$ 9,501.11	\$ 27,231.61
Benefits	\$ 4,078.02	\$ 4,078.02	\$ 2,185.25	\$ 6,263.27
Purchase Property Services	\$ 1,704.00	\$ 1,704.00		\$ 1,704.00
Other Purchased Property Service	\$ 421.84	\$ 421.84		\$ 421.84
Supplies	\$ 850.00	\$ 3,403.23	\$ 1,950.00	\$ 5,353.23
Indirect Costs	\$ 2,478.44	\$ 2,478.44	\$ 1,363.64	\$ 3,842.08
Total	\$ 27,262.80	\$ 29,816.03	\$ 15,000.00	\$ 44,816.03

FY23 Budget - Project 2 IELCE	FY23 - Original	Adjusted 1/4/2021	Change	Adjusted 5/20/2021
Salaries	\$ 18,810.29	\$ 18,810.29	\$ (9,501.11)	\$ 9,309.18
Benefits	\$ 4,326.37	\$ 4,326.37	\$ (2,185.25)	\$ 2,141.12
Purchase Property Services	\$ 1,807.77	\$ 1,807.77		\$ 1,807.77
Other Purchased Property Service	\$ 447.53	\$ 447.53		\$ 447.53
Supplies	\$ 901.77	\$ (1,651.46)	\$ (1,950.00)	\$ (3,601.46)
Indirect Costs	\$ 2,629.37	\$ 2,629.37	\$ (1,363.64)	\$ 1,265.73
Total	\$ 28,923.10	\$ 26,369.87	\$ (15,000.00)	\$ 11,369.87


This Request	FY21	FY23
Project 1 AEL	Unchanged	Unchanged
Project 2 IELCE Change	\$15,000.00	\$ (15,000.00)
Total	\$15,000.00	\$ (15,000.00)


Limitation of Price:

This contract will not exceed \$451,705.17.

Funds are contingent on:

- 1) Federal funding from the US Department of Education, Office of Career, Technical and Adult Education; and
- 2) Attainment of contractual and performance goals and measures


 Date 6/14/2021
 Frank Edelblut
 Commissioner Department of Education


 Date 6/9/21
 Jeffrey Thielman
 Chief Executive Officer
 International Institute of New England



Frank Edelblut
Commissioner

Christine Brennan
Deputy Commissioner

**STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
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December 23, 2020

**Modification to Adult Education & Literacy Activities Contracts:
International Institute of New England
Approved by Governor and Council on June 10, 2020 Item #93**

New Hampshire Department of Education, Division of Learner Support, Bureau of Adult Education to modify the contracts with International Institute of New England, Manchester, NH (Vendor Code 177551) in the amount not to exceed \$451,705.17 to provide adult education and literacy activities under the Workforce Innovation and Opportunity Act of 2014. As of November 9, 2020, International Institute of New England will modify their line item budget by transferring \$54,639.70 from the FY23 budget into the FY21 budget in order to add a class, increase staff hours and purchase student laptops. See Budget Modification Tables

Modification to include:

- Funds in the FY 21 Budget will increase by \$54,639.70
- Funds in the FY23 budget will be decreased by \$54,639.70
- The not to exceed amount of \$451,705.17 will remain unchanged
- Funds will be used to add an ESL Class, increase data entry staff hours and purchase student laptops which is within the original scope of work, Exhibit B
- Funds will be distributed through the Grants Management System.
- NOTE: all other contractual obligations remain in place as established in the original contract.

98% Federal Funds and 2% State Match Funds.

Funds to support this request are available in the account entitled Adult Education, with the authority to adjust encumbrances in each of the State fiscal years through the Budget Office if needed and justified:

Payment Code: 06-056-056-562010-40370000-072-500757
06-056-056-562010-40390000-601-500757

Budget Modifications

FY21 Budget - Project 1 AEL	FY21 - Original	Previous Adjustments	Change	Adjusted
Salaries	\$ 79,166.70		\$ 42,346.72	\$121,513.42
Benefits	\$ 18,208.34		\$ 9,739.75	\$ 27,948.09
Purchase Property Services	\$ 6,986.45			\$ 6,986.45
Other Purchased Property Service	\$ 2,109.00			\$ 2,109.00
Supplies	\$ 1,600.00	\$ 174.00		\$ 1,774.00
Indirect Costs	\$ 10,807.05			\$ 10,807.05
Total	\$ 118,877.54		\$ 52,086.47	\$171,138.01

FY23 Budget - Project 1 AEL	FY23 - Original	Previous Adjustments	Change	Adjusted
Salaries	\$ 83,987.96		\$(42,346.72)	\$ 41,641.24
Benefits	\$ 19,317.23		\$ (9,739.75)	\$ 9,577.48
Purchase Property Services	\$ 7,411.92		\$ -	\$ 7,411.92
Other Purchased Property Service	\$ 2,237.44		\$ -	\$ 2,237.44
Supplies	\$ 1,697.44	(\$174.00)	\$ -	\$ 1,523.44
Indirect Costs	\$ 11,465.20		\$ -	\$ 11,465.20
Total	\$ 126,117.19	(\$174.00)	\$(52,086.47)	\$ 73,856.72

FY21 Budget - Project 2 IELCE	FY21 - Original	Change	Adjusted
Salaries	\$ 17,730.50		\$ 17,730.50
Benefits	\$ 4,078.02		\$ 4,078.02
Purchase Property Services	\$ 1,704.00		\$ 1,704.00
Other Purchased Property Service	\$ 421.84		\$ 421.84
Supplies	\$ 850.00	\$ 2,553.23	\$ 3,403.23
Indirect Costs	\$ 2,478.44		\$ 2,478.44
Total	\$ 27,262.80	\$ 2,553.23	\$ 29,816.03

FY23 Budget - Project 2 IELCE	FY23 - Original	Change	Adjusted
Salaries	\$ 18,810.29		\$ 18,810.29
Benefits	\$ 4,326.37		\$ 4,326.37
Purchase Property Services	\$ 1,807.77		\$ 1,807.77
Other Purchased Property Service	\$ 447.53		\$ 447.53
Supplies	\$ 901.77	\$ (2,553.23)	\$ (1,651.46)
Indirect Costs	\$ 2,629.37		\$ 2,629.37
Total	\$ 28,923.10	\$ (2,553.23)	\$ 26,369.87

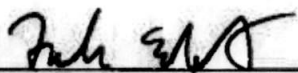
This Request	FY21	FY23
Project 1 AEL Change	\$52,086.47	(\$52,086.47)
Project 2 IELCE Change	\$2,553.23	(\$2,553.23)
Combined Total Change	\$54,639.70	(\$54,639.70)


Limitation of Price:

This contract will not exceed \$451,705.17.

Funds are contingent on:

- 1) Federal funding from the US Department of Education, Office of Career, Technical and Adult Education; and
- 2) Attainment of contractual and performance goals and measures

 Date 1-14-21
 Frank Edelblut
 Commissioner Department of Education

 Date 01/04/2021
 Jeffrey Thielman
 Chief Executive Officer
 International Institute of New England



Frank Edelblut
Commissioner

Christine Brennan
Deputy Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
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September 9, 2020

**Modification to Adult Education & Literacy Activities Contracts:
International Institute of New England
Approved by Governor and Council on June 10, 2020 Item #93**

New Hampshire Department of Education, Division of Learner Support, Bureau of Adult Education to modify the contracts with International Institute of New England, Manchester, NH (Vendor Code 177551) in the amount not to exceed \$451,705.17 to provide adult education and literacy activities under the Workforce Innovation and Opportunity Act of 2014. As of July 24, 2020, International Institute of New England will modify their FY21 budget by transferring the amount of \$174.00 in Federal Funds from the FY23 budget to the FY21 budget in order to implement an online registration form. See Budget Modification Tables.

Modification to include:

- Funds in the FY21 Budget will increase by \$174.00
- Funds in the FY23 Budget will decrease by \$174.00
- The not to exceed amount of \$451,705.17 will remain unchanged
- Funds will be used for the purchase of software to create an online registration form which is within the original scope of work, Exhibit B
- Funds will be distributed through the Grants Management System.
- NOTE: all other contractual obligations remain in place as established in the original contract.

100% Federal Funds.

Funds to support this request are available in the account entitled Adult Education, with the authority to adjust encumbrances in each of the State fiscal years through the Budget Office if needed and justified:

Payment Code: 06-056-056-562010-40370000-072-500757

Budget Modification Tables

FY21 Budget - Project 1: AEL	FY21	Change	Adjusted
Salaries	\$79,166.70	\$0	\$79,166.70
Benefits	\$18,208.34	\$0	\$18,208.34
Purchase Property Services	\$6,986.45	\$0	\$6,986.45
Other Purchased Property Service	\$2,109.00	\$0	\$2,109.00
Supplies	\$1,600.00	\$174.00	\$1,774.00
Indirect Costs	\$10,807.05	\$0	\$10,807.05
Total	\$118,877.54	\$174.00	\$119,051.54

FY23 Budget - Project 1: AEL	FY23	Change	Adjusted
Salaries	\$83,987.96	\$0	\$83,987.96
Benefits	\$19,317.23	\$0	\$19,317.23
Purchase Property Services	\$7,411.92	\$0	\$7,411.92
Other Purchased Property Service	\$2,237.44	\$0	\$2,237.44
Supplies	\$1,697.44	(\$174.00)	\$1,523.44
Indirect Costs	\$11,465.20	\$0	\$11,465.20
Total	\$126,117.19	(\$174.00)	\$125,943.19


Limitation of Price:

This contract will not exceed \$451,705.17.

Funds are contingent on:

- 1) Federal funding from the US Department of Education, Office of Career, Technical and Adult Education; and
- 2) Attainment of contractual and performance goals and measures

 Date 11-17-20
 Frank Edelblut
 Commissioner Department of Education

 Date 11/09/2020
 Jeffrey Thielman
 Chief Executive Officer
 International Institute of New England

MAY 26 '20 PM 3:18 DAS

93 JB



Frank Edelblut
Commissioner

Christine M. Brennan
Deputy Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, NH 03301
TEL. (603) 271-3495
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May 1, 2020

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

REQUESTED ACTION

Authorize the Department of Education, Division of Learner Support, Bureau of Adult Education to enter into a contract with the vendors listed below, in an amount not to exceed \$6,043,655.87 to provide adult education and literacy programs as defined under the Workforce Innovation and Opportunity Act of 2014, effective upon Governor and Council approval from July 1, 2020 through June 30, 2023. **38% Federal Funds, 62% General Funds.**

Funds to support this request are available in the FY21, anticipated in FY22 and FY23, accounts entitled Adult Education Federal and Adult Education Match as follows with the ability to adjust encumbrances between Fiscal Years through the Budget Office, without further Governor and Council approval, if needed and justified:

Agency Name (Vendor Code)	Account #s	FY21	FY22	FY23	Account Total	Contract Total
Ascentria Community Services, Inc (VC #222201)	06-56-56-562010-40370000-072-500575	\$30,234.70	\$31,141.73	\$32,075.98	\$93,452.41	\$302,885.91
	06-56-56-562010-40390000-601-500931	\$67,758.10	\$69,790.84	\$71,884.56	\$209,433.50	
Holy Cross Family Learning (VC # 280545)	06-56-56-562010-40370000-072-500575	\$18,218.20	\$18,764.75	\$19,327.69	\$56,310.64	\$160,887.53
	06-56-56-562010-40390000-601-500931	\$33,833.80	\$34,848.81	\$35,894.28	\$104,576.89	

International Institute of NE (VC #177551)	06-56-56-562010-40370000-072-500575	\$68,869.94	\$70,936.03	\$73,064.12	\$212,870.09	\$451,705.17
	06-56-56-562010-40390000-601-500931	\$77,270.40	\$79,588.51	\$81,976.17	\$238,835.08	
My Turn, Inc. (VC # 166581)	06-56-56-562010-40370000-072-500575	\$33,023.06	\$34,013.75	\$35,034.16	\$102,070.98	\$291,631.36
	06-56-56-562010-40390000-601-500931	\$61,328.54	\$63,168.40	\$65,063.45	\$189,560.38	
Nashua Adult Learning (VC #167121)	06-56-56-562010-40370000-072-500575	\$305,490.61	\$314,655.32	\$324,095.00	\$944,240.93	\$2,278,507.67
	06-56-56-562010-40390000-601-500931	\$431,675.80	\$444,626.08	\$457,964.86	\$1,334,266.74	
North Country Ed (VC# 154707)	06-56-56-562010-40370000-072-500575	\$32,809.36	\$33,793.99	\$34,807.45	\$101,410.80	\$289,745.12
	06-56-56-562010-40390000-601-500931	\$60,931.66	\$62,760.62	\$64,642.40	\$188,334.32	
Second Start (VC# 177224)	06-56-56-562010-40370000-072-500575	\$133,612.18	\$137,620.54	\$141,749.16	\$412,981.88	\$1,179,948.23
	06-56-56-562010-40390000-601-500931	\$248,136.90	\$255,581.01	\$263,248.44	\$766,966.35	
Southern NH Services Manchester (VC #177198)	06-56-56-562010-40370000-072-500575	\$64,876.81	\$66,823.11	\$68,827.80	\$200,527.72	\$572,936.35
	06-56-56-562010-40390000-601-500931	\$120,485.50	\$124,100.06	\$127,823.07	\$372,408.63	

Southern NH Services Portsmouth (VC# 177198)	06-56-56- 562010- 40370000-072- 500575	\$ 58,362.61	\$60,113.49	\$61,916.89	\$180,392.99	
	06-56-56- 562010- 40390000-601- 500931	\$108,387.70	\$111,639.33	\$114,988.51	\$335,015.54	
						\$515,408.53

EXPLANATION

Approval of this request will allow the eight (8) contractors at nine (9) locations to provide adult education and literacy programs and additional services as indicated in Attachment B.

Adult education and literacy programs are authorized under Ed 703 and in the Workforce Innovation and Opportunity Act of 2014, Title II, Adult Education and Family Literacy Act and provide educational opportunities below the secondary level for adults who lack a high school diploma or who lack the basic skills to function effectively in the workplace and in their daily lives. This includes foundational skills and English literacy instruction for individuals who may have earned a high school diploma or postsecondary credential in another country, but do not have the English language skills to be successful in postsecondary education, training and/or employment. The purpose of the program is to assist students in earning a high school credential and acquiring the skills and knowledge necessary to become productive workers, parents, and citizens and transition to postsecondary education, training and/or employment.

Corrections programs are authorized under WIOA, Title II, Section 225 to provide adult education and literacy programs for eligible participants who are currently incarcerated.

The Integrated Education and Training Program (IET) provides adult education and literacy services concurrently and contextually with workforce preparation activities and workforce training for a specific occupational cluster for the purpose of educational and career advancement. Additionally, the adult education component of the program must be aligned to the State's standards for adult education as described in the State's Workforce Plan and the program must be a part of a career pathway.

The Integrated English Literacy and Civics Education (IELCE) is a program provided to English language learners who are adults, including professionals with degrees and credentials in their native countries. Services shall include instruction in literacy and English language acquisition and instruction on the rights and responsibilities of citizenship and civic participation, and may include workforce training.

Under the Workforce Innovation and Opportunity Act of 2014, a Request for Proposals (RFP) was released on February 7, 2020 on the NH Department of Education's website, and announced in the Concord Monitor and Union Leader on the same day. All federal and state adult education grants are awarded through a competitive application process that is open to school districts, private-not-for-profits, and governmental agencies. Twenty-two proposals were received and reviewed using the proposal criteria in the RFP for evaluating the applications contained in the Adult Education and Family Literacy Act – Workforce Innovation and Opportunity Act of 2014 (See Attachment A). Grants were awarded to eight private-not-for-profit organizations, nine

Attachment A

A request for adult education and literacy activities proposals operating under the Workforce Innovation and Opportunities Act of 2014 (WIOA), Title II, for the term of three (3) years was released on February 7, 2020. The notice was published in the Union Leader and the Concord Monitor on February 7, 2020 for one day, and posted on the NH Department of Education's website for fifty (50) days, and sent electronically to any party expressing an interest in submitting an application.

In accordance with WIOA, only applications submitted by eligible providers can be granted funding. WIOA defines an eligible provider as:

The term "eligible provider" means an organization that has **demonstrated effectiveness** in providing adult education and literacy activities that may include—

- (A) a local educational agency;
- (B) a community-based organization or faith-based organization;
- (C) a volunteer literacy organization;
- (D) an institution of higher education;
- (E) a public or private nonprofit agency;
- (F) a library;
- (G) a public housing authority;
- (H) a nonprofit institution that is not described in any of subparagraphs (A) through (G) and has the ability to provide adult education and literacy activities to eligible individuals;
- (I) a consortium or coalition of the agencies, organizations, institutions, libraries, or authorities described in any of subparagraphs (A) through (H); and
- (J) a partnership between an employer and an entity described in any of subparagraphs (A) through (I).

Additionally, the Bureau of Adult Education considered the degree to which the proposal addressed the following WIOA-required criteria:

- **Responsiveness to Regional Needs:** How well does the proposed program meet the educational, economic, and social/cultural needs of the local region?
- **Serving the Most in Need:** How well does the proposed program serve individuals in the community who were identified as most in need of adult education and literacy activities, including English language acquisition and civics education programs?
- **Service Delivery Format and Schedules:** How well does the proposed program enable individuals to attend and complete classes through flexible scheduling, sufficient instructional time per week, and appropriate delivery methods?
- **Proposed Curricula and Contextualized Instruction:** How well does the proposed program provide curricula designed to meet the needs of the participants, especially through contextualized instruction?
- **Alignment with the State Workforce Plan:** How well does the proposed program align with the strategies and goals of the State Workforce Plan particularly in the area of curriculum, adult education and literacy activities, state leadership activities, and performance measures?
- **Intensity, Quality and Best Practices:** How well does the proposed program meet the requirement of being of sufficient intensity and quality? This includes the degree to which instructional practices are based on the most rigorous research available.
- **Integration of Technology Services and Digital Systems:** How well does the proposed program incorporate the use of technology, especially with regard to distance learning?
- **Meeting Program Outcomes:** How well has the proposed program met program outcome goals in the past and how will the program meet performance goals in the future?
- **Reporting:** How well does the proposed program collect, store, enter, and analyze students and program data?
- **Implementation Timeline:** Will the proposed program be positioned to start by September 14, 2020?
- **Budget and Budget Narrative:** How well does the proposed program present a cost-conscious budget with a primary focus on providing quality services to eligible individuals?

Proposal Criteria in RFP:

In accordance with WIOA, an eligible provider must demonstrate past effectiveness by providing performance data on its record of improving the skills of eligible individuals, particularly eligible individuals who have low levels of literacy, in the content domains of reading, writing, mathematics and English language acquisition, and other subject areas relevant to the services contained in the proposal.

An eligible provider must also provide information regarding its outcomes for participants related to employment, attainment of secondary school diploma or its recognized equivalent, and transition to postsecondary education and training.

The following list are applicants who met the minimum standards required under WIOA by providing demonstrated effectiveness:

- Ascentria Community Services, Inc.
- Claremont SAU 6
- Derry SAU 10
- Dover SAU 11
- Exeter SAU 16
- Holy Cross Family Learning Center
- International Institute of New England
- Keene SAU 29
- Laconia SAU 30
- Lebanon SAU 88
- My Turn, Inc.
- Nashua Adult Learning Center
- NH State Prison
- North Country Education Services
- Plymouth SAU 48
- Salem SAU 57
- Second Start
- Southern NH Services

For each eligible provider, the adult education and literacy program (AEL) application was evaluated. All average scores above 500 were considered acceptable. Please see Chart 1 for complete summary of evaluation scores.

	Maximum Allowable Points
Organizational Capacity	100
Responsiveness to Regional Need	100
Serving the Most in Need	100
Service Delivery Format and Schedules	100
Proposed Curricula and Contextualized Instruction	75
State Workforce Board Alignment	75
Intensity, Quality and Best Practices of Program	100
Integration of Technology Services and Digital Systems	75
Meeting Program Outcomes	100
Reporting	75
Implementation Timeline	25
Budget	75
	1000

For eligible providers that submitted an optional application to provide an AEL program in a Correctional facility, the following evaluation scoring was used.

	Maximum Allowable Points
Responsiveness to Regional Need	25
Serving the Most in Need	25
Integration of Technology Services and Digital Systems	25
Meeting Program Outcomes	25
	100

For eligible provider that submitted an optional application to provide Integrated Education and Training (IET), the following evaluation scoring was used.

	Maximum Allowable Points
Responsiveness to Regional Need	10
Serving the Most in Need	5
Service Delivery Format and Schedules	20
Proposed Curricula and Contextualized Instruction	15
State Workforce Board Alignment	15
Intensity, Quality and Best Practices of Program	10
Integration of Technology Services and Digital Systems	10
Meeting Program Outcomes	5
Reporting	5
Implementation Timeline	5
Total	100

For eligible providers that submitted an optional application for the Integrated English Literacy and Civics Education Program (IELCE), the following evaluation scoring was used.

	Maximum Allowable Points
Responsiveness to Regional Need	10
Serving the Most in Need	10
Service Delivery Format and Schedules	15
Proposed Curricula and Contextualized Instruction	15
State Workforce Board Alignment	15
Intensity, Quality and Best Practices of Program	10
Integration of Technology Services and Digital Systems	10
Meeting Program Outcomes	5
Reporting	5
Implementation Timeline	5
Total	100

Chart 1: Summary of Evaluation Scoring

Organization	Organization Type	Application Type	Max Points	Reviewers								Average	
				JD	VR	BB	LL	DL	AR	PR	CB		EL
Ascentria	NonProfit	AEL	1000		945			1000	985				976
		IELCE	100		90			89	98				92
Gov Wentworth	SAU	AEL	1000	545					860	860			755
		IELCE	1000		845	780				910			845
Claremont	SAU	Corrections	100		80	58				95			77
		IELCE	100		0	0				0			0
Derry	SAU	AEL	1000	920		905						770	865
		IELCE	1000			945				1000			970
Dover	SAU	Corrections	100			90				100			95
		IELCE	100			95				100			98
Exeter	SAU	AEL	1000	970					987			970	975
		IELCE	1000										93
Holy Cross	NonProfit	AEL	1000	535				730				715	660
		IELCE	1000	965				1000	955				973
International Institute of New England	SAU	AEL	1000	90				1000	94				94
		IELCE	1000		990			996				897	961
Keene	SAU	Corrections	100		100			100				100	100
		IELCE	100		96			98				97	97
Laconia	SAU	AEL	1000	450		735	810						665
		IELCE	1000					100					94
Lebanon	SAU	AEL	1000		930	945						905	926
		IELCE	1000										873
My Turn	NonProfit	AEL	1000		830				945			844	873

Organization	Organization Type	Application Type	Max Points	JD	VR	BB	LL	DL	AR	PR	CB	EL	Average
				Reviewers									
Nashua Adult Learning Center	NonProfit	AEL	1000		975			995	981				983
		IELCE	100		95			100	99				98
NH State Prison	Government	AEL	1000			840	910					790	846
		Corrections	100			100	95					90	95
North Country Ed Services	NonProfit	AEL	1000		785		770				881		812
Plymouth	SAU	AEL	1000	595		670	815						693
Salem	SAU	AEL	1000				890	975				880	915
Second Start	NonProfit	AEL	1000		930		940					930	933
		Corrections	100		100		75					90	88
SNHS - Manchester	NonProfit	AEL	1000	940				990		955			961
SNHS - Portsmouth	NonProfit	AEL	1000		885				990		913		929

Reviewers

Joanne Del Deo has worked in the field of Adult Basic Education for 30 years as an instructor, counselor, and program director. She has a BS degree in Public Management and has completed extensive training in all areas of WIOA compliance.

Vanessa Rashid has been involved with education for the past 24 years. She worked in the Manchester, NH school district for 14 years with K-12 students as an ELL teacher. During that time, she served on the school improvement team and the school leadership team in an effort to collaborate with staff and administrators on improved outcomes for students. Vanessa also served as an Education Manager at a non-profit center for 6 years. In that capacity, Vanessa worked on the following: grant-writing and reporting, staff supervision, program development, curriculum development, distance learning initiatives, IET and IELCE development, and WIOA partnerships, collaboration, and referrals. She has been a dedicated participant in the adult education community of NH.

Brigitte Bowmar is currently the Special Projects Manager at the Department of Health and Human Services, Department of Economic and Housing Stability, Bureau of Employment Supports. Prior to this position, Brigitte was a Program Specialist IV at the Department of Education, Bureau of Youth Workforce, WIOA Youth. In that role, Brigitte's primary functions included the interpretation of WIOA Youth legislation and creating policy to ensure federal and state compliance within the youth programs as well as providing programmatic technical assistance in the field. Brigitte served as a member of the Professional Development Team which provides training opportunities to the state workforce partners.

Laura Lieberman holds a B.S. in Business Administration and Management from the University of New Hampshire. Laura currently works as a Business Administrator III for the Office of Workforce Opportunity within the Department of Business and Economic Affairs. There she oversees the fiscal management of assigned federal and state programs, including planning and development of current and long-range programs for the improvement of business management activities and financial reporting. Laura is proficient in financial and managerial accounting, fiscal law, professional and technical writing, and has six years of experience with Federal Appropriations and Grants management.

Diane Lewis, Education Consultant, Bureau of Career Development, NH Department of Education has more than thirty years of experience in education including serving as a career development specialist for public assistance recipients in a welfare-to-work program, as a director of several child care programs and as an adjunct professor in early childhood education at multiple postsecondary institutions. She specializes in curriculum development for early childcare, elementary and college education.

Anne Riley is a retired NH educator who has more than 50 years of experience as a high school/middle school teacher, counselor and an adult educator. She worked for several adult education programs providing high school equivalency preparation, counseling services, employability skills training and administered a Displaced Homemakers program.

Peter Rowan has over 25 years of experience working in adult education, career counseling, school guidance, and rehabilitation counseling. Peter has worked for NH CAP, Second Start, New Hampton School, and the NH Department of Education: Vocational Rehabilitation. Peter has a B.S. in Human Services; an M.Ed. in Counseling; and has completed advanced graduate studies in Rehabilitation Counseling.

Christine Brennan, Deputy Commissioner for the NH Department of Education (DOE) oversees the WIOA Programs at the DOE in addition to serving on the NH Works Consortium. She has vast experience as a classroom teacher, a literacy specialist and a school administrator. Her work has included an emphasis on personalized learning, integration of technology in the classroom and innovative practices to engage families and the greater community in the education system.

Elizabeth Lafontaine, Administrator II, Bureau of WIOA Youth, Department of Education oversees programming for in-school and out-of-school youth under the Workforce Innovation and Opportunity Act of 2014. Additionally, she represents the WIOA Youth program on the WIOA Interagency Professional Development Team as well as the WIOA Interagency Directors Group. She brings many years of experience in workforce development and education programs.

State Workforce Board Review

The State Workforce Board Review occurred on April 16, 2020.

Geographic Distribution

The RFP specified that there be at least one comprehensive adult education program in each region. Please note that some eligible providers may be offering services in more than one region. A complete list of regions served is available in Attachment B, Chart 2.

Berlin	1	Littleton	No eligible applicant
Claremont	3	Manchester	7
Concord	2	Nashua	1
Conway	1	Portsmouth	2
Keene	1	Salem	3
Laconia	3	Somersworth	2

Attachment B

Evaluation Scoring and Funding Recommendations

Key

- The 3 digit number is the Average Evaluation Score for the application
- NRF means Not Recommended for Funding
- A shaded box indicates that the organization did not apply for this type of program

NOTE: The funding formula is based on NH Works regions. Organizations may have applied for funding from more than one region if services are provided in multiple catchment areas.

Chart 2: Evaluation Scores, Regional Distribution and Funding Recommendations

Private Not-for-Profits Applicant Name	Region(s)	Adult Education & Literacy Score (Max 1000)	Corrections Option Score (Max 100)	Integrated Education & Training Option Score (Max 100)	Integrated English Literacy and Civics Education Option Score (Max 100)	Contract Limit
Ascentria Community Services	Concord	976			92	\$302,885.91
Holy Cross Family Learning Center	Manchester	660				\$160,887.53
International Institute of New England	Manchester	973			94	\$451,705.17
My Turn	Manchester	873				\$ 291,631.36
Nashua Adult Learning Center	Nashua	983			98	\$2,278,507.65
North Country Education Services	Berlin	812				\$289,744.13
Second Start	Claremont, Concord, Laconia, Manchester	933	88			\$ 1,179,948.23
Southern NH Services - Manchester	Manchester	961				\$572,936.35
Southern NH Services - Portsmouth	Portsmouth	929				\$515,408.53

Government Agency Applicant Name	Region(s)	Adult Education & Literacy Score (Max 1000)	Corrections Option Score (Max 100)	Integrated Education & Training Option Score (Max 100)	Integrated English Literacy and Civics Education Option Score (Max 100)	Contract Limit
NH State Prison	Corrections	846	95			\$84,144.44

School Districts Applicant Name	Region(s)	Adult Education & Literacy Score (Max 1000)	Corrections Option Score (Max 100)	Integrated Education & Training Option Score (Max 100)	Integrated English Literacy and Civics Education Option Score (Max 100)	Contract Limit
Claremont SAU 6	Claremont	845		0 NRF		\$ 295,088.38
Derry SAU 10	Manchester, Salem	865				\$ 274,771.94
Dover SAU 11	Somersworth	970	95	98	95	\$ 1,247,388.23
Exeter SAU 16	Manchester, Portsmouth, Salem, Somersworth	975				\$ 770,157.34
Governor Wentworth SAU 49	Conway	755				\$ 157,396.11
Keene SAU 29	Keene	961	100	97	94	\$ 436,524.64
Laconia SAU 30	Laconia	665				\$ 155,135.18
Lebanon SAU 88	Claremont	926				\$ 137,550.92
Littleton SAU 84	Littleton	NRF				
Manchester SAU 37	Manchester	NRF				
Plymouth SAU 48	Laconia	693				\$ 77,828.86
Salem SAU 57	Salem	915				\$ 236,063.05


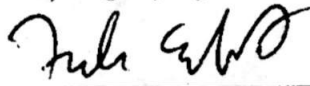
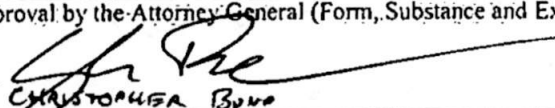
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

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 Education, Bureau of Adult Education		1.2 State Agency Address 21 South Fruit Street, Suite 20 Concord, NH 03301	
1.3 Contractor Name International Institute of New England		1.4 Contractor Address 470 Pine Street Manchester, NH 03104	
1.5 Contractor Phone Number (603) 647-1500	1.6 Account Number See Exhibit C	1.7 Completion Date June 30, 2023	1.8 Price Limitation \$451,705.17
1.9 Contracting Officer for State Agency Sarah Bennett		1.10 State Agency Telephone Number (603) 271-6701	
1.11 Contractor Signature  Date: 5/13/20		1.12 Name and Title of Contractor Signatory Jeffrey Thielman, Chief Executive Officer	
1.13 State Agency Signature  Date: 5-19-20		1.14 Name and Title of State Agency Signatory Frank Edelblut, Commissioner	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable)			
By:		Director, On:	
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable)			
By:  CHRISTOPHER BONE		On: 5/23/20	
1.17 Approval by the Governor and Executive Council (if applicable)			
G&C Item number:		G&C Meeting Date:	

Contractor Initials JT
 Date 5/13/20

2. 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 B 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 1.17, 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 1.13 ("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 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 for Services provided in EXHIBIT B, in whole or in part. 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 reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source 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 C 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 applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 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 The Contractor 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 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 cured, 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 give the Contractor a written notice specifying the Event of Default and 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 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

8.3. 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.

9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, 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 B. In addition, at the State's discretion, 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.

10. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

10.1 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.

10.2 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.

10.3 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.

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.

12.1 The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice, which shall be provided to the State at least fifteen (15) days prior to the assignment, and a written consent of the State. For purposes of this paragraph, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor; or (b) the sale of all or substantially all of the assets of the Contractor.

12.2 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State. The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. **INDEMNIFICATION.** Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the

Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. 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 continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial 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 or excess; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 10.2 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 ten (10) days prior to the expiration date of each insurance policy. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

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. The 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. **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.

17. **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.

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

19. **CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and/or attachments and amendment thereof, the terms of the P-37 (as modified in EXHIBIT A) shall control.

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 or modifying provisions set forth in the attached EXHIBIT A 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 with respect to the subject matter hereof.

**EXHIBIT A
SPECIAL PROVISIONS**

1. The Contractor must comply with the following provisions:

- Exhibit D: Contractor Obligations
- Exhibit E: Federal Debarment and Suspension
- Exhibit F: Anti-Lobbying
- Exhibit G: Rights to Inventions Made Under a Contract, Copy Rights and Confidentiality
- Exhibit H: Compliance with the provisions of the US Code of Federal Regulations 34 CFR 364 and the following: US Circular if applicable: Office of Management and Budget (OBM) Circular A-110 "Uniform Administrative Non-Profit Organizations"
- Exhibit I: Attestation for the US Department of Education General Education Provisions Act (GEPA)
- Exhibit J: Buy American Statement in accordance with Section 502 of the Workforce Innovation and Opportunity Act of 2014

2. The Contractor must sign annual General Assurances from the NH Department of Education, Bureau of Federal Compliance and the Program Assurances included in Exhibit B: Scope of Services.

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EXHIBIT B SCOPE OF SERVICES

The vision for Adult Education and Literacy Services in New Hampshire is a regional system of providers providing comprehensive services below the secondary level including English as a second language in order to prepare adults to transition successfully into postsecondary education, training and/or employment.

International Institute of New England, Manchester NH will provide the following services:

Project 1: Adult Education & Literacy Activities

Responsiveness to Regional Need

- The Contractor is responsible for identifying the educational needs of the region by using data from US Census's American Community Survey to target, recruit, and serve individuals without a high school diploma and English language learners.
- The Contractor is responsible for using NH Employment Security data and State Workforce Board Sector-Based Initiatives to identify regional economic needs and to incorporate preparation of individuals for sector initiatives, assisting individuals with transition into economic stability through employment and participation in the development of career pathways.
- The Contractor is responsible for using local resources to identify the social and cultural needs of the region and include programming to address the diverse needs of the population, provide soft skills training and foster the development of cultural competence.
- The Contractor is responsible for coordinating services between other adult education centers and community organizations to ensure the non-duplication of services; the capacity to serve the local need; the seamless transition of participants between educational levels; and the transition of participants into postsecondary education, training and/or employment.

Serving the Most in Need

- The Contractor is responsible for identifying, recruiting, and serving students who are most in need of adult education including individuals with low levels of literacy skills and English language learners, including those who may be above the Advanced ESL level, but still eligible for adult basic or secondary education activities.
- The Contractor is responsible for serving the needs of individuals with disabilities including physical, emotional, social, and learning disabilities.
- The Contractor is responsible for serving the needs of individuals with barriers to employment including displaced homemakers, low-income individuals, ex-offenders, and others.
- The Contractor must promote concurrent enrollment in programs and activities under WIOA Title I, Title III and Title IV.
- The Contractor will provide staff, or access to services provided by another adult education center through a formal agreement, for the following duties:
 - Program Director – general administration, budgeting, serve as the WIOA representative, liaison with local employers and other adult education centers

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- Counselor – assist participants with barriers to attendance, liaison with community organizations, provide career counseling and transition planning services
 - Intake & Assessment Specialist – assist participant with the intake process, administer assessments in accordance with the publisher requirements, report assessment results
 - Data Entry Specialist – enter all intake, enrollment, assessment data, check for validity and accuracy, produce ad hoc reports and required quarterly/annual reports, serve as a local expert for the data system
 - Coordinator of Volunteers – recruit and train volunteers, match volunteer-tutors with participants unable to attend classes, orient and monitor participants including the development of an individual learning plan, provide instructional materials for participants/tutors, coordinate with local communities to provide space for tutoring outside of the center, coordinate volunteers in the classroom
 - Distance Learning Coordinator – assign and monitor participant who are unable to attend classes, assist instructors and tutors with distance learning, produce reports as needed, enter attendance data, provide training on contracted software to local staff and participants
- The Contractor must identify whether the region has a demonstrated need for additional English language acquisition and civics education programs.

Service Delivery Format and Schedules

- The Contractor must have a delivery method, location(s), and schedule that enable individuals to attend and complete the program including access to year-round programming.
- Open enrollment or managed enrollment and flexible scheduling are highly encouraged.
- The Contractor must be able to provide outreach/satellite services, or arrange access to, tutorial services for individuals in the region who are unable to attend regularly scheduled classes. Tutorial services should be provided through appropriately trained volunteers.
- The Contractor must have a plan for handling waiting lists.

Proposed Curricula and Contextualized Instruction

- The Contractor is required to provide a standards-based curriculum that is aligned with the College & Career Readiness Standards for Adult Education and/or the English Language Proficiency Standards published by the US Department of Education, Office of Career, Technical and Adult Education (OCTAE).
- The Contractor is required to provide contextualized instruction that includes the use of occupationally relevant materials.
- The Contractor, its officers, employees, agents or members, may assume full political, religious, and citizenship responsibilities, but shall refrain from exploiting the instructional responsibility of his/her professional position. Material presented to students shall be relevant to the course and appropriate to the maturity and achievement level of the students. The Contractor, its officers, employees, agents or members will at all times strive to promote tolerance for the views and opinions of others and for the right of individuals to form and hold differing views and opinions. The Contractor, its officers, employees, agents or members, will encourage the student to study varying points of view and respect his/her right to form his/her own judgment.

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Alignment with the State Workforce Plan

- The Contractor is required to align its program with the goals and mission of the State Workforce Plan and contribute to the strategies outlined in the Plan including the use of data to inform program decisions and improve program performance.
- The Contractor is required to participate in state leadership activities including participation in adult education committees or advisory boards, membership in regional/national education consortia, and through attending professional development activities.
- The Contractor is required to coordinate with other local NH Works partners including participation or representation in partner meetings; establishing referral procedures; ensuring direct access to adult education services; and contributing to the development of career pathways.
- The Contractor must provide instruction delivered by well-trained instructors which may include evaluation through the OCTAE Teacher Effectiveness model and the Adult Education Teacher Competencies.

Intensity, Quality and Best Practices

- The Contractor must define sufficient intensity and quality and have a plan for how the program will meet that standard to enable participants to achieve substantial learning gains. The Bureau of Adult Education has established a full-time equivalent (FTE) as 60 hours of instruction per year.
- The Contractor must use instructional practices that include the essential components of reading at all levels.
- The Contractor must integrate workforce preparation activities for all students.
- The Contractor must base its instruction on best practices derived from the most rigorous research available and appropriate, including scientifically valid research and effective educational practice.

Integration of Technology Services and Digital Systems

- The Contractor must incorporate digital literacy instruction for all students at all levels.
- The Contractor must include distance learning options, including technology-enhanced curricula, as a part of its delivery system including a policy for selecting appropriate students, facilitating distance learning, and a plan for how distance learning will be used.
- The Contractor must incorporate the use of a variety of technology services in the classroom.

Meeting Program Outcomes

- The Contractor must pretest 100% of all enrolled students using a National Reporting System-approved assessment within 12 hours of enrollment.
- The Contractor must posttest all eligible students after an appropriate number of instructional hours as defined in the NH Assessment and Data Policy.
- The Contractor must conduct follow up surveys with all enrolled participants for whom data matching is unavailable as required by the National Reporting System to collect performance indicator data and measurable skills gains in accordance with National Reporting System requirements. A minimum of a 75% response rate is required.

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- The Contractor must set program target rates and assess progress toward those targets on a quarterly basis in order to assist the State with meeting the performance outcomes set by the US Department of Education, Office of Career, Technical and Adult Education (OCTAE) as indicated below:

Primary Indicators of Performance	2020-2021*	2021-2022	2022-2023**
Employment in the Second Quarter after Exit	21%	22%	TBA
Employment in the Fourth Quarter after Exit	23%	24%	TBA
Median Earnings in the Second Quarter after Exit	\$5,239	\$5,250	TBA
Credential Attainment Rate	18%	19%	
Measurable Skill Gains			TBA
For Adult Basic Education	29%	30%	TBA
For English as a Second Language	29%	30%	TBA

* Targets may be adjusted due to the COVID-19 disruption to instruction. The Contractor will be required to contribute to any revised state performance targets as negotiated.

**To be based on State negotiations with OCTAE in the spring of 2022.

Reporting

- The Contractor is required to use the data system provided by the NH Bureau of Adult Education to collect data for federal reporting in accordance with the NH Data and Assessment Policy.
- A designated representative from the Contractor must be trained to use the data system. All data must be entered on a bi-weekly basis.
- The Contractor must analyze its program data on a quarterly basis, as well as provide an annual self-assessment summary, to inform program decisions and set goals for improvement.
- The Contractor must request social security numbers, in accordance with 5 U.S.C. § 552a, for all participants over the age of 18. The Contractor will aid students, who do not possess a social security number, in applying for a social security number. Students who fail to provide a social security number will be indicated in the data system in order to assist with National Reporting System (NRS) for Adult Education requirements such as student outcome follow and data matching purposes for federal Workforce Innovation and Opportunity Act employment measures.

Event of Default

- Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"): failure to perform the Services satisfactorily or on schedule (to include failure to provide; failure to submit any report required hereunder; and/or failure to perform any other covenant, term or condition of this Agreement. Upon the occurrence of any Event of Default, the new Hampshire Department of Education may take any one, or more, or all, of the following actions: 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,

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terminate this Agreement, effective two (2) days after giving the Contractor notice of termination; 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; 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 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

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Project 2: Integrated English Literacy and Civics Education (IELCE)

Integrated English Literacy and Civics Education is a program provided to English language learners who are adults, including professionals with degrees and credentials in their native countries, that enables such adults to achieve competency in the English language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens in the United State. Such service shall include instruction in literacy and English language acquisition and instruction on the rights and responsibilities of citizenship and civic participation, and may include workforce training.

Responsiveness to Regional Need

- The Contractor is responsible for identifying the educational needs of the region by using data from US Census's American Community Survey to target, recruit, and serve individuals without US citizenship, in need of English language acquisition skills including skilled immigrants or other English language learners who may have degrees, credentials or work experience in their native countries and those with low levels of literacy.
- The Contractor is responsible for using NH Employment Security data and State Workforce Board Sector-Based Initiatives to identify regional economic needs and to incorporate preparation of individuals for sector initiatives, assisting individuals with transition into economic stability through employment and participation on the development of career pathways.
- The Contractor is responsible for using local resources to identify the social and cultural needs of the region and include programming to address the diverse needs of the population, provide soft skills training and foster the development of cultural competence.

Serving the Most in Need

- The Contractor is responsible for identifying, recruiting, and serving students who are most in need of Integrated English Literacy and Civics Education including individuals with degrees, credentials or work experience in their native country.
- The Contractor is responsible for serving the needs of English language learners, especially those who have low literacy levels and those who need to transition from Advanced ESL into Adult Basic Education or Adult Secondary Education educational functioning levels.
- The Contractor is responsible for serving the needs of individuals with disabilities including physical, emotional, social, and learning disabilities.
- The Contractor is responsible for serving the needs of individuals with barriers to employment including displaced homemakers, low-income individuals, ex-offenders, and others.
- The Contractor must promote concurrent enrollment and/or transition to programs and activities under WIOA Title I, Title III and Title IV.
- The Contractor may not exclude individuals seeking language proficiency and civics education, but not seeking workforce training.
- The Contractor must identify whether the region has a demonstrated need for additional English language acquisition and civics education programs.

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Service Delivery Format and Schedules

- The Contractor must have a delivery method, location(s), and schedule that enable individuals to attend and complete the program.
- The Contractor must integrate all three of the following required components of the IELCE program in accordance with WIOA regulations. The components must be offered concurrently.
 - Adult Education and Literacy Activities, including English language acquisition and workforce preparation
 - Rights and responsibilities of citizenship
 - Integrated Education and Training activity as defined in WIOA Section 203(11)
- Classes must have a plan for handling waiting lists.

Proposed Curricula and Contextualized Instruction

- The Contractor is required to provide a standards-based curriculum that is aligned with the College & Career Readiness Standards for Adult Education and/or the English Language Proficiency Standards published by the US Department of Education, Office of Career, Technical and Adult Education (OCTAE).
- The Contractor is required to provide contextualized instruction that includes occupationally relevant materials.
- The Contractor is required to integrate the rights and responsibilities of citizenship into the curriculum, in a non-biased content-neutral manner including an understanding of the New Hampshire and United States Constitutions.
- The Contractor, its officers, employees, agents or members, may assume full political, religious, and citizenship responsibilities, but shall refrain from exploiting the instructional responsibility of his/her professional position. Material presented to students shall be relevant to the course and appropriate to the maturity and achievement level of the students. The Contractor, its officers, employees, agents or members will at all times strive to promote tolerance for the views and opinions of others and for the right of individuals to form and hold differing views and opinions.
- The IET component of the program should include an industry or employer-recognized credential.

Alignment with the State Workforce Plan

- The Contractor is required to align its program with the goals and mission of the State Workforce Plan and contribute to the strategies outlined in the Plan including the use of data to inform program decisions and improve program performance.
- The Contractor is required to participate in state leadership activities including participation in adult education committees or advisory boards, membership in regional/national education consortia, and through attending professional development activities.
- The Contractor is required to coordinate with other local NH Works partners including participation or representation in partner meetings; establishing referral procedures; ensuring direct access to adult education services; and contributing to the development of career pathways.
- The Contractor must provide instruction delivered by well-trained instructors which may include evaluation through the OCTAE Teacher Effectiveness model and the Adult Education Teacher Competencies.

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Intensity, Quality and Best Practices

- The Contractor must use instructional practices that include the essential components of reading.
- The Contractor must integrate workforce preparation activities for all students.
- The Contractor must define sufficient intensity and quality and have a plan for how the program will meet that standard.
- The Contractor must base its instruction on best practices derived from the most rigorous research available and appropriate, including scientifically valid research and effective educational practice.

Integration of Technology Services and Digital Systems

- The Contractor must incorporate digital literacy instruction for all students at all levels.
- The Contractor must include distance learning options, including technology-enhanced curricula, as a part of its delivery system including a policy for selecting appropriate students, facilitating distance learning, and a plan for how distance learning will be used.
- The Contractor must incorporate the use of a variety of technology services for instruction.

Meeting Program Outcomes

- The Contractor must pretest 100% of all enrolled students using a National Reporting System-approved assessment within 12 hours of enrollment.
- The Contractor must posttest all eligible students after an appropriate number of instructional hours as defined in the NH Assessment and Data Policy.
- The Contractor must conduct follow up surveys with all enrolled participants for whom data matching is unavailable as required by the National Reporting System to collect performance indicator data and measurable skills gains in accordance with National Reporting System requirements. A minimum of a 75% response rate is required.
- The Contractor must set program target rates and assess progress toward those targets on a quarterly basis in order to assist the State with meeting the performance outcomes set by the US Department of Education, Office of Career, Technical and Adult Education (OCTAE) as indicated below:

Primary Indicators of Performance	2020-2021*	2021-2022	2022-2023**
Employment in the Second Quarter after Exit	21%	22%	TBA
Employment in the Fourth Quarter after Exit	23%	24%	TBA
Median Earnings in the Second Quarter after Exit	\$5,239	\$5,250	TBA
Credential Attainment Rate	18%	19%	
Measurable Skill Gains			TBA
For Adult Basic Education	29%	30%	TBA
For English as a Second Language	29%	30%	TBA

* Targets may be adjusted due to the COVID-19 disruption to instruction. The Contractor will be required to contribute to any revised state performance targets as negotiated.

**To be based on State negotiations with OCTAE in the spring of 2022.

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Reporting

- The Contractor is required to use the data system provided by the NH Bureau of Adult Education to collect data for federal reporting in accordance with the NH Data and Assessment Policy.
- A designated representative from the Contractor must be trained to use the data system. All data must be entered on a bi-weekly basis.
- The Contractor must analyze its program data on a quarterly basis, as well as provide an annual self-assessment summary, to inform program decisions and set goals for improvement.
- The Contractor must request social security numbers, in accordance with 5 U.S.C. § 552a, for all participants over the age of 18. The Contractor will aid students, who do not possess a social security number, in applying for a social security number. Students who fail to provide a social security number will be indicated in the data system in order to assist with National Reporting System (NRS) for Adult Education requirements such as student outcome follow and data matching purposes for federal Workforce Innovation and Opportunity Act employment measures.

Event of Default

- Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"): failure to perform the Services satisfactorily or on schedule (to include failure to provide; failure to submit any report required hereunder; and/or failure to perform any other covenant, term or condition of this Agreement. Upon the occurrence of any Event of Default, the new Hampshire Department of Education may take any one, or more, or all, of the following actions: 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; 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; 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 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

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EXHIBIT C
METHOD OF PAYMENT

Estimated Budgets

This contract is funded with Federal Funds from the US Department of Education made available under the Workforce Innovation and Opportunity Act (WIOA) of 2014, Title II for the purpose of the delivery of adult education and literacy services and State General Funds under Adult Education.

The following table includes an estimated budgets:

Estimated Budget Project 1: AEL	FY21	FY22	FY23	Total
Salaries	\$79,166.70	\$81,541.70	\$83,987.96	\$244,696.36
Benefits	\$18,208.34	\$18,754.59	\$19,317.23	\$56,280.16
Purchase Property Services	\$6,986.45	\$7,196.04	\$7,411.92	\$21,594.41
Other Purchased Property Service	\$2,109.00	\$2,172.27	\$2,237.44	\$6,518.71
Supplies	\$1,600.00	\$1,648.00	\$1,697.44	\$4,945.44
Indirect Costs	\$10,807.05	\$11,131.26	\$11,465.20	\$33,403.51
Total	\$118,877.54	\$122,443.86	\$126,117.19	\$367,438.59

Estimated Budget Project 2: IELCE	FY21	FY22	FY23	Total
Salaries	\$17,730.50	\$18,262.42	\$18,810.29	\$54,803.21
Benefits	\$4,078.02	\$4,200.36	\$4,326.37	\$12,604.75
Purchase Property Services	\$1,704.00	\$1,755.12	\$1,807.77	\$5,266.89
Other Purchased Property Service	\$421.84	\$434.49	\$447.53	\$1,303.86
Supplies	\$850.00	\$875.50	\$901.77	\$2,627.27
Indirect Costs	\$2,478.44	\$2,552.79	\$2,629.37	\$7,660.60
Total	\$27,262.80	\$28,080.68	\$28,923.10	\$84,266.58

1. Annual funding amounts disbursed through this contract agreement shall be determined based on actual WIOA federal awards for the delivery of adult education and literacy services and state funds received for the program year covered under this agreement, which may be less or more than estimated but may not exceed in the aggregate the total maximum amount authorized via this contract agreement.

2. The DOE reserves the right to increase and/or decrease contract funds subject to continued availability of Federal Funds, satisfactory performance of services, and approval by the Governor and Executive Council.

3. The Contractor must have written authorization from the DOE prior to using contract funds to purchase any property or equipment with a cost in excess of \$250.00 and with a useful life beyond one-year; and shall maintain an inventory of property and equipment either purchased or leased with funds made available through this contract.

Contractor Initials JT
Date 5/13/20

4. The Bureau of Adult Education reserves the right to request ad hoc financial and/or participant status reports in the event further information is needed to evaluate program effectiveness as deemed reasonable and necessary by the DOE and/or the State of New Hampshire.
5. The Contractor is solely responsible for paying to the DOE any disallowed costs associated with the misappropriation of Federal Funds and/or costs expended on individuals who were erroneously determined to be eligible for WIOA services. Disallowed costs may not be paid with Federal Funds, regardless of the funding source.
6. Line items in this budget may be adjusted, one to the other, of the indicated amount but in no instance can the total budget exceed the price limitation. The Contractor must receive Department of Education approval prior to transferring from one line to another.

Limitation on Price: This Contract will not exceed **\$451,705.17** without written modification signed by the parties of this agreement and approved by the Governor and Council.

Source of Funding: Funding for this contract is 53% State Funds from the account titled 4039 Adult Education Match Funds and 47% Federal Funds from the account titled 4037 Adult Education Federal Funds, as follows:

Account Numbers: 06-56-56-562010-40390000-601
06-56-56-562010-40370000-072

Acct	Class	Name	FY21	FY22	FY23	Total
4039	601	Adult Education State Match	\$77,270.40	\$79,588.51	\$81,976.17	\$238,835.08
4037	72	Adult Education Federal Funds	\$68,869.94	\$70,936.03	\$73,064.12	\$212,870.09
TOTALS			\$146,140.34	\$150,524.54	\$155,040.29	\$451,705.17

The Contractor is also required to provide a 25% local match as follows:

	FY21	FY22	FY23	Total
Local Match	\$29,719.39	\$30,610.97	\$31,529.30	\$91,859.66

Method of Payment:

The Contractor shall be paid on a monthly basis through the NH Department of Education's Grants Management System.

1. Payments for services under this contract are limited to reimbursement for actual expenses incurred in the fulfillment of this agreement during the contract period. Reimbursement for expenses incurred after June 30, 2023 shall not be accepted for payment.

Contractor Initials ST
Date 5/13/20

2. A final payment request shall be submitted no later than forty-five (45) days after the contract ends. Failure to submit the invoice by this date could result in non-payment.
3. The Contractor shall maintain sufficient documentation on file in their offices to support invoices, and make such documentation available for review by authorized NH DOE, Bureau of Adult Education and/or its auditors.
4. The Contractor shall adhere to all cash management policies and procedures stipulated in the body of this agreement, and all other applicable WIOA federal, State, and the DOE cash management regulations and policies, including monthly accrual reporting.

Contractor Initials JT
Date 5/13/20

EXHIBIT D

Contractor Obligations

Contracts in excess of the simplified acquisition threshold (currently set at \$250,000) must address **administrative, contractual, or legal remedies** in instances where the contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate. Reference: 2 C.F.R. § 200.326 and 2 C.F.R. 200, Appendix II, required contract clauses.

The contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract.

The Contractor certifies and affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

Breach

A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.

Fraud and False Statements

The Contractor understands that, if the project which is the subject of this Contract is financed in whole or in part by federal funds, that if the undersigned, the company that the Contractor represents, or any employee or agent, thereof, knowingly makes any false statement, representation, report, or claim as to the character, quality, quantity, or cost of material used or to be used, or quantity or quality work performed or to be performed, or makes any false statement or representation of a material fact in any statement, certificate, or report, the Contractor and any company that the Contractor represents may be subject to prosecution under the provision of 18 USC § 1001 and § 1020.

Environmental Protection

(This clause is applicable if this Contract exceeds \$150,000. It applies to Federal-aid contracts only.)

The Contractor is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11738, and Environmental Protection Agency (EPA) regulations (40 CFR Part 15) which prohibit the use under non-exempt Federal contracts, grants or loans of facilities included on the EPA List of Violating Facilities. Violations shall be reported to the FHWA and to the U.S. EPA Assistant Administrator for Enforcement.

Procurement of Recovered Materials

In accordance with Section 6002 of the Solid Waste Disposal Act (42 U.S.C. § 6962), State agencies and agencies of a political subdivision of a state that are using appropriated Federal funds for procurement must procure items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired in the preceding fiscal year exceeded \$10,000; must procure solid waste management services in a manner that maximizes energy and resource recovery; and must have established an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

Contractor Initials JS
Date 5/13/20

Exhibit E

Federal Debarment and Suspension

- a. By signature on this Contract, the Contractor certifies its compliance, and the compliance of its Sub-Contractors, present or future, by stating that any person associated therewith in the capacity of owner, partner, director, officer, principal investor, project director, manager, auditor, or any position of authority involving federal funds:
1. Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any Federal Agency;
 2. Does not have a proposed debarment pending;
 3. Has not been suspended, debarred, voluntarily excluded or determined ineligible by any Federal Agency within the past three (3) years; and
 4. Has not been indicted, convicted, or had a civil judgment rendered against the firm by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three (3) years.
- b. Where the Contractor or its Sub-Contractor is unable to certify to the statement in Section a.1. above, the Contractor or its Sub-Contractor shall be declared ineligible to enter into Contract or participate in the project.
- c. Where the Contractor or Sub-Contractor is unable to certify to any of the statements as listed in Sections a.2., a.3., or a.4., above, the Contractor or its Sub-Contractor shall submit a written explanation to the DOE. The certification or explanation shall be considered in connection with the DOE's determination whether to enter into Contract.
- d. The Contractor shall provide immediate written notice to the DOE if, at any time, the Contractor or its Sub-Contractor, learn that its Debarment and Suspension certification has become erroneous by reason of changed circumstances.

Contractor Initials

Date

JT
5/13/20

Exhibit F

Anti-Lobbying

The Contractor 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, execute the following Certification:

The Contractor certifies, by signing and submitting this contract, to the best of his/her knowledge and belief, that:

- a. No federal appropriated funds have been paid or shall be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence any officer or employee of any State or Federal 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, the making of any federal grant, the making of any federal loan, the entering into any cooperative agreement, and the extension, continuation, renewal amendment, or modification of any Federal contract grant, loan, or cooperative agreement.
- b. If any funds other than federally appropriated funds have been paid or shall be paid to any person for influencing or attempting to influence an officer or employee of any Federal Agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit the "Disclosure of Lobbying Activities" form in accordance with its instructions (<http://www.whitehouse.gov/omb/grants/stillin.pdf>).
- c. 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 and entering into this transaction imposed by Section 1352, Title 31 and 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.
- d. The Contractor also agrees, by signing this contract that it shall require that the language of this certification be included in subcontracts with all Sub-Contractor(s) and lower-tier Sub-Contractors which exceed \$100,000 and that all such Sub-Contractors and lower-tier Sub-Contractors shall certify and disclose accordingly.
- e. The DOE shall keep the firm's certification on file as part of its original contract. The Contractor shall keep individual certifications from all Sub-Contractors and lower-tier Sub-Contractors on file. Certification shall be retained for three (3) years following completion and acceptance of any given project.

Contractor Initials JT
Date 5/13/20

Exhibit G

Rights to Inventions Made Under a Contract, Copy Rights and

Confidentiality Rights to Inventions Made Under a Contract or Agreement

Contracts or agreements for the performance of experimental, developmental, or research work shall provide for the rights of the Federal Government and the recipient in any resulting invention in accordance with 37 CFR part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the DOE.

Any discovery or invention that arises during the course of the contract shall be reported to the DOE. The Contractor is required to disclose inventions promptly to the contracting officer (within 2 months) after the inventor discloses it in writing to contractor personnel responsible for patent matters. The awarding agency shall determine how rights in the invention/discovery shall be allocated consistent with "Government Patent Policy" and Title 37 C.F.R. § 401.

Confidentiality

All Written and oral information and materials disclosed or provided by the DOE under this agreement constitutes Confidential Information, regardless of whether such information was provided before or after the date on this agreement or how it was provided.

The Contractor and representatives thereof, acknowledge that by making use of, acquiring or adding to information about matters and data related to this agreement, which are confidential to the DOE and its partners, must remain the exclusive property of the DOE.

Confidential information means all data and information related to the business and operation of the DOE, including but not limited to all school and student data contained in NH Title XV, Education, Chapters 186-200.

Confidential information includes, but is not limited to, student and school district data, revenue and cost information, the source code for computer software and hardware products owned in part or in whole by the DOE, financial information, partner information (including the identity of DOE partners), Contractor and supplier information, (including the identity of DOE Contractors and suppliers), and any information that has been marked "confidential" or "proprietary", or with the like designation. During the term of this contract the Contractor agrees to abide by such rules as may be adopted from time to time by the DOE to maintain the security of all confidential information. The Contractor further agrees that it will always regard and preserve as confidential information/data received during the performance of this contract. The Contractor will not use, copy, make notes, or use excerpts of any confidential information, nor will it give, disclose, provide access to, or otherwise make available any confidential information to any person not employed or contracted by the DOE or subcontracted with the Contractor.

Ownership of Intellectual Property

The DOE shall retain ownership of all source data and other intellectual property of the DOE provided to the Contractor in order to complete the services of this agreement. As well, the DOE will retain copyright ownership for any and all materials, patents and intellectual property produced, including, but not limited to, brochures, resource directories, protocols, guidelines, posters, or reports. The Contractor shall not reproduce any materials for purposes other than use for the terms under the contract without prior written approval from the DOE.

Contractor Initials

Date 5/13/20

EXHIBIT H


STATEMENT of ACCEPTANCE of Special Provisions

The organization will comply with the provisions of the US Code of Federal Regulations 34 CFR 364 and the following US Circular, if applicable: Office of Management and Budget (OMB) Circular A-110 "Uniform Administrative Non-Profit Organizations."

Superintendent of Schools or
Chief Officer of Agency:


Signature

Local Director of Project:



Date Signed: 05/13/20

Contractor Initials

JT

Date

5/13/20

EXHIBIT I

**GENERAL EDUCATION PROVISIONS ACT (GEPA) Sec. 427 Attestation –
WORKFORCE INVESTMENT ACT, TITLE II – ADULT EDUCATION AND FAMILY
LITERACY**

This attestation outlines the steps that International Institute of New England will ensure be taken should the Adult Education application be funded.

The purpose of this requirement is to assist the United States Department of Education in implementing its mission to ensure equal access to education and to promote educational excellence.

If funded, the following steps will be taken to ensure equitable access to and equitable participation in the project or activity to be conducted with federal adult education assistance by addressing the access needs of students, teachers, and other program beneficiaries in order to overcome barriers to equitable participation, including barriers based on gender, race, color, national origin, disability and age.

The Act highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, determine whether these or other barriers may prevent students, teachers, etc., from such access or participation in the federally-funded project or activity. Please describe the steps to be taken to comply with the GEPA requirements.

- For program participants that speak other languages, IINE staff supports interpretation in the following languages: Swahili, Kinyarwanda, Rehinge, Burmese, Kifulero, Lingala, Arabic, French, Hindi, Nepali, Mandarin, and Spanish. IINE operates PinPoint translation services in the Manchester office, which has 55 languages available locally. Multiple Ethnic Community-Based Organizations (ECBOs) are also available to provide additional language support, as needed, on a daily basis during the service period.
- IINE offers the following short- and long-term integration services aimed at providing a pathway to early self-sufficiency for all programs participants: in-house ESOL classes, employment services, and assists clients to enroll in training programs in the community.
- IINE provides access to transportation services for program participants who, due to financial resources and/or medical conditions, face barriers accessing our services.
- IINE works closely with other local organizations to ensure proper referral and a smooth transition to other services for program participants with specific needs for programs/services we do not offer.

Project Director: (Name and Title) Elsa Cipriani, IINE-Manchester, Managing Director

Signature of Project Director:



Date: 5/13/20

Contractor Initials

Date 5/13/20

EXHIBIT J

BUY AMERICA ACT

PURCHASE OF AMERICAN-MADE EQUIPMENT AND PRODUCTS.— In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds made available under title I or II or under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), it is the sense of Congress that entities receiving the assistance should, in expending the assistance, purchase only American-made equipment and products.

This statement is provided in accordance with Section 502 of the Workforce Innovation and Opportunities Act of 2014.

Contractor Initials JT
Date 5/13/20

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 INTERNATIONAL INSTITUTE OF NEW ENGLAND is a New Hampshire Trade Name registered to transact business in New Hampshire on February 22, 2016. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 740351

Certificate Number: 0004913838



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 13th day of May A.D. 2020.

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

William M. Gardner
Secretary of State

CERTIFICATE OF AUTHORITY

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

1. I am a duly elected Clerk/Secretary/Officer of the International Institute of New England _____
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on December 1, 2015, at which a quorum of the Directors/shareholders were present and voting.
(Date)

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

is duly authorized on behalf of the International Institute of New England to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

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

Dated: 4/29/20

Deborah Shufrin
Signature of Elected Officer
Name: Deborah Shufrin
Title:

[Due to COVID-19, notary participation is unavailable at this time.]
STATE OF MASSACHUSETTS

County of _____

The foregoing instrument was acknowledged before me this _____ day of _____, 20____.

By _____
(Name of Elected Clerk/Secretary/Officer of the Agency)

(Notary Public/Justice of the Peace)

(NOTARY SEAL)

Commission Expires: _____



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
05/01/2020

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

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

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


COVERAGES **CERTIFICATE NUMBER:** W16392550 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD 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 type="checkbox"/> LOC OTHER:	Y	[REDACTED]	05/05/2020	05/05/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 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
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ 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 <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		[REDACTED]	05/05/2020	05/05/2021	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	[REDACTED]	10/1/19	10/1/20	PER STATUTE OTH-ER N/A E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Named Insured includes International Institute of New Hampshire, Inc. and International Institute of Lowell, Inc.

Boston Redevelopment Authority dba the Boston Planning & Development Agency are included as an Additional Insured as respects to General Liability as required by contract.

CERTIFICATE HOLDER State of New Hampshire Department of Education 101 Pleasant Street Concord, NH 03301	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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International
Institute of
New England

Mission Statement

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



International
Institute of
New England

100
YEARS OF WELCOMING
NEW AMERICANS

FINANCIAL STATEMENTS
SEPTEMBER 30, 2019 AND 2018

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Contents
September 30, 2019 and 2018

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50 Washington Street
Westborough, MA 01581
508.386.9100
aafcpa.com

Independent Auditor's Report

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

Report on the Financial Statements

We have audited the accompanying financial statements of International Institute of New England, Inc. (a Massachusetts nonprofit corporation), which comprise the statements of financial position as of September 30, 2019 and 2018, and the related statements of activities and changes in net assets, cash flows and functional expenses for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Institute of New England, Inc. as of September 30, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

AAFCPA, Inc.

Wellesley, Massachusetts
February 11, 2020

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Financial Position
September 30, 2019 and 2018

Assets	2019	2018
Current Assets:		
Cash	\$ 303,109	\$ 432,887
Short-term investments	600,000	800,000
Contracts, contributions and other receivables	940,079	713,203
Prepaid expenses and other	75,131	113,891
Fund held for others	-	47,000
Total current assets	1,918,319	2,106,981
Investments	6,389,743	6,595,749
Property and Equipment, net	1,728,194	1,895,424
Security Deposits	100,434	100,434
Total assets	<u>\$ 10,136,690</u>	<u>\$ 10,698,588</u>
Liabilities and Net Assets		
Current Liabilities:		
Accounts payable	\$ 66,190	\$ 43,929
Accrued expenses	372,088	326,886
Current portion of lease incentive	110,782	110,782
Deferred revenue	84,864	60,803
Fund held for others	-	47,000
Total current liabilities	633,924	589,400
Deferred Rent and Lease Incentive, net of current portion	857,417	951,257
Total liabilities	1,491,341	1,540,657
Net Assets:		
Without donor restrictions:		
Operating	7,535,501	8,016,351
Property and equipment	971,188	1,027,634
Total without donor restrictions	8,506,689	9,043,985
With donor restrictions	<u>138,660</u>	<u>113,946</u>
Total net assets	<u>8,645,349</u>	<u>9,157,931</u>
Total liabilities and net assets	<u>\$ 10,136,690</u>	<u>\$ 10,698,588</u>

The accompanying notes are an integral part of these statements.

Page 2

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Activities and Changes in Net Assets
For the Years Ended September 30, 2019 and 2018

	2019			2018		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues:						
Contract services	\$ 3,694,803	\$ -	\$ 3,694,803	\$ 3,067,101	\$ -	\$ 3,067,101
Grants and contributions	2,779,756	392,684	3,172,440	2,436,205	332,054	2,768,259
Donated goods and services	1,062,113	-	1,062,113	788,778	-	788,778
Program service fees	356,907	-	356,907	161,481	-	161,481
Interest, dividends and other	166,086	-	166,086	188,188	-	188,188
United Way allocation	60,000	-	60,000	92,171	-	92,171
Net assets released from program restrictions	367,970	(367,970)	-	302,059	(302,059)	-
Expenses:						
Program services	5,777,290	-	5,777,290	4,664,245	-	4,664,245
General and administrative	1,351,264	-	1,351,264	1,407,189	-	1,407,189
Fundraising	1,079,977	-	1,079,977	764,120	-	764,120
Total expenses	8,208,531	-	8,208,531	6,835,554	-	6,835,554
Changes in net assets from operations	(770,896)	24,714	(696,182)	(799,271)	29,995	(769,276)
Net investment gain	192,629	-	192,629	269,136	-	269,136
Loss on Disposal of Property and Equipment	(9,029)	-	(9,029)	-	-	-
Changes in net assets	(537,296)	24,714	(512,582)	(530,235)	29,995	(500,240)
Net Assets:						
Beginning of year	9,043,985	113,946	9,157,931	9,574,220	83,951	9,658,171
End of year	\$ 8,506,689	\$ 138,660	\$ 8,645,349	\$ 9,043,985	\$ 113,946	\$ 9,157,931

The accompanying notes are an integral part of these statements.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Cash Flows
For the Years Ended September 30, 2019 and 2018

	2019	2018
Cash Flows from Operating Activities:		
Changes in net assets	\$ (512,582)	\$ (500,240)
Adjustments to reconcile changes in net assets to net cash used in operating activities:		
Net investment gain	(192,629)	(269,136)
Loss on disposal of property and equipment	9,029	-
Depreciation	282,938	255,324
Amortization of lease incentive	(110,784)	(110,784)
Changes in operating assets and liabilities:		
Contracts, contributions and other receivables	(226,876)	163,904
Prepaid expenses and other	38,760	(88,299)
Security deposits	-	(3,692)
Accounts payable	22,261	15,471
Accrued expenses	45,202	18,441
Deferred revenue	24,061	27,307
Deferred rent	16,944	29,194
Net cash used in operating activities	(603,678)	(462,510)
Cash Flows from Investing Activities:		
Proceeds from sale/transfer of investments	775,050	774,950
Acquisition of property and equipment	(124,735)	(254,846)
Investment purchases	(176,415)	(181,415)
Net cash provided by investing activities	473,900	338,689
Net Change in Cash	(129,778)	(123,821)
Cash:		
Beginning of year	432,887	556,708
End of year	\$ 303,109	\$ 432,887

The accompanying notes are an integral part of these statements.

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INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statement of Functional Expenses

For the Year Ended September 30, 2019

(With Summarized Comparative Totals for the Year Ended September 30, 2018)

	2019			2018	
	Program Services	General and Administrative	Fundraising	Total	Total
Personnel and Related:					
Salaries	\$ 2,492,807	\$ 736,209	\$ 515,678	\$ 3,744,694	\$ 3,234,291
Donated services	913,115	-	-	913,115	663,746
Payroll taxes and fringe benefits	470,743	144,123	98,256	713,122	561,924
Purchased and contracted services	120,332	127,337	16,383	259,052	263,813
Staff training	3,567	4,595	5,149	13,311	7,059
Recruitment	1,566	2,314	-	3,880	11,032
Total personnel and related	4,002,130	1,009,578	635,466	5,647,174	4,741,865
Occupancy:					
Rent and utilities	417,070	50,445	54,643	522,158	517,951
Depreciation	151,394	34,316	16,148	201,858	190,088
Equipment rental	16,393	968	780	18,141	13,995
Repairs and maintenance	9,561	6,899	-	16,460	2,256
Total occupancy	594,418	92,628	71,571	758,617	724,290
Other:					
Client assistance	717,364	-	-	717,364	493,744
Special events	-	-	295,880	295,880	161,215
Donated goods	148,998	-	-	148,998	125,032
Professional fees	-	98,348	-	98,348	137,752
Depreciation	63,141	9,340	8,597	81,078	65,236
Supplies and materials	68,263	9,168	2,418	79,849	70,169
Travel, meetings and conferences	41,013	22,603	12,626	76,242	76,958
Service charges	7,305	51,894	14,813	74,012	55,732
Telephone	64,461	3,366	4,612	72,439	63,547
Insurance	17,079	35,686	-	52,765	52,866
Dues and subscriptions	9,780	14,555	11,687	36,022	21,732
Printing	8,587	117	15,067	23,771	18,772
Advertising	16,049	-	1,041	17,090	7,281
Postage	4,872	1,641	6,199	12,712	8,643
Storage	9,661	334	-	9,995	10,297
Miscellaneous	4,169	1,806	-	5,975	423
Total other	1,180,742	249,058	377,940	1,807,740	1,369,399
Total expenses	\$ 5,777,290	\$ 1,351,264	\$ 1,079,977	\$ 8,208,531	\$ 6,835,554

The accompanying notes are an integral part of these statements.

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INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statement of Functional Expenses
For the Year Ended September 30, 2018

	Program Services	General and Adminis- trative	Fundraising	Total
Personnel and Related:				
Salaries	\$ 2,102,635	\$ 788,954	\$ 342,702	\$ 3,234,291
Donated services	663,746	-	-	663,746
Payroll taxes and fringe benefits	362,396	141,272	58,256	561,924
Purchased and contracted services	88,022	103,633	72,158	263,813
Staff training	3,345	1,335	2,379	7,059
Recruitment	6,433	4,599	-	11,032
Total personnel and related	3,226,577	1,039,793	475,495	4,741,865
Occupancy:				
Rent and utilities	412,452	61,743	43,756	517,951
Depreciation	142,567	32,315	15,206	190,088
Equipment rental	11,602	1,561	832	13,995
Repairs and maintenance	143	2,113	-	2,256
Total occupancy	566,764	97,732	59,794	724,290
Other:				
Client assistance	493,744	-	-	493,744
Special events	-	-	161,215	161,215
Donated goods	125,032	-	-	125,032
Professional fees	-	137,752	-	137,752
Depreciation	45,587	9,444	10,205	65,236
Supplies and materials	40,413	27,232	2,524	70,169
Travel, meetings and conferences	51,564	18,446	6,948	76,958
Service charges	12,270	31,301	12,211	55,732
Telephone	56,080	4,177	3,290	63,547
Insurance	17,753	35,113	-	52,866
Dues and subscriptions	5,394	4,262	12,076	21,732
Printing	2,964	100	15,708	18,772
Advertising	5,556	-	1,725	7,281
Postage	4,300	1,414	2,929	8,643
Storage	10,297	-	-	10,297
Miscellaneous	-	423	-	423
Total other	870,904	269,664	228,831	1,369,399
Total expenses	\$ 4,664,245	\$ 1,407,189	\$ 764,120	\$ 6,835,554

The accompanying notes are an integral part of these statements.

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INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

1. OPERATIONS AND NONPROFIT STATUS

International Institute of New England, Inc. (the Institute) is a nonprofit organization that provides assistance to the immigrant and refugee populations of Massachusetts and New Hampshire. In fiscal years 2019 and 2018, there were approximately 2,500 and 1,800 unduplicated people, respectively, from approximately 100 countries that benefited from the Institute's services, gaining the knowledge and skills necessary for their integration into American life. The Institute's services include English and literacy classes, citizenship education, job training and placement, legal aid and counseling services, and case management.

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

2. SIGNIFICANT ACCOUNTING POLICIES

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

Adoption of New Accounting Standard

During fiscal year 2019, the Institute adopted FASB's Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*. This ASU modified the current guidance over several criteria, of which the following affected the Institute's financial statements:

- Net assets are segregated into two categories, "with donor restrictions" and "without donor restrictions", as opposed to the previous requirement of three classes of net assets (see page 11).
- Qualitative and quantitative information relating to management of liquidity and the availability of financial assets to cover short-term cash needs within one year from the statement of financial position date (see Note 10).
- A more detailed explanation of the methods used to allocate costs among program and supporting services (see page 9).

The adoption of this ASU did not impact the Institute's net asset classes, results of operations, or cash flows for the year ended September 30, 2018. This ASU has been applied retrospectively to all periods presented. In accordance with the ASU, the Institute has elected to omit disclosures about liquidity and availability of resources for fiscal year 2018.

Statements of Activities and Changes in Net Assets

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

Estimates

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

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Property and Equipment and Depreciation

Property and equipment are recorded at cost when purchased or at fair value at the date of donation. Property and equipment are depreciated using the straight-line method over the following estimated useful lives:

	Estimated Useful Life	2019	2018
Leasehold improvements	Lesser of life of lease or 10 years	\$ 1,928,778	\$ 1,891,175
Furniture and equipment	3 - 10 years	589,571	525,374
Vehicles	5 years	23,064	23,064
		<u>2,541,413</u>	<u>2,439,613</u>
Less - accumulated depreciation		<u>813,219</u>	<u>544,189</u>
Net property and equipment		<u>\$ 1,728,194</u>	<u>\$ 1,895,424</u>

Depreciation expense was \$282,936 and \$255,324 for the years ended September 30, 2019 and 2018, respectively.

Allowance for Doubtful Accounts

The allowance for doubtful accounts is recorded based on management's analysis of specific accounts and their estimate of amounts that may be uncollectible, if any. No allowance for doubtful accounts was deemed necessary as of September 30, 2019 or 2018.

Cash

For the purpose of the statements of cash flows, cash does not include cash held in the investment portfolio.

Fair Value Measurements

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

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

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fair Value Measurements (Continued)

The three-tier hierarchy of inputs is as follows:

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

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

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

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

Investments

Investments are recorded in the financial statements at fair value. If an investment is directly held by the Institute and an active market with quoted prices exists, the market price of an identical security is used to report fair value. Reported fair values of shares in mutual funds are based on share prices reported by the funds as of the last business day of the fiscal year. The Institute's interest in a limited liability partnership is reported at the net asset value (NAV) reported by fund managers, which is used as a practical expedient to estimate fair value, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. As of September 30, 2019 and 2018, the Institute had no plans to sell this investment.

Revenue Recognition

Grants and contributions without donor restrictions are recognized as revenue without donor restrictions upon receipt or when unconditionally pledged. Contract service revenue and program service fee revenue are recognized when services are performed and costs are incurred.

Donor restricted grants and contributions are recorded as revenue with donor restrictions when received or unconditionally pledged. When a donor restriction is met (i.e., when a purpose restriction is met or a time restriction ends), net assets with donor restrictions are transferred to net assets without donor restrictions as net assets released from restrictions.

All other revenue is recognized as earned.

Expense Allocations

Program expenses include direct expenses, as well as indirect expenses, which are allocated based upon management's estimate of the percentage attributable to each program.

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

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Advertising Costs

Costs incurred for producing and communicating advertising are expensed when incurred and are reflected as advertising on the accompanying statements of functional expenses. Advertising expense was \$17,090 and \$7,281 for the years ended June 30, 2019 and 2018, respectively.

Donated Goods and Services

The Institute receives donated goods and services in various aspects of its program services. The value of the donated items is based on values assigned or estimates made by the donors. Donated goods include food and clothing; and donated services include legal, teaching, and consulting work. Donated items received were as follows:

	<u>2019</u>	<u>2018</u>
Donated services	\$ 913,115	\$ 663,746
Donated goods	<u>148,998</u>	<u>125,032</u>
	<u>\$ 1,062,113</u>	<u>\$ 788,778</u>

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

Subsequent Events

Subsequent events have been evaluated through February 11, 2020, which is the date the financial statements were available to be issued. There were no events that met the criteria for recognition or disclosure in the financial statements.

Deferred Revenue

Deferred revenue consists of contract advances. These amounts will be recognized as revenue as the services are provided and costs are incurred.

Income Taxes

The Institute accounts for uncertainty in income taxes in accordance with ASC Topic, *Income Taxes*. This standard clarifies the accounting for uncertainty in tax positions and prescribes a recognition threshold and measurement attribute for the financial statements regarding a tax position taken or expected to be taken in a tax return. The Institute has determined that there are no uncertain tax positions which qualify for either recognition or disclosure in the financial statements at September 30, 2019 or 2018.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Net Assets

Net Assets Without Donor Restrictions:

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

Operating - represents funds available to carry on the operations of the Institute.

Property and equipment - reflect and account for the activities relating to the Institute's property and equipment, net of related liabilities.

Net Assets With Donor Restrictions:

The Institute receives contributions and grants that are designated by donors for specific purposes or time periods. These contributions are recorded as net assets with donor restrictions until they are either expended for their designated purposes or as the time restrictions lapse. Net assets with donor restrictions as of September 30, 2019 and 2018, are purpose restricted.

3. RETIREMENT PLAN

The Institute has a defined contribution retirement plan covering all eligible employees over the age of twenty-one who have completed a minimum of 1,000 hours of service within each of their first two years of employment. Employee contributions are vested immediately into the plan upon eligibility. The Institute made \$74,120 and \$43,365 of matching contributions to the plan during the years ended September 30, 2019 and 2018, respectively, which are included in payroll taxes and fringe benefits in the accompanying statements of functional expenses.

4. INVESTMENTS

Investments, which are stated at fair value (see Note 2) in the accompanying statements of financial position, are as follows:

<u>2019</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	\$ 45,216	\$ -	\$ -	\$ 45,216
Mutual funds:				
Equities	4,431,162	-	-	4,431,162
Fixed Income	<u>1,244,737</u>	<u>-</u>	<u>-</u>	<u>1,244,737</u>
	<u>\$ 5,721,115</u>	<u>\$ -</u>	<u>\$ -</u>	5,721,115
Limited liability partnership (see page 12)				<u>1,268,628</u>
Total Investments				<u>\$ 6,989,743</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

4. INVESTMENTS (Continued)

2018	Level 1	Level 2	Level 3	Total
Money market funds	\$ 435,546	\$ -	\$ -	\$ 435,546
Mutual funds:				
Equities	4,307,488	-	-	4,307,488
Fixed Income	1,464,108	-	-	1,464,108
	<u>\$ 6,207,142</u>	<u>\$ -</u>	<u>\$ -</u>	6,207,142
Limited liability partnership (see below)				<u>1,188,607</u>
Total investments				<u>\$ 7,395,749</u>

In accordance with Accounting Standards Update (ASU) 2015-07, the Institute's investment in a limited liability partnership is valued at fair value using the NAV per share (or its equivalent) practical expedient and has not been classified in the fair value hierarchy. The fair value amounts presented in the above tables are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statements of financial position (see Note 2).

Investments are reported in the accompanying statements of financial position as current or long-term assets based on management's intent with respect to the use of the investments. At September 30, 2019 and 2018, \$600,000 and \$800,000, respectively, were reported as current investments as management's intent is to use these funds for operations in the subsequent year.

The investments are not insured and are subject to market fluctuation.

5. CONCENTRATIONS

The Institute maintains its cash balances with a couple banks. The Federal Deposit Insurance Corporation (FDIC) insures balances at each bank up to certain amounts. At certain times during the year, cash balances exceeded the insured amounts. The Institute has supplemental coverage at one bank, which insures the portion of deposits in excess of the FDIC's limit. The Institute has not experienced any losses in such accounts. Management believes the Institute is not exposed to any significant credit risk on its operating cash balance.

Funding agencies and donors exceeding 10% of the Institute's operating revenue and support (excluding donated goods and services) or contracts, contributions and other receivables as of and for the years ended September 30, 2019 and 2018, are as follows:

Funder	Operating Revenue and Support %		Contracts, Contributions and Other Receivables %	
	2019	2018	2019	2018
Commonwealth of Massachusetts	17%	18%	19%	21%
U.S. Committee for Refugees and Immigrants	16%	16%	18%	6%
State of New Hampshire	7%	10%	6%	7%
Private Donor	-	2%	-	14%

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

6. FUNDING

The Institute received approximately \$2,640,000 and \$2,288,000 of its funding from government agencies for the years ended September 30, 2019 and 2018, respectively, all of which are subject to audit by the specific government agency. In the opinion of management, the results of such audits, if any, will not have a material effect on the financial position of the Institute as of September 30, 2019 and 2018, or on the changes in its net assets for the years then ended.

7. LEASE AGREEMENTS

The Institute leases its main office space in Boston, Massachusetts under an agreement that runs through July 2026. Monthly lease payments for fiscal years 2019 and 2018 were approximately \$41,000 and \$40,000, respectively, and increase throughout the term of the lease. The Institute records rent on a straight-line basis over the term of the lease. The difference between the monthly lease payments and the related rent expense for a given year is recorded as deferred rent. The straight-line rent expense combines the escalation amounts and an initial three month rent free period. At September 30, 2019 and 2018, deferred rent was \$211,193 and \$194,249, respectively, and is included in deferred rent and lease incentive in the accompanying statements of financial position.

The lease agreement also included a tenant improvement allowance of \$1,107,822 in the form of a reimbursement for construction and related costs incurred by the Institute for leasehold improvements. This improvement allowance is reported as a liability and is being amortized over the lease term. The improvement allowance is included in deferred rent and lease incentives in the accompanying statements of financial position. Amortization of the lease incentive was \$110,784 during each of the years ended September 30, 2019 and 2018, and is netted with rent and utilities in the accompanying statements of functional expenses.

The Institute leases program and administrative space under various operating leases and tenant-at-will agreements. These leases expire at various dates through January 2025. The leases require the Institute to maintain certain insurance coverage and pay for its proportionate share of real estate taxes and operating expenses.

Facility rent expense under all leases was approximately \$500,000 and \$494,000 for the years ended September 30, 2019 and 2018, respectively, which is included in rent and utilities in the accompanying statements of functional expenses.

The Institute also has a copier lease with monthly payments through June 2022.

Future minimum lease payments under the lease agreements for the next five fiscal years are as follows:

2020	\$ 622,396
2021	\$ 617,014
2022	\$ 587,850
2023	\$ 557,880
2024	\$ 553,247

8. RELATED PARTY TRANSACTIONS

The Institute's President and Chief Executive Officer (CEO) is also a member of the Board of Directors. Compensation and employee benefits for services provided as the President and CEO are determined by the independent members of the Board of Directors and are based on performance objectives.

The Institute's Chief Financial Officer is also the Institute's Treasurer.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2019 and 2018

9. FUNDS HELD FOR OTHERS

Funds held for others represent amounts held by the Institute on behalf of another agency. This arrangement ended during fiscal year 2019.

10. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Institute's financial assets available within one year from the statement of financial position date for general operating expenses are as follows:

Financial assets:	
Cash	\$ 303,109
Short-term investments	600,000
Contracts, contributions and other receivables	<u>940,079</u>
	1,843,188
Less - purpose restricted cash and grants receivable	<u>138,660</u>
Total financial assets and liquidity resources available within one year	<u>\$ 1,704,528</u>

The Institute is substantially supported by grants and contributions without donor restrictions and contract service revenue. As part of the Institute's liquidity management, the Institute has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

11. RECLASSIFICATIONS

Certain amounts in the fiscal year 2018 financial statements have been reclassified to conform with the fiscal year 2019 presentation.



Board Composition

Name	First Elected to the Board at the Annual Meeting:	Eligible To Serve Until Annual Meeting:	Current Term Ends at Annual Meeting:	Gender	Professional Affiliation	Board Committee Membership
Christina Bai*	2018 (Election, Feb. 2019) (retroactive to Dec. 2018)	2027	2021	F	Founder and Board Chair, CollegeFindMe	Development
Doug Bailey	2016	2025	2019	M	Senior Vice President, Rasky Partners	Program
Tara Chynoweth*	2017 (Election, Feb. 2018, retroactive to Dec. 2017)	2026	2020	F	Senior, Environmental, Health & Safety Specialist, Hologic, Inc.	Development
Zoltan Csimma*	2002 (left in 2011, rejoined in 2012)	2021	2021	M	Retired Chief Human Resources Officer, Genzyme	Ex-officio to all committees; Chair of Nominations & Governance
Ginger Gregory	2016 (Election, Feb. 2017, retroactive to Dec. 2016)	2025	2019	F	Chief Human Resources Officer, Biogen	Development
Avak Kahvejian*	2017 (Election, April 2018, retroactive to Dec. 2017)	2026	2020	M	Partner, Flagship Pioneering	Development, Nominations & Governance
Daniel Arrigg Koh	2018 (Election, May 2019, retroactive to Dec. 2018)	2027	2021	M	Partner/Chief Operating Officer, HqO	Administration, Finance & Real Estate
William Krause	2015	2024	2021	M	Vice President, Northern Trust	Program, Investment (Co-Chair), AFRC
Shari Loessberg	2016	2025	2019	F	Professor, Sloane School, MIT	Development (Chair), Nominations & Governance
Bopha Malone*	2018 (Election, May 2019, retroactive to Dec. 2018)	2027	2021	F	Vice President, Enterprise Bank	Development, Program
Theo Melas-Kyriazi*	2017 (Election, Feb. 2018, retroactive to Dec. 2017)	2026	2020	M	Executive Partner, Flagship Pioneering	Administration, Finance & Real Estate (Chair)
Frederick Millham, M.D.	2015	2024	2021	M	Chief of Surgery, South Shore Hospital	Administration, Finance & Real Estate
Deborah Shufrin	2015 (Election was Feb. 2016, retroactive to Dec. 2015)	2024	2021	F	Director of Investments, Brandeis University	Program (Chair), Investment (Co-Chair)

Nominations

*Foreign Born

Elsy Cipriani, MPA



EXPERIENCE

International Institute of New England, Manchester, NH -Managing Director / June 2019 - Present

- Responsible for the planning, development, and implementation of all programs, including grant and contract development, reporting, and policy setting for program activities.
- Assess and evaluate program effectiveness and outcomes to ensure responsiveness to client needs. Work with program staff to implement program modifications to reflect contractual regulations, client needs, and the IINE mission and goals.
- Develop new programming in the areas of youth sports and academics, as well as adult education, employment, skills training, community services, and citizenship that are financially sustainable.
- Provide professional development opportunities that align with staff needs, contractual regulations, and programmatic needs.
- Build and maintain relationships and partnerships with community-based and student-serving organizations in New Hampshire.

Heading Home, Boston, MA -- Senior Director of Programs

August 2018 - July 2019

- Built and guided a diverse team of professionals towards aggressive goals while maintaining positive team culture, particularly during times of organizational growth and change.
- Responsible for the designing and implementation of tracking, monitoring, and evaluation systems for all agency's programs.
- Ensured programs operate within the approved budgets and grant agreements as well as monitoring and approving all budgeted program expenditures.
- Collaborated with community partners and the State to make positive improvements towards the Emergency Assistance system in Massachusetts.

Heading Home, Boston, MA -- Director of Family Services

July 2016 - July 2018

- Provided regular supervision, support, and personalized professional development for all Youth and Family Services programs staff.
- Oversaw the delivery of client services, evaluated program impact and recommended program/policy changes.
- Collaborated with the COO and Data Team to develop and implement the tracking of process and outcome data for the Family Services portfolio of programs.

SKILLS

Wide experience in program management and development.

Successful record working together with and managing multicultural teams.

High commitment to work with and serve vulnerable populations.

EDUCATION

Master in Public Administration
Strayer University

BA, Economics
Pontificia Universidad Católica del Ecuador 2005

LANGUAGES

English and Spanish

AWARDS AND PUBLICATIONS

Hispanic Heritage Award 2018. Award provided by the Boston City Council for my work with Latino communities in Boston.

Paradigmas del Refugio Colombiano en Quito. Jesuit Refugee Service 2006.

Colombia, más allá de la migración: El refugio humanitario. Jesuit Refugee Services 2004.

- Represented Heading Home at community meetings, including those sponsored by Homes for Families, United Way, Cambridge Housing Authority and the Department of Housing and Community Development (DHCD).

Boston Public Health Commission, Boston, MA - Director of Planning Council / January 2015 - July 2016

- Managed Planning Council staff and all Council-related activities and act as intermediary between the Planning Council, community, and government.
- Worked to retain and increase participation of current members, and developed recruitment plans to attract new applicants, particularly from underrepresented minority communities.
- Developed funding streams and needs assessment reports, and participated heavily in the drafting of yearly grant applications.
- Coordinated and conducted skill-building trainings for Council members. Researched and recommended new projects and workshops.

Southern Jersey Family Medical Centers, Hammonton, NJ - Community Programs Manager / September 2013 - February 2015

- Designed, implemented and evaluated different community programs with the goal of improving health outcomes among migrant farm workers and other target populations.
- Oversaw the implementation of the Affordable Care Act across 7 community health centers and surrounding communities, through partnerships with local agencies, schools, and businesses.
- Responsible for all programs' fiscal management.
- Managed Mobile Medic logistics, and personnel to make sure we reached out to populations in need in our area of service. This service was targeted primarily to Haitian and Mexican farm workers.

**La Casa de Don Pedro, Newark, NJ - Health Services Manager
October 2009 - September 2013**

- Responsible for the operations and continuous improvement of all community health programs.
- Designed and implemented community programs' curriculums based on target population's needs.
- Developed partnerships with local agencies and schools to support the delivery of our programs.
- Trained and managed programs' staff, interns and volunteers.
- Responsible for fiscal management, and reporting to programs' grantors.

**California Rural Legal Assistance, Marysville, CA - Community Worker
July 2006 - August 2009**

- Identified target population's needs through direct outreach and networking.
- Developed and manage the office's marketing and outreach

VOLUNTEER EXPERIENCE

Vida AfroLatina

2018 to present

Co-Chair for the Board of Advisors.

FC Blazers Soccer League

2015 to 2017

Created marketing materials and support during games.

When and Where I Enter

2012 to 2014

Translated grant applications from Colombia and Ecuador.

Initiatives.

- Designed and delivered educational workshops on health, housing, labor, and consumer rights.

Jesuit Refugee Service, Ecuador - Lead Researcher/Field Office Coordinator
January 2001 - October 2005

- Designed and implemented a two years study to determine the living conditions of Colombian refugees in Quito, Ecuador.
- Raised all the necessary funding to implement research study, and the opening of an office to serve refugees in Quito, Ecuador.

Kayla Rossmeißl

SKILLS SUMMARY

- Facilitate Professional Development Trainings
- Teaching English as a Second Language (TESOL)
- Proficient in Microsoft Office & Google Suite Products
- Develop Curricula
- Research Best Practices
- Team Building & Working
- Grant Writing
- Conversational Swedish

WORK EXPERIENCE

Lead Instructor & Education Programming Specialist: *International Institute of New England, Manchester, NH* May 2019 to Present

- Direct citizenship preparation courses at two sites in Lowell, MA and Manchester, NH
- Create two-year strategic timeline for USCIS citizenship preparation courses for future growth
- Participate in NH Bureau of Adult Education director meetings and RFP proposal conferences
- Lead community outreach to spread awareness of IINE programs and create local partnerships
- Collaborate with community partners to ensure student success in achieving professional and academic goals
- Supervise, train, and mentor educators, interns, and volunteers
- Recruit and interview new instructors, interns, and volunteers
- Participate in state and federal monitoring by attending interviews, conferences, and providing data
- Record data and run reports in internal database (Apricot) and Adult Bureau of Education database (LACES)
- Train staff in Apricot and innovate digital techniques to ensure accurate measurement of grant outcomes
- Co-author grant proposals to expand programmatic offerings in areas of students' needs
- Present data driven programmatic outcomes, weaknesses, and improvements in weekly meetings
- Develop and facilitate professional development trainings for educators, interns, and volunteers
- Observe and provide constructive feedback to institutional staff on a bi-monthly basis
- Create a teaching manual of best practices to ensure education programs remain sustainable
- Develop and teach Integrated English Literacy and Civics Education (IELCE) curricula to adult English learners

Certified National STAR EBRI Trainer: *New Hampshire Adult Bureau of Education, Concord, NH* August 2018 to Present

- Organize and lead first official STAR EBRI training for New Hampshire and Vermont adult educators
- Advise program directors on programmatic improvements related to evidence-based reading instruction (EBRI)
- Coach educators on counseling upper management with suggestions in optimizing student learner outcomes
- Organize and facilitate three free-to-face day-long trainings for NH and VT adult educators
- Collaborate with Vermont and New Hampshire's state professional development directors
- Develop and create timelines and modify training materials from Manhattan Strategies Group STAR training
- Provide weekly feedback on participant online submissions on the STAR learning platform
- Encourage and coach participants to complete assigned modules in a timely manner

Master's Assistant: *Seaside New Hampshire University, Manchester, NH* June 2017 to August 2018

- Coach international Intensive English Program (IEP) students in academic research writing
- Mentor master in business students in presentation skills
- Assist fellow master in science of TESOL peers in lesson planning, research writing, and presentations
- Lead campus outreach to educate graduate students of Learning Commons Center's free tutor opportunities

ESL Instructor & Cultural Orientation Trainer: *International Institute of New England, Manchester, NH* October 2015 to May 2019

- Teach literacy to advanced College & Career Readiness English classes to adult refugees and immigrants
- Lead Cultural Orientation to newly arrived refugee and immigrant adults
- Create student-centered lessons, calculate and record grades in Microsoft Office and Google Suite products
- Develop curricula and efficient methods to track students' progress
- Record data and run reports in Apricot and LACES
- Mentor students on job applications, cover letters, resumes, and essays for college applications
- Mentor undergraduate and graduate TEFL or TESOL students and organize ESL volunteers

Teaching English as a Foreign Language (TEFL) College Instructor: *Pratt City, NC* July 2015 to June 2015

- Teach Courses: English Speaking & Listening, Pronunciation, and Western Culture to 30-65 students each class
- Create authentic, engaging, active, student-centered English lesson plans, worksheets, quizzes, and exams
- Create a safe, creative, and structured classroom environment by encouraging students to work in small groups
- Lead one-on-one tutor sessions/counseling with low-level confident students in English/poor interaction skills
- Mentor fellow host country national instructors on student-centered lesson planning techniques

Kayla Rossmessl

WORK EXPERIENCE CONTINUED

TEFL Teacher Training Program Instructor: Peace Corps, China

July 2014

- Teach Courses: Pronunciation, American Education, and Western Culture to 300 English teachers.
- Introduce new English teaching techniques/language skills by creating student-centered English-related lessons.
- Build English teachers' confidence in English speaking by being flexible and considerate of teachers' needs.

Ouka Veterinary Hospital: Animal Care/Nurse/First Aid/Reception/Trainer in Taiyuan, China

March 2012 to May 2013

- In hospital pharmacy inventory manager of non-controlled drugs and dispense approved meds to patients.
- Pre-surgery patient prep, monitor during surgery, assist veterinarian during surgeries, and recover patients post surgery.
- Clean, wrap, and sterilize surgical instruments, clean and maintain anesthesia and radiology machines.
- Canine and feline dental cleaning and radiology, assist veterinarian during tooth extractions, and dispense proper meds.
- Restraint animal while collecting samples, during examinations, radiographs, and surgical breathing tube placement.
- Collect/prepare fecal/urine samples, pre-anesthesia and diagnostic bloodwork, heartworm test samples, and ear-swab samples.
- Record patient history from client, follow up call conversations, all pertinent paperwork for surgery in patient record.
- Input patient history, patient estimates and invoices, client information, and patient appointments into Avmark.
- Observe animal's temperature and weight, clipped animal's nails prior to bathing, ear cleaning, and gland expression.

VOLUNTEER EXPERIENCE

Emergencies and Environmental Health Trainer: Peace Corps, China

June 2015

- Collaborate with Peace Corps China Medical Officers in developing meaningful trainings for new volunteers.
- Present on emergencies and environmental health topics during pre-service training for new volunteers.
- Lead break-out sessions regarding healthy alternatives to cope with home sickness and culture shock.

Leadership Conference Presenter: Peace Corps, China

May 2015

- Present on public speaking techniques and charisma to 50 undergraduate students.

Volunteer Advisory Committee (VAC) Chair: Peace Corps, China

September 2014 to June 2015

- Collaborate with Country Director (CD) and Peace Corps (PC) China Staff to identify issues in volunteer training programs which includes, but is not limited to training procedures, editing policies and emails.
- Communicate often with members to maintain transparency of news/developments from office.
- Facilitate bi-annual VAC meetings/training sessions with CD and PC staff, both face-to-face and on Skype.
- Set agenda for meetings by preparing/distributing meeting agenda in advance; collect concerns/suggestions.
- Follow-up with VAC Representatives and PC staff regarding actionable items after VAC meetings.

5th Annual Nu Women's Summit Presenter: Peace Corps, China

June 2014

- Lead a healthy relationships workshop to 50 undergraduate students.

Gender Equality Women Empowerment Newsletter Educational Writer Chair: Peace Corps, China

May 2014 to May 2015

- Create culturally sensitive lessons relating to gender equality and women empowerment within Chinese context.
- Publish peer-edited lesson plans in the Peace Corps China GLEW's monthly newsletter, named *Vader*.
- Attend monthly Skype meetings to pitch ideas and receive/give constructive feedback for other writers' pieces.
- Advise fellow volunteers by brainstorming ways to solve difficulties within their women's group/starting a group.

5th Annual Nu Women's Summit Grant Writers: Peace Corps, China

April 2014 to October 2014

- Assist of the PC China volunteers to successfully write and complete a grant on the PCCO intranet website.
- Advise PC China volunteers and new/current Peace Corps China staff members on using PCCO and the process of writing PCPP grants during Pre-Service/In-Service face-to-face training sessions, Skype, and/or phone calls.

English Corner Leader: Peace Corps, China

September 2013 to May 2015

- Lead meetings encouraging varied level group of English students/teachers to continue their studies out of class.
- Host American-themed holiday parties, Halloween, Thanksgiving, and Christmas, in order to fulfill the 2nd Goal of the Peace Corps Mission—to share and educate host country nationals about USA culture.

Beginning Swahili: Teacher Assistant at University of London

May 2012 to August 2012

- Assist professor in making interactive lesson plans and attend classes for speaking and/or listening exercises.
- Tutor students out of class; make worksheets, quizzes, and additional practice exercises for individuals.
- Translate the introduction of "Life Without Limits" from English to Swahili once a week with the professor.

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Kayla Rossmeissl

VOLUNTEER EXPERIENCE CONTINUED

- Animal Reproduction and Endocrinology: Teacher's Assistant at University of Florida** January 2012 to April 2012
- Palpate cows and bulls; check for pregnancy progress; reproductive glands; determine animal breeding soundness
 - Collect, freeze/extend semen from heifers and bulls; determine sperm motility, morphology, and concentration
- Ocala Veterinary Hospital: Animal Care/Veterinarian Assistant in Gainesville, FL** September 2010 to March 2012
- Collect fecal samples/set-up fecal tests; collect blood for heartworm tests and set-up heartworm snap tests
 - Obtain animal's temperature and weight; clip animal's nails prior to bathing, ear cleaning; anal gland expression
 - Restrain animal while collecting samples or during examinations; eat and count prescribed medications
- People for Animal Wellness (PAW): Sanctuary at University of Florida** August 2010 to May 2012
- Build animal living quarters at animal sanctuaries: Kindred Spirits, Rooterville Pig Farm, and Canon's Springs Animal Sanctuary all located within Alachua county with a group of the club members and other similar club members
- St. Francis Pet Care Inc.: Veterinarian Assistant/Animal Technician in Gainesville, FL** May 2010 to May 2013
- Participate in monthly board member meeting; organize clinic before open; and communicate with low-income clients
 - Head technician/teacher for University of Florida Veterinary students, pre-veterinary undergraduate students, and volunteers

EDUCATION

- Southern New Hampshire University: Manchester, NH** March 2017 to August 2018
Master in Science TESOL Program
- University of Oregon: Coursera.org** May 2013 to June 2013
Statement of Accomplishment with Distinction
"Shaping the Way We Teach English, 2: Paths to Success in English Language Teaching"
- University of Oregon: Coursera.org** April 2013 to May 2013
Statement of Accomplishment with Distinction
"Shaping the Way We Teach English, 1: The Landscape of English Language Teaching"
- Study Abroad—Michigan State Training Centre for Development Co-Operation in Arusha, Tanzania** June to August 2011
Coordinated by Michigan State University
Completed Intensive/Advanced Kiswahili Course
Sponsored by Fulbright Hayes Scholarship
- University of Florida—Gainesville, FL** June 2008 to August 2012
Bachelor of Science in Animal Biology
Minor in African Studies
Sponsored by Florida Medallion Scholars Award

PROFESSIONAL DEVELOPMENT

- USCIS Citizenship Preparation Conference—Washington D.C.** August 2019
Grantee Orientation Training
- Panelist for Cupenke Conversations—St. Anselm College, Goffstown, NH** October 2018
Topic: Current Issues in Immigration
- SEAR EBRI & CCRS Professional Development Facilitator—State of New Hampshire** October 2018
New Hampshire of Adult Bureau of Education
1 Day Workshop
- Suitcase Stories Storyteller—Manchester, NH** September 2018
International Institute of New England-Manchester
A Fundraising Event Educating Persons Experiences in Immigration

Kayla Rossmeyssl

PROFESSIONAL DEVELOPMENT CONTINUED

NH 2018 Summer Earn & Learn Contributor—Concord, NH New Hampshire of Adult Bureau of Education Published STAR EBRI Adapted to CCRS Aligned 8 Week Curriculum	August to October 2018
National STAR EBRI Trainer—State of New Hampshire & Vermont New Hampshire of Adult Bureau of Education Contract Work	August 2018 to Present
STAR EBRI Reading Instructor—Manchester, NH Sponsored by New Hampshire Mentor Teaching Team Hours Earned: On-Going	October 2017 to Present
Certified CORE Community Orientation Trainer—Manchester, NH	October 2017 to Present
Panelist for Cupcake Conversations—St. Anselm's College, Goffstown, NH Topic: Current Issues in Immigration	October 2017
College & Career Readiness Trainer—Manchester, NH Sponsored by New Hampshire Mentor Teaching Team Hours Earned: On-Going	December 2016 to Present

EMPLOYMENT HISTORY

International Institute of New England—Manchester, NH Full Time, Lead Instructor & Education Programming Specialist	May 2019 to Present
New Hampshire Adult Bureau of Education—Concord, NH Contracted/Certified National STAR EBRI Trainer	August 2018 to Present
Southern New Hampshire University—Manchester, NH Part-Time Master's Assistant at the Learning Commons Center	June 2017 to August 2018
International Institute of New England—Manchester, NH Part-Time English as a Second Language (ESL) Instructor	October 2015 to May 2019
Peace Corps Volunteer—Jingyou Preschool Educators College, China Full-Time College TEFL Instructor	July 2013 to July 2015
Oaks Veterinary Hospital—Gainesville, FL Full-Time Animal Care Nurse/Head Technician/Trainer	March 2012 to May 2013