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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES

29 HAZEN DRIVE, CONCORD, NH 03301-6527
603-271-4517 1-800-852-3345 Ext. 4517
Fax: 603-271-4519 TDD Access: 1-800-735-2964



Nicholas A. Toumpas
Commissioner

José Thier Montero
Director

March 29, 2013

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

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division of Public Health Services, Bureau of Population Health and Community Services, Maternal and Child Health Section to exercise a contract renew and amend option with Community Action Partnership of Strafford County, Purchase Order #1021766, Vendor #177200-B004, PO Box 160, 270 County Farm Road, Dover, New Hampshire 03821-0160, by increasing the Price Limitation by \$310,428.00 from \$232,821.00 to \$543,249.00 to provide home visiting services to pregnant women in accordance with the Healthy Families America model, and extend the Completion Date from June 30, 2013 to June 30, 2015, effective July 1, 2013 or the date of Governor and Executive Council approval, whichever is later. This Agreement was originally approved by Governor and Executive Council on March 7, 2012 item #28. Funds are anticipated to be available in SFY 2014 and SFY 2015 upon the availability and continued appropriation of funds in the future operating budget, with authority to adjust amounts within the price limitation and amend the related terms of the contract without further approval from Governor and Executive Council.

05-95-90-902010-5896 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION OF PUBLIC HEALTH, BUREAU OF POPULATION HEALTH AND COMMUNITY SERVICES, ACA HOME VISITING

100% FED

Fiscal Year	Class/Object	Class Title	Job Number	Current Modified Budget	Increased (Decreased) Amount	Revised Modified Budget
SFY 2012	102-500731	Contracts for Prog Svc	90004104	\$77,607	\$0	\$77,607
SFY 2013	102-500731	Contracts for Prog Svc	90004104	\$155,214	\$0	\$155,214
SFY 2014	102-500731	Contracts for Prog Svc	90004104	\$0	\$155,214	\$155,214
SFY 2015	102-500731	Contracts for Prog Svc	90004104	\$0	\$155,214	\$155,214
			Total	\$232,821	\$310,428	\$543,249

EXPLANATION

Funds in this agreement will be used to support home visiting services in Strafford County for families at risk for poor health outcomes and child maltreatment. This voluntary home visiting program will follow an evidence-based model and curriculum, proven through research to improve health outcomes, reduce child maltreatment and improve family economic self-sufficiency. Home visitors provide support and education to

families in their homes. Each family receives an assessment of their strengths and needs, and home-visiting services are provided in accordance with those individual assessments. Families and home visitors discuss prenatal health, child development, positive parenting practices, health and safety concerns, family planning and smoking cessation.

Strafford County was identified as an at-risk community during the 2010 Home Visiting Needs Assessment. By targeting the delivery of Home Visiting New Hampshire – Healthy Families America in communities that were identified as having the highest risk population, the program will reduce differences in health outcomes. The following information concerning Strafford County was used to make this determination.

- 4.4% of infants are born at Highest Risk (% of infants born to teens ages 14 - 19 who were unmarried and had not completed high school at the time of their infant's birth)
- 65.7% of children have all care giving parents in the workplace
- 12.7% of children live in poverty
- 22.2% of children receive Food Stamps Supplemental Nutrition Assistance Program
- 30.5% of children are eligible for free and reduced-priced lunch
- 22.2% of infants and children (birth-4) participate in Women, Infants and Children Nutrition Program
- 26.6% of children are enrolled in Medicaid or Childrens Health Insurance Program
- Strafford County has the highest infant mortality rate in NH: 6.5 per 1000
- Low Birth Weight Infants: 65.2 per 1,000 (less than 5.5 lbs)
- 3.8% of children receive Community Mental Health Services
- Children in Out-of-Home Placements: 3.29 per thousand
- 1.35% of students in Strafford County are homeless
- Highest county rate in NH for Juvenile Arrests for Serious Crimes: 115 per 10,000 youth ages 10-16
- Average annual number of substantiated cases of child maltreatment: 3.14 per 1,000
- 16.7% of students require special education services
- 21% of the births in Strafford County are to teens

Should Governor and Executive Council not authorize this Request, families will not receive home visiting services that have been shown to improve conditions for young families leading to healthy and productive communities. In addition, New Hampshire will not fulfill its requirement to provide services as outlined in federal legislation.

Community Action Partnership of Strafford County was selected for this project through a competitive bid process. The Request for Proposals to provide Home Visiting New Hampshire-Healthy Families America services in Strafford County was posted on the Department of Health and Human Services web site September 28, 2011. In addition, emails were sent to community agencies and various listservs, which provided broad distribution throughout the state.

Two proposals were submitted. A committee of three reviewers evaluated the proposals, including two Department of Health and Human Services personnel and one external reviewer. Each reviewer had between two and twenty-five years experience providing direct services in the community and/or managing programs that serve children and families. Areas of specific expertise include Maternal and Child Health; Law; Early Childhood Education; and Child Abuse Prevention. Proposals were scored taking an average of all reviewers' scores. Reviewers recommended funding the proposal from Community Action Partnership of Strafford County to serve Strafford County. The Request for Proposals scoring summary is attached.

As referenced in the original letter approved by Governor and Executive Council on March 7, 2012, item #28, and in the Request for Proposal, Renewals Section, this competitively procured Agreement has the option to renew for two (2) additional years, contingent upon satisfactory delivery of services, available funding,

agreement of the parties and approval of the Governor and Executive Council. The Division is exercising this renewal option. These services were contracted previously with this agency in SFY 2012 and SFY 2103 in the amount of \$232,821. This represents an increase of \$77,607 in SFY 2014 and SFY 2015. This increase is due to the availability of funds.

As with any start up program, it's difficult for new agencies to meet all targets in the first year of seeing families. This agency didn't meet all targets in SFY 2012. However, Community Action Partnership of Strafford County is on track to reach these targets in SFY 2013, and become a nationally accredited Healthy Families America program in year 3, as required in the scope of this agreement.

The following performance measures will be used to measure the effectiveness of the agreement.

Performance Measure #1: 70% of women enrolled in Home Visiting New Hampshire – Healthy Families America will receive at least one Edinburgh Post Natal Depression Scale screening between six and eight weeks after giving birth.

Performance Measure #2: 85% percent of families will receive a Healthy Homes One-Touch assessment by the birth of their child.

Performance Measure #3: 88% of children will receive further evaluation after scoring below the "cutoff" on the Ages & Stages Questionnaire, 3rd ed., which is a developmental screening tool.

Area served: Strafford County.

Source of Funds: Source of Funds is 100% Federal Funds from United States Department of Health and Human Services, Health Resources and Services Administration, Maternal and Child Health Bureau.

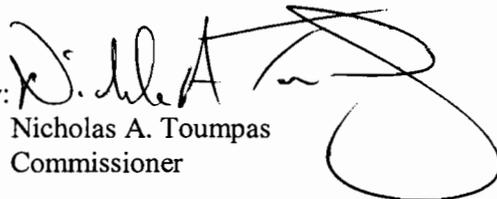
In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,



José Thier Montero, MD
Director

Approved by:



Nicholas A. Toumpas
Commissioner

JTM/DDT/sc

Program Name Home Visiting NH - Health Families America
Contract Purpose To provide home visiting services with fidelity to the HFA Model to families in Strafford County.
RFP Score Summary

	Community Action Partnerships of Strafford County, PO Box 160, Dover, NH 03820	K. Kirkwood Consulting, LLC, 33 South Commercial St, Manchester, NH 03101
RFA/RFP CRITERIA	Max Points	
Agency Capacity	30	4.00
Program Structure	50	11.00
Budget & Justification	15	2.00
Format	5	3.00
Total	100	20.00
BUDGET REQUEST		
Year 01	\$77,607.00	\$77,607.00
Year 02	\$155,214.00	\$155,214.00
Year 03		
TOTAL BUDGET REQUEST	\$232,821.00	\$232,821.00
BUDGET AWARDED		
Year 01	\$77,607.00	\$0.00
Year 02	\$155,214.00	\$0.00
Year 03		
TOTAL BUDGET AWARDED	\$232,821.00	\$0.00

RFP Reviewers	Name	Job Title	Dept/Agency	Qualifications
1	Kim Firth	Program Director	Endowment for Health	The reviewers have between 2 and 25 years of experience in the fields of public health; law; early childhood education; and child abuse prevention. Each has reviewed proposals for the home visiting program in the past.
2	Andrea Goldberg	Prevention & Community Support Specialist	DHHS/DCYF	
3	Jessica Locke	Credentialing Specialist	DHHS/DCYF/CDB	

EXERCISE OF OPTION TO RENEW AND AMEND ONE

This Agreement (hereinafter called the "Renew and Amend One") dated this 29th day of January, 2013 by and between the State of New Hampshire acting by and through its Division of Public Health Services of the Department of Health and Human Services, (hereinafter referred to as the "Division") and the Community Action Partnership of Strafford County, Purchase Order Number 1021766, a corporation organized under the laws of the State of New Hampshire, with a place of business at 270 County Farm Road, Dover, New Hampshire 03821-0160 (hereinafter referred to as the "Contractor").

WHEREAS, pursuant to an agreement (hereinafter called the "Agreement") dated March 7, 2012, Item #28, the Contractor agreed to perform certain services upon the terms and conditions specified in the Agreement and in consideration of payment by the Division of certain sums as specified therein;

WHEREAS, pursuant to the provision of Exhibit C, #17 of the Agreement, the Agreement may be renewed for a period of two additional years, pending availability of funding, the agreement of the parties, and approval by Governor and Council;

WHEREAS, pursuant to the provision of Section 18 of the Agreement, the Agreement may be modified or amended only by a written instrument executed by the parties thereto and only after approval of such modification or amendment by the Governor and Council;

WHEREAS, the Provider and the Division have agreed to Exercise the Option to Renew and Amend the Agreement in certain respects;

NOW THEREFORE, in consideration of the foregoing, and the covenants and conditions contained in the Agreement and set forth herein, the parties hereto do hereby agree as follows:

1. Exercise Of Option To Renew and Amend For Two Additional Years:

The Agreement is hereby amended as follows:

Amend Section 1.7 of the General Provisions by extending the completion date to June 30, 2015.

Amend Section 1.8 of the General Provisions by increasing the Price Limitation by \$310,428 from \$232,821 to \$543,249.

Exhibit A – Scope of Services

The attached Exhibit A-1 (or A-2, 3, etc) revokes and replaces the original Exhibit A.

Exhibit B – Contract Price

Exhibit B of the Agreement, including any amendments thereto, is hereby amended as follows:

The contract price shall increase by \$155,214 for SFY 2014 and \$155,214 for SFY 2015. The contract shall total \$543,249 for the contract term.

Funding in the amount of \$310,428 is available from 010-090-5896-102-500731, 100% Federal Funds from the US Department of Health and Human Services, Health Resources and Services Administration, Maternal and Child Health Bureau, CFDA #93.505.

2. Effective Date of Renew and Amend:

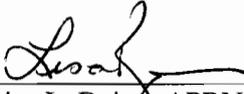
This Renew and Amend shall take effect on July 1, 2013 or the date of Governor and Council approval, whichever is later.

3. Continuance of Renewal Agreement:

Except as specifically amended and modified by the terms and conditions of this Renew and Amend, the Agreement and the obligations of the parties hereunder, shall remain in full force and effect in accordance with the terms and conditions set forth therein.

IN WITNESS WHEREOF, the parties have hereunto set their hands as of the day and year first above written.

**STATE OF NEW HAMPSHIRE
Division of Public Health Services**

By:  4/19/13
Lisa L. Bujno APRN Date
Bureau Chief

By:  1/29/13
Betsy Andrews Parker, Executive Director Date

Community Action Partnership of Strafford County
Legal Name of Agency

STATE OF NEW HAMPSHIRE
COUNTY OF Strafford

On this the 29 day of January 2013, before me, Jennifer L. Letson,
(name of notary)
the undersigned officer, Betsy Andrews Parter personally appeared who acknowledged him/herself
(contract signatory)
to be the Executive Director of the Community Action Partnership
(signatory's title) *(legal name of agency)*
of Strafford County,
a corporation, and that he/she, as such Executive Director, being authorized so to do,
(signatory's title)
executed the foregoing instrument for the purposes therein contained, by signing the name of the
corporation by him/herself as Executive Director of the Community Action Partnership
(signatory's title) *(legal name of agency)*
of Strafford County.

In witness whereof I hereunto set my hand and official seal.

Jennifer L. Letson
Notary Public/Justice of the Peace



My Commission expires: 9/9/2014

Approved as to form, execution and substance:

OFFICE OF THE ATTORNEY GENERAL

By: Jeanne P. Henick
Assistant Attorney General

Date: 17 April 2013

I hereby certify that the foregoing contract was approved by the Governor and Council of the State of
New Hampshire at the Meeting on: _____.

OFFICE OF THE SECRETARY OF STATE

By: _____

Title: _____

NH Department of Health and Human Services

**Exhibit A-1
Scope of Services**

Home Visiting New Hampshire – Healthy Families America

CONTRACT PERIOD: July 1, 2013 or date of G&C approval, whichever is later, through June 30, 2015

CONTRACTOR NAME: Community Action Partnership of Strafford County

**ADDRESS: PO Box 160, 270 County Farm Road
Dover, New Hampshire 03821-0160**

Executive Director: Betsey Andrews Parker

TELEPHONE: 603-516-8135

The Contractor shall:

I. General Provisions

A. Eligibility and Income Determination

1. The Contractor shall provide home visiting services to pregnant and parenting women with children up to age three according to the priorities described in the Healthy Families America Home Visiting Model.
2. Priority shall be given to participants who:
 - Are first time mothers;
 - Have low incomes;
 - Are pregnant women who have not attained age 21;
 - Have a history of child abuse or neglect or have had interactions with child welfare services;
 - Have a history of substance abuse or need substance abuse treatment;
 - Are users of tobacco products in the home;
 - Have, or have children with, low student achievement;
 - Have children with developmental delays or disabilities;
 - Are in families that include individuals who are serving or have formerly served in the armed forces, including such families that have members of the armed forces who have had multiple deployments outside of the United States.
3. The Contractor shall provide documentation of income determination and need to inform clients of Medicaid and/or to assist with applications.
4. *The Contractor shall bill all other payers including private insurance and Medicaid for all reimbursable services rendered.*

B. Numbers Served

Services are to be provided to a minimum number of individuals, as outlined in the table below, throughout the contract term.

Area to be served:	Minimum
Carroll County	15
Coos County	17
Manchester, City of	46
Strafford County	37
Sullivan County	19

C. Culturally and Linguistically Appropriate Standards of Care

The Department of Health and Human Services (DHHS) recognizes that culture and language have considerable impact on how consumers access and respond to public health services. Culturally and linguistically diverse populations experience barriers in efforts to access health services. To ensure equal access to quality health services, the Division of Public Health Services (DPHS) expects that Contractors shall provide culturally and linguistically appropriate services according to the following guidelines:

1. Assess the ethnic/cultural needs, resources and assets of their community.
2. Promote the knowledge and skills necessary for staff to work effectively with consumers with respect to their culturally and linguistically diverse environment.
3. When feasible and appropriate, provide clients of limited English proficiency (LEP) with interpretation services. Persons of LEP are defined as those who do not speak English as their primary language and whose skills in listening to, speaking, or reading English are such that they are unable to adequately understand and participate in the care or in the services provided to them without language assistance.
4. Offer consumers a forum through which clients have the opportunity to provide feedback to providers and organizations regarding cultural and linguistic issues that may deserve response.
5. The Contractor shall maintain a program policy that sets forth compliance with Title VI, Language Efficiency and Proficiency. The policy shall describe the way in which the items listed above were addressed and shall indicate the circumstances in which interpretation services are provided and the method of providing service (e.g. trained interpreter, staff person who speaks the language of the client or language line).

D. State and Federal Laws

The Contractor is responsible for compliance with all relevant state and federal laws. Special attention is called to the following statutory responsibilities:

Contractor Initials: EHP
Date: 1/29/13

1. The Contractor shall report all cases of communicable diseases according to New Hampshire RSA 141-C and He-P 30, effective 01/05.
2. Persons employed by the Contractor shall comply with the reporting requirements of New Hampshire RSA 169:C, Child Protection Act; RSA 161:F46, Protective Services to Adults and RSA 631:6, Assault and Related Offenses.

E. Relevant Policies and Guidelines

1. The contractor shall maintain the confidentiality of public assistance clients and use the information only for program administration purposes.
 - a) All staff must understand that the receipt of this information is confidential and cannot be disclosed except in direct administration of the program.
 - b) All staff must adhere to the Division of Family Assistance confidentiality policy in the General Manual and sign a statement saying that they agree to uphold the confidentiality standards. Failure to maintain confidentiality shall result in disciplinary actions.
2. Receipt of public assistance and other confidential information may be shared as a part of the medical record only with the properly signed release of information from the client.

F. Publications Funded Under Contract

1. The DHHS and/or its funders will retain COPYRIGHT ownership for any and all original materials produced with DHHS contract funding, including, but not limited to, brochures, resource directories, protocols or guidelines, posters, or reports.
2. All documents (written, video, audio) produced, reproduced or purchased under the contract shall have prior approval from DPHS before printing, production, distribution, or use.
3. The Contractor shall credit DHHS on all materials produced under this contract following the instructions outlined in Exhibit C-1 (5).

G. Subcontractors

If services required to comply with this Exhibit are provided by a subcontracted agency or provider, the DPHS, Maternal and Child Health Section (MCHS) must be notified in writing prior to initiation of the subcontract. In addition, subcontractors must be held responsible to fulfill all relevant requirements included in this Exhibit.

II. Minimal Standards of Core Services

A. Service Requirements

1. Implement Healthy Families America home visiting model with fidelity using the 12 Critical Elements:
 - a. Service Initiation
 - i. Initiate services prenatally.

- ii. *Use the standardized screening tool and the Parent Survey, to systematically identify families who are most in need of services.*
 - iii. Offer services voluntarily and use positive outreach efforts to build family trust.
- b. Service Content
- i. Offer services to participating families until the child's third birthday, using well-defined criteria for increasing or decreasing frequency of services.
 - ii. Services should be culturally competent; materials used should reflect the diversity of the population served.
 - iii. Services are comprehensive, focusing on supporting the parent as well as supporting parent-child interaction and child development.
 - iv. All families should be linked to a medical provider; they may also be linked to additional services.
 - v. Staff members should have limited caseloads. *The Healthy Families America national office requires that "one home visitor (FSW) serve no more than 15 families receiving weekly visits or 25 families receiving less frequent visits. In some instances, the caseload may need to be reduced to accommodate families with multiple needs or to accommodate communities in which there are long distances between home visits."*
- c. Staff Characteristics
- i. Service providers are selected based on their ability to establish a trusting relationship.
 - ii. All service providers should receive basic training in areas such as cultural competency, substance abuse, reporting child abuse, domestic violence, drug-exposed infants, and services in their community.
 - iii. Service providers should receive thorough training specific to their role to understand the essential components of family assessment and home visitation.
2. HVNH-HFA will include home visits by nurses as an enhancement to the HFA Model. The schedule of visits should adhere closely to the following:
- a. In the prenatal period: three nurse visits at home or office, or a minimum of one nurse visit during each trimester in which a woman is enrolled.
 - b. A minimum of one postpartum/newborn home visit by nurse, *APRN*, physician offered to **all** families.
 - c. A minimum of 3, maximum of 10 nurse visits per year for the child.
3. Contractors considering clinical or sociological research using clients as subjects must adhere to the legal requirements governing human subjects' research. Contractors must inform the DPHS, MCHS prior to initiating any research related to this contract.

B. Staffing Provisions

1. New Hires

The Contractor shall notify the MCHS in writing within one month of hire when a new administrator or coordinator or any staff person essential to carrying out this scope of services is hired to work in the program. A resume of the employee shall accompany this notification.

2. Vacancies

The Contractor must notify the MCHS in writing if the executive director or program coordinator position is vacant for more than three months. This may be done through a budget revision. In addition, the MCHS must be notified in writing if at any time any site funded under this agreement does not have adequate staffing to perform all required services for more than one month.

3. Staff employed or subcontracted by the contractor shall meet the following qualifications:

The HFA Critical Elements state that direct service staff should not be hired based on their formal education alone. Service providers should be selected because of their personal characteristics (i.e., a non-judgmental attitude, compassion, the ability to establish a trusting relationship, etc.), their willingness to work in or experience working with culturally diverse communities and their skills to do the job.

a. Family Assessment Workers and Family Support Workers/Home Visitors shall:

- i. Have a high school diploma or general equivalency diploma
- ii. Have 2 years' experience working with families in a health care support capacity
- iii. Work in coordination with a licensed multidisciplinary team, including but not limited to Registered Nurses (RN's), APRNs, licensed clinical social workers (LCSW), licensed marriage and family therapists, and/or other licensed health care professionals.

b. Nurses shall have:

- i. A current license to practice as a registered nurse in accordance with RSA 326-B.
- ii. A minimum of 2 years of experience in maternal and child health nursing.

c. Nutritionists shall have:

- i. A bachelor's degree in foods and nutrition or home economics, or a master's degree in nutrition, nutrition education, or nutrition in public health or current Registered Dietitian status in accordance with the Commission on Dietetic Registration of the American Dietetic Association.
- ii. Individuals who perform functions similar to a nutritionist but do not meet the above qualifications shall not use the title of nutritionist.

d. Social workers shall have:

- i. A bachelor's degree in social work or a master's or bachelor's degree in a related social science or human behavior field, or master's degree in social work (MSW).
- ii. A minimum of 2 years experience working with children or families in a support or counseling capacity.
- iii. Individuals who perform social work functions similar to a social worker but do not meet the above qualifications shall not use the title of social worker.

4. Home visitors shall be supervised by a nurse, social worker or other professional with relevant experience with approval from the Division of Public Health Services, and meet with their supervisor individually for no less than 1 hour per week for FTE home visitors. Group meetings with other home visitors to share information and coordinate services are required no less than every two weeks.

Contractor Initials: EHP
Date: 1/29/13

All direct service personnel (FSW, FAW, Supervisor) involved in the HFA Program (both paid and in-kind) must attend the HFA CORE training provided by a nationally certified HFA trainer. The required initial training for both a Family Support Worker and a Family Assessment Worker is 4 days. The Supervisor must attend both the Family Support Worker and Family Assessment Worker training and attend the fifth day, which is for supervisors only (a total of 10 days of training).

C. Coordination of Services

1. The contractor shall coordinate, where possible, with other service providers within the contractor's community. At a minimum, such collaboration shall include interagency referrals and coordination of care.
2. Agencies that deliver services in a community or communities that are part of a Public Health Network (PHN) region should be active participants in the PHN. As appropriate, agencies should participate in community needs assessments, public health performance assessments, and the development of regional public health improvement plans. Agencies should also engage PHN staff as appropriate to enhance the implementation of community-based public health prevention initiatives being implemented by the agency.

D. Meetings and Trainings

The Contractor will be responsible to send staff to meetings and training required by the MCHS program, including but not limited to: *MCH Coordinators Meetings, Home Visiting Quarterly Meetings, Healthy Families America Core Trainings, and Data System trainings.*

III. Quality or Performance Improvement (QI/PI)

A. Workplans

1. Performance Workplans are required annually for this program and are used to monitor achievement of standard measures of performance of the services provided under this contract. The workplans are a key component of the MCHS performance- based contracting system and of this contract.
2. The Contractor shall incorporate required and developmental performance measures, defined by the MCHS into the agency's QI/PI plan. Reports on Workplan Progress/Outcomes shall detail the QI/PI plans and activities that monitor and evaluate the agency's progress toward performance measure targets.
3. The Contractor shall comply with minor modifications and/or additions to the workplan and annual report format as requested by the MCHS. The MCHS will provide the Contractor with advance notice of such changes and the Contractor is not expected to incur any substantial costs relative to such changes.

B. Data and Reporting Requirements

In addition to Performance Workplans, the Contractor shall submit to the MCHS the following data used to monitor program performance:

1. Workplans and Workplan Outcome reports according to the schedule and instructions provided by the MCHS. The MCHS shall notify the Contractor at least 30 days in advance of any changes in the submission schedule.
2. The data required for the federal Maternal, Infant & Early Childhood Home Visiting Program benchmark reporting, reported in the Home Visiting Data System.
3. In years when contracts or amendments are not required, the DPHS Budget Form, Budget Justification, Sources of Revenue and Program Staff List forms must be completed according to the relevant instructions and submitted as requested by DPHS and, at minimum, by April 30 of each year.
4. The Sources of Revenue report must be resubmitted at any point when changes in revenue threaten the ability of the agency to carry out the planned program.
5. The Contractor shall collaborate with the Divisions of Public Health Services and Family Assistance to collect client and program data and information for the purpose of program evaluation.
6. The Contractor shall, for purposes of program evaluation and federal reporting, enter personally identifiable health data, for all clients served under this contract, into the Home Visiting Data System. Contractors shall be responsible for obtaining any authorizations for release of information from the clients that is necessary to comply with federal and state laws and regulations. All forms developed for authorization for release of information must be approved by DPHS prior to their use.

C. On-Site Reviews

1. The Contractor shall allow a team or person authorized by the MCHS to periodically review the Contractor's systems of governance, administration, data collection and submission, clinical, and financial management in order to assure systems are adequate to provide the contracted services.
2. Reviews shall include client record reviews to measure compliance with this Exhibit.
3. The Contractor shall make corrective actions as advised by the review team if contracted services are not found to be provided in accordance with this Exhibit.
4. On-Site reviews may be waived or abbreviated at the discretion of the MCHS, upon submission of satisfactory reports of reviews such as Primary Care Effectiveness Reviews (PCER), or reviews from nationally accreditation organizations such as the Joint Commission for the Accreditation of Health Care Organizations (JCAHO), Medicare, or the Community Health Accreditation Program (CHAP). Abbreviated reviews will focus on any deficiencies found in previous reviews, issues of compliance with this Exhibit, and actions to strengthen performance as outlined in the agency Performance Workplan.

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 Community Action Partnership of Strafford County is a New Hampshire nonprofit corporation formed May 25, 1965. I further certify that it is in good standing as far as this office is concerned, having filed the return(s) and paid the fees required by law.



In TESTIMONY WHEREOF, I hereto
set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 3rd day of April A.D. 2013

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

William M. Gardner
Secretary of State

CERTIFICATE OF VOTE
(Corporate Authority)

I, **Amy Michaels**, Clerk/Secretary of **Community Action Partnership of Strafford County**. (hereinafter the "Corporation"), a New Hampshire corporation, hereby certify that:

- (1) I am that duly elected and acting Clerk/Secretary of the Corporation;
- (2) I maintain and have custody and am familiar with the minute books of the Corporation;
- (3) I am duly authorized to issue certificates with respect to the contents of such books;
- (4) That the Board of Directors of the Corporation have authorized, on **October 1, 2012**, such authority to be in force and effect until September 30, 2013 the person(s) holding the below listed position(s) to execute and deliver on behalf of the Corporation any contract or other instrument for sale of products and services:

<u> Betsey Andrews Parker </u>	<u> Executive Director </u>
<u> Mark Rideout </u>	<u> Board Chairperson </u>
_____	_____

- (5) The meeting of the Board of Directors was held in accordance with New Hampshire law and the by-laws of the Corporation; and
- (6) Said authorization has not been modified, amended or rescinded and continues in full force and effect as of the date hereof. Excerpt of dated minutes or copy of article or/ section of authorizing by-law must be attached.

IN WITNESS WHEREOF, I have hereunto set my hand as the Clerk/Secretary of the Corporation this 29 day of January, 2013 .

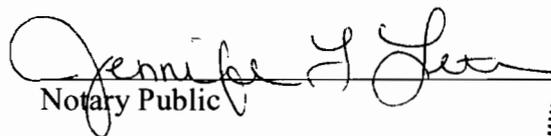


Clerk/Secretary

STATE OF NEW HAMPSHIRE
COUNTY OF ***Strafford***

On this the 29 day of January, 2013 , before me, Jennifer L. Letson the undersigned Officer, personally appeared, Amy Michaels , who acknowledged her/himself to be the Secretary of CAP of Strafford County, a corporation, and that she/he as such Secretary being authorized to do so, executed the foregoing instrument for the purposed therein contained.

IN WITNESS THEREOF, I hereunto set my hand and official seal.


Notary Public

My Commission expires: 9/9/2014



ACORD**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

01/28/2013

PRODUCER 603.898.6500 FAX 603.870.9444 CGI Insurance PO Box 1260 North Hampton NH 03862 Kathleen Flibotte, CISR	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.												
INSURED Community Action Partnership of Strafford County & CAP of Strafford County Head Start PO Box 160 Dover, NH 03821-1060	<table border="1"> <tr> <th>INSURERS AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Peerless Insurance Company</td> <td>24198</td> </tr> <tr> <td>INSURER B: Travelers Indemnity Co</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> </table>	INSURERS AFFORDING COVERAGE	NAIC #	INSURER A: Peerless Insurance Company	24198	INSURER B: Travelers Indemnity Co		INSURER C:		INSURER D:		INSURER E:	
INSURERS AFFORDING COVERAGE	NAIC #												
INSURER A: Peerless Insurance Company	24198												
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INSURER C:													
INSURER D:													
INSURER E:													

COVERAGES

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. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INBR ADD'L LTR INBR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <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	CBP8935364	12/31/2012	12/31/2013	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 \$ 2,000,000 PRODUCTS - COMPROP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS	BA8938564	12/31/2012	12/31/2013	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY AGG \$
A	EXCESS / UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE DEDUCTIBLE \$ <input checked="" type="checkbox"/> RETENTION \$ 10,000	CU8939364	12/31/2012	12/31/2013	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under SPECIAL PROVISIONS below	6KUB5834239-1-12	12/31/2012	12/31/2013	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	OTHER Errors & Omissions Liability	CBP8935364	12/31/2012	12/31/2013	Limit: \$1,000,000/\$1,000,000 Deductible: 1000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

Workers Compensation Coverage - STATUTORY STATE: NH The following Officers have not elected coverage under the Workers Compensation: Mark Rideout President, Carol Garlough VP, Jennifer Soldati Treas

CERTIFICATE HOLDER

Director, Div. of Public Health Svcs
 NH DHHS
 29 Hazen Drive
 Concord, NH 03301-6504

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

Edward Young/KF



ACORD 25 (2009/01)

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**Community Action Partnership
of Strafford County**

**Independent Auditors' Report and
Management's Financial Statements**

December 31, 2011

Ron L. Beaulieu & Company
CERTIFIED PUBLIC ACCOUNTANTS

**Community Action Partnership
of Strafford County**

Single Audit Reports

December 31, 2011

Ron L. Beaulieu & Company

CERTIFIED PUBLIC ACCOUNTANTS

Ron L. Beaulieu & Company
CERTIFIED PUBLIC ACCOUNTANTS

www.rlbc.com
accting@rlbc.com

41 Bates Street
Portland, Maine 04103

Tel: (207) 775-1717
Fax: (207) 775-7103

**INDEPENDENT AUDITORS' REPORT ON SCHEDULE OF
EXPENDITURES OF FEDERAL AWARDS**

September 27, 2012

To the Board of Directors of
Community Action Partnership of Strafford County
Dover, New Hampshire

We have audited the financial statements of Community Action Partnership of Strafford County as of and for the year ended December 31, 2011, and have issued our report thereon dated September 27, 2012, which contained an unqualified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

Ron L. Beaulieu & Co.

Certified Public Accountants

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
YEAR ENDED DECEMBER 31, 2011**

Federal Grantor Pass-Through Grantor Program Title or Cluster	Federal CFDA Number	Pass-through Entity Identifying Number	Federal Expenditures
U.S. DEPARTMENT OF AGRICULTURE			
Passed through State of New Hampshire Department of Education Child and Adult Care Food Program	10.558	4300-ZZZZ	86,966
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT			
Passed through City of Dover, New Hampshire Community Development Block Grant / Entitlement Grant	14.218		33,015
Passed through City of Rochester, New Hampshire Community Development Block Grant / Entitlement Grant Total Program	14.218		10,049 <u>43,064</u>
Passed through State of New Hampshire Department of Health and Human Services: Supportive Housing Program	14.235	010-092-7176-102-0415	39,345
Passed through Community Partners/Behavioral Health/Services/Academy St. Supportive Housing Program Total Program	14.235		27,922 <u>67,267</u>
U.S. DEPARTMENT OF LABOR			
Passed through Southern New Hampshire Services WIA Cluster WIA Adult Program WIA Dislocated Worker Total Program	17.258 17.278		55,120 100,272 <u>155,392</u>
U.S. DEPARTMENT OF ENERGY			
Passed through State of New Hampshire Governor's Office of Energy & Community Services Weatherization Assistance ARRA - Weatherization Assistance Total Program	81.042 81.042	01-02-02-024010-7706-074- 500587 010-002-0851-074-0587	56,099 914,658 <u>970,757</u>

See accompanying independent auditors' report and notes to schedule of expenditures of federal awards.

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (CONTINUED)
YEAR ENDED DECEMBER 31, 2011**

Federal Grantor Pass-Through Grantor Program Title or Cluster	Federal CFDA Number	Pass-through Entity Identifying Number	Federal Expenditures
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES			
Direct Program:			
Head Start Cluster:			
Head Start Grant	93.600	N/A	2,231,819
ARRA - Head Start	93.708	N/A	233,178
Total Program			<u>2,464,997</u>
Passed through State of New Hampshire Division of Elderly and Adult Services Special Programs for the Aging-- Title III, Part B- Grants for Supportive Services and Senior Centers	93.044	010-048-7872-512-0352	48,386
Passed through Southern New Hampshire Services, Inc. Temporary Assistance for Needy Families	93.558		122,394
Passed through Administration for Children and Families Temporary Assistance for Needy Families	93.558	010-045-6146-090-0415	8,421
Total Program			<u>130,815</u>
Passed through State of New Hampshire Governor's Office of Energy & Planning			
Low-Income Home Energy Assistance	93.568	01-02-02-024010- 77050000-500587	3,238,144
Low-Income Home Energy Assistance	93.568	01-02-02-024010- 77050000-074-500587	60,051
Total Program			<u>3,298,195</u>
Passed through Public Utilities of New Hampshire Community Services Block Grant	93.569	010-045-7148-093-0415	346,550
TOTAL FEDERAL EXPENDITURES			<u><u>7,612,389</u></u>



Outreach Offices

61 Locust Street
Dover
603-516-8126

527 Main Street
Farmington
603-516-8191

1 Wakefield Street
Rochester
603-516-8131

Head Start Centers

62A Whittier Street
Dover
603-742-1732

120 Main Street
Farmington
603-755-2883

55 Industrial Drive
Milton
603-652-0990

150 Wakefield Street
Rochester
603-335-3611

9 Bartlett Avenue
Somersworth
603-692-6367

**Administrative &
Weatherization Office**

270 County Farm Road
Dover, NH
603-516-8130

Mailing Address

P.O. Box 160
Dover, NH 03821-0160

Bobbie Aversa, BS
Contracts Administrator State of NH, DHHS
129 Pleasant Street
Concord, NH 03301

Ms. Aversa:

Community Action Partnership of Strafford County's audited financial statements for FYE 12/31/12 is in draft. Our auditors anticipate that it will be available no later than 09/30/2013.

A copy will be sent via email as soon as we receive it.

Please contact me if you would like to discuss this further or have any concerns.

Thank you,

A handwritten signature in black ink that reads "Jen Rhode". The signature is written in a cursive, flowing style.

Jen Rhode
Executive Assistant
Community Action Partnership of Strafford County

Ron L. Beaulieu & Company

CERTIFIED PUBLIC ACCOUNTANTS

www.rlbc.com
accting@rlbc.com

41 Bates Street
Portland, Maine 04103

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Fax: (207) 775-7103

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

September 27, 2012

To the Board of Directors of
Community Action Partnership of Strafford County
Dover, New Hampshire

We have audited the financial statements of Community Action Partnership of Strafford County as of and for the year ended December 31, 2011, and have issued our report thereon dated September 27, 2012. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control Over Financial Reporting

Management of Community Action Partnership of Strafford County is responsible for establishing and maintaining effective internal control over financial reporting. In planning and performing our audit, we considered Community Action Partnership of Strafford County's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Corporation's internal control over financial reporting.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of the internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above. However, we identified certain deficiencies in internal control over financial reporting, described in the accompanying schedule of findings and questioned costs that we consider to be significant deficiencies in internal control over financial reporting. Finding 2011-1 and 2011-2. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Compliance and Other Matters

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

Community Action Partnership of Strafford County's response to the findings identified in our audit is described in the accompanying schedule of findings and questioned costs. We did not audit Community Action Partnership of Strafford County's response and, accordingly, we express no opinion on it

This report is intended solely for the information and use of the Board of Directors, management, others within the entity, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Ron L. Beaulieu & Co.

Certified Public Accountants

Ron L. Beaulieu & Company

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accting@rlbc.com

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INDEPENDENT AUDITORS' REPORT ON COMPLIANCE WITH REQUIREMENTS THAT COULD HAVE A DIRECT AND MATERIAL EFFECT ON EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH OMB CIRCULAR A-133

September 27, 2012

To the Board of Directors of
Community Action Partnership of Strafford County
Dover, New Hampshire

Compliance

We have audited Community Action Partnership of Strafford County's compliance with the types of compliance requirements described in the *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of Community Action Partnership of Strafford County's major federal programs for the year ended December 31, 2011. Community Action Partnership of Strafford County's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts, and grants applicable to each of its major federal programs is the responsibility of Community Action Partnership of Strafford County's management. Our responsibility is to express an opinion on Community Action Partnership of Strafford County's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Community Action Partnership of Strafford County's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination of Community Action Partnership of Strafford County's compliance with those requirements.

In our opinion, Community Action Partnership of Strafford County complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended December 31, 2011.

Internal Control Over Compliance

Management of Community Action Partnership of Strafford County is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts, and grants applicable to federal programs. In planning and performing our audit, we considered Community Action Partnership of Strafford County's internal control over compliance with the requirements that could have a direct and material effect on a major federal program to determine the auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above.

This report is intended solely for the information and use of the Board of Directors, management, others within the entity, federal awarding agencies, and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Ron A. Beaulieu & Co.

Certified Public Accountants

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
DECEMBER 31, 2011**

Section I - Summary of Auditors' Results

Financial Statements

Type of auditors' report issued: unqualified

Internal control over financial reporting:

 Significant deficiency disclosed yes no

 Material weakness disclosed yes no

 Material noncompliance disclosed yes no

Federal Awards

Internal control over major programs:

 Significant deficiency disclosed yes no

 Material weakness disclosed yes no

Type of auditors' report issued on compliance for major programs: unqualified

Any audit findings disclosed that are required to be reported in accordance with section 510(a) of OMB Circular A-133? yes no

Identification of major programs:

<u>Name of Federal Program</u>	<u>CFDA Number</u>
Weatherization Assistance For Low-Income People	81.042
Low-Income Home Energy Assistance Program	93.568

Dollar threshold to distinguish between Type A and Type B programs: \$ 300,000

Auditee qualified as low-risk auditee? yes no

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
CORRECTIVE ACTION PLAN
DECEMBER 31, 2011**

SECTION II FINDINGS – FINANCIAL STATEMENT AUDIT

SIGNIFICANT DEFICIENCY

2011-1 Preparation of Financial Statements

Condition: Management is not having fiscal year-end financial statements prepared, in accordance with generally accepted accounting principles, in a timely fashion.

Criteria: Common accounting practices require financial statements to be prepared within three months of year end and a financial audit completed within six months of year end to be useful for external and internal financial reporting.

Cause: No policies exist that mandate completion dates for presenting statements.

Effect: This delays internal and external financial reporting and the commencement of a financial statement audit.

Recommendation: Implement a policy that will define a reasonable time period for having financial statements prepared.

Response: CAPSC accelerated the audit preparation process and filed the Single Federal Audit on time.

2011-2 Accounts Receivable

Condition: Management is not following documented policy to record revenues on the accrual basis of accounting.

Criteria: Generally accepted accounting principles mandate the use of accrual accounting.

Cause: Billings are not recorded as receivables and revenue when sent to funding source. Management creates accounts receivable balance through year end adjustments based on collections subsequent to year end.

Effect: This delays the recording of revenues and causes accounts receivable and revenue balances to be prone to errors at year end.

Recommendation: Follow policy in fiscal procedures manual requiring approved billings to be processed in accounting system prior to sending them to the appropriate funding source.

Response: Each award normally specifies a particular billing cycle. Therefore, a schedule is established for each grant and contract to ensure that reimbursement is made on a timely basis along with any other reporting that is required in addition to the financial reports.

SECTION III FINDINGS – MAJOR FEDERAL AWARD PROGRAMS

No findings

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
CORRECTIVE ACTION PLAN
DECEMBER 31, 2011**

September 27, 2012

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Community Action Partnership of Strafford County respectfully submits the following corrective action plan for the year ended December 31, 2011.

Name and address of independent public accounting firm: Ron L. Beaulieu & Company
41 Bates Street Portland, Maine 04103

Audit Period: January 01, 2011 through December 31, 2011

The findings from the December 31, 2011 schedule of findings and questioned costs are discussed below. The findings are numbered consistently with the numbers assigned in the schedule.

SECTION II FINDINGS – FINANCIAL STATEMENT AUDIT

SIGNIFICANT DEFICIENCY

2011-1 Preparation of Financial Statements

Recommendation: Implement procedures that will define a reasonable time period for having financial statements prepared.

Action Taken: By following our revised year end schedule, each audit segment will be delivered to our independent auditor on time in the future.

2011-2 Accounts Receivable

Recommendation: Follow policy in fiscal procedures manual requiring approved billings to be processed in accounting system prior to sending the billing to the appropriate funding source.

Action Taken: At the time invoices (request for reimbursement) are prepared, revenue and accounts receivable shall be recorded on the books of CAPSC. We have updated out Fiscal Policy and Procedures Manual and have conducted trainings with all staff affected to re-affirm this change.

Ron L. Beaulieu & Company

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accting@rlbco.com

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Portland, Maine 04103

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Fax: (207) 775-7103

INDEPENDENT AUDITORS' REPORT

September 27, 2012

To the Board of Directors of
Community Action Partnership of Strafford County
Dover, New Hampshire

We have audited the accompanying statement of financial position of Community Action Partnership of Strafford County, as of December 31, 2011, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of Community Action Partnership of Strafford County's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Community Action Partnership of Strafford County as of December 31, 2011, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated September 27, 2012, on our consideration of Community Action Partnership of Strafford County's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Ron L. Beaulieu & Co.

Certified Public Accountants

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
STATEMENT OF FINANCIAL POSITION
DECEMBER 31,**

	2011
ASSETS	
CURRENT ASSETS	
Cash	\$ 279,981
Accounts receivable (net)	1,147,746
Inventory	160,373
Prepaid expenses	35,923
Total current assets	1,624,023
FIXED ASSETS	
Real estate	719,429
Vehicles and equipment	1,217,476
Total fixed assets	1,936,905
Less - accumulated depreciation	(1,132,426)
Net fixed assets	804,479
OTHER ASSETS	
Security deposits	17,171
Total other assets	17,171
TOTAL ASSETS	\$ 2,445,673
LIABILITIES AND NET ASSETS	
CURRENT LIABILITIES	
Accounts payable	317,684
Accrued payroll	74,449
Accrued expenses	242
Accrued compensated absences	80,000
Deferred revenue	637,245
Line of credit	90,000
Security deposits payable	36,431
Current portion of long-term debt	43,842
Total current liabilities	1,279,893
LONG-TERM DEBT, less current portion	-
TOTAL LIABILITIES	1,279,893
NET ASSETS	
Unrestricted	1,165,780
TOTAL NET ASSETS	1,165,780
TOTAL LIABILITIES AND NET ASSETS	\$ 2,445,673

See accompanying independent auditors' report and notes to financial statements.

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31,**

	2011
REVENUES	
Grant and contract support	\$ 7,995,265
Program contributions	199,269
Rental income	-
Interest income	929
Fees for service	359,296
Fundraising	6,050
Other revenue	202,386
In-kind contributions	875,710
TOTAL REVENUES	\$ 9,638,905
EXPENSES	
Program services:	
Child services	3,756,476
Community services	842,062
Energy assistance	3,480,874
Housing	152,811
Weatherization	1,032,396
Workforce development	199,784
Total program services	9,464,403
Support services:	
Management and general	409,066
TOTAL EXPENSES	9,873,469
INCREASE (DECREASE) IN NET ASSETS	(234,564)
NET ASSETS - JANUARY 1	1,400,344
NET ASSETS - DECEMBER 31	\$ 1,165,780

See accompanying independent auditors' report and notes to financial statements.

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2011**

	Program Services				
	Child Services	Community Services	Energy Assistance	Housing	Weatherization
Payroll	\$ 1,937,928	\$ 305,841	\$ 290,711	\$ 29,119	\$ 273,686
Payroll taxes	132,661	25,865	22,501	2,700	42,652
Fringe benefits	319,597	61,554	49,382	7,795	76,921
Consultants and contract labor	28,358	28,350	1,482	344	2,135
Consumable supplies	57,527	1,963	2,519	319	6,474
Meetings/events/training	54,891	15,597	498	30	9,195
Copying & postage	9,473	1,556	14,533	11	2,847
Space and utilities	138,008	27,362	24,751	4,968	9,396
Equipment lease/rental/computer expense	13,116	2,406	7,634	322	8,639
Repairs and maintenance	101,172	16,990	6,384	6,104	26,899
Travel/transportation	81,420	12,049	1,945	35	4,972
Other/program support	8,200	2,482	232	46	65,641
Weatherization material/fuel and client assistance	143,400	78,463	3,053,180	90,637	373,424
Indirect costs	-	-	-	-	-
In-kind expenses	627,520	248,189	-	-	-
Depreciation	41,129	4,293	-	1,431	43,030
Property taxes	-	-	-	5,473	-
Insurance	62,076	7,853	4,868	3,423	86,345
Interest expense	-	1,249	254	54	140
TOTAL	\$ 3,756,476	\$ 842,062	\$ 3,480,874	\$ 152,811	\$ 1,032,396

See accompanying independent auditors' report and notes to financial statements.

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
STATEMENT OF FUNCTIONAL EXPENSES (CONTINUED)
YEAR ENDED DECEMBER 31, 2011**

	Program Services		Support Services	Total Expenses
	Workforce Development	Total Program Services	Management and General	
Payroll	\$ 124,665	\$ 2,961,950	\$ 190,848	\$ 3,152,798
Payroll taxes	9,973	236,352	16,560	252,912
Fringe benefits	19,008	534,257	8,022	542,279
Consultants and contract labor	3,449	64,118	33,903	98,021
Consumable supplies	2,237	71,039	4,273	75,312
Meetings/events/training	238	80,449	9,308	89,757
Copying & postage	381	28,801	2,777	31,578
Space and utilities	23,459	227,944	21,464	249,408
Equipment lease/rental/computer expense	197	32,314	7,404	39,718
Repairs and maintenance	634	158,183	11,617	169,800
Travel/transportation	4,478	104,899	6,601	111,500
Other/program support	488	77,089	6,970	84,059
Weatherization material/fuel and client assistance	4,125	3,743,229	3,370	3,746,599
Indirect costs	-	-	74,279	74,279
In-kind expenses	-	875,709	-	875,709
Depreciation	457	90,340	5,111	95,451
Property taxes	-	5,473	-	5,473
Insurance	5,928	170,493	5,343	175,836
Interest expense	67	1,764	1,216	2,980
TOTAL	\$ 199,784	\$ 9,464,403	\$ 409,066	\$ 9,873,469

See accompanying independent auditors' report and notes to financial statements.

**COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31,**

	2011
OPERATING ACTIVITIES	
Change in net assets	\$ (234,564)
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation	95,451
Changes in operating assets and liabilities	
(Increase) Decrease in accounts receivable	(193,222)
(Increase) Decrease in inventory	(30,644)
(Increase) Decrease in prepaid expenses	(25,179)
Increase (Decrease) in accounts payable	(67,389)
Increase (Decrease) in accrued payroll	5,661
Increase (Decrease) in accrued expenses	(35,464)
Increase (Decrease) in accrued compensated absences	35,476
Increase (Decrease) in deferred revenue	77,373
Increase (Decrease) in security deposits payable	29,770
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	(342,731)
INVESTING ACTIVITIES	
Acquisition of assets	(107,642)
Proceeds from sale of assets	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	(107,642)
FINANCING ACTIVITIES	
Advances (payments) on line of credit	(36,195)
Principal (payment) on long-term debt	(10,401)
NET CASH PROVIDED BY FINANCING ACTIVITIES	(46,596)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(496,969)
CASH AND CASH EQUIVALENTS - JULY 1	794,121
CASH AND CASH EQUIVALENTS - JUNE 30	\$ 297,152
RECONCILIATION OF CASH BALANCE TO FINANCIAL POSITION PRESENTATION:	
Cash	\$ 279,981
Security deposits	17,171
Total	\$ 297,152
SUPPLEMENTAL DISCLOSURE OF CASH FLOW	
Cash paid during the year for:	
Interest	\$ 2,980

See accompanying independent auditors' report and notes to financial statements.



Article II – Statement of Purpose

This organization was formed by the residents within Strafford County, State of New Hampshire, for the express purpose of initiating and administering such measures as are found and deemed necessary for the eradication of poverty within the County, and to that end shall employ those means made available under the Economic Opportunity Act of 1964, as amended. The above is construed to mean that the intent of this Agency is to utilize and mobilize present and future resources from federal, public or private sources to the end the poverty related activities will bear considerable impact on poverty in the County, subject to the provisions of the Community Service Block Grant and the guidelines issued by the State of New Hampshire pursuant to the Community Services Block Grant.

The purpose of this organization shall be served through the following activities:

1. The continuing examination of the extent and nature of poverty in the County, and into the variety and adequacy of existing relevant.
2. The coordination of existing and future programs with a purpose or a potential for combating poverty.
3. The proposing and planning of needed programs.
4. By securing and operating grants and awards for programs consistent with and appropriate to the purposes of the organization.

Community Action Partnership of Strafford County
Administrative & Weatherization Office, 270 County Farm Road, Dover, NH 603-516-8130
Mailing address: P.O. Box 160, Dover, NH 03821-0160

Outreach Offices:

61 Locust Street, Dover 603-516-8126
527 Main Street, Farmington 603-516-8191
1 Wakefield Street, Rochester 603-516-8131

Head Start Centers:

62A Whittier Street, Dover 603-742-1732
120 Main Street, Farmington 603-755-2883
55 Industrial Drive, Milton 603-652-0990
150 Wakefield Street, Rochester 603-335-3611
9 Bartlett Avenue, Somersworth 603-692-6367



Board of Directors 2012-2013

- **Rev. Mark Rideout**
Board Chairperson

- **Carol Garlough**
Vice-Chair

- **Amy Michaels**
Secretary

- **Jeni Mosca**
Treasurer
- **Timothea Smith**

- **David A. Terlemezian**

- **Arianna Adams**

- **Lori Hults**

- **Elizabeth Seymour**

- **Thurman Bryson**

- **Kimberly Alty**

- **Don Routhier**

- **Jason Shute**

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55 Industrial Drive, Milton 603-652-0990
150 Wakefield Street, Rochester 603-335-3611
9 Bartlett Avenue, Somersworth 603-692-6367

KEY ADMINISTRATIVE PERSONNEL

NH Department of Health and Human Services Division of Public Health Services

Agency Name: Community Action Partnership of Strafford County

Name of Bureau/Section: BPHCS, Maternal and Child Health, HVNH-HFA

BUDGET PERIOD:	SFY 2014	July 1, 2013 - June 30, 2014	
Name & Title Key Administrative Personnel	Annual Salary Of Key Administrative Personnel	Percentage of Salary Paid By Contract	Total Salary Amount Paid By Contract
Betsey Andrews Parker, Executive Director	\$94,500	0.00%	\$0.00
Melissa Adams, Child & Family Services Director	\$70,000	2.50%	\$1,750.00
Debra Meader, Family Resource Manager	\$43,000	5.00%	\$2,150.00
Denise Lepine, Manager of Intake & Home Visiting Services	\$40,000	50.00%	\$20,000.00
	\$0	0.00%	\$0.00
	\$0	0.00%	\$0.00
TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)			\$23,900.00

BUDGET PERIOD:	SFY 2015	July 1, 2014 - June 30, 2015	
Name & Title Key Administrative Personnel	Annual Salary Of Key Administrative Personnel	Percentage of Salary Paid By Contract	Total Salary Amount Paid By Contract
Betsey Andrews Parker, Executive Director	\$94,500	0.00%	\$0.00
Melissa Adams, Child & Family Services Director	\$70,000	2.50%	\$1,750.00
Debra Meader, Family Resource Manager	\$43,000	5.00%	\$2,150.00
Denise Lepine, Manager of Intake & Home Visiting Services	\$40,000	50.00%	\$20,000.00
	\$0	0.00%	\$0.00
	\$0	0.00%	\$0.00
TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)			\$23,900.00

Key Administrative Personnel are top-level agency leadership (President, Executive Director, CEO, CFO, etc), and individuals directly involved in operating and managing the program (project director, program manager, etc.). These personnel **MUST** be listed, **even if no salary is paid from the contract**. Provide their name, title, annual salary and percentage of annual salary paid from agreement.

Community Action Partnership of Strafford County

Betsey Andrews Parker, MPH

Relevant Experience:

- Developed and awarded over \$2 million in state, private and federal grants for municipal emergency planning, drug free community initiatives, public health prevention and after school programs for Strafford County during tenure at Northern Strafford County Health and Safety Council.
- Grew American Red Cross Great Bay Chapter revenue and staff by 50% in two years; raised over \$100,000 a year in special events and major gifts; increased service delivery by 15%; and re-organized fiscal and operations of two failing chapters in the Red Cross system.
- Secured over \$170,000 in new business contracts for URS Corporation and promoted to manager after first year with company.
- Over ten years' experience as a nonprofit professional.

Work Experience:

Executive Director, Strafford County Community Action Committee, Dover, New Hampshire, 2010-present.

- Managed daily operations of a nonprofit organization including: finance, board and staff meetings, public relations, grant writing, staff supervision and program development.
- Responsibilities included: development and management of 9.7 million annual budget, coordination of 133 staff and ten offices, program delivery, development and special events, public relations, and donor management.

Homeland Security Public Health Practice Lead, URS Federal Services Inc., 2008 – 2010.

- Provide project support to develop, execute, and evaluate a series of Senior Action Officer Preparedness Exercises for the U.S. Department of Health and Human Services focusing on international pandemic influenza containment and response effort, anthrax, presidential transition, medical surge and other public health emergencies.
- Provide recommendations to higher-level Health and Human Services officials regarding proposals, actions, and reports relative to emergency preparedness.
- Revised International Pandemic Influenza Playbook, decision and briefing papers based on Pandemic Influenza Exercise series and H1N1 lessons learned.
- Work with complete spectrum of Government agencies and departments associated with Health and Human Services public health response activities.
- Developed Homeland Security compliant Do-It-Yourself training program for U.S. Department of Agriculture focusing on intentional contamination of the national school lunch program.
- Trainer and Public Health Subject Matter Expert, National League of Cities Crisis Management for Elected Officials Training Program.

Executive Director, Northern Strafford County Health & Safety Council, Rochester, NH, 2003 – 2008.

- Created a nonprofit organization with municipal and private partners to coordinate public health initiatives in Northern Strafford County. Organization became a best practice model for public health networks in NH.

Community Action Partnership of Strafford County

- Managed daily operations of a nonprofit organization including: finance, board and staff meetings, public relations, grant writing, staff supervision and program development.
- Grew organization from \$75,000 to over \$425,000 yearly operating budget with five full time staff.
- Awarded and managed Drug Free Communities grant for Rochester Substance Abuse Prevention coalition.
- Awarded and managed 21st Century After School program from the NH Department of Education.
- Developed bio-terrorism, volunteer management, risk communication, mass vaccine distribution and all health hazard emergency response plans for the six municipalities in Northern Strafford County.

Executive Director, American Red Cross Great Bay Chapter, Dover, New Hampshire, 2000-2003.

- Successfully merged Strafford and Seacoast Chapters integrating financial, program service, donors, and volunteers to create largest Chapter (geographic) and third largest fiscal operation in New Hampshire.
- Responsibilities included: development and management of \$580,000 annual budget, coordination of eight staff and two offices, program delivery for health and safety, emergency services, military outreach, and international services, development and special events, public relations, and donor management.
- Managed staff, volunteers, and operations during September 11th crisis including direct service to clients affected by 9/11, processing large-scale donations (in-kind and financial), and management of media.

Health Care Organizer, New Hampshire Citizen Alliance, Concord, NH, 1999-2000.

- Co-facilitator and developer of the Community Health Leaders Project. Responsible for policy analysis, meeting facilitation, preparing and giving testimony before New Hampshire Legislative committees and organizing of New Hampshire consumers to address state policy initiatives.

Consultant, Community Health Institute, Concord, NH, 1998-1999.

- Project Assistant for Turning Point: Collaborating for a New Century in Public Health funded by the Robert Wood Johnson and W.K. Kellogg Foundations. Project Assistant for New England Rural Health Roundtable. Data analysis for New Hampshire Kids Count 1998; assistant editor, designer and contributor of In the Public's Health research and application renewal of Primary Care Health Professional Shortage Area Designations and new Dental Health Professional Shortage Area Designations for the state of New Hampshire.

Education

Masters, Public Health, Boston University, 1998

BS, Health Management and Policy, New Hampshire University, 1995

Professional Societies/Affiliations

Endowment for Health Advisory Board

Rotary Club of Dover, Dover, New Hampshire

Elected to serve on the Dover City Council for Ward One from January 2000 to December 2002

MELISSA ADAMS

270 County Farm Road, Dover, NH 03820

603-516-8130

madams@co.strafford.nh.us

EXECUTIVE SUMMARY

Innovative and results-driven leader experienced in all aspects of non-profit management, program operations, grant writing, and contract management.

CORE COMPETENCIES

Non-profit Management

Event Planning / Fundraising

Contract Writing / Management

Fiscal Accountability

Grant / Proposal Writing

Public Speaking

Partnership Building

Program Development

Strategic Planning

PROFESSIONAL EXPERIENCE

COMMUNITY ACTION PARTNERSHIP OF
STRAFFORD COUNTY, Dover, NH

5/2012 - present

Child and Family Services Director

- * Responsible for administration of Head Start, Early Head Start, childcare, home visiting, and parent education programs in Strafford County.

EASTER SEALS NEW HAMPSHIRE, INC., Manchester, NH

4/2010 – 5/2012

Project Director & Grant Writer

- * Responsible for coordination of services for frail seniors in the community through the *Seniors Count* Coordination Initiative in collaboration with multiple partner agencies.
- * In collaboration with VP of Major Gifts and Planned Giving, conduct thorough research of foundation, corporate and individual donor prospects
- * Develop successful grant proposals and funding requests for programs and services with the majority of awards ranging from \$10,000 - \$50,000. Awaiting decision on recently submitted federal grant to Center for Medicare and Medicaid Innovation in excess of \$3 million.

EARLY LEARNING COALITION OF BREVARD CO., Rockledge, FL

8/2005 – 2/2010

Executive Director (continued as consultant through 6/2010)

- * Led the transition from shared administration with Healthy Start Coalition (see prior employment) to an independent organization in 2005.
- * Provided operational and fiscal management of \$32+ million budget ensuring adequate utilization of funding for subsidized child care and voluntary pre-kindergarten services, home visiting support services, provider training, and administrative costs.

- * Developed proposals and grant requests to secure annual local match funding through United Way, Community Development Block Grants (County and City), and foundations. Secured over \$225,000 in grants for FY 08.09 and \$300,000 for FY 09.10.
- * Ensured all state and federal requirements were adhered to and conducted quality assurance activities of internal programs and contracted agencies in relation to subsidized child care, voluntary pre-kindergarten, home visiting / parent education, and child care provider trainings.
- * Handled all aspects of RFP, contract negotiations, development and management.

HEALTHY START COALITION, FL:

6/2002 – 8/2005

Assistant Director (Brevard County)

- * Assessed the community's maternal and child health needs resulting in a 3-year service delivery plan.
- * Coordinated Annual Healthy Start and Early Intervention Training Conference. Secured national speakers, developed advertisement and maintained registration for attendees. Reached record attendance and funds raised (over \$20,000) in 2005.
- * Developed Invitations to Negotiate, conducted contract negotiations and performed quality assurance monitoring of contracted providers.
- * Hired as Executive Director for Early Learning Coalition upon Board approval to transition organization to independent organization.

Executive Director (Keys Region)

- * Provided fiscal management for organization including development of annual budget, procurement of additional funding sources (grants, contracts and fundraising activities).
- * Assessed the community's maternal and child health needs resulting in a 3-year service delivery plan. Prepared annual and quarterly reports to the Department of Health for all funded programs.
- * Ensured compliance with all program and operational requirements.
- * Led statewide efforts in promoting "Safe Haven for Newborns".

EDUCATION

CAPELLA UNIVERSITY (online)

Enrolled: *Masters in Business Administration*

MADISON UNIVERSITY (online)

Bachelor of Arts in Business Administration

BECKER COLLEGE, Worcester, MA

Associates of Science in Occupational Therapy

Debra S. Meader

270 County Farm Road
Dover, NH 03820

QUALIFICATIONS

- Extensive experience in social services, mostly involving families with young children
- Skilled in leadership, team building and forming positive client & community relations
- Strong communication skills, life-skills counseling and supervisory skills

EDUCATION

M.Ed. Counseling – University of New Hampshire, Durham, NH 1991
B.S.W. – Wheelock College, Boston, MA 1988

EXPERIENCE

Family Resources Manager Community Action Partnership of Strafford County 2/2013-present

Directs, oversees and assists Family Advocates and other staff, as needed and applicable, in outreach to, recruitment, selection of, and enrollment of children and families based on eligibility in the program, including those with special needs and disabilities.

CCR&R Program Manager White Mountain Community Health Center & 2006-2013 Lakes Region Community Services

Currently responsible for all aspects of operations of a child care resource & referral (ccr&r) program. This program serves all of Carroll County, New Hampshire. The contract through State of NH has been with two different agencies though I have remained consistent through both.

- Excel at accomplishing goals and requirements set forth by the contract as well as writing the RFP's required.
- Assist families with child care referrals and information/counseling to help them with important decision of accessing quality child care and financial assistance, if needed.
- Provide child care providers & programs trainings and technical assistance for their professional development requirements.
- Organize and lead a Child Care Directors Group, providing networking as well as leadership trainings.
- Active member of State CCR&R Network, providing leadership in our website committee and other committees and initiatives.

Welfare/General Assistance Director (part time) Town of Madison 2010-2012

- Administered the Town Municipality Welfare program following the State and Town guidelines.
- Met with families as needed seeking assistance and processed applications to determine eligibility.
- Provided limited case management as needed.

Umbrella Project Case Worker White Mountain Community Health Center 2004-2006

- Sought out uninsured children and gave assistance to families to apply for NH Healthy Kids insurance program and did outreach to the community to help decrease the high rate of uninsured children in the Carroll County area. Often met with families in their homes.

**Community Action Partnership of Strafford County
Home Visiting New Hampshire - Healthy Families America**

- Consult regularly with Executive Director, Human Resources Manager, content specialists, and state administrators to assure the meeting of mandated standards. Work in cooperation with management teams to resolve problems impacting efficiency and productivity of the organization.
- Launch the successful introduction and continued implementation of the Baby's Best Beginnings Program, part of the Home Visiting New Hampshire initiative.
- Anticipate program needs and initiate appropriate actions to obtain resources and personnel to meet requirements.
- Hire, train, and supervise the work performance of home visitors and teachers. Coordinate staff training and developmental programs. Participate in the annual performance reviews and long-term career planning.
- Lead the strategic planning and preparation of fiscal budget for the Baby's Best Beginnings Program.
- Draft confidential correspondence, weekly reports, and other communications.

The HUB Family Resource Center Dover, NH

1999- 2001

Family Advocate/Even Start Home Visitor

- Assist parents with obtaining their GED or high school diploma.
- Partner with parents to provide early literacy opportunities in the home.
- Conduct needs assessments, facilitate home visits, and provide parent education.
- Coordinate, refer, and advocate for all eligible services

EDUCATION: Bachelor of Arts-Social Work Magna cum Laude University of New Hampshire
1999

PROFESSIONAL DEVELOPMENT:

Circle of Security Certified	2010
NH Institute on Addictive Disorders – Substance Abuse Prevention Specialist	2009
Sexual Abuse Prevention Training	2009
Mental Health as Prevention Training	2008
New Hampshire's Children's Trust Fund Conference	2008
You Make the Difference Certification-Hanen Centre	2008
Domestic Violence Training	2007
Home Visitors Safety Training	2007
Creative Curriculum National Training	2005
National Zero to Three Conference	2002, 2003, 2004
National Head Start Conference	2001
Family Focus: Parenting the Young Child Certification	2001
Parents as Teachers Certification	2001

BUDGET FORM

**New Hampshire Department of Health and Human Services
COMPLETE ONE BUDGET FORM FOR EACH BUDGET PERIOD**

Bidder/Program Name: Community Action Partnership of Strafford County

Budget Request for: Home Visiting New Hampshire-Healthy Families America
(Name of RFP)

Budget Period: July 1, 2013 - June 30, 2014

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
1. Total Salary/Wages	\$ 85,940.00	\$ 7,900.00	\$ 93,840.00	staff time allocation to grant
2. Employee Benefits	\$ 19,766.20	\$ 1,817.00	\$ 21,583.20	23% benefit rate
3. Consultants		\$ -	\$ -	
4. Equipment:	\$ -	\$ -	\$ -	
Rental	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ 500.00	\$ -	\$ 500.00	
Purchase/Depreciation	\$ 1,000.00	\$ -	\$ 1,000.00	
5. Supplies:	\$ -	\$ -	\$ -	
Educational	\$ 1,500.00	\$ -	\$ 1,500.00	
Lab	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	
Office	\$ 1,000.00	\$ -	\$ 1,000.00	
6. Travel	\$ 6,730.00	\$ -	\$ 6,730.00	
7. Occupancy	\$ 4,800.00	\$ -	\$ 4,800.00	
8. Current Expenses	\$ -	\$ -	\$ -	
Telephone	\$ 3,460.00	\$ -	\$ 3,460.00	
Postage	\$ 250.00	\$ -	\$ 250.00	
Subscriptions	\$ 1,000.00	\$ -	\$ 1,000.00	
Audit and Legal		\$ 1,500.00	\$ 1,500.00	allocation to grant
Insurance	\$ -	\$ 1,800.00	\$ 1,800.00	allocation to grant
Board Expenses	\$ -	\$ -	\$ -	
9. Software	\$ 500.00	\$ -	\$ 500.00	
10. Marketing/Communications	\$ 2,500.00	\$ -	\$ 2,500.00	
11. Staff Education and Training	\$ 4,500.00	\$ -	\$ 4,500.00	
12. Subcontracts/Agreements	\$ 8,750.80	\$ -	\$ 8,750.80	
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
TOTAL	\$ 142,197.00	\$ 13,017.00	\$ 155,214.00	

Indirect As A Percent of Direct

9.2%

For DPHS use only

Maximum Funds Available - (DPHS program to enter total funds available)	\$ 155,214.00
Reconciliation - (this line must be equal to or greater than \$0)	\$ -

BUDGET FORM

**New Hampshire Department of Health and Human Services
COMPLETE ONE BUDGET FORM FOR EACH BUDGET PERIOD**

Bidder/Program Name: Community Action Partnership of Strafford County

Budget Request for: Home Visiting New Hampshire-Healthy Families America
(Name of RFP)

Budget Period: July 1, 2014 - June 30, 2015

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
1. Total Salary/Wages	\$ 87,658.80	\$ 8,058.00	\$ 95,716.80	staff time allocation to grant
2. Employee Benefits	\$ 20,161.52	\$ 1,853.34	\$ 22,014.86	23% benefit rate
3. Consultants		\$ -	\$ -	
4. Equipment:	\$ -	\$ -	\$ -	
Rental	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ 500.00	\$ -	\$ 500.00	
Purchase/Depreciation	\$ 1,000.00	\$ -	\$ 1,000.00	
5. Supplies:	\$ -	\$ -	\$ -	
Educational	\$ 1,500.00	\$ -	\$ 1,500.00	
Lab	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	
Office	\$ 1,000.00	\$ -	\$ 1,000.00	
6. Travel	\$ 6,730.00	\$ -	\$ 6,730.00	
7. Occupancy	\$ 4,800.00	\$ -	\$ 4,800.00	
8. Current Expenses	\$ -	\$ -	\$ -	
Telephone	\$ 3,460.00	\$ -	\$ 3,460.00	
Postage	\$ 250.00	\$ -	\$ 250.00	
Subscriptions	\$ 1,000.00	\$ -	\$ 1,000.00	
Audit and Legal		\$ 1,500.00	\$ 1,500.00	allocation to grant
Insurance		\$ 1,800.00	\$ 1,800.00	allocation to grant
Board Expenses	\$ -	\$ -	\$ -	
9. Software	\$ 500.00	\$ -	\$ 500.00	
10. Marketing/Communications	\$ 2,000.00	\$ -	\$ 2,000.00	
11. Staff Education and Training	\$ 3,000.00	\$ -	\$ 3,000.00	
12. Subcontracts/Agreements	\$ 8,442.34	\$ -	\$ 8,442.34	
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
TOTAL	\$ 142,002.66	\$ 13,211.34	\$ 155,214.00	

Indirect As A Percent of Direct

9.3%

For DPHS use only

Maximum Funds Available - (DPHS program to enter total funds available)	\$ 155,214.00
Reconciliation - (this line must be equal to or greater than \$0)	\$ (0.00)

Handwritten initials/signature



Nicholas A. Toumpas
Commissioner

José Thier Montero
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN
SERVICES

29 HAZEN DRIVE, CONCORD, NH 03301-6527
603-271-4517 1-800-852-3345 Ext. 4517
Fax: 603-271-4519 TDD Access: 1-800-735-2964



January 30, 2012

His Excellency, Governor John H. Lynch
and the Honorable Executive Council
State House
Concord, New Hampshire 03301

APPROVED F/C _____
DATE _____
APPROVED G&C #28 _____
DATE 3/7/12 _____
NOT APPROVED _____

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division of Public Health Services, Bureau of Population Health and Community Services, Maternal and Child Health Section to enter into an agreement with Community Action Partnership of Strafford County (Vendor #177200-B004), PO Box 160, 270 County Farm Road, Dover, New Hampshire 03821-0160, in an amount not to exceed \$232,821.00, to provide home visiting services to pregnant women in accordance with the Healthy Families America model, to be effective February 16, 2012 or date of Governor and Council approval, whichever is later, through June 30, 2013. Funds are available in the following account for SFY 2012 and SFY 2013.

05-95-90-902010-5896 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS:
DIVISION OF PUBLIC HEALTH, BUREAU OF POPULATION HEALTH AND COMMUNITY SERVICES,
ACA HOME VISITING

Fiscal Year	Class/Object	Class Title	Job Number	Total Amount
SFY 2012	102-500731	Contracts for Program Services	90004104	\$77,607
SFY 2013	102-500731	Contracts for Program Services	90004104	\$155,214
			Total	\$232,821

EXPLANATION

Funds in this agreement will be used to support home visiting services in Strafford County for families at risk for poor health outcomes and child maltreatment. This voluntary home visiting program will follow an evidence-based model and curriculum, proven through research to improve health outcomes, reduce child maltreatment and improve family economic self-sufficiency. Home visitors provide support and education to families in their homes. Each family receives an assessment of their strengths and needs, and home-visiting services are provided in accordance with those individual assessments. Families and home visitors discuss prenatal health, child development, positive parenting practices, health and safety concerns, family planning and smoking cessation.

Services will be provided on a voluntary basis, with priority given to pregnant women who:

- Are first time mothers;

- have low incomes;
- are under age 21;
- have a history of child abuse or neglect or have had interactions with child welfare services;
- have a history of substance abuse or need substance abuse treatment;
- are users of tobacco products in the home;
- had low student achievement themselves, or have children with low student achievement;
- have children with developmental delays or disabilities; and/or
- are in families that include individuals who are serving or have formerly served in the armed forces.

Agencies may narrow their target populations, based on local needs.

By the nature of this agreement, Home Visiting New Hampshire – Healthy Families America home visiting is a collaborative service designed to avoid duplication. Agencies are required to collaborate with other community agencies providing family-support services in the community. In addition to home visiting services provided directly to families, this agreement supports coordination of home visiting and other early childhood programs such as early intervention, Head Start and prevention of child abuse and neglect.

Stafford County was identified as an at-risk community during the 2010 Home Visiting Needs Assessment. By targeting the delivery of Home Visiting New Hampshire – Healthy Families America in communities that were identified as having the highest risk population, the program will reduce differences in health outcomes. The following information concerning Stafford County was used to make this determination.

- 4.4% of infants are born at Highest Risk (% of infants born to teens ages 14 - 19 who were unmarried and had not completed high school at the time of their infant's birth)
- 65.7% of children have all care giving parents in the workplace
- 12.7% of children live in poverty
- 22.2% of children receive Food Stamps Supplemental Nutrition Assistance Program
- 30.5% of children are eligible for free and reduced-priced lunch
- 22.2% of infants and children (birth-4) participate in Women, Infants and Children Nutrition Program
- 26.6% of children are enrolled in Medicaid or Childrens Health Insurance Program
- Stafford County has the highest infant mortality rate in NH: 6.5 per 1000
- Low Birth Weight Infants: 65.2 per 1,000 (less than 5.5 lbs)
- 3.8% of children receive Community Mental Health Services
- Children in Out-of-Home Placements: 3.29 per thousand
- 1.35% of students in Stafford County are homeless
- Highest county rate in NH for Juvenile Arrests for Serious Crimes: 115 per 10,000 youth ages 10-16
- Average annual number of substantiated cases of child maltreatment: 3.14 per 1,000
- 16.7% of students require special education services
- 21% of the births in Stafford County are to teens

Should Governor and Executive Council not authorize this Request, families will not receive home visiting services that have been shown to improve conditions for young families leading to healthy and productive communities. In addition, New Hampshire will not fulfill its requirement to provide services as outlined in federal legislation.

Community Action Partnership of Stafford County was selected for this project through a competitive bid process. The Request for Proposals to provide Home Visiting New Hampshire-Healthy Families America

services in Strafford County was posted on the Department of Health and Human Services web site September 28, 2011. In addition, emails were sent to community agencies and various listserves, which provided broad distribution throughout the state.

Two proposals were submitted. A committee of three reviewers evaluated the proposals, including two Department of Health and Human Services personnel and one external reviewer. Each reviewer had between two and twenty-five years experience providing direct services in the community and/or managing programs that serve children and families. Areas of specific expertise include Maternal and Child Health; Law; Early Childhood Education; and Child Abuse Prevention. Proposals were scored taking an average of all reviewers' scores. Reviewers recommended funding the proposal from Community Action Partnership of Strafford County to serve Strafford County. The Request for Proposals scoring summary is attached.

As referenced in the Request for Proposals, this competitively procured Agreement includes the option to renew for two (2) additional year(s), contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Executive Council. This is the initial agreement with this Contractor for these services.

The following performance measures will be used to measure the effectiveness of the agreement.

Performance Measure #1: The percent of women enrolled in Home Visiting New Hampshire – Healthy Families America who receive at least one Edinburgh Post Natal Depression Scale screening between six and eight weeks after giving birth.

Performance Measure #2: The percent of families who receive a Healthy Homes One-Touch assessment by the birth of their child.

Performance Measure #3: The percent of children who receive further evaluation after scoring below the "cutoff" on the Ages & Stages Questionnaire, 3rd ed., which is a developmental screening tool.

Area served: Strafford County.

Source of Funds: 100% Federal Funds from United States Department of Health and Human Services, Health Resources and Services Administration, Maternal and Child Health Bureau.

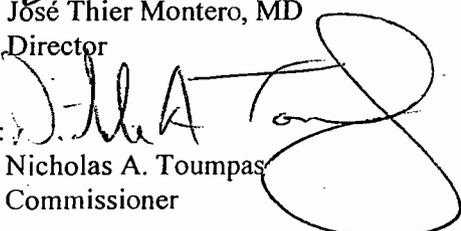
In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted, (



José Thier Montero, MD
Director

Approved by:



Nicholas A. Toumpas
Commissioner

JTM/PT/SW/sc

16. **Insurance:** Select either (1) or (2) below:

As referenced in the Request for Proposal, Comprehensive General Liability Insurance Acknowledgement Form, the Insurance requirement checked under this section is applicable to this contract:

Insurance Requirement for (1) - 501(c) (3) contractors whose annual gross amount of contract work with the State does not exceed \$500,000, per RSA 21-I:13, XIV, (Supp. 2006): The general liability insurance requirements of standard state contracts for contractors that qualify for nonprofit status under section 501(c)(3) of the Internal Revenue Code and whose annual gross amount of contract work with the state does not exceed \$500,000, is comprehensive general liability insurance in amounts of not less than \$1,000,000 per claim or occurrence and \$2,000,000 in the aggregate. *These amounts may NOT be modified.*

- (1) The contractor certifies that it **IS** a 501(c) (3) contractor whose annual total amount of contract work with the State of New Hampshire does **not** exceed \$500,000.

Insurance Requirement for (2) - All other contractors who do not qualify for RSA 21-I:13, XIV, (Supp. 2006), Agreement P-37 General Provisions, 14.1 and 14.1.1. Insurance and Bond, shall apply: The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, both for the benefits of the State, the following insurance: comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$250,000 per claim and \$2,000,000 per incident or occurrence. *These amounts MAY be modified if the State of NH determines contract activities are a risk of lower liability.*

- (2) The contractor certifies it does **NOT** qualify for insurance requirements under RSA 21-I:13, XIV (Supp. 2006).

17. **Renewal:**

As referenced in the Request for Proposals, Renewals Section, this competitively procured Agreement has the option to renew for two (2) additional year(s), contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Council.

18. ~~Subparagraph 4 of the General Provisions of this contract, Conditional Nature of Agreement, is replaced as follows:~~

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including without limitation, the continuance of payments, in whole or in part, under this Agreement are contingent upon continued appropriation or availability of funds, including any subsequent changes to the appropriation or availability of funds affected by any state or federal legislative or executive action that reduces, eliminates, or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope of Services provided in Exhibit A, Scope of Services, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of appropriated or available funds. In the event of a reduction, termination or modification of appropriated or available funds, the State shall have the right to withhold payment until such funds become available, if ever. The State shall have the right to reduce, terminate or modify services under this Agreement immediately upon giving the Contractor notice of such reduction, termination or modification. The State shall not be required to transfer funds from any other source or account into the Account(s) identified in block 1.6 of the General Provisions, Account Number, or any other account, in the event funds are reduced or unavailable.