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

Jeffrey A. Meyers  
Commissioner

Katja S. Fox  
Director

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

May 10, 2017

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

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Bureau of Drug and Alcohol Services to exercise a renewal option for two (2) years, out of a possible four (4) years, with Harbor Homes, Inc. (Vendor # 155358-B001), 45 High Street, Nashua NH, 03060, by increasing the price limitation by \$3,116,000 from \$1,500,000 to an amount not to exceed \$4,616,000 and extending the completion date from June 30, 2017 to June 30, 2019. This will amend an existing contract to facilitate the development and networking of peer recovery support services available in multiple Regional Public Health Regions in order to significantly reduce alcohol and drug misuse and its social, behavioral and health consequences statewide, to be effective upon Governor and Executive Council approval. This agreement was originally approved by Governor and Council on June 1, 2016, Item #13. 10 % General Funds, 42% Federal Funds, 48% Other Funds

State Fiscal Year	Class/ Account	Class Title	Current Modified Budget	Increased (Decreased) Amount	Revised Modified Budget
2016	102-500734	Contracts for Social Svs	\$6,000	\$0	\$6,000
2017	102-500734	Contracts for Social Svs	\$1,494,000	\$116,000	\$1,610,000
2018	102-500734	Contracts for Social Svs	\$0	\$1,500,000	\$1,500,000
2019	102-500734	Contracts for Social Svs	\$0	\$1,500,000	\$1,500,000
		<b>Total</b>	<b>\$1,500,000</b>	<b>\$3,116,000</b>	<b>\$4,616,000</b>

Funds to support this request are available in the following accounts in State Fiscal Year 2017 and are anticipated to be available in State Fiscal Year 2018 and State Fiscal Year 2019, upon the availability and continued appropriation of funds in the future operating budgets, with the ability to adjust encumbrances between State Fiscal Years through the Budget Office if needed and justified without further approval from the Governor and Executive Council.

**05-95-491510-2989 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: DIV OF BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL SVCS, GOVERNOR COMMISSION FUNDS**

SFY	Class/ Account	Class Title	Activity/Job Number Code	Current Modified Budget	Increased/ (Decreased) Amount	Revised Modified Budget
2016	102-500734	Contracts for Social Svc	49158501	\$2,820	0	\$2,820
2017	102-500734	Contracts for Social Svc	49158503	\$697,180	\$116,000	\$813,180
			<b>Subtotal</b>	<b>\$700,000</b>	<b>\$116,000</b>	<b>\$816,000</b>

**05-95-491510-2990 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: DIV OF COMM BASED CARE SVC, BUREAU OF DRUG AND ALCOHOL SVCS, CLINICAL SERVICES**

SFY	Class/ Account	Class Title	Activity/Job Number Code	Current Modified Budget	Increased/ (Decreased) Amount	Revised Modified Budget
2016	102-500734	Contracts for Social Svc	49156501	\$3,180	0	\$3,180
2017	102-500734	Contracts for Social Svc	49156501	\$796,820	0	\$796,820
			<b>Subtotal</b>	<b>\$800,000</b>	<b>\$ 0</b>	<b>\$800,000</b>

**05-95-920510-3382 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: DIV OF BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL SVCS, GOVERNOR COMMISSION FUNDS**

SFY	Class/ Account	Class Title	Activity/Job Number Code	Current Modified Budget	Increased/ (Decreased) Amount	Revised Modified Budget
2018	102-500734	Contracts for Social Svc	TBD	0	\$700,000	\$700,000
2019	102-500734	Contracts for Social Svc	TBD	0	\$700,000	\$700,000
			<b>Subtotal</b>	<b>\$ 0</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>

**05-95-920510-3384 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: DIV OF BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL SVCS, CLINICAL SERVICES**

SFY	Class/ Account	Class Title	Activity/Job Number Code	Current Modified Budget	Increased/ (Decreased) Amount	Revised Modified Budget
2018	102-500734	Contracts for Social Svc	TBD	0	\$800,000	\$800,000
2019	102-500734	Contracts for Social Svc	TBD	0	\$800,000	\$800,000
			<b>Subtotal</b>	\$ 0	\$1,600,000	\$1,600,000
			<b>TOTAL</b>	<b>\$1,500,000</b>	<b>\$3,116,000</b>	<b>\$4,616,000</b>

**EXPLANATION**

Funds in this amendment will be used to support ongoing efforts of the Contractor (Facilitating Organization) to develop the infrastructure for Recovery Community Organizations (RCOs) across the state and to support their becoming accredited to provide peer recovery support services. Funding will specifically be utilized for program operations and to continue training and technical assistance made available to the (7) RCOs that came on line in State Fiscal Year 2017 and to likewise make resources available to bring an additional 3 RCOs on line in State Fiscal Year 2018.

**List of Current Recovery Community Organizations supported by this contract:**

White Horse Addiction Center, Inc. 68 Route Route 16B PO Box 487, Center Ossipee, NH 03814	Revive Recovery Center 41 Sagamore Park Road, Hudson NH 03051
Granite Pathways, Inc. - Safe Harbor Recovery Center 865 Islington Street Portsmouth, NH 03801	Greater Tilton area Family Resource Center 291 Main Street Suite 3 Tilton, NH 03276
Goodwin Community Health, SOS Recovery Community 311 Route 108, Somersworth, NH 03862	North Country Serenity Center 33 Main Street Littleton, NH 03561
Keene Serenity Center 36 Carpenter St., Keene, NH 03431	

Recovery Support Services provided are a cost-effective means of providing ongoing support to individuals in the early stages of recovery from substance use disorders (SUD). Many of the individuals served will have recently completed a SUD treatment program.

The objective of these programs are to:

- Support the operations of a recovery community organization;
- To perform back office functions (Finance, billing, personnel) for subcontracted RCOs as needed;
- Increase capacity for providing Peer Recovery Support Services;

- Assist the subcontracted Recovery Community Organizations in becoming in accordance with the standards set forth by the Council on Accreditation of Peer Recovery Support Services (CAPRSS);
- Ensure personnel providing Peer Recovery Support Services in Recovery Community Organizations are Certified Recovery Support Workers (CRWs) and meet the recovery coaching standards set by the Council on Accreditation of Peer Recovery Support Services;
- To develop a mechanism to collect, analyze and utilize data.

The vendor will provide technical assistance to subcontracted RCOs to support their enrolling as providers in the state's Medicaid program and with other third party payers.

Progress will be measured by the Recovery Community Organizations meeting certain milestones, including:

- Operating a Recovery Community Organization (RCO);
- The RCO meeting CAPRSS accreditation standards;
- Engaging individuals with "lived experience" in completing requirements to provide peer recovery supports services, include completing the "Recovery Coach" curriculum training and becoming a Certified Recover Support Worker (CRSW) under the Board of Alcohol and Drug Use Professional Practice;
- Having mechanisms and protocols in place to collect client information (including process and outcome data);
- Providing peer recovery support services.

We expect the RCOs to serve a significant number of people. However, since peer recovery support services (PRSS) have not previously been widely available and because the RCOs are in the early stages of development, the number of people accessing PRSS through the RCOs supported by this contract cannot yet be determined. As data collection systems come on-line, the vendor will be reporting on the numbers served within each of the RCOs.

Recovery Community Organizations will be expected to leverage additional public and private funding resources thereby sustaining and increasing capacity for the Peer Recovery Support Services beyond the resources made available in this contract.

As stated in Exhibit A – Amendment #1, notwithstanding any other provision of the Contract to the contrary, no services shall continue after June 30, 2017, and the Department shall not be liable for any payments for services provided after June 30, 2017, unless and until an appropriation for these services has been received from the state legislature and funds encumbered for the SFY 2018-2019 biennia.

Should the Governor and Executive Council not approve this request the Department's overall strategy to address the misuse of alcohol and drugs will be negatively impacted, including fewer individuals maintaining recovery with many of them cycling back into needing more intensive and costly treatment services.

Area Served: Statewide.

Source of Funds: 42% Federal Funds from United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, CFDA #93.959 FAIN TI010035 and 48% Other Funds from the Governor's Commission on Alcohol and Drug Abuse Prevention, Intervention and Treatment and 10% General Funds.

In the event that the federal funds become no longer available, general funds will not be requested to support this program.

Respectfully submitted,



Katja S. Fox  
Director

Approved by:



Jeffrey A. Meyers  
Commissioner



**State of New Hampshire  
Department of Health and Human Services  
Amendment #1 to the  
Peer Recovery Support Services  
Facilitating Organization (PRSS FO)**

This 1st Amendment to the Peer Recovery Support Services Facilitating Organization (PRSS FO) contract (hereinafter referred to as "Amendment #1") dated this 24<sup>th</sup> day of April, 2017, is by and between the State of New Hampshire, Department of Health and Human Services (hereinafter referred to as the "State" or "Department") and Harbor Homes, Inc. (hereinafter referred to as "the Contractor"), a nonprofit company with a place of business at 45 High Street, Nashua, NH 03060.

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 1, 2016, Item #13, the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

WHEREAS, the State and the Contractor have agreed to make changes to the scope of work, payment schedules and terms and conditions of the contract; and

WHEREAS, pursuant to the Form P-37, General Provisions, Paragraph 18, and Exhibit C-1, Revisions to General Provisions, Paragraph 3, the State may modify the scope of work and payment schedule of the contract by written agreement of the parties;

WHEREAS the parties agree to extend the term of the agreement for two (2) additional years, increase the Price Limitation and modify the scope of services to support continued delivery of these services, and

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

1. Amend Form P-37, General Provisions, Block 1.6, Account Number, to include the following:  
05-95-92-920510-33820000-102-500734, and  
05-95-92-920510-33840000-102-500734
2. Amend Form P-37, General Provisions, Block 1.7, Completion Date, to read:  
June 30, 2019
3. Amend Form P-37, General Provisions, Block 1.8, to increase Price Limitation by \$3,116,000 from \$1,500,000, to read:  
\$4,616,000

Harbor Homes, Inc.

Amendment #1

Contractor Initials: PH

Date: 4/24/17



**New Hampshire Department of Health and Human Services  
Peer Recovery Support Services Facilitating Organization (PRSS FO)**

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4. Amend Form P-37, General Provisions, Block 1.9, to read:  
Jonathan V. Gallo, Esq., Interim Director of Contracts and Procurement.
5. Amend Form P-37, General Provisions, Block 1.10, to read:  
271-9246
6. Delete Exhibit A, Scope of Services, in its entirety and replace with Exhibit A,  
Amendment #1.
7. Add Exhibit B-2, Amendment 1, Budget Form for SFY 2017.
8. Add Exhibit B-3, Budget Form for the Budget Period FY 2018.
9. Add Exhibit B-4, Budget Form for the Budget Period FY 2019.

This amendment shall be effective upon the date of Governor and Executive Council approval.

Harbor Homes, Inc.

Amendment #1

Contractor Initials: JK

Page 2 of 4

Date: 4/24/17



IN WITNESS WHEREOF, the parties have set their hands as of the date written below,

State of New Hampshire  
Department of Health and Human Services

5-1-17  
Date

[Signature]  
Katia S. Fox  
Director, Division for Behavior Health

Harbor Homes, Inc.

4-24-17  
Date

[Signature]  
NAME: Peter Kelleher  
TITLE: President & CEO

Acknowledgement of Contractor's signature:

State of New Hampshire County of Hillsborough on April 24<sup>th</sup> 2017  
before the undersigned officer, personally appeared the person identified above, or  
satisfactorily proven to be the person whose name is signed above, and acknowledged  
that s/he executed this document in the capacity indicated above.

[Signature]  
Signature of Notary Public or Justice of the Peace

William C Martin, Justice of the Peace  
Name and Title of Notary or Justice of the Peace

**WILLIAM C. MARTIN**  
Justice of the Peace - New Hampshire  
My Commission Expires November 4, 2020

My Commission Expires: \_\_\_\_\_

Harbor Homes, Inc.

Amendment #1

Contractor Initials: [Signature]

Date: 4/24/17

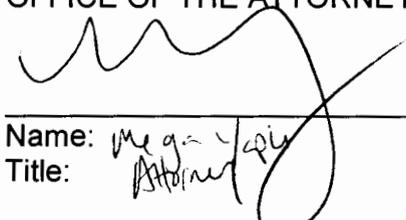


New Hampshire Department of Health and Human Services  
Peer Recovery Support Services Facilitating Organization (PRSS FO)

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

OFFICE OF THE ATTORNEY GENERAL

5/20/17  
Date

  
Name: Megan Kelly  
Title: Attorney

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

OFFICE OF THE SECRETARY OF STATE

\_\_\_\_\_  
Date

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



## Scope of Services

### 1. Provisions Applicable to All Services

- 1.1. The Contractor will submit a detailed description of the language assistance services they will provide to persons with limited English proficiency to ensure meaningful access to their programs and/or services within ten (10) days of the contract effective date.
- 1.2. The Contractor agrees that, to the extent future legislative action by the New Hampshire General Court or federal or state court orders may have an impact on the Services described herein, the State Agency has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.
- 1.3. Notwithstanding any other provision of the Contract to the contrary, no services shall continue after June 30, 2017, and the Department shall not be liable for any payments for services provided after June 30, 2017, unless and until an appropriation for these services has been received from the state legislature and funds encumbered for the SFY 2018-2019 biennia.
- 1.4. For the purposes of this contract, any reference to days shall mean consecutive calendar days, unless otherwise denoted as business days.
- 1.5. For the purposes of this contract, any reference to business days shall mean Monday through Friday, excluding State Employee holidays.
- 1.6. The selected Vendor must conduct an assessment of Recovery Community Organizations (RCOs) to determine the level of readiness for each RCO to become accredited according to the standards set forth by the Council on Accreditation of Peer Recovery Support Services (CAPRSS).
- 1.7. The selected Vendor must collaborate with the Council on Accreditation of Peer Recovery Support Services (CAPRSS) to provide each RCO with assistance to meet accreditation standards set forth by the CAPRSS.
- 1.8. The selected Vendor must collaborate with other PRSS technical assistance assets to assess the capacity of each RCO relative to the core and optional standards defined by the Council of Accreditation of Peer Recovery Support Services (CAPRSS).
- 1.9. The selected Vendor must work with the Department and RCOs to determine culturally appropriate process and outcome data collection and analysis.
- 1.10. The selected vendor must provide program management and oversight as well as implement a quality improvement process.

### 2. Scope of Services

- 2.1. The Contractor shall complete an accreditation readiness scan of all known Recovery Community Organizations (RCOs), statewide. The Contractor shall:
  - 2.1.1. Determine each RCO's ability to achieve Council of Accreditation of Peer Recovery Support Services (CAPRSS) accreditation.
  - 2.1.2. Determine each RCO's ability to open a Recovery Center.



- 2.1.3. Determine each RCO's capacity to provide Peer Recovery Support Services.
- 2.1.4. Determine each RCO's commitment to becoming a Medicaid provider, upon approval from the Center for Medicaid and Medicare Services (CMS) of the establishment of a 'Recovery Community Organization' provider type under the New Hampshire Medicaid program.
- 2.1.5. Provide a written determination of RCO readiness to the Department within 5 business days of completing the final RCO readiness scan.
- 2.2. The Contractor shall enter into contract with a minimum of seven (7) Recovery Community Organizations (RCOs) by June 30, 2017 and a minimum of ten (10) RCO's by June 30, 2019, in at least five (5) different Public Health Regions (See Appendix D – Regional Public Health Networks), as approved by the Department, in order to increase capacity for Peer Recovery Support Services (PRSS) within each of the selected ten (10) Recovery Community Organizations. The Contractor shall:
  - 2.2.1. Ensure that priority is given to Public Health Regions that do not have an RCO (See Appendix D – Regional Public Health Network).
  - 2.2.2. Provide a copy of each executed RCO contract to the Department within five (5) days of contract execution.
- 2.3. The Contractor shall collaborate with Peer Recovery Support Services (PRSS) technical assistance assets, including, but not limited to, CAPRSS, to assess each RCO for accreditation readiness in accordance with the standards set forth by the Council of Accreditation of Peer Recovery Support Services (CAPRSS). The Contractor shall:
  - 2.3.1. Complete a written assessment of each RCO that indicates the RCO's capacity to provide PRSS services and current operational standards.
  - 2.3.2. Develop a written plan with each RCO that includes, but is not limited to:
    - 2.3.2.1. Timeframes to meeting CAPRSS accreditation standards.
    - 2.3.2.2. Goals that must be attained by each RCO in order to meet CAPRSS accreditation standards.
    - 2.3.2.3. Technical assistance needed for each RCO in order to meet CAPRSS goals, time frame and technical assistance accreditation requirements.
  - 2.3.3. Ensure training and technical assistance identified in Section 2.3.2.3 is provided to each RCO, as needed.
- 2.4. The Contractor shall collaborate with the Council on Accreditation of Peer Recovery Support Services (CAPRSS) to provide assistance to each RCO to ensure each of the five (5) RCOs meet accreditation standards set forth by CAPRSS. The Contractor shall ensure assistance includes, but is not limited to:
  - 2.4.1. Personnel with the expertise necessary to deliver high quality training.



- 2.4.2. Technical assistance, as needed.
  - 2.4.3. Organizational coaching.
  - 2.4.4. Capacity development consultation.
  - 2.4.5. Administrative support functions, as needed.
- 2.5. The Contractor shall collaborate with the Center for Excellence to develop and provide training as well as technical assistance to RCOs in order to:
- 2.5.1. Assist RCOs to attain accreditation.
  - 2.5.2. Provide technical assistance to RCOs to enroll in Medicaid upon the establishment of a "Peer Recovery Program" provider type by the New Hampshire Medicaid Program based on Federal Center for Medicaid and Medicare Services (CMS) and other Federal and State requirements, which include:
    - 2.5.2.1. 42 CFR, Subpart B ( <http://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=2a147022bd0e989f2eff02f0ba401830&mc=true&n=pt42.4.455&r=PART&ty=HTML#sp42.4.455.b> ).
    - 2.5.2.2. 42 CFR, Subpart E ( <http://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=2a147022bd0e989f2eff02f0ba401830&mc=true&n=sp42.4.455.e&r=SUBPART&ty=HTML> ).
    - 2.5.2.3. 45 CFR, 164.512(d) ( [http://www.ecfr.gov/cgi-bin/text-idx?SID=07d0a507d28ee03b2b09dfd7a2be33d2&mc=true&node=se45.1.164\\_1512&rgn=div8](http://www.ecfr.gov/cgi-bin/text-idx?SID=07d0a507d28ee03b2b09dfd7a2be33d2&mc=true&node=se45.1.164_1512&rgn=div8) )..
  - 2.5.3. Ensure personnel providing Peer Recovery Support services (PRSS) in RCOs are Certified Recovery Support Workers (CRSW) and meet the CAPRSS recovery coaching standards.
  - 2.5.4. Assist RCOs to expand capacity to include Peer Recovery Coaching and Telephone Recovery Support Services.
  - 2.5.5. Assist RCOs with expanding capacity to include back office support functions.
  - 2.5.6. Assist RCOs in establishing and a plan to sustain Recovery Center.
- 2.6. The Contractor shall utilize logistical support provided by the Center for Excellence to facilitate a Community of Practice that allows RCO administrators and leaders to establish and strengthen collegiality, cooperation, collaboration and informal mentoring among RCOs. The Contractor shall:
- 2.6.1. Organize regular on-going RCO regional meetings with RCO administrators and leaders.
  - 2.6.2. Ensure meetings are widely advertised to all RCOs, statewide.
  - 2.6.3. Ensure that each subcontracted RCO engages in its local Regional Public Health Network (RPHN) to participate in continuum of care development work.



- 2.7. The Contractor shall assess the ability of each RCO to open and sustain a Recovery Center. The Contractor shall:
- 2.7.1. Complete a written assessment of each RCO that indicates each RCO's readiness to open and sustain a Recovery Center, that includes, but is not limited to:
    - 2.7.1.1. The current organizational structure of the RCO's Recovery Center or the RCO's readiness to open a Recovery Center, as appropriate.
    - 2.7.1.2. The number of people that can be served by the RCO's Recovery Center.
    - 2.7.1.3. The RCO's financial viability to support a Recovery Center.
  - 2.7.2. Work with each RCO to develop a written plan to open a Recovery Center.
  - 2.7.3. Ensure training and technical assistance is available to Recovery Center staff, which may include but is not limited to:
    - 2.7.3.1. Customer service training.
    - 2.7.3.2. Peer Recovery Coaching Services.
    - 2.7.3.3. Telephone Recovery Support Services.
  - 2.7.4. Assist RCOs to secure funding from other public and private sources to ensure ongoing sustainability of services.
- 2.8. The Contractor shall assist RCOs with performing back office functions that may include, but are not limited to:
- 2.8.1. Human resource functions.
  - 2.8.2. Financial functions such as accounting, bookkeeping and payroll.
  - 2.8.3. Billing functions.
- 2.9. The Contractor shall ensure billing services are available to each RCO until such time RCOs can perform billing functions on their own. Billing functions shall include, but are not limited to:
- 2.9.1. Accepting RCO invoices for PRSS services provided to clients.
  - 2.9.2. Submitting invoices to the Department for client services that are provided by the RCO and covered by funds in this grant for reimbursement.
  - 2.9.3. Submitting PRSS client services covered by Medicaid to the appropriate managed care organization (MCO).
  - 2.9.4. Disbursing payments received from MCOs to the appropriate RCO.
  - 2.9.5. Accepting RCO invoices for operational costs.
  - 2.9.6. Paying RCOs for operational costs on a cost reimbursement basis.



- 2.9.7. Submitting RCO operational cost invoices to the Department for reimbursement.
- 2.10. The Contractor shall collaborate with the NH Center for Excellence to:
  - 2.10.1. Identify data evaluation criteria.
  - 2.10.2. Implement an evaluation process in each RCO.
- 2.11. The Contractor shall ensure technical assistance is available to each RCO in order to collect, analyze and utilize data, for the evaluation process in Section 2.10.2., which shall include but is not limited to:
  - 2.11.1. Demographics, which include but are not limited to:
    - 2.11.1.1. Gender
    - 2.11.1.2. Age
    - 2.11.1.3. Ethnicity
  - 2.11.2. Primary drug of choice
  - 2.11.3. SAMHSA National Outcome Measures ([http://www.dasis.samhsa.gov/dasis2/noms/noms\\_atth1.pdf](http://www.dasis.samhsa.gov/dasis2/noms/noms_atth1.pdf)), which include:
    - 2.11.3.1. Abstinence
    - 2.11.3.2. Crime and Criminal Justice
    - 2.11.3.3. Employment/Education
    - 2.11.3.4. Stability in Housing
    - 2.11.3.5. Social Connectedness
  - 2.11.4. Referral Source
  - 2.11.5. Client Financial Information
  - 2.11.6. Healthcare Coverage Information
  - 2.11.7. Substance Use Disorder treatment history
  - 2.11.8. Substance Use Disorder or Co-occurring Disorder recovery needs
  - 2.11.9. Participation in Community Services
  - 2.11.10. Recovery capital
- 2.12. The Contractor will work with the Department to identify the next cohort of RCOs to prepare them for CAPRSS accreditation.

### 3. Reporting Requirements

- 3.1. The Contractor shall provide a work plan for each state fiscal year by July 1<sup>st</sup> of that year. This work plan shall be subject to review and approval by the Bureau.
- 3.2. Report on readiness for all considered RCO, that includes but is not limited to:
  - 3.2.1. Progress on the annual work plan.



- 3.2.2. Accreditation readiness.
  - 3.2.3. Recovery center capacity
  - 3.2.4. Capacity to provider PRSS
  - 3.2.5. Commitment to enrolling in Medicaid, upon approval from the Center for Medicaid and Medicare Services (CMS) of the establishment of a 'Recovery Community Organization' provider type under the New Hampshire Medicaid program.
- 3.3. The Contractor shall provide quarterly reports that include but are not limited to:
- 3.3.1. Progress on the annual work plan.
  - 3.3.2. Progress on each RCO's work plan components.
  - 3.3.3. Information on RCO trainings conducted, including but not limited to, type of training provided and number of attendees.
  - 3.3.4. Information regarding RCO meetings that occurred, as described in Section 2.6, including but not limited to, venue, number of attendees and methods used to advertise meetings.
  - 3.3.5. Back office support provided, as described in Section 2.8.
- 3.4. The Contractor shall submit a final report to the Department that includes, but is not limited to:
- 3.4.1. Information on each of the five (5) RCOs including the number of individuals served during the three (3) months prior to subcontracting with the Contractor in comparison to the number of individuals served by the RCO from April 1<sup>st</sup> to June 30<sup>th</sup> of each subsequent year.
  - 3.4.2. How many and what type of trainings were provided over the term of the contract.
  - 3.4.3. The number of RCOs that are accredited by the CAPRSS.
  - 3.4.4. The number and location of each Recovery Center that opened as a result of contracted services.
  - 3.4.5. The type of PRSS services delivered by each RCO.
  - 3.4.6. Information regarding clients served, which shall include but not be limited to:
    - 3.4.6.1. Analysis of client data referenced in 2.11 by individual RCO.
    - 3.4.6.2. Analysis of aggregated client data
  - 3.4.7. Back Office functions performed for each RCOs, which may include but is not limited to:
    - 3.4.7.1. Human Resources.
    - 3.4.7.2. Financial.
    - 3.4.7.3. Client billing to other funding sources not in this contract.



3.4.8. All contractor work that has started and any progress toward CAPRSS accreditation for the next cohort of RCOs identified to the Department.

**4. Deliverables**

- 4.1. The Contractor shall provide copies of the executed contracts described in Section 2.2, to the Department within five (5) business days of fully executing the documents.
  - 4.1.1. Each sub-contract and renewal is subject to BDAS review and approval.
  - 4.1.2. Each sub-contract shall include requirements for billing BDAS for client recovery support services which shall include:
    - 4.1.2.1. Client unique identifier as defined by BDAS.
    - 4.1.2.2. Only those clients with incomes below 400% of the Federal Poverty Level, who are not eligible for payment for these services through another source, e.g. public or private insurance, are eligible for payment.
    - 4.1.2.3. Agencies may bill for Recovery Coaching, according to the New Hampshire Medicaid rates for Peer Recovery Support, Individual or Peer Recovery Support Group.
    - 4.1.2.4. Agencies may bill for Telephone Recovery Support Services according to the New Hampshire Medicaid rates for Care Management (Continuous Recovery Monitoring – CRM).
- 4.2. The Contractor shall complete an assessment, as described in Section 2.3.1, for each of the RCOs – for a minimum of five (5) assessments, within ninety (90) days of the contract effective date.
- 4.3. The Contractor shall provide a copy of each accreditation plan described in Section 2.3.2., within one hundred-twenty (120) days of the contract effective date.
- 4.4. The Contractor shall provide a written Recovery Center assessment, as described in Section 2.7, for each RCO, within one hundred-eighty (180) days of the contract effective date.
- 4.5. The Contractor shall provide the billing process and payment timeframes for providing the services in Section 2.8, within one hundred-twenty (120) days of the contract effective date.

**5. Milestones and Activities**

Major Milestones and Activities	Person Responsible	Date of Completion, in days after contract effective date	Potential Barriers to Achievement	Plan to Overcome Barriers to Achievement
Milestone 1: Report on the degree of	Project Director	60 Days	No major barriers anticipated, as	Peter Kelleher (President and CEO) will



readiness of each RCO in the State of NH (See Section 2.1).			this is primarily a self-managed FO task. One potential barrier is if the person selected to fill the Project Director role is not able to start on time.	oversee this first step of the project, working closely with CCAR.
Milestone 2: Initial assessment of each subcontracted RCO	Project Director and CCAR in collaboration with CAPRSS	90 Days	Readiness/ability of RCO to enter into a subcontract agreement.	Contractor shall provide TA to facilitate the contract negotiations.
Milestone 3: Developing a written plan for accreditation	Project Director and CCAR in collaboration with CAPRSS	120 Days	If any of the above milestones take longer than anticipated, this milestone may occur at a later date.	There is likely to be a minimum set of plan components applicable to all RCOs that can begin to occur as a collective, prior to formal completion of the individual plans.
Milestone 4: Providing training and technical assistance to RCOs	CCAR, Harbor Homes, Welcoming Light, NH Center for Excellence and CAPRSS. TA provided by CAPRSS will be at no cost to Harbor Homes or the RCOs.	Within 90 days but upon Subcontract Effective Date (and during the subcontracting process, as needed) throughout the funding period.	The Contractor shall begin providing TA/training from the beginning of the procurement process. Specific training/TA required for accreditation may be delayed if any of the above	The Contractor shall utilize web-based and in-person individual and group trainings to ensure accessibility issues are eliminated. On-site (within



			milestones are delayed. Additionally, there may be accessibility issues that prevent some of the RCOs from attending trainings.	the RCO) trainings/TA will also be provided.
Milestone 5: Initial assessment for Recovery Center readiness	Project Director and CCAR	Within 180 days, and ongoing thereafter in accordance with individual plans		
Milestone 6: Training RCOs billing functions	Project Coordinator/Administrator and HHI Backend Staff	Within 120 Days and ongoing thereafter	NH's implementation plan of related Medicaid benefit	None – this is a barrier we have no control over. However, we will work with Bi State Primary Care Association to provide public policy work related to this.
Milestone 7: Initial Meeting of RCO Community of Practice	Project Director, NH Center for Excellence	Within 60 Days (prior to the procurement process)	None	None

## Exhibit B-2 Amendment #1 Budget

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

Bidder/Program Name: Harbor Homes, Inc.

Budget Request for: PRSS Facilitating Organization

Budget Period: July 1, 2016 through June 30, 2017

1. Total Salary/Wages	\$ -	\$ -	\$ -	\$ -
2. Employee Benefits	\$ -	\$ -	\$ -	\$ -
3. Consultants	\$ -	\$ -	\$ -	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -
Rental	\$ -	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ -	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -
Educational	\$ -	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -
Office	\$ -	\$ -	\$ -	\$ -
6. Travel	\$ -	\$ -	\$ -	\$ -
7. Occupancy	\$ -	\$ -	\$ -	\$ -
8. Current Expenses	\$ -	\$ -	\$ -	\$ -
Telephone	\$ -	\$ -	\$ -	\$ -
Postage	\$ -	\$ -	\$ -	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -
9. Software	\$ -	\$ -	\$ -	\$ -
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ -	\$ -	\$ -	\$ -
12. Subcontracts/Agreements	\$ 116,000.00	\$ -	\$ 116,000.00	\$ -
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -
Client Reimbursement Activities - subcontractors	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 116,000.00</b>	<b>\$ -</b>	<b>\$ 116,000.00</b>	<b>\$ -</b>

Indirect As A Percent of Direct

0.0%

Exhibit B-2 Amendment #1  
Budget Narrative

HARBOR HOMES INC. PRSS FO GRANT BUDGET - FY 2017		
		Narrative
PRSS FUNDING	116,000	Contractor funds
TOTAL REVENUE	116,000	
<b>EXPENSES</b>		
Total Salaries & Wages	-	To fund 1 additional subcontractor in FY 2017 to provide all direct care services/operational cost.
Fringe	-	
Legal Cost	-	
Equipment - Laptop & Printer	-	
Software Cost	-	
Contractor		
Travel		
Subcontractors	116,000	
TOTAL EXPENSES	116,000	
	-	

## Exhibit B-3 Amendment #1 Budget

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

Bidder/Program Name: Harbor Homes, Inc.

Budget Request for: PRSS Facilitating Organization

Budget Period: July 1, 2017 through June 30, 2018

1. Total Salary/Wages	\$ 290,000.00	\$ -	\$ 290,000.00	\$ -
2. Employee Benefits	\$ 58,000.00	\$ -	\$ 58,000.00	\$ -
3. Consultants	\$ 5,900.00	\$ -	\$ 5,900.00	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -
Rental	\$ -	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ 3,200.00	\$ -	\$ 3,200.00	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -
Educational	\$ -	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -
Office	\$ 3,000.00	\$ -	\$ 3,000.00	\$ -
6. Travel	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -
7. Occupancy	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -
8. Current Expenses	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 960.00	\$ -	\$ 960.00	\$ -
Postage	\$ 240.00	\$ -	\$ 240.00	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 4,200.00	\$ -	\$ 4,200.00	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -
9. Software	\$ -	\$ -	\$ -	\$ -
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ 35,000.00	\$ -	\$ 35,000.00	\$ -
12. Subcontracts/Agreements	\$ 1,087,500.00	\$ -	\$ 1,087,500.00	\$ -
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -
Client Reimbursement Activities - subcontractors	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,500,000.00</b>	<b>\$ -</b>	<b>\$ 1,500,000.00</b>	<b>\$ -</b>

Indirect As A Percent of Direct

0.0%

Budget B-3 Amendment #1  
Budget Narrative

<b>HARBOR HOMES INC.</b>		
<b>PRSS FO GRANT BUDGET - FY 2018</b>		
		Narrative
PRSS FUNDING - GRANT REQUEST	412,500	Contractor Administrators funds
PRSS FUNDING - GRANT REQUEST	1,087,500	RCO operational funds/Client services reimbursement
<b>TOTAL REVENUE</b>	<b>1,500,000</b>	
<b>EXPENSES</b>		
Project Director	90,000	Oversee and provide all trainings to subcontractors, develop and establish subs, complete all project development and monitoring of all subcontractors. Act as a temporary CEO to all subs and assist on developing board of directors and organizational structure.
Assistant Project Director	60,000	To provide assisting to contractors on developing required policies and procedures, applying for medicaid, status
Back-end support services	140,000	Internal back-office support such us A/R, A/P, Bookeeping, HR, IT, Finance and any other accounting activities related to this program, as well as all activities pertaining to the administration of this contract and this grant. Including all back office operational cost to conclude these activities.
<b>Total Salaries &amp; Wages</b>	<b>290,000</b>	
Employee Benefits	58,000	20% of salary & wages - agency running rate.
Consultant	5,900	Consultant/legal/ Accreditation expenses to develop and assist agency to complete subcontractors agreement.
Office Supplies	3,000	\$200/mth for office supplies to support operations
Travel Expenses	3,200	An average of \$3,200 a year for local travel cost
Occupancy Cost	6,000	To cover the cost of space based on the allocation so square footage.
Telephone	960	\$80/mth for telephone expenses
Postage	240	\$20/mth fo any mailling needed
Insurance	4,200	\$305/mth to cover WC & propoerty and liability policies
Staff education/Training	35,000	To cover training and technical assistance as show and an to fund additional contractors for assist with grant/funding development and capacity building, including additional HR functions, like developing policy and procedures, employee & benefit structure for training contrators to support the necessary training to all subcontractors.
Travel	6,000	Staff Transportation to cost to travel between subcontractors agency.
Subcontractors/Agreement RCO- pass through funds	1,087,500	To fund subcontractors to provide all direct care services/operational cost, including funds to provide cliendt reimbursement activities doen by contractors.
<b>TOTAL EXPENSES</b>	<b>1,500,000</b>	

## Exhibit B-4 Amendment #1 Budget

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

Bidder/Program Name: Harbor Homes, Inc.

Budget Request for: PRSS Facilitating Organization

Budget Period: July 1, 2018 through June 30, 2019

1. Total Salary/Wages	\$ 290,000.00	\$ -	\$ 290,000.00	\$ -
2. Employee Benefits	\$ 58,000.00	\$ -	\$ 58,000.00	\$ -
3. Consultants	\$ 5,900.00	\$ -	\$ 5,900.00	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -
Rental	\$ -	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ 3,200.00	\$ -	\$ 3,200.00	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -
Educational	\$ -	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -
Office	\$ 3,000.00	\$ -	\$ 3,000.00	\$ -
6. Travel	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -
7. Occupancy	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -
8. Current Expenses	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 960.00	\$ -	\$ 960.00	\$ -
Postage	\$ 240.00	\$ -	\$ 240.00	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 4,200.00	\$ -	\$ 4,200.00	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -
9. Software	\$ -	\$ -	\$ -	\$ -
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ 35,000.00	\$ -	\$ 35,000.00	\$ -
12. Subcontracts/Agreements	\$ 1,087,500.00	\$ -	\$ 1,087,500.00	\$ -
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -
Client Reimbursement Activities - subcontractors	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,500,000.00</b>	<b>\$ -</b>	<b>\$ 1,500,000.00</b>	<b>\$ -</b>

Indirect As A Percent of Direct

0.0%

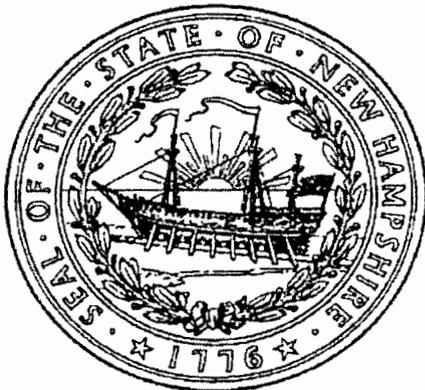
# State of New Hampshire

## Department of State

### CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that HARBOR HOMES, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on February 15, 1980. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 62778



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. 2017.

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

William M. Gardner  
Secretary of State

# CERTIFICATE OF VOTE

(Corporation without Seal)

I, David Aponovich, do hereby certify that:  
(Name of Officer of the Corporation; cannot be contract signatory)

1. I am a duly elected Officer of Harbor Homes Inc.  
(Corporation Name)

2. The following are true copies of two resolutions duly adopted at a meeting of the Board of Directors of the Corporation duly held on 4/14/2017:  
(Date)

**RESOLVED:** That this Corporation enter into a contract with the State of New Hampshire, acting through its Department of Health and Human Services, for the provision of Beer Recovery - PRSS FO services.

**RESOLVED:** That the President & CEO  
(Title of Contract Signatory)

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

3. The forgoing resolutions have not been amended or revoked, and remain in full force and effect as of the 24<sup>th</sup> day of April, 2017.  
(Date Contract Signed)

4. Peter Kelleher is the duly elected President & CEO  
(Name of Contract Signatory) (Title of Contract Signatory)  
of the Corporation.

David J. Aponovich  
(Signature of Officer of the Corporation)

STATE OF NEW HAMPSHIRE  
County of Hillsborough

The forgoing instrument was acknowledged before me this 24<sup>th</sup> day of April, 2017.

By David Aponovich  
(Name of Officer of the Corporation)

William C. Martin  
(Notary Public/Justice of the Peace)

**WILLIAM C. MARTIN**  
Justice of the Peace - New Hampshire  
Commission Expires: My Commission Expires November 4, 2020

(NOTARY SEAL)



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/8/2017

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

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

<b>PRODUCER</b> Eaton & Berube Insurance Agency, Inc. 11 Concord Street Nashua NH 03064	<b>CONTACT NAME:</b> Kimberly Gutekunst <b>PHONE (A/C, No, Ext):</b> 603-882-2766 <b>E-MAIL:</b> kgutekunst@eatonberube.com <b>ADDRESS:</b>	<b>FAX (A/C, No):</b>	
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURED</b> HARHO Harbor Homes, Inc 45 High Street Nashua NH 03060	<b>INSURER A :</b> Hanover Insurance		
	<b>INSURER B :</b> Philadelphia Insurance Companies		
	<b>INSURER C :</b> Great Falls Insurance Co		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

**COVERAGES**

CERTIFICATE NUMBER: 2030495871

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Abuse GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC	Y		ZBV9707147	7/1/2016	7/1/2017	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	\$1,000,000 \$1,000,000 \$10,000 \$1,000,000 \$3,000,000 \$3,000,000 \$	
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			AHV9706003	7/1/2016	7/1/2017	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	\$1,000,000 \$ \$ \$	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$0			UHV970913303	7/1/2016	7/1/2017	EACH OCCURRENCE AGGREGATE	\$5,000,000 \$5,000,000 \$	
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WCD0936040016	11/26/2016	11/26/2017	WC STATUTORY LIMITS OTH-ER	E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	\$1,000,000 \$1,000,000 \$1,000,000
A B A	Professional Liability Management Liability Crime			L1VA966006 PHSD1049831 BMVA101342	7/1/2016 7/1/2016 7/1/2016	7/1/2017 7/1/2017 7/1/2017	\$1,000,000 \$1,000,000 \$510,000	\$3,000,000	

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

Additional Named Insureds:  
 Harbor Homes, Inc. - FID# 020351932  
 Harbor Homes II, Inc.  
 Harbor Homes III, Inc.  
 Healthy at Homes, Inc. - FID# 043364080  
 Milford Regional Counseling Service, Inc. - FID# 222512360  
 See Attached...

**CERTIFICATE HOLDER****CANCELLATION**

State of New Hampshire  
 Department of Health and Human Services  
 129 Pleasant St  
 Concord NH 03301

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

AUTHORIZED REPRESENTATIVE

© 1988-2010 ACORD CORPORATION. All rights reserved.

AGENCY CUSTOMER ID: HARHO

LOC #: \_\_\_\_\_



## ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Eaton & Berube Insurance Agency, Inc.		NAMED INSURED Harbor Homes, Inc 45 High Street Nashua NH 03060	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

### ADDITIONAL REMARKS

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,  
FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE**

Southern New Hampshire HIV/AIDS Task Force -FID# 020447280  
Welcoming Light, Inc. -FID# 020481648  
HH Ownership, Inc.  
Greater Nashua Council on Alcoholism dba Keystone Hall -FID# 222558859

45 High Street  
Nashua, NH 03060  
www.harborhomes.org



Phone: 603-882-3616  
603-881-8436  
Fax: 603-595-7414

*A Beacon for the Homeless for Over 30 Years*



## **Mission Statement**

*To create and provide quality residential and supportive services for persons (and their families) challenged by mental illness and homelessness.*

### **A member of the Partnership for Successful Living**

A collaboration of six affiliated not-for-profit organizations providing southern New Hampshire's most vulnerable community members with access to housing, health care, education, employment and supportive services.  
www.nhpartnership.org

Harbor Homes • Healthy at Home • Keystone Hall • Milford Regional Counseling Services  
• Southern NH HIV/AIDS Task Force • Welcoming Light



**HARBOR HOMES, INC.**

**Financial Statements**

**For the Year Ended June 30, 2016**

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

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Statement of Activities	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to the Financial Statements	7



## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Harbor Homes, Inc.

Additional Offices:  
Andover, MA  
Greenfield, MA  
Manchester, NH  
Ellsworth, ME

### **Report on the Financial Statements**

We have audited the accompanying financial statements of Harbor Homes, Inc., which comprise the statement of financial position as of June 30, 2016, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

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

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

### **Auditors' Responsibility**

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of

expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

### **Opinion**

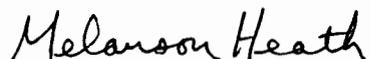
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Harbor Homes, Inc. as of June 30, 2016, and the changes in net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### **Report on Summarized Comparative Information**

We have previously audited Harbor Homes, Inc.'s fiscal year 2015 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated December 10, 2015. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2015 is consistent, in all material respects, with the audited financial statements from which it has been derived.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated November 2, 2016 on our consideration of the Harbor Homes, Inc.'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* in considering Harbor Homes Inc.'s internal control over financial reporting and compliance.



November 2, 2016

HARBOR HOMES, INC.

Statement of Financial Position

June 30, 2016

(With Comparative Totals as of June 30, 2015)

<u>ASSETS</u>	<u>2016</u>	<u>2015</u>
Current Assets:		
Cash and cash equivalents	\$ 80,962	\$ 191,326
Investments	8,890	10,299
Accounts receivable, net	862,339	1,020,434
Patient services receivables, net	448,468	290,292
Due from related organizations	180,466	90,703
Prepaid expenses	160,913	66,069
Total Current Assets	<u>1,742,038</u>	<u>1,669,123</u>
Noncurrent Assets:		
Property and Equipment, net of accumulated depreciation	19,139,795	20,069,439
Restricted deposits and funded reserves	382,783	346,027
Due from related organizations	318,617	318,935
Beneficial interest	143,756	149,503
Deferred compensation plan	100,591	91,937
Total Noncurrent Assets	<u>20,085,542</u>	<u>20,975,841</u>
Total Assets	<u>\$ 21,827,580</u>	<u>\$ 22,644,964</u>
<u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities:		
Accounts payable	\$ 233,806	\$ 448,625
Accrued expenses	789,127	720,016
Due to related organizations	-	109,364
Line of credit	100,100	733,319
Deferred revenue	256,659	2,259
Current portion of capital leases payable	47,985	43,126
Current portion of mortgages payable	256,680	201,707
Total Current Liabilities	<u>1,684,357</u>	<u>2,258,416</u>
Long Term Liabilities:		
Security deposits	31,953	42,494
Deferred compensation plan	107,215	91,937
Capital leases payable, net of current portion	13,446	61,431
Mortgages payable, tax credits	100,323	121,367
Mortgages payable, net of current portion	6,932,311	7,191,180
Mortgages payable, deferred	5,217,096	5,332,834
Total Long Term Liabilities	<u>12,402,344</u>	<u>12,841,243</u>
Total Liabilities	14,086,701	15,099,659
Unrestricted Net Assets	7,593,742	7,498,125
Temporarily Restricted Net Assets	147,137	47,180
Total Net Assets	<u>7,740,879</u>	<u>7,545,305</u>
Total Liabilities and Net Assets	<u>\$ 21,827,580</u>	<u>\$ 22,644,964</u>

The accompanying notes are an integral part of these financial statements.

HARBOR HOMES, INC.

Statement of Activities

For the Year Ended June 30, 2016

(With Comparative Totals for the Year Ended June 30, 2015)

	<u>Unrestricted</u> <u>Net Assets</u>	<u>Temporarily</u> <u>Restricted</u> <u>Net Assets</u>	<u>2016</u> <u>Total</u>	<u>2015</u> <u>Total</u>
<u>Public Support and Revenue:</u>				
Public Support:				
Federal grants	\$ 2,758,968	\$ -	\$ 2,758,968	\$ 3,343,768
State, local, and other grants	3,824,837	-	3,824,837	2,354,114
Contributions	141,631	343,000	484,631	444,890
Fundraising events	20,885	-	20,885	1,522
Net assets released from restriction	<u>243,043</u>	<u>(243,043)</u>	<u>-</u>	<u>-</u>
Total Public Support	6,989,364	99,957	7,089,321	6,144,294
Revenue:				
Department of Housing and Urban Development	2,940,896	-	2,940,896	2,872,237
Veterans Administrative grants	2,303,049	-	2,303,049	2,464,140
Contracted services	328,802	-	328,802	1,008,778
Patient services revenues, net	1,736,275	-	1,736,275	893,197
Medicaid - Federal and State, net	1,292,782	-	1,292,782	820,177
Rent and service charges, net	381,691	-	381,691	438,744
Other fees and miscellaneous	292,972	-	292,972	212,486
Other patient revenues	-	-	-	144,598
Outside rent	122,508	-	122,508	110,841
Management fees	36,960	-	36,960	35,478
Investment income/(loss)	(5,792)	-	(5,792)	2,708
Gain (loss) on disposal of fixed assets	-	-	-	332,618
Total Revenue	<u>9,430,143</u>	<u>-</u>	<u>9,430,143</u>	<u>9,336,002</u>
Total Public Support and Revenue	16,419,507	99,957	16,519,464	15,480,296
<u>Expenses:</u>				
Program	15,156,854	-	15,156,854	13,331,133
Administration	2,119,583	-	2,119,583	1,772,573
Fundraising	<u>264,974</u>	<u>-</u>	<u>264,974</u>	<u>380,786</u>
Total Expenses	17,541,411	-	17,541,411	15,484,492
Legal settlement, net (see Note 23)	1,119,434	-	1,119,434	-
Debt forgiveness	<u>98,087</u>	<u>-</u>	<u>98,087</u>	<u>-</u>
Change in net assets	95,617	99,957	195,574	(4,196)
Net Assets, Beginning of Year	<u>7,498,125</u>	<u>47,180</u>	<u>7,545,305</u>	<u>7,549,501</u>
Net Assets, End of Year	<u>\$ 7,593,742</u>	<u>\$ 147,137</u>	<u>\$ 7,740,879</u>	<u>\$ 7,545,305</u>

The accompanying notes are an integral part of these financial statements.

HARBOR HOMES, INC.

Statement of Functional Expenses

For the Year Ended June 30, 2016

(With Comparative Totals for the Year Ended June 30, 2015)

	<u>Program</u>	<u>Administration</u>	<u>Fundraising</u>	<u>2016 Total</u>	<u>2015 Total</u>
Expenses:					
Accounting fees	\$ -	\$ 54,671	\$ -	\$ 54,671	\$ 45,104
Advertising and promotion	4,135	6,194	124	10,453	5,921
Client expenses	196,185	-	-	196,185	237,585
Conferences, conventions, and meetings	53,193	1,426	299	54,918	25,639
Contract labor	261,391	-	16,018	277,409	289,589
Employee benefits	788,486	283,854	28,452	1,100,792	1,054,204
Grants	157,542	75	-	157,617	257,722
Information technology	158,019	32,889	33	190,941	148,414
Insurance	114,177	6,049	158	120,384	100,407
Interest	402,980	41,781	808	445,569	457,853
Legal fees	17,710	88,063	-	105,773	25,677
Management fees	-	11,624	-	11,624	10,518
Occupancy	5,674,641	79,130	3,651	5,757,422	4,447,022
Office expenses	146,474	43,912	2,915	193,301	206,997
Operational supplies	152,903	5,611	317	158,831	138,653
Other expenses	14,512	24,782	34,267	73,561	75,683
Payroll taxes	419,716	93,011	7,475	520,202	491,165
Professional fees	112,652	43,158	3,592	159,402	280,980
Salaries and wages	5,405,757	1,169,882	158,687	6,734,326	6,040,999
Security deposits	143,902	-	-	143,902	140,307
Staff development and expenses	16,966	3,839	224	21,029	86,768
Travel	57,575	1,999	354	59,928	50,160
Total Expenses Before Depreciation	<u>14,298,916</u>	<u>1,991,950</u>	<u>257,374</u>	<u>16,548,240</u>	<u>14,617,367</u>
Depreciation and amortization	<u>857,938</u>	<u>127,633</u>	<u>7,600</u>	<u>993,171</u>	<u>867,125</u>
Total Functional Expenses	<u>\$ 15,156,854</u>	<u>\$ 2,119,583</u>	<u>\$ 264,974</u>	<u>\$ 17,541,411</u>	<u>\$ 15,484,492</u>

The accompanying notes are an integral part of these financial statements.

HARBOR HOMES, INC.

Statement of Cash Flows

For the Year Ended June 30, 2016

(With Comparative Totals for the Year Ended June 30, 2015)

	<u>2016</u>	<u>2015</u>
Cash Flows From Operating Activities:		
Change in net assets	\$ 195,574	\$ (4,196)
Adjustments to reconcile change in net assets to net cash from operating activities:		
Depreciation and amortization	993,171	867,125
(Gain)/loss on disposal of fixed assets	-	(332,618)
(Gain)/loss on beneficial interest	5,747	(1,299)
Debt forgiveness	(98,087)	-
(Increase) Decrease In:		
Accounts receivable	158,095	(11,333)
Patient services receivable	(158,176)	138,594
Promises to give	-	50,000
Prepaid expenses	(94,844)	(37,494)
Increase (Decrease) In:		
Accounts payable	(214,819)	(151,424)
Accrued expenses	69,111	15,340
Deferred revenue	254,400	(74)
Other liabilities	6,624	(13,783)
Net Cash Provided by Operating Activities	<u>1,116,796</u>	<u>518,838</u>
Cash Flows From Investing Activities:		
Restricted deposits and funded reserves	(36,756)	(25,736)
Security deposits	(10,541)	965
Proceeds from sale of fixed assets	-	395,370
Purchase of fixed assets	(63,527)	(868,311)
Purchase of investments	-	(10,299)
Sale of investments	1,409	-
Net Cash Used by Investing Activities	<u>(109,415)</u>	<u>(508,011)</u>
Cash Flows From Financing Activities:		
Borrowings from line of credit	110,100	1,564,496
Payments on line of credit	(743,319)	(1,232,045)
Payments on long term borrowings	(285,717)	(238,228)
Net change in due to/from related organizations	(198,809)	(84,118)
Net Cash Used by Financing Activities	<u>(1,117,745)</u>	<u>10,105</u>
Net Increase (Decrease) in Cash and Cash Equivalents	(110,364)	20,932
Cash and Cash Equivalents, Beginning of Year	<u>191,326</u>	<u>170,394</u>
Cash and Cash Equivalents, End of Year	<u>\$ 80,962</u>	<u>\$ 191,326</u>
Supplemental disclosures of cash flow information:		
Interest paid	<u>\$ 445,423</u>	<u>\$ 457,717</u>
Non-cash financing activities	<u>\$ -</u>	<u>\$ 132,000</u>
Debt forgiveness	<u>\$ 98,087</u>	<u>\$ -</u>

The accompanying notes are an integral part of these financial statements.

## HARBOR HOMES, INC.

### Notes to the Financial Statements

#### 1. **Organization:**

Harbor Homes, Inc. (the Organization) is a nonprofit organization that creates and provides quality residential and supportive services for persons (and their families) challenged by mental illness and/or homelessness in the State of New Hampshire. Programs include mainstream housing, permanent housing, transitional housing, and emergency shelter, as well as comprehensive support services that include peer support programs, job training, a paid employment program, and social and educational activities.

In addition to housing and supportive services, the Organization runs a health care clinic that is a Federally Qualified Health Center (FQHC) offering primary medical services to the homeless and/or low-income individuals.

#### 2. **Summary of Significant Accounting Policies:**

The following is a summary of significant accounting policies of the Organization used in preparing and presenting the accompanying financial statements.

##### Comparative Financial Information

The accompanying financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with Accounting Principles Generally Accepted in the United States of America (GAAP). Accordingly, such information should be read in conjunction with the audited financial statements for the year ended June 30, 2016, from which the summarized information was derived.

##### Accounting for Contributions and Financial Statement Presentation

The Organization follows *Accounting for Contributions Received and Contributions Made* and *Financial Statements of Not-for-Profit Organizations* as required by the Financial Accounting Standards Board Accounting Standards Codification (FASB ASC). Under these guidelines, the Organization is required to distinguish between contributions that increase permanently restricted net assets, temporarily restricted net assets, and unrestricted net assets. It also requires recognition of contributions, including contributed services, meeting certain criteria at fair values. These reporting standards establish standards for financial statements of not-for-profit

organizations and require a Statement of Financial Position, a Statement of Activities, a Statement of Functional Expenses, and a Statement of Cash Flows.

### Basis of Accounting

Revenues and expenses are reported on the accrual basis of accounting. Under this basis, revenues, other than contributions, and expenses are reported when incurred, without regard to the date of receipt or payment of cash. Contributions are reported in accordance with FASB ASC *Accounting for Contributions Received and Contributions Made*.

### Restricted and Unrestricted Revenue

Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets, depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

### Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, the Organization considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

### Investments

The Organization carries investments in marketable securities with readily determinable fair values and all investments in debt securities at their fair values in the Statement of Financial Position. Unrealized gains and losses are included in the change in net assets in the accompanying Statement of Activities.

### Allowance for Doubtful Accounts

The adequacy of the allowance for doubtful accounts for receivables is reviewed on an ongoing basis by the Organization's management and adjusted as required through the provision for doubtful accounts (bad debt expense). In determining the amount required in the allowance, management has taken into account a variety of factors.

### Patient Services Receivables, Net

Patient services receivables result from the health care services provided by the Organization's Federally Qualified Health Care Center. Additions to the allowance for doubtful accounts result from the provision for bad debts. Accounts written off as uncollectible are deducted from the allowance for doubtful accounts. The amount of the allowance for doubtful accounts is based upon management's assessment of historical and expected net collections, business and economic conditions, trends in Medicare and Medicaid health care coverage, and other indicators.

For receivables associated with services provided to patients who have third-party coverage, which includes patients with deductible and copayment balances due for which third-party coverage exists for part of the bill, the Organization analyzes contractually due amounts and provides an allowance for doubtful collections and a provision for doubtful collections, if necessary. For receivables associated with self-pay patients, the Organization records a significant provision for doubtful collections in the period of service on the basis of its past experience, which indicates that many patients are unable to pay the portion of their bill for which they are financially responsible. The difference between the billed rates and the amounts actually collected after all reasonable collections efforts have been exhausted is charged off against the allowance for doubtful collections. The Organization has not changed its financial assistance policy in 2016. The Organization does not maintain a material allowance for doubtful collections from third-party payors, nor did it have significant write-offs from third-party payors.

### Property and Equipment

Property and equipment is recorded at cost or, if donated, at estimated fair market value at the date of donation. Major additions and improvements are capitalized, while ordinary maintenance and repairs are charged to expense. Depreciation is provided using the straight-line method over the estimated useful lives of the related assets. Assets not in service are not depreciated.

### Patient Service Revenues, Net

Patient service revenues, net is reported at the estimated net realizable amounts from patients, third-party payors, and others for services rendered. Self-pay revenue is recorded at published charges with charitable allowances deducted to arrive at net self-pay revenue. All other patient services revenue is recorded at published charges with contractual allowances deducted to arrive at patient services, net. Reimbursement rates are subject to revisions under the provisions of reimbursement regulations. Adjustments for such revisions are recognized in the fiscal year incurred. Included in third-party receivables are the outstanding uncompensated care pool payments.

### Charity Care

The Organization provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its established rates. Since the Organization does not pursue collection of amounts determined to qualify as charity care, these amounts are reported as deductions from revenue (see Note 25).

### Functional Expenses

The costs of providing various programs and activities have been summarized on a functional basis in the Statement of Activities and in the Statement of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

### Donated Services

The Organization receives donated services from a variety of unpaid volunteers assisting the Organization in its programs. No amounts have been recognized in the accompanying statement of activities because the criteria for recognition of such volunteer effort under generally accepted accounting principles have not been satisfied.

Contributions of donated services that create or enhance nonfinancial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received.

### Use of Estimates

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

### Tax Status

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

The Organization follows FASB ASC 740-10, *Accounting for Uncertainty in Income Taxes*, which clarifies the accounting for uncertainty in income

taxes and prescribes a recognition threshold and measurement attribute for financial statement recognition and measurement of tax positions taken or expected to be taken in a tax return. FASB ASC 740-10 did not have a material impact on the Organization's financial statements.

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

The Organization recognizes interest related to unrecognized tax benefits in interest expense and penalties that are included within reported expenses. During the year ended June 30, 2016, the Organization had no interest or penalties accrued related to unrecognized tax benefits.

Reclassifications

Certain accounts in the prior year financial statements have been reclassified for comparative purposes to conform to the presentation in the current year financial statements.

**3. Concentration of Credit Risk - Cash and Cash Equivalents:**

The carrying amount of the Organization's deposits with financial institutions was \$463,745 at June 30, 2016. The difference between the carrying amount and the bank balance represents reconciling items such as deposits in transit and outstanding checks, which have not been processed by the bank at June 30, 2016. The bank balance is categorized as follows:

Insured by FDIC	\$ 577,016
Insured by SIPC	<u>970</u>
Total Bank Balance	<u>\$ 577,986</u>

**4. Investments:**

The Organization's investments are reported on the basis of quoted market prices and consist of the following at June 30, 2016:

	<u>Cost</u>	<u>Market Value</u>	<u>Unrealized Gain or (Loss) To Date</u>
Stocks	\$ <u>8,890</u>	\$ <u>8,890</u>	\$ <u>-</u>
Total	\$ <u><u>8,890</u></u>	\$ <u><u>8,890</u></u>	\$ <u><u>-</u></u>

**5. Receivables, Net:**

Accounts receivable at June 30, 2016 consists of the following:

	<u>Receivable</u>	<u>Allowance</u>	<u>Net</u>
Grants	\$ 699,014	\$ -	\$ 699,014
Medicaid	59,271	-	59,271
Other	67,229	-	67,229
Residents	108,263	(74,177)	34,086
Security deposits	<u>2,739</u>	<u>-</u>	<u>2,739</u>
Total	<u>\$ 936,516</u>	<u>\$ (74,177)</u>	<u>\$ 862,339</u>

Patient accounts receivable, related to the Organization's federally qualified health care center, consisted of the following at June 30, 2016:

	<u>Receivable</u>	<u>Allowance</u>	<u>Net</u>
Medicaid	\$ 336,379	\$ (92,737)	\$ 243,642
Medicare	70,942	(888)	70,054
Other	<u>268,500</u>	<u>(133,728)</u>	<u>134,772</u>
Total	<u>\$ 675,821</u>	<u>\$ (227,353)</u>	<u>\$ 448,468</u>

**6. Due From Related Organizations:**

Due from related organizations represents amounts due to Harbor Homes, Inc. from related entities whereby common control is shared with the same Board of Directors (See Note 20). These balances exist because certain receipts and disbursements of the related organizations flow through the Harbor Homes, Inc. main operating cash account. The related organizations and their balances at June 30, 2016 are as follows:

Current:	
Healthy at Home	\$ 52,208
Southern NH HIV/AIDS Task Force	7,941
Greater Nashua Council on Alcoholism	88,464
HH Ownership, Inc.	18,161
Harbor Homes III, Inc.	<u>13,692</u>
Subtotal current	180,466
Noncurrent:	
Milford Regional Counseling Services, Inc.	40,324
Harbor Homes II, Inc.	125,305
Welcoming Light, Inc.	<u>152,988</u>
Subtotal noncurrent	<u>318,617</u>
Total	<u>\$ 499,083</u>

Although management believes the above receivables to be collectible, there is significant risk that the noncurrent portion may not be.

**7. Prepaid Expenses:**

Prepaid expenses consist of the following items:

Prepaid deposits	\$ 78,884
Prepaid HRA	62,610
Prepaid other	<u>19,419</u>
Total	<u>\$ 160,913</u>

**8. Property, Equipment and Depreciation:**

A summary of the major components of property and equipment is presented below:

Land	\$ 1,747,190
Land improvements	12,290
Buildings	16,130,760
Building improvements	6,013,576
Software	443,476
Vehicles	211,878
Furniture and fixtures	148,622
Equipment	372,116
Dental equipment	141,716
Medical equipment	<u>58,022</u>
Subtotal	25,279,646
Less: accumulated depreciation	<u>(6,139,851)</u>
Total	<u>\$ 19,139,795</u>

Depreciation expense for the year ended June 30, 2016 totaled \$993,171.

The estimated useful lives of the depreciable assets are as follows:

<u>Assets</u>	<u>Years</u>
Land improvements	15
Buildings and improvements	10 - 40
Software	3
Vehicles	3
Furniture and fixtures	5 - 7
Equipment and medical equipment	5 - 7

**9. Restricted Deposits and Funded Reserves:**

Restricted deposits and funded reserves consist of escrow accounts and reserves which are held for various purposes. The following is a summary of the restricted accounts:

Security deposits	\$ 28,949
Reserve for replacements	349,466
Residual receipt deposits	<u>4,368</u>
Total	<u>\$ 382,783</u>

Security deposits held will be returned to tenants when they vacate. Reserve for replacement accounts are required by the Department of Housing and Urban Development (HUD) and the City of Nashua and are used for the replacement of property with prior approval. Residual receipt deposits are required by the Department of Housing and Urban Development and are to be used at the discretion of HUD.

**10. Beneficial Interest:**

The Organization has a beneficial interest in the Harbor Homes, Inc. Fund (the Fund), a component fund of the New Hampshire Charitable Foundation's (the Foundation) Nashua Region. The Organization will receive distributions from the Fund based on a spending allocation, which is a percentage of the assets set by the Foundation and reviewed annually. The current spending percentage is 4.5% of the market value (using a 20-quarter average) of the Fund. At June 30, 2016, the value of the fund was \$143,756.

**11. Accrued Expenses:**

Accrued expenses include the following:

Mortgage interest	\$ 2,328
Payroll and related taxes	293,486
Compensated absences - vacation time	444,852
Compensated absences - personal time	<u>48,461</u>
Total	<u>\$ 789,127</u>

**12. Line of Credit:**

At June 30, 2016, the Organization had a \$1,000,000 of credit available from TD Bank, N. A. due February 28, 2017, secured by all assets. The Organization is required, at a minimum, to make monthly interest payments to

TD Bank, N. A. at the bank's base rate plus 1% adjusted daily. As of June 30, 2016, the credit line had an outstanding balance of \$100,100 at an interest rate of 4.50%.

**13. Deferred Revenue:**

In 2016, the Organization entered an agreement with the State of New Hampshire to request a portion of the subsequent month's rent, in advance, for cash flow purposes. Deferred revenue represents July 2016 rents requested and advanced from the State of New Hampshire in June 2016.

**14. Security Deposits:**

Security deposits are comprised of tenant security deposits and other miscellaneous deposits. Tenant security deposits are held in a separate bank account in the name of the Organization. These deposits will be returned to residents when they leave the facility. Interest will be returned to residents who have had over one year of continuous tenancy.

**15. Capital Leases:**

The Organization is the lessee of certain equipment under a capital lease expiring in November of 2017. Future minimum lease payments under this lease are as follows:

<u>Year</u>	<u>Amount</u>
2017	\$ 47,985
2018	<u>13,446</u>
Total	<u>\$ 61,431</u>

At June 30, 2016, equipment of \$132,000, net of amortization of \$8,800, related to this capital lease.

**16. Mortgages Payable, Tax Credits:**

Mortgages payable, tax credits consist of a mortgage payable to the Community Development Finance Authority through the Community Development Investment Program, payable through the sale of tax credits to donor organizations, maturing in 2020, secured by real property located at 59 Factory Street in Nashua, NH. This amount is amortized over ten years at zero percent interest. The amount due at June 30, 2016 is \$100,323.

**17. Mortgages Payable:**

Mortgages payable as of June 30, 2016 consisted of the following:

A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$7,879, including principal and interest at an adjustable rate of for the initial ten years based on the then prevailing 10/30 Federal Home Loan Bank Amortizing Advance Rate plus 3.00% and resetting in year 11 based on the then prevailing 10/20 Federal Home Loan Bank Amortizing Advance Rate plus 3.00%, maturing in 2043, secured by real property located at 335 Somerville Street in Manchester, NH.	\$ 1,178,370
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$6,193, including principal and interest at an adjustable rate of 4.57% for twenty years, maturing in 2043, secured by real property located at 335 Somerville Street in Manchester, NH.	1,163,073
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$7,768, including principal and interest at 7.05%, maturing in 2040, secured by real property located at 59 Factory Street in Nashua, NH.	1,078,572
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$6,391, including principal and interest at 6.75%, maturing in 2031, secured by real property located at 45 High Street in Nashua, NH.	673,666
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$5,126, including principal and interest at 6.97%, maturing in 2036, secured by real property located at 46 Spring Street in Nashua, NH.	663,735
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$3,996, including principal and interest at 4.75%, maturing in 2036, secured by real property located at 46 Spring Street in Nashua, NH.	623,110
A mortgage payable to TD Bank, due in monthly installments of \$5,387, including principal and interest at 7.27%, maturing in 2025, secured by real property located on Maple Street in Nashua, NH.	422,816
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$2,692, including principal and interest at 4.75%, maturing in 2040, secured by real property located at 59 Factory Street in Nashua, NH.	464,812

(continued)

(continued)

A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$2,077, including principal and interest at 5.57% for the first five years, then adjusting in June 2015, 2020, 2025, and 2030 to the Federal Home Loan Bank Community Development Advance Rate in effect, plus 2.75%, maturing in 2035, secured by real property located at 189 Kinsley Street in Nashua, NH.	292,426
A mortgage payable to Mascoma Savings Bank, fsb., due in monthly installments of \$1,731, including principal and interest at 7.00% maturing in 2036, secured by real property located at 7 Trinity Street in Claremont, NH.	225,359
A mortgage payable to the Department of Housing and Urban Development, due in monthly installments of \$2,385, including principal and interest at 9.25%, maturing in 2022, secured by real property located at 3 Winter Street in Nashua, NH.	134,099
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$1,144, including principal and interest at a variable rate (5.61% at June 30, 2012), maturing in 2029, secured by real property located at 24 Mulberry Street in Nashua, NH.	123,753
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$779, including principal and interest at 7.20% for the first five years, then adjusting in April 2012, 2017, 2022, 2027, and 2032 to the Federal Home Loan Bank Community Development Advance Rate in effect, plus 225 basis points, maturing in 2037, secured by real property located at 4 New Haven Drive, Unit 202 in Nashua, NH.	96,438
A mortgage payable to Merrimack County Savings Bank, due in monthly installments of \$1,283, including principal and interest at 3.73%, maturing in 2035, secured by real property located at 59 Factory Street in Nashua, NH.	<u>48,762</u>
Total	7,188,991
Less amount due within one year	<u>(256,680)</u>
Mortgages payable, net of current portion	<u>\$ 6,932,311</u>

The following is a summary of future payments on the previously mentioned long-term debt.

<u>Year</u>	<u>Amount</u>
2017	\$ 256,680
2018	224,455
2019	235,277
2020	249,072
2021	263,737
Thereafter	<u>5,959,770</u>
Total	\$ <u>7,188,991</u>

**18. Mortgages Payable, Deferred:**

The Organization has deferred mortgages outstanding at June 30, 2016 totaling \$5,217,096. These loans are not required to be repaid unless the Organization is in default with the terms of the loan agreements or if an operating surplus occurs within that program.

Several of these loans are special financing from the New Hampshire Housing Finance Authority (NHHFA) to fund specific projects. These notes are interest free for thirty years with principal payments calculated annually at the discretion of the lender.

The following is a list of deferred mortgages payable at June 30, 2016:

City of Manchester:	
Somerville Street property	\$ <u>300,000</u>
Total City of Manchester	300,000
City of Nashua:	
Factory Street property	580,000
Spring Street property	491,000
High Street fire system	<u>65,000</u>
Total City of Nashua	1,136,000
Federal Home Loan Bank (FHLB):	
Factory Street property	400,000
Somerville Street property	400,000
Spring Street property	<u>398,747</u>
Total FHLB	1,198,747
NHHFA:	
Factory Street property	1,000,000
Spring Street property*	550,000
Charles Street property	32,349
Somerville Street property	<u>1,000,000</u>
Total NHHFA	<u>2,582,349</u>
Total Mortgages Payable, Deferred	\$ <u>5,217,096</u>

\* During fiscal year 2016, the Organization was out of compliance with the income eligibility terms of the loan agreement due to a tenant obtaining a higher income wage after entrance to the program. The lender is aware of the noncompliance and it is expected that this temporary noncompliance will be resolved when the specific tenant moves out.

**19. Temporarily Restricted Net Assets:**

Temporarily restricted net assets are available for the following purposes at June 30, 2016:

<u>Purpose</u>	<u>Amount</u>
Above and beyond	\$ 600
Art supplies	750
Claremont	15,000
Client transportation	1,826
Christmas gifts	400
Dalianis bricks	735
Dentrix	10,000
Gilmore Center	39,332
Operation brightside	2,000
PEC	108
People's United grant	8,250
SCOAP	2,205
Software	50,553
Standdown	2,325
Thanksgiving	978
Veterans computers	5,630
Unitarian Church end homelessness	<u>6,445</u>
Total	<u>\$ 147,137</u>

Net assets were released from restrictions by incurring expenses satisfying the restricted purpose or by the passage of time.

**20. Transactions with Related Parties:**

The Organization's clients perform janitorial services for Harbor Homes HUD I, II and III, Inc., Welcoming Light, Inc., Milford Regional Counseling Services, Inc., Healthy at Home, Inc., Greater Nashua Council on Alcoholism, and Southern NH HIV/AIDS Task Force, related organizations. These services are billed to the related organizations and reported as revenues in the accompanying financial statements.

The Organization currently has several contracts with Healthy at Home, Inc. to receive various skilled nursing services, CNA services and companion services for its clients. All of the contracts are based on per diem fees, ranging from \$16 per hour for companion services to \$100 per visit for skilled nursing services.

During the year, the Organization rented office space, under tenant at will agreements, to Southern NH HIV/AIDS Task Force, Greater Nashua Council on Alcoholism, and Healthy at Home, Inc., related parties. The rental income under these agreements totaled \$32,696, \$23,136 and \$54,336, respectively, for fiscal year 2016.

Harbor Homes, Inc. receives management fees from the related HUD projects.

The Organization is considered a commonly controlled organization with several related entities by way of its common board of directors. However, management feels that the principal prerequisites for preparing combined financial statements are not met, and therefore more meaningful separate statements have been prepared.

The following are the commonly controlled organizations:

- Harbor Homes II, Inc.
- Harbor Homes III, Inc.
- HH Ownership, Inc.
- Welcoming Light, Inc.
- Milford Regional Counseling Services, Inc.
- Healthy at Home, Inc.
- Greater Nashua Council on Alcoholism
- Southern NH HIV/AIDS Task Force

## **21. Deferred Compensation Plans:**

The Organization maintains a 403(b) retirement plan. Upon meeting the eligibility criteria, employees can contribute a portion of their wages to the plan. The Organization matches a percentage of the employee contribution based on years of service. Total matching contributions paid by the Organization for the year ended June 30, 2016 were \$235,265.

The Organization maintains a deferred compensation plan for certain employees and directors (the "SA Plan"). The deferred compensation liability under the SA Plan was \$107,215 as of June 30, 2016 and was recorded as a long-term liability. This liability is offset by a corresponding long-term asset.

**22. Concentration of Risk:**

The Organization received revenue as follows:

Federal grants	\$	17%
State, local, and other agencies		23%
Department of Housing and Urban Development		18%
Department of Veterans Affairs		14%
Medicaid		8%
All other support and revenue		<u>20%</u>
Total	\$	<u>100%</u>

**23. Legal Settlement, Net:**

In 2011, the State of New Hampshire removed the ability to bill for certain Medicaid services and the Organization filed suit. The Organization settled with the State in 2015 and was awarded \$1,350,000 in fiscal year 2016. The settlement was received net of legal fees.

**24. Fair Value Measurements:**

FASB ASC, *Fair Value Measurements*, provides guidance for using fair value to measure assets and liabilities. *Fair Value Measurements* applies whenever other standards require or permit assets or liabilities to be measured at their fair market value. The standard does not expand the use of fair value in any new circumstances. Under *Fair Value Measurements*, fair value refers to the price that would be received from the sale of an asset or paid to transfer a liability in an orderly transaction between market participants as of the measurement date. *Fair Value Measurements* clarifies the principle that fair value should be based on the assumptions market participants would use when pricing the asset or liability and establishes a fair value hierarchy that prioritizes the information used to develop those assumptions.

Under *Fair Value Measurements*, the Organization categorizes its fair value estimates based on a hierarchical framework associated with three levels of price transparency utilized in measuring financial instruments at fair value. Classification is based on the lowest level of input that is significant to the fair value of the instrument. The three levels are as follows:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date. The types of financial instruments included in Level 1 are highly liquid instruments with quoted prices;

- Level 2 - Inputs from active markets, other than quoted prices for identical instruments, are used to model fair value. Significant inputs are directly observable from active markets for substantially the full term of the asset or liability being valued; and
- Level 3 - Pricing inputs significant to the valuation are unobservable. Inputs are developed based on the best information available; however, significant judgment is required by management in developing the inputs.

The estimated fair value of the Organization's financial instruments is presented in the following table:

	Carrying Value	Fair Value	Level One	Level Two	Level Three
Investments	\$ 8,890	\$ 8,890	\$ 8,890	\$ -	\$ -
Due from related organizations	499,083	499,083	-	-	499,083
Beneficial interest	143,756	143,756	-	-	143,756
Deferred compensation plan	100,591	100,591	100,591	-	-
<b>Total assets</b>	<b>\$ 752,320</b>	<b>\$ 752,320</b>	<b>\$ 109,481</b>	<b>\$ -</b>	<b>\$ 642,839</b>
Line of credit	\$ 100,100	\$ 100,100	\$ -	\$ 100,100	\$ -
Capital leases payable	61,431	61,431	-	61,431	-
Mortgages payable, tax credits	100,323	100,323	-	-	100,323
Mortgages payable	7,188,991	7,188,991	-	7,188,991	-
Mortgages payable, deferred	5,217,096	5,217,096	-	5,217,096	-
<b>Total liabilities</b>	<b>\$ 12,667,941</b>	<b>\$ 12,667,941</b>	<b>\$ -</b>	<b>\$ 12,567,618</b>	<b>\$ 100,323</b>

Fair Value Measurements  
Using Significant Unobservable Inputs  
Level 3

	Due from related organizations	Beneficial Interest	Due to related organizations	Mortgages Payable, Tax Credits
Beginning balance June 30, 2015	\$ 409,638	\$ 149,503	\$ 109,364	\$ 121,367
Advances	505,581	-	151,998	-
Reductions	(416,136)	(5,747)	(261,362)	(21,044)
Ending balance June 30, 2016	<u>\$ 499,083</u>	<u>\$ 143,756</u>	<u>\$ -</u>	<u>\$ 100,323</u>

## 25. Patient Service Revenue, Net:

The Organization recognizes patient services revenue associated with services provided to patients who have Medicaid, Medicare, third-party payor, and managed care plans coverage on the basis of contractual rates for services rendered. For uninsured self-pay patients that do not qualify for charity care, the Organization recognizes revenue on the basis of its standard rates for services provided or on the basis of discounted rates if negotiated or provided by the Organization's policy. Charity care services are computed using a sliding fee scale based on patient income and family size. On the basis of historical experience, a significant portion of the Organization's uninsured patients will be unable or unwilling to pay for the services provided. Thus, the Organization records a provision for bad debts related to uninsured patients in the period the services are provided.

The Organization accepts patients regardless of their ability to pay. A patient is classified as a charity patient by reference to certain established policies, which define charity services as those costs for which no payment is anticipated. The Organization uses federally established poverty guidelines to assess the level of discount provided to the patient. The Organization is required to provide a full discount to patients with annual incomes at or below 100% of the poverty guidelines, but may charge a nominal copay. If the patient is unable to pay the copay, the amount is written off to charity care. All patients are charged in accordance with a sliding fee discount program based on household size and household income. No discounts may be provided to patients with incomes over 200% of federal poverty guidelines.

Patient services revenue, net of provision for bad debts and contractual allowances and discounts, consists of the following:

	2016			2015	
	Gross Charges	Contractual Allowances	Charitable Care Allowances	Net Patient Service Revenue	Net Patient Service Revenue
Medicaid	\$ 1,881,339	\$ (721,905)	\$ -	\$ 1,159,434	\$ 676,037
Medicare	581,152	(334,815)	-	246,337	145,904
Third-party	915,313	(486,832)	-	428,481	121,007
Sliding fee/free care	188,069	-	(130,794)	57,275	13,929
Self-pay	215,915	-	(75,503)	140,412	123,384
Subtotal	3,781,788	(1,543,552)	(206,297)	2,031,939	1,080,261
Provision for bad debts				(295,664)	(187,064)
Total				\$ <u>1,736,275</u>	\$ <u>893,197</u>

**26. Rent Expense:**

The Organization has multiple grants requiring the payment of rents on behalf of the consumer. Rent expense totaling approximately \$5.0m is comprised of leases held in the Organization's name and the responsibility of the Organization, leases in consumers' names, or rents paid as client assistance.

**27. Contingencies:**

The health care industry is subject to numerous laws and regulations of federal, state, and local governments. Compliance with these laws and regulations is subject to future government review and interpretation, as well as regulatory actions unknown or unasserted at this time. Government activity continues to increase with respect to investigations and allegations concerning possible violations by healthcare providers of fraud and abuse statutes and regulations, which could result in the imposition of significant fines and penalties, as well as significant repayments for patient service previously billed. Management is not aware of any material incidents of noncompliance; however, the possible future financial effects of this matter on the Organization, if any, are not presently determinable.

**28. Subsequent Events:**

In accordance with the provisions set forth by FASB ASC, *Subsequent Events*, events and transactions from July 1, 2016 through November 2, 2016, the date the financial statements were available to be issued, have been evaluated by management for disclosure.

On August 17, 2016, the Organization entered into a revolving line of credit agreement. Under this agreement, \$500,000 is available to the Organization to provide for working capital requirements through February 18, 2017.

**HARBOR HOMES, INC. AND AFFILIATES BOARD OF DIRECTORS**

(Harbor Homes, Inc., HH Ownership, Inc., Welcoming Light, Inc., Healthy At Home, Inc., Milford Regional Counseling Services, Inc., Greater Nashua Council on Alcoholism, Inc., Southern NH HIV Task Force)

David Aponovich - **(6/19)**  
**Asst. Treasurer**  
 - (Finance Committee)  
 - (Facilities Committee)  
 - (Executive Committee)

(2<sup>nd</sup> term +)

Jack Balcom - (6/18) - (Facilities Committee)

(1<sup>st</sup> term)

Vijay Bhatt - **(6/19)**

(1<sup>st</sup> term)

Vincent Chamberlain - (6/18) - (Executive Committee)

(2<sup>nd</sup> term)

Dr. Vijay Dav'e - (6/18) - (HCC Oversight Committee)

(1<sup>st</sup> term)

Laurie Des Rochers - (6-18) - (Facilities Committee)

(2<sup>nd</sup> term)

Phil Duhaime - **(6-17)**  
 - (Governance Committee)  
 - (Executive Committee)

(1<sup>st</sup> term)

Jared Frellich - **(6-17)**

(1<sup>st</sup> term)

Nathan Goodwin - **(6-19)**  
 - (Governance Committee)  
 - (RDP Committee)

(2<sup>nd</sup> term)

Joel Jaffe - **(6-17)**  
**Secretary**  
 - (Executive Committee)

(1<sup>st</sup> term)

Lynn King - **(6-19)**  
**Chair of the Board**  
 - (Chair, RDP Committee)

(2<sup>nd</sup> term)

Ed McDonough - **(6/19)**

(1<sup>st</sup> term)

Naomi Moody - **(6/19)**  
 - (Ade Moody Fund Annual Fundraising Campaign)

(2<sup>nd</sup> term)

Rick Plante - **(6/17)**  
 - (Chair, Facilities Committee)  
 - (RDP Committee)

(1<sup>st</sup> term)

Phil Richard - **(6-17)**  
 - (Facilities Committee)  
 - (Chair, Governance Committee)

(1<sup>st</sup> term)

Dan Sallet - **(6-17)**  
**Treasurer**  
 - (Chair, Finance Committee)

(2<sup>nd</sup> term)

**HARBOR HOMES, INC. AND AFFILIATES BOARD OF DIRECTORS**

**(Harbor Homes, Inc., HH Ownership, Inc., Welcoming Light, Inc., Healthy At Home, Inc., Milford Regional Counseling Services, Inc., Greater Nashua Council on Alcoholism, Inc., Southern NH HIV Task Force)**

Trent Smith - (6/18)  
t

**Vice Chair**

- (Chair Executive Committee)
- (Chair, HCC Oversight Committee)
- (RDP Committee)

(1st term)

# Cheryle Pacapelli

## Profile

Fifteen + years of nonprofit and program management experience; including advocacy, community organizing, education, and management at the local, state and federal level, for the development and implementation of peer to peer Recovery Support Services. Serves as Co-Chair of the Recovery Task Force. Developed and implemented: programs, trainings, activities, and community events for sustaining program capacity, building coalitions and establishing best practice initiatives. Advanced Computer Proficiency: Windows XP Professional Microsoft Office Suite, Giftworks, iMAC

## Experience

2/17 - Present Harbor Homes Nashua, NH

### Project Director

- This is an administrative position supporting the Peer Recovery Support Services (PRSS) Facilitating Organizations (FO) contract to subcontract with Recovery Community Organizations (RCOs) in New Hampshire.
- Review existing work completed by BDAS and NH Center for Excellence to design a more formal readiness scan of all known RCOs statewide
- Analyze data and communicate with RCOs to determine willingness, ability and capacity to achieve Council on Accreditation of Peer Recovery Support Services (CAPRSS) accreditation, provide Peer Recovery Support Services (PRSS), open/operate a Recovery Center and adhere to CMS regulations during the readiness scan
- Develop a formal procurement process that is fair and transparent to identify at least five RCOs to participate in the first year of FO grant
- Prioritize those RCOs most likely to participate in subsequent years
- Within five days of procurement process completion, provide BDAS with a written determination of RCO readiness
- Work with NH Center for Excellence to engage the first "Community of Practice" meeting to assist with the completion of readiness scan
- Upon BDAS approval, arrange one on one visits with selected RCOs, including Board of Directors, staff, volunteers, etc. to shadow day to day activities (CAPRSS also present)
- Monitors subcontractors and assists with development of required policies and procedures
- Assists subcontractors with the process of applying for and obtaining Medicaid billing status
- Communicate regularly with subcontractors to review progress
- Monitors the quality of all subcontractors and their progress, and completes required documents and reports
- Assists in the oversight and facilitation of training for all subcontractors
- Manages the employment process, with staff scheduling, and in the provision of routine assessment of staff performance
- Utilizes computer application(s) or applicable technology for administrative tasks
- Manages services and related budgetary concerns
- Oversee HHI business processes and accounting related to subcontracts

7/15 – 2/17 New Futures, Inc. Concord, NH

### Community Engagement Director

- Advocate for policies and financing that support a statewide system of community based recovery supports, to ensure that all people in NH with SUD are able to access recovery supports;
- Educate the public and policymakers regarding the nature and effectiveness of recovery supports;
- Work with the newly created continuum of care facilitators in each public health region to ensure that individual recovery supports and family supports are included in each region's comprehensive substance misuse continuum of care;

## Cheryle Pacapelli

- Work with providers in designated Integrated Delivery Networks under the 1115 Demonstration Waiver program to ensure that recovery supports are an integral part of innovative projects funded through the waiver;
- Provide technical assistance to communities and organizations interested in developing and delivering recovery supports;
- Partner with New Futures Policy Director and the NH Providers Association to provide technical assistance on enrollment and regulatory requirements to organizations and individuals interested in billing third party payers, including Medicaid, for peer and non-peer recovery supports;
- Oversee expansion of family supports through DHHS System of Care grant;
- Facilitate connections between SUD treatment providers, healthcare providers, drug courts, corrections facilities and other institutions whose clients or patients are in need of recovery supports with recovery community organizations; and,
- Otherwise support the development of a statewide system of recovery supports as a full, accessible component of the SUD continuum of care through advocacy on policy, technical assistance, relationship development, education, and collaboration.

05/01 - Present

Stepping Stone House

Meriden, CT

### Co-Owner

- Operate 5 Recovery Houses with 52 male transitional living beds
- Certified by Department of Mental Health and Addiction Services to provide housing and case management services.
- Coordinate with Access to Recovery and Recovery Support Program to secure housing and basic need support for clients
- Provide case management for clients, life skills, resumes, job search
- Administer progress notes and a recovery plan for each individual.

8/14 – 7/15

HOPE for NH Recovery

Concord, NH

### Executive Director

- Statewide Coordination of Recovery Movement
- Public Education, Awareness and Advocacy
- Deliver a variety of peer-based recovery support services; assist in start-up of Recovery Community Centers
- Community Outreach and Resource Development
- Collaborate with the Governor's Commission for Alcohol and other Drug Prevention, Treatment and Recovery

12/11 – 10/12

CT. Community for Addiction Recovery

Hartford, CT

### Director Recovery Services

- Recovery Coach Academy Management (RCA)
  - Administered promotion, marketing and sales of RCA; handling of logistics, RCA manual sales, data tracking, recovery coach support.
  - Coordinated five CT Trainings held per year and 20 + out of state held per year over 1,000 Recovery Coaches trained
  - Trained 100 + trainers to bring RCA across the United States.
  - Maintained website with RCA updates, and all training registrations online
  - Generated \$200,000 in gross revenues
- Recovery Technical Assistance Group Management
  - Promotion, marketing and sales of CCAR technical assistance products, including trainings, technical assistance and paid speaking engagements.
  - Developed, implemented, and managed CCAR's web-based shopping site: [www.shoprecovery.com](http://www.shoprecovery.com) for national sales of all CCAR products, RCA trainings,

## **Dean A. LeMire**

Results-driven community organizer and addiction recovery advocate with demonstrated skills for developing frameworks for peer-and-community-based recovery support services.

### **Core Qualifications**

- Community organizing • Marketing
- Excellent communication • Exceptional time management and organization
- Knowledge of recovery supports modalities across multiple pathways • PRSS training experience

### **Professional Experience**

#### **Assistant Project Director – Facilitating Organization Contract, Harbor Homes, Inc**

*Nashua, NH March 2017-Present*

- Assist Project Director in facilitating accreditation, billing, training, and practical functions for contracted Recovery Community Organizations receiving funding through the NH Bureau of Drug & Alcohol Services

#### **Director of Community Relations – New England Recovery & Wellness**

*Concord, NH December 2016-March 2017*

- Developed key partnerships with addictions supports providers and public officials in ME, NH, MA
- Developed and implemented a multifaceted Internet, print, and community-based marketing strategy to maximize ROI

#### **Manager of Programs – SOS Recovery Community Organization**

*Goodwin Community Health, Somersworth, NH July 2016-December 2016*

- Developed and maintained a regional network of community stakeholders to establish and maintain a strategic recovery-oriented organizational framework.
- Oversaw design and execution of the SOS strategic plan.
- Developed processes, policies, and workflows to meet accreditation requirements from the Counsel on Accreditation of Peer Recovery Support Services and contract deliverables from the NH Bureau of Drug and Alcohol Services
- Coordinated activities within various work plans, with a focus on social marketing campaigns, direct public education events, support and advocacy for other evidence-based recovery strategies.

- Developed and maintained a regional network of subject matter experts and allies to support the implementation of the SOS Strategic Plan.
- Ensured that programs and priorities are data-driven, evidence-based, and culturally appropriate to achieve outcomes.
- Collaborated with other regional Recovery Support Organizations to advance mutual objectives.
- Supervised all RCO staff to further build recovery capacity and ensure schedules of programs and services meet need of each Center
- Coordinated logistics support, oversaw program implementation, developed and delivered trainings, workshops, and coordinated critical meetings.
- Developed key social marketing and collateral materials for strategic messaging and building audiences across the age spectrum.

### **Substance Misuse Prevention Coordinator – Strafford County Public Health Network**

*Goodwin Community Health, Somersworth NH August 2015-July 2016*

- Developed and maintained a regional network of community stakeholders to establish and maintain a strategic prevention framework and successfully implement the prevention strategies outlined in the strategic plan.
- Coordinated activities within various work plans, with a focus on social marketing campaigns, population-level mental health strategies, population-level prevention strategies and activities, as well as supported and advocated for other evidence-based prevention strategies developed through 3 year Substance Misuse Prevention Plan and Community Health Improvement Plan.
- Developed and maintained a regional network of subject matter experts to support substance misuse prevention and related health promotion activities through the facilitation of a Regional Leadership Team.
- Ensured that programs and priorities are data-driven, evidence-based, and culturally appropriate to achieve outcomes; submit monthly and quarterly evaluation reporting to funding agencies.
- Collaborated with other regional prevention specialists and state agencies; attended all state required trainings, workshops, and bi-monthly meetings.
- Provided strategic planning support for program improvements.
- Provided logistics support, program implementation, trainings, workshops, and meetings.
- Developed key social marketing and collateral materials for prevention messaging and building audiences across the age spectrum.

### **Media Manager**

*Bonfire Recovery Services- Dover, NH May 2014-July 2015*

- Developed & maintained business website
- Launched effective social media campaigns
- Developed all promotional literature, logos, merchandise

- Attracted local, state-wide, national news media to highlight business services & growth
- Represented business at trade shows, conventions, roundtables, summits, coalition meetings, advocacy events, & NH Governor's Commission: Recovery Services Task Force (role: Secretary)

### **Recovery Case Manager**

*Bonfire Recovery Services- Dover, NH April 2014-August 2015*

- Provided 1:1 barrier reduction & recovery support services for 20+ caseloads of residential clients with substance use disorders
- Facilitated weekly group support meetings
- Provided sobriety and safety assurance services
- Coordinated group team-building and recreational activities
- Coordinated workshops by outside recovery support service providers

### **Education**

University of New Hampshire-Durham

B.A. Degree – English (General): YOG 2010

### **Training Certifications**

CCAR Recovery Coach Academy, CCAR Ethical Considerations of Recovery Coaches

### **Technical Proficiencies**

Microsoft Word, Excel, PowerPoint, WordPress, InDesign, Adobe Photoshop

## Ana Pancine

77 Northeastern Blvd.  
Nashua, NH 03062

<b>Career Focus</b>	Finance Professional with extensive experience in audit requirements, budget and forecasting, operational and variance analysis, financial reporting and full cycle of month-end closing. Proficient on time management to ensure accurate and timely reporting, as well as, skillful with a wide variety of software applications, including SAP, SAGE, MIP and custom accounting software.
<b>Past Accomplishments</b>	<ul style="list-style-type: none"> <li>• Prepared/Assisted on local hospitals contract with Agency to receive maximum reimbursement for new project.</li> <li>• Created several finance/accounting policy and procedures to ensure Federal guidelines are being met.</li> <li>• Achieved revenue objective by implementing cost-cutting measures.</li> <li>• Assessed accounting system structures and converted acquired company's accounting system to SAGE and SAP.</li> <li>• Reviewed posting and documents for correct entry, mathematical accuracy and proper coding and eliminated all errors showing on metrics and financial reports.</li> <li>• Developed several financial reports for the organization to ensure financial transparency.</li> <li>• Uncovered \$500,000 process errors with development of multiple source analytical auditing tools.</li> <li>• Maintain an error free audit with no management letters or comments for five years.</li> <li>• Completed several implementation changes within the financial department.</li> </ul>
<b>Experience</b>	<p><b>Harbor Homes Inc.                      Nashua, NH                      November 2007 – Present</b></p> <p><b>Financial Controller</b></p> <ul style="list-style-type: none"> <li>• Budget development for 92 cost centers and 8 affiliated agencies with annual expenses and revenue over \$22m</li> <li>• Supervise and Manage Business/Finance Office team composed by 15 staff members, performing duties such as: A/R, A/P, Staff Accountant, Senior Staff Accountant, Credentialing, Medicare/Medicaid/Private/Self-pay Billing.</li> <li>• Prepare operational and variance analysis for financial presentation based on organization, State and Federal guideline.</li> <li>• Internal and external reports for several State &amp; Federal projects.</li> <li>• Prepare complex financial statements, internal/annual reports for planning and oversight of each program within organization</li> <li>• Prepare and review for accuracy all profit and loss, general ledger, trial balance reports for all 92 cost centers on a monthly basis</li> <li>• Knowledge of planning techniques, test and sampling methods involved in conducting audits.</li> <li>• Extensive experience with Financial Statements audits, reviews, compilations and audits for Governmental organizations (A-133).</li> <li>• Managed annual external audit resulting in no findings and no management comments on A-133 audits.</li> <li>• Provide support to VP of Finance on all special projects, as well as, current back up for this position.</li> <li>• Maintained accurate accounts including cash, inventory, prepaid, fixed assets, accounts payable, accrued expenses and line of credit transactions.</li> <li>• Provide oversight/approval for all general ledger entries, revenue recognition, purchase orders approvals, as well as all day to day accounting concerns/issues.</li> </ul>



<b>Skills</b>	<p><b>Per Event Administrator</b> <span style="float: right;"><b>August 2001 – June 2003</b></span></p> <ul style="list-style-type: none"> <li>• Responsible for billing revenue.</li> <li>• Maintenance of contracts, including service changes and billing.</li> <li>• General office filing and organization.</li> <li>• Data Entry.</li> <li>• Assisting customer needs.</li> <li>• Solving any customer issues.</li> <li>• Revenue booking and customer assistance for Latin America/Caribbean territory.</li> <li>• Assistant and service provided for all customer located in the Latin America/Caribbean/Europe territory</li> </ul>	
	<ul style="list-style-type: none"> <li>• Windows</li> <li>• SIFT – Financial Database</li> <li>• Microsoft Office</li> <li>• Fundware/F9</li> </ul>	<ul style="list-style-type: none"> <li>• PEARS/CHAMP/WFM</li> <li>• NCAS/SAP</li> <li>• SAGE - MIP</li> <li>• Fluent in Portuguese</li> <li>• Proficient in Spanish</li> </ul>
<b>Education</b>	<p><b>Hesser College</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Science, Business Administration –concentration in Finance – Oct 2005</li> <li>• Trained Medical Interpreter – Portuguese &amp; Spanish</li> <li>• Trained Translator – Portuguese</li> <li>• Skilled USCIS Interpreter</li> </ul> <p><b>Southern NH University</b></p> <ul style="list-style-type: none"> <li>• MBA in Finance – graduation on May, 2017</li> </ul>	

**Patricia A. Robitaille, Harbor Homes Inc. CFO, CPA**

**PROFILE**

- 18 years experience in accounting/financial
- Management experience
- Diversified industry exposure
- Counselor and mentor
- Training experience
- Knowledge of multiple computer programs
- Excellent client rapport
- Tax preparation experience

**PROFESSIONAL EXPERIENCE**

June 2009 – Present *Vice President of Finance* Harbor Homes, Inc.

- Responsible for the finances of 9 related non-profit entities with revenues in excess \$22M
- Directly responsible for budgeting, planning, cash management, grants and contracts falling under the business/accounting office
- Reviews and analyzes the monthly, quarterly and annual financial reports
- Analyzes results of cash flows, budget expenditures and grant restrictions
- Assists the President/CEO with financial planning and capital projects
- Responsible for the annual financial and retirement audits of all related entities
- Reviews Federal 990 tax returns and state returns
- Set up web based electronic timesheets
- Implemented the conversion and installation of accounting and HR software
- Prepares and reviews 941 quarterly returns, state unemployment returns
- Oversees worker's compensation renewals, audit preparations, safety controls
- Responsible for coordinating, financing of two \$6M capital construction

**EDUCATION**

1988-1991 Rivier College, Nashua, NH – Bachelor of Science, Accounting

**CAROL J. FURLONG, LCMHC, MAC, MBA**  
**VP of Operations/Program Director**

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**SKILLS / ABILITIES / ACHIEVEMENTS PROFILE**

**Administration:** Seasoned professional with progressive experience in diverse healthcare and educational environments, including operations, budget control, marketing, quality assurance, risk management, utilization review, facility design and management, human resources, and strategic planning.

**Management:** Self-starter with strong planning, controlling, organizing and leadership skills. Effectively manages resources and ensures compliance with established policies and procedures. Skilled in identifying and troubleshooting problem areas and implementing solutions. Developed comprehensive Quality Management program. Restructured billing, triage and customer service systems resulting in improved productivity and efficiency. Extensive managed care experience.

**Human Resources:** Skilled in recruiting, interviewing and selecting top personnel. Effective trainer, develops staff abilities to full potential. Motivates and retains employees using the mentor approach. Managed and supervised training and development of 100 personnel. Knowledgeable regarding multicultural issues. Effectively trained and prepared counseling professionals.

**Communication:** Articulate speaker and effective negotiator. Writes with strength, clarity and style. Natural ability to work with others. Consistently develops good rapport with staff, professionals, staff managers and community. Works well as part of a team or independently. Wrote and published several training and procedural manuals.

**PROFESSIONAL EXPERIENCE**

**VICE PRESIDENT OF OPERATIONS**

Harbor Homes, Inc.

**2005-present**

Nashua, NH

Senior management position overseeing residential and administrative staff of approximately 250 employees and coordinating a continuum of service delivery for those experiencing mental illness and homelessness and other populations. Develops and updates program plans, assures monitoring of implementation and develops/implements corrective actions as indicated. Provides education/consultation to staff, other agencies or community groups. Provides direct or indirect supervision to a clinical staff of approximately 40 Program Managers and MIMS workers. Assures quality/appropriateness of critical aspects of care through ongoing monitoring.

**DIRECTOR OF COMMUNITY SUPPORT SERVICES DEPARTMENT**

Community Council of Nashua

**2003 – 2005**

Nashua, NH

Developed and updated program plans, assures monitoring of implementation and develops/implements corrective actions as indicated. Provides education/consultation to staff, other agencies or community groups. Provides supervision to a clinical staff of approximately 40 therapists, case managers and MIMS workers. Develops Regional Planning of adult services. Assures quality/appropriateness of critical aspects of care through ongoing monitoring.

**EDUCATION**

**MBA - HEALTHCARE ADMINISTRATION**

2001, Rivier College, Nashua

**MS - EDUCATION (COUNSELING)**

1986, University of Southern California

**BA – EDUCATION (SPECIAL EDUCATION)**

1974, Westfield State College, Westfield, MA

**LICENSES AND CERTIFICATIONS**

**LICENSED CLINICAL MENTAL HEALTH COUNSELOR**

New Hampshire License #100 – 1998

**MASTERS ADDICTION COUNSELOR CERTIFICATION**

1997

# KEY ADMINISTRATIVE PERSONNEL

NH Department of Health and Human Services

Contractor Name: HARBOR HOMES

Name of Program: PEER RECOVERY SUPPORT SERVICES FACILITATING ORGANIZATION (PRSS FO)

		\$0	0.00%
		\$0	0.00%
		\$0	0.00%
		\$0	0.00%
		\$0	0.00%
		\$0	0.00%
<b>TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)</b>			

Cheryle Pacapelli	Project Manager	\$85,000	100.00%
Dean LeMire	Assit. Manager	\$55,000	100.00%
Carol Furlong	VP of Operations	\$120,000	30.00%
Ana Pancine	Financial Controller	\$75,000	30.00%
Patricia Robitaille	VP of Finance	\$130,000	25.00%
		\$0	0.00%
<b>TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)</b>			

Cheryle Pacapelli	Project Manager	\$85,000	100.00%
Dean LeMire	Assit. Manager	\$55,000	100.00%
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Patricia Robitaille	VP of Finance	\$130,000	25.00%
		\$0	0.00%
<b>TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)</b>			



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

Jeffrey A. Meyers  
 Commissioner

Katja S. Fox  
 Director

129 PLEASANT STREET, CONCORD, NH 03301  
 603-271-9422 1-800-852-3345 Ext. 9422  
 Fax: 603-271-8431 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

May 5, 2016

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

**G&C Approved**

Date 6/1/16  
 Item # 13

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Bureau of Drug and Alcohol Services to enter into an agreement with Harbor Homes, Inc. (Vendor # 155358-B001), 45 High Street, Nashua NH, 03060, in an amount not to exceed \$1,500,000, to facilitate the development and networking of Peer Recovery Support Services available through Recovery Community Organizations in a minimum of five (5) Regional Public Health Regions in order to significantly reduce alcohol and drug misuse and its social, behavioral and health consequences statewide, effective the date of Governor and Executive approval through June 30, 2017. 13 % General Funds, 40% Federal Funds, 47% Other Funds

Funds to support this request are available in the following accounts in State Fiscal Year 2016 and State Fiscal Year 2017, with the ability to adjust encumbrances between State Fiscal Years through the Budget Office if needed and justified without further approval by the Governor and Executive Council.

**05-95-491510-2989 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: DIV OF COMM BASED CARE SVC, BUREAU OF DRUG 7 ALCOHOL, SVCS, GOVERNOR COMMISSION FUNDS**

SFY	Class/Object	Title	Activity Code	Amount
2016	102-500734	Contracts for Social Svc	49158501	\$2,820
2017	102-500734	Contracts for Social Svc	49158501	\$697,180
			<b>Contract Subtotal:</b>	<b>\$700,000</b>

**05-95-491510-2990 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: DIV OF COMM BASED CARE SVC, BUREAU OF DRUG 7 ALCOHOL, SVCS, CLINICAL SERVICES**

SFY	Class/Object	Title	Activity Code	Amount
2016	102-500734	Contracts for Social Svc	49156501	\$3,180
2017	102-500734	Contracts for Social Svc	49156501	\$796,820
			<b>Contract Subtotal:</b>	<b>\$800,000</b>
			<b>Contract Total:</b>	<b>\$1,500,000</b>

## **EXPLANATION**

The purpose of this request is to initiate the creation of a statewide, geographically diverse Peer Recovery Support Services network by supporting the development of Recovery Community Organizations in at least five (5) of the thirteen (13) Public Health Regions. Peer Recovery Support Services are part of the Department's overall strategy to respond to substance misuse issues that negatively impact New Hampshire citizens, families and communities. The need to respond to substance misuse issues is heightened by the opioid epidemic, which caused 325 opioid deaths in 2014 and is trending for a significant increase in that number for 2015.

The vendor will conduct an assessment of Recovery Community Organizations to determine the level of readiness for each of them to become accredited according to the standards set forth by the Council on Accreditation of Peer Recovery Support Services and to provide peer recovery support services. The vendor will enter into contracts with a minimum of five (5) Recovery Community Organizations in different Public Health Regions, in order to:

- Increase capacity for Peer Recovery Support Services within each of the selected Organizations.
- Assist the Recovery Community Organizations to become accredited according to the standards set forth by the Council on Accreditation of Peer Recovery Support Services.
- Ensure personnel providing Peer Recovery Support Services in Recovery Community Organizations are Certified Recovery Support Workers and meet the recovery coaching standards set by the Council on Accreditation of Peer Recovery Support Services.

The vendor will provide Recovery Community Organizations with technical assistance to enroll in Medicaid as well as provide back office support functions. The vendor will also assist RCOs with establishing a plan to sustain Recovery Centers.

This contract was competitively bid. On February 5, 2016 the Department issued a Request for Applications from non-profit organizations to facilitate the development and networking of Peer Recovery Support Services. The request was available on the Department's website from February 5, 2016 through March 4, 2016. Three applications were received and evaluated by a team of Department employees with extensive knowledge of the program requirements as well as significant business and management expertise. Harbor Homes, Inc. was selected as the vendor to provide services. The bid summary is attached.

The attached contract includes renewal language for up to four additional years, based upon the satisfactory delivery of services, continued availability of supporting funds, and Governor and Executive Council approval.

It is the intention of the Department and the Governor's Commission on Alcohol and Drug Abuse Prevention, Treatment and Recovery (Governor's Commission) to ensure financial, operational, and technical assistance and training that will support Recovery Community Organizations in each of the thirteen (13) Regional Public Health Networks in the state. There are not adequate funds available at this time to meet the Department's and Governor's Commission's full intention to ensure the financial, operations and technical support and training to support the Recovery Community Organizations. Therefore, the vendor, through this contract, will contribute to the initial costs for developing and delivering Peer Recovery Support Services through subcontracts with Recovery Community Organizations.

Recovery Community Organizations will be expected to leverage additional public and private resources against the resources offered through the resulting contract, thereby increasing and sustaining the Peer Recovery Support Services beyond those funded through the State's contribution.

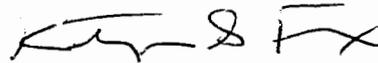
Should the Governor and Executive Council not approve this request, the Department's overall strategy to respond to substance misuse issues will be negatively impacted.

Area Served: Statewide.

Source of Funds: 40% Federal Funds from United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, CFDA #93.959 FAIN T1010035-15 and 47% Other Funds from the Governor's Commission on Alcohol and Drug Abuse Prevention, Intervention and Treatment and 13% General Funds..

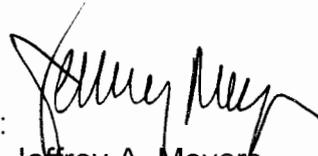
In the event that the federal funds become no longer available, general funds will not be requested to support this program.

Respectfully submitted,



Katja S. Fox  
Director

Approved by:



Jeffrey A. Meyers  
Commissioner



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

Peer Recovery Support Services  
(PRSS)

Facilitating Organization

RFA Name

#16-DHHS-BDAS-GCF-RFA-02

RFA Number

Bidder Name

1. Fedcap Rehabilitative Services, Inc.
2. Harbor Homes, Inc.
3. New Hampshire Alcohol & Drug Abuse Counselors Association
4. 0
5. 0

Pass/Fail	Maximum Points	Actual Points
	600	392
	600	538
	600	305
	600	0
	600	0

Reviewer Names

1. Lindy Keller, Administrator I
2. Lauren Quann, Program Specialist IV
3. Thomas Grinley, Program Planner I
4. Peter Reid, Administrator III
- 5.
- 6.
- 7.

Subject: PRSS Facilitating Organization Services

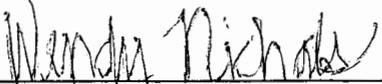
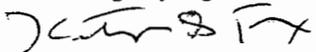
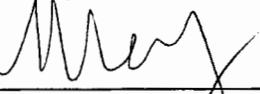
**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

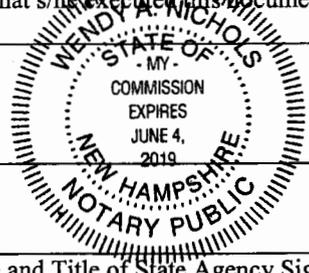
**AGREEMENT**

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

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name Department of Health & Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301	
1.3 Contractor Name Harbor Homes, Inc.		1.4 Contractor Address 45 High Street Nashua, NH 03060	
1.5 Contractor Phone Number (603) 882-3616	1.6 Account Number 05-095-491510-29890000-102-49158501 05-095-491510-29900000-102-49156501	1.7 Completion Date June 30, 2017	1.8 Price Limitation \$1,500,000
1.9 Contracting Officer for State Agency Eric D. Borrin		1.10 State Agency Telephone Number (603) 271-9558	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Peter Kelleher President and CEO	
1.13 Acknowledgement: State of <u>NH</u> , County of <u>Hillsborough</u> On <u>5/6/16</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace [Seal] 			
1.13.2 Name and Title of Notary or Justice of the Peace Wendy Nichols, Notary			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory Director, NH D&HS	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  Megan A. York - Attorney On: <u>5/12/16</u>			
1.18 Approval by the Governor and Executive Council (if applicable) By: _____ On: _____			



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

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

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

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

**4. CONDITIONAL NATURE OF AGREEMENT.**

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

**5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.**

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

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

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

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

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

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

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

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

**7. PERSONNEL.**

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

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

Agreement. This provision shall survive termination of this Agreement.

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

#### 8. EVENT OF DEFAULT/REMEDIES.

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

8.1.1 failure to perform the Services satisfactorily or on schedule;

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

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

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

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

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

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

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

#### 9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

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

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

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

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

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

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

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

#### 14. INSURANCE.

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

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

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

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

Contractor Initials

Date

  
5/16/16

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

**15. WORKERS' COMPENSATION.**

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

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

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

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

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

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

**19. CONSTRUCTION OF AGREEMENT AND TERMS.**

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

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

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

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

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

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

Contractor Initials

Date

  
5/6/16



## Scope of Services

### 1. Provisions Applicable to All Services

- 1.1. The Contractor will submit a detailed description of the language assistance services they will provide to persons with limited English proficiency to ensure meaningful access to their programs and/or services within ten (10) days of the contract effective date.
- 1.2. The Contractor agrees that, to the extent future legislative action by the New Hampshire General Court or federal or state court orders may have an impact on the Services described herein, the State Agency has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.
- 1.3. For the purposes of this contract, any reference to days shall mean consecutive calendar days, unless otherwise denoted as business days.
- 1.4. For the purposes of this contract, any reference to business days shall mean Monday through Friday, excluding State Employee holidays.
- 1.5. The selected Vendor must conduct an assessment of Recovery Community Organizations (RCOs) to determine the level of readiness for each RCO to become accredited according to the standards set forth by the Council on Accreditation of Peer Recovery Support Services (CAPRSS).
- 1.6. The selected Vendor must collaborate with the Council on Accreditation of Peer Recovery Support Services (CAPRSS) to provide each RCO with assistance to meet accreditation standards set forth by the CAPRSS.
- 1.7. The selected Vendor must collaborate with other PRSS technical assistance assets to assess the capacity of each RCO relative to the core and optional standards defined by the Council of Accreditation of Peer Recovery Support Services (CAPRSS).
- 1.8. The selected Vendor must work with the Department and RCOs to determine culturally appropriate process and outcome data collection and analysis.
- 1.9. The selected vendor must provide program management and oversight as well as implement a quality improvement process.

### 2. Scope of Services

- 2.1. The Contractor shall complete an accreditation readiness scan of all known Recovery Community Organizations (RCOs), statewide. The Contractor shall:
  - 2.1.1. Determine each RCO's ability to achieve Council of Accreditation of Peer Recovery Support Services (CAPRSS) accreditation.
  - 2.1.2. Determine each RCO's ability to open a Recovery Center.
  - 2.1.3. Determine each RCO's capacity to provide Peer Recovery Support Services.



Exhibit A

- 2.1.4. Determine each RCO's commitment to becoming a Medicaid provider, upon approval from the Center for Medicaid and Medicare Services (CMS) of the establishment of a 'Recovery Community Organization' provider type under the New Hampshire Medicaid program.
- 2.1.5. Provide a written determination of RCO readiness to the Department within 5 business days of completing the final RCO readiness scan.
- 2.2. The Contractor shall enter into contract with a minimum of five (5) Recovery Community Organizations (RCOs) in five (5) different Public Health Regions (See Appendix D – Regional Public Health Networks), as approved by the Department, in order to increase capacity for Peer Recovery Support Services (PRSS) within each of the selected five (5) Recovery Community Organizations. The Contractor shall:
  - 2.2.1. Ensure each Recovery Community Organization (RCO) represents a different Public Health Region (See Appendix D – Regional Public Health Network).
  - 2.2.2. Provide a copy of each executed RCO contract to the Department within five (5) days of contract execution.
- 2.3. The Contractor shall collaborate with Peer Recovery Support Services (PRSS) technical assistance assets, including, but not limited to, CAPRSS, to assess each RCO for accreditation readiness in accordance with the standards set forth by the Council of Accreditation of Peer Recovery Support Services (CAPRSS). The Contractor shall:
  - 2.3.1. Complete a written assessment of each RCO that indicates the RCO's capacity to provide PRSS services and current operational standards.
  - 2.3.2. Develop a written plan with each RCO that includes, but is not limited to:
    - 2.3.2.1. Timeframes to meeting CAPRSS accreditation standards.
    - 2.3.2.2. Goals that must be attained by each RCO in order to meet CAPRSS accreditation standards.
    - 2.3.2.3. Technical assistance needed for each RCO in order to meet CAPRSS goals, time frame and technical assistance accreditation requirements.
  - 2.3.3. Ensure training and technical assistance identified in Section 2.3.2.3 is provided to each RCO, as needed.
- 2.4. The Contractor shall collaborate with the Council on Accreditation of Peer Recovery Support Services (CAPRSS) to provide assistance to each RCO to ensure each of the five (5) RCOs meet accreditation standards set forth by CAPRSS. The Contractor shall ensure assistance includes, but is not limited to:
  - 2.4.1. Personnel with the expertise necessary to deliver high quality training.
  - 2.4.2. Technical assistance, as needed.
  - 2.4.3. Organizational coaching.



Exhibit A

- 2.4.4. Capacity development consultation.
- 2.4.5. Administrative support functions, as needed.
- 2.5. The Contractor shall collaborate with the Center for Excellence to develop and provide training as well as technical assistance to RCOs in order to:
  - 2.5.1. Assist RCOs to attain accreditation.
  - 2.5.2. Provide technical assistance to RCOs to enroll in Medicaid upon the establishment of a "Peer Recovery Program" provider type by the New Hampshire Medicaid Program based on Federal Center for Medicaid and Medicare Services (CMS) and other Federal and State requirements, which include:
    - 2.5.2.1. 42 CFR, Subpart B ( <http://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=2a147022bd0e989f2eff02f0ba401830&mc=true&n=pt42.4.455&r=PART&ty=HTML#sp42.4.455.b> ).
    - 2.5.2.2. 42 CFR, Subpart E ( <http://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=2a147022bd0e989f2eff02f0ba401830&mc=true&n=sp42.4.455.e&r=SUBPART&ty=HTML> ).
    - 2.5.2.3. 45 CFR, 164.512(d) ( [http://www.ecfr.gov/cgi-bin/text-idx?SID=07d0a507d28ee03b2b09dfd7a2be33d2&mc=true&node=se45.1.164\\_1512&rqn=div8](http://www.ecfr.gov/cgi-bin/text-idx?SID=07d0a507d28ee03b2b09dfd7a2be33d2&mc=true&node=se45.1.164_1512&rqn=div8) )..
  - 2.5.3. Ensure personnel providing Peer Recovery Support services (PRSS) in RCOs are Certified Recovery Support Workers (CRSW) and meet the CAPRSS recovery coaching standards.
  - 2.5.4. Assist RCOs to expand capacity to include Peer Recovery Coaching and Telephone Recovery Support Services.
  - 2.5.5. Assist RCOs with expanding capacity to include back office support functions.
  - 2.5.6. Assist RCOs in establishing and a plan to sustain Recovery Center.
- 2.6. The Contractor shall utilize logistical support provided by the Center for Excellence to facilitate a Community of Practice that allows RCO administrators and leaders to establish and strengthen collegiality, cooperation, collaboration and informal mentoring among RCOs. The Contractor shall:
  - 2.6.1. Organize regular on-going RCO regional meetings with RCO administrators and leaders.
  - 2.6.2. Ensure meetings are widely advertised to all RCOs, statewide.
  - 2.6.3. Ensure that each subcontracted RCO engages in its local Regional Public Health Network (RPHN) to participate in continuum of care development work.
- 2.7. The Contractor shall assess the ability of each RCO to open and sustain a Recovery Center. The Contractor shall:



Exhibit A

- 2.7.1. Complete a written assessment of each RCO that indicates each RCO's readiness to open and sustain a Recovery Center, that includes, but is not limited to:
  - 2.7.1.1. The current organizational structure of the RCO's Recovery Center or the RCO's readiness to open a Recovery Center, as appropriate.
  - 2.7.1.2. The number of people that can be served by the RCO's Recovery Center.
  - 2.7.1.3. The RCO's financial viability to support a Recovery Center.
- 2.7.2. Work with each RCO to develop a written plan to open a Recovery Center.
- 2.7.3. Ensure training and technical assistance is available to Recovery Center staff, which may include but is not limited to:
  - 2.7.3.1. Customer service training.
  - 2.7.3.2. Peer Recovery Coaching Services.
  - 2.7.3.3. Telephone Recovery Support Services.
- 2.7.4. Assist RCOs to secure funding from other public and private sources to ensure ongoing sustainability of services.
- 2.8. The Contractor shall assist RCOs with performing back office functions that may include, but are not limited to:
  - 2.8.1. Human resource functions.
  - 2.8.2. Financial functions such as accounting, bookkeeping and payroll.
  - 2.8.3. Billing functions.
- 2.9. The Contractor shall ensure billing services are available to each RCO until such time RCOs can perform billing functions on their own. Billing functions shall include, but are not limited to:
  - 2.9.1. Accepting RCO invoices for PRSS services provided to clients.
  - 2.9.2. Submitting invoices to the Department for client services that are provided by the RCO and covered by funds in this grant for reimbursement.
  - 2.9.3. Submitting PRSS client services covered by Medicaid to the appropriate managed care organization (MCO).
  - 2.9.4. Disbursing payments received from MCOs to the appropriate RCO.
  - 2.9.5. Accepting RCO invoices for operational costs.
  - 2.9.6. Paying RCOs for operational costs on a cost reimbursement basis.
  - 2.9.7. Submitting RCO operational cost invoices to the Department for reimbursement.
- 2.10. The Contractor shall collaborate with the NH Center for Excellence to:



Exhibit A

- 2.10.1. Identify data evaluation criteria.
- 2.10.2. Implement an evaluation process in each RCO.
- 2.11. The Contractor shall ensure technical assistance is available to each RCO in order to collect, analyze and utilize data, for the evaluation process in Section 2.10.2., which shall include but is not limited to:
  - 2.11.1. Demographics, which include but are not limited to:
    - 2.11.1.1. Gender
    - 2.11.1.2. Age
    - 2.11.1.3. Ethnicity
  - 2.11.2. Primary drug of choice
  - 2.11.3. SAMHSA National Outcome Measures ([http://www.dasis.samhsa.gov/dasis2/noms/noms\\_attch1.pdf](http://www.dasis.samhsa.gov/dasis2/noms/noms_attch1.pdf)), which include:
    - 2.11.3.1. Abstinence
    - 2.11.3.2. Crime and Criminal Justice
    - 2.11.3.3. Employment/Education
    - 2.11.3.4. Stability in Housing
    - 2.11.3.5. Social Connectedness
  - 2.11.4. Referral Source
  - 2.11.5. Client Financial Information
  - 2.11.6. Healthcare Coverage Information
  - 2.11.7. Substance Use Disorder treatment history
  - 2.11.8. Substance Use Disorder or Co-occurring Disorder recovery needs
  - 2.11.9. Participation in Community Services
  - 2.11.10. Recovery capital
- 2.12. The Contractor will work with the Department to identify the next cohort of RCOs to prepare them for CAPRSS accreditation.

**3. Reporting Requirements**

- 3.1. Report on readiness for all considered RCO, that includes but is not limited to:
  - 3.1.1. Accreditation readiness.
  - 3.1.2. Recovery center capacity
  - 3.1.3. Capacity to provider PRSS
  - 3.1.4. Commitment to enrolling in Medicaid, upon approval from the Center for Medicaid and Medicare Services (CMS) of the establishment of a 'Recovery Community Organization' provider type under the New Hampshire Medicaid program.



Exhibit A

- 3.2. The Contractor shall provide quarterly reports that include but are not limited to:
  - 3.2.1. Progress on each RCO's work plan components.
  - 3.2.2. Information on RCO trainings conducted, including but not limited to, type of training provided and number of attendees.
  - 3.2.3. Information regarding RCO meetings that occurred, as described in Section 2.6, including but not limited to, venue, number of attendees and methods used to advertise meetings.
  - 3.2.4. Back office support provided, as described in Section 2.8.
- 3.3. The Contractor shall submit a final report to the Department that includes, but is not limited to:
  - 3.3.1. Information on each of the five (5) RCOs including the number of individuals served during the 3 months prior to subcontracting with the Contractor in comparison to the number of individuals served by the RCO from April 1, 2017 to June 30, 2017.
  - 3.3.2. How many and what type of trainings were provided over the term of the contract.
  - 3.3.3. The number of RCOs that are accredited by the CAPRSS.
  - 3.3.4. The number and location of each Recovery Center that opened as a result of contracted services.
  - 3.3.5. The type of PRSS services delivered by each RCO.
  - 3.3.6. Information regarding clients served, which shall include but not be limited to:
    - 3.3.6.1. Analysis of client data referenced in 2.11 by individual RCO.
    - 3.3.6.2. Analysis of aggregated client data
  - 3.3.7. Back Office functions performed for each RCOs, which may include but is not limited to:
    - 3.3.7.1. Human Resources.
    - 3.3.7.2. Financial.
    - 3.3.7.3. Client billing to other funding sources not in this contract.
  - 3.3.8. All contractor work that has started and any progress toward CAPRSS accreditation for the second cohort of RCOs identified to the Department.

#### 4. Deliverables

- 4.1. The Contractor shall provide copies of the executed contracts described in Section 2.2, to the Department within five (5) business days of fully executing the documents.
- 4.2. The Contractor shall complete an assessment, as described in Section 2.3.1, for each of the RCOs – for a minimum of five (5) assessments, within ninety (90) days of the contract effective date.



Exhibit A

- 4.3. The Contractor shall provide a copy of each accreditation plan described in Section 2.3.2., within one hundred-twenty (120) days of the contract effective date.
- 4.4. The Contractor shall provide a written Recovery Center assessment, as described in Section 2.7, for each RCO, within one hundred-eighty (180) days of the contract effective date.
- 4.5. The Contractor shall provide the billing process and payment timeframes for providing the services in Section 2.8, within one hundred-twenty (120) days of the contract effective date.

**5. Milestones and Activities**

Major Milestones and Activities	Person Responsible	Date of Completion, in days after contract effective date	Potential Barriers to Achievement	Plan to Overcome Barriers to Achievement
Milestone 1: Report on the degree of readiness of each RCO in the State of NH (See Section 2.1).	Project Director	60 Days	No major barriers anticipated, as this is primarily a self-managed FO task. One potential barrier is if the person selected to fill the Project Director role is not able to start on time.	Peter Kelleher (President and CEO) will oversee this first step of the project, working closely with CCAR.
Milestone 2: Initial assessment of each subcontracted RCO	Project Director and CCAR in collaboration with CAPRSS	90 Days	Readiness/ability of RCO to enter into a subcontract agreement.	Contractor shall provide TA to facilitate the contract negotiations.
Milestone 3: Developing a written plan for accreditation	Project Director and CCAR in collaboration with CAPRSS	120 Days	If any of the above milestones take longer than anticipated, this milestone may occur at a later	There is likely to be a minimum set of plan components applicable to all RCOs that can begin to



Exhibit A

			date.	occur as a collective, prior to formal completion of the individual plans.
Milestone 4: Providing training and technical assistance to RCOs	CCAR, Harbor Homes, Welcoming Light, NH Center for Excellence and CAPRSS. TA provided by CAPRSS will be at no cost to Harbor Homes or the RCOs.	Within 90 days but upon Subcontract Effective Date (and during the subcontracting process, as needed) throughout the funding period.	The Contractor shall begin providing TA/training from the beginning of the procurement process. Specific training/TA required for accreditation may be delayed if any of the above milestones are delayed. Additionally, there may be accessibility issues that prevent some of the RCOs from attending trainings.	The Contractor shall utilize web-based and in-person individual and group trainings to ensure accessibility issues are eliminated. On-site (within the RCO) trainings/TA will also be provided.
Milestone 5: Initial assessment for Recovery Center readiness	Project Director and CCAR	Within 180 days, and ongoing thereafter in accordance with individual plans		
Milestone 6: Training RCOs billing functions	Project Coordinator/Administrator and HHI Backend Staff	Within 120 Days and ongoing thereafter	NH's implementation plan of related Medicaid benefit	None – this is a barrier we have no control over. However, we will work with Bi State



Exhibit A

				Primary Care Association to provide public policy work related to this.
Milestone 7: Initial Meeting of RCO Community of Practice	Project Director, NH Center for Excellence	Within 60 Days (prior to the procurement process)	None	None



## Method and Conditions Precedent to Payment

1. This contract is funded with funds from the Governor's Commission on Alcohol and Drug Abuse Prevention, Treatment and Recovery as well as the Catalog of Federal Domestic Assistance (CFDA) #93.959, U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Substance Abuse Block Grant in providing services pursuant to Exhibit A, Scope of Services. The contractor agrees to provide the services in Exhibit A, Scope of Services in compliance with funding requirements.
2. The State shall pay the Contractor an amount not to exceed the Price Limitation on Form P37, Block 1.8, for the services provided by the Contractor pursuant to Exhibit A, Scope of Services.
3. Payment for expenses shall be on a cost reimbursement basis only for actual expenditures. Expenditures shall be in accordance with the approved line item budgets shown in Exhibits B-1.
4. Payment for services shall be made as follows:
  - 4.1. The Contractor must submit monthly invoices for reimbursement for services specified in Exhibit A, Scope of Services. The State shall make payment to the Contractor within thirty (30) days of receipt of each invoice for Contractor services provided pursuant to this Agreement.
  - 4.2. The invoices must:
    - 4.2.1. Clearly identify the amount requested and the services performed during that period.
    - 4.2.2. Include a detailed account of the work performed, and a list of deliverables completed during that prior month, as outlined in Exhibit A, Scope of Services.
    - 4.2.3. Separately identify any work and amount of attributable and performed by an approved sub-contractor, if applicable.
  - 4.3. Invoices and reports must be submitted to:

NH Department of Health and Human Services  
Financial Manager  
Bureau of Drug and Alcohol Services  
129 Pleasant Street  
Concord, NH 03301
5. Payments may be withheld pending receipt of required reports or documentation as identified in Exhibit A.
6. A final payment request shall be submitted no later than sixty (60) days after the Contract ends. Failure to submit the invoice, and accompanying documentation could result in nonpayment.
7. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this Contract may be withheld, in whole or in part, in the event of noncompliance with any State or Federal law, rule or regulation applicable to the services provided, or if the said services have not been completed in accordance with the terms and conditions of this Agreement.
8. Notwithstanding paragraph 18 of Form P-37, General Provisions, an amendment limited to the adjustment of the amounts between budget line items of Exhibit B-1, and related items, can be made by written agreement of both parties and do not required additional approval of the Governor and Executive Council.

*[Handwritten signature]*  
Date 5/6/16

# Budget Form

**New Hampshire Department of Health and Human Services  
Exhibit B-1 (2016)**

Bidder/Program Name: Harbor Homes Inc.

Budget Request for: PRSS Facilitating Organization  
(Name of RFP)

Budget Period: FY 2016

Line Item	Direct Incremental	Indirect Fixed	Total	Matched Funding	Allocation Method for Indirect/Fixed Cost
1. Total Salary/Wages	\$ -	\$ -	\$ -	\$ -	
2. Employee Benefits	\$ -	\$ -	\$ -	\$ -	
3. Consultants	\$ -	\$ -	\$ -	\$ -	
4. Equipment:					
Rental	\$ -	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	
Purchase/Depreciation	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -	
5. Supplies:					
Educational	\$ -	\$ -	\$ -	\$ -	
Lab	\$ -	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	\$ -	
Office	\$ -	\$ -	\$ -	\$ -	
6. Travel	\$ -	\$ -	\$ -	\$ -	
7. Occupancy	\$ -	\$ -	\$ -	\$ -	
8. Current Expenses					
Telephone	\$ -	\$ -	\$ -	\$ -	
Postage	\$ -	\$ -	\$ -	\$ -	
Subscriptions	\$ -	\$ -	\$ -	\$ -	
Audit and Legal	\$ -	\$ -	\$ -	\$ -	
Insurance	\$ -	\$ -	\$ -	\$ -	
Board Expenses	\$ -	\$ -	\$ -	\$ -	
9. Software	\$ -	\$ -	\$ -	\$ -	
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ -	\$ -	\$ -	\$ -	
12. Subcontracts/Agreements	\$ -	\$ -	\$ -	\$ -	
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	
Client Reimbursement Activities - subcontractors	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>\$ 6,000.00</b>	<b>\$ -</b>	<b>\$ 6,000.00</b>	<b>\$ -</b>	

Indirect As A Percent of Direct 0.0%

NOTE: Minimum match funding per section 4.3 of RFP

# Budget Form

**New Hampshire Department of Health and Human Services  
Exhibit B-1 (2017)**

Bidder/Program Name: Harbor Homes Inc.

Budget Request for: PRSS Facilitating Organization  
(Name of RFP)

Budget Period: FY 2017

Line Item	Direct Incremental	Indirect Fixed	Total	Matched Funding	Allocation Method for Indirect/Fixed Cost
1. Total Salary/Wages	\$ 241,576.00	\$ -	\$ 241,576.00	\$ -	
2. Employee Benefits	\$ 36,236.00	\$ -	\$ 36,236.00	\$ -	
3. Consultants	\$ -	\$ -	\$ -	\$ -	
4. Equipment:	\$ -	\$ -	\$ -	\$ -	
Rental	\$ -	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	
Purchase/Depreciation	\$ -	\$ -	\$ -	\$ -	
5. Supplies:	\$ -	\$ -	\$ -	\$ -	
Educational	\$ -	\$ -	\$ -	\$ -	
Lab	\$ -	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	\$ -	
Office	\$ -	\$ -	\$ -	\$ -	
6. Travel	\$ 5,188.00	\$ -	\$ 5,188.00	\$ -	
7. Occupancy	\$ -	\$ -	\$ -	\$ -	
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	
Telephone	\$ -	\$ -	\$ -	\$ -	
Postage	\$ -	\$ -	\$ -	\$ -	
Subscriptions	\$ -	\$ -	\$ -	\$ -	
Audit and Legal	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	
Insurance	\$ -	\$ -	\$ -	\$ -	
Board Expenses	\$ -	\$ -	\$ -	\$ -	
9. Software	\$ 1,500.00	\$ -	\$ 1,500.00	\$ -	
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ 67,000.00	\$ -	\$ 67,000.00	\$ -	
12. Subcontracts/Agreements	\$ 937,500.00	\$ -	\$ 937,500.00	\$ -	
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	
Client Reimbursement Activities - subcontractors	\$ 150,000.00	\$ -	\$ 150,000.00	\$ -	
Subcontractors Accreditation fees	\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	
	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>\$ 1,494,000.00</b>	<b>\$ -</b>	<b>\$ 1,494,000.00</b>	<b>\$ -</b>	

Indirect As A Percent of Direct

0.0%

FY 2016 \$ 6,000.00  
FY 2017 \$ 1,500,000.00

NOTE: Minimum match funding per section 4.3 of RFP



**SPECIAL PROVISIONS**

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

1. **Compliance with Federal and State Laws:** If the Contractor is permitted to determine the eligibility of individuals such eligibility determination shall be made in accordance with applicable federal and state laws, regulations, orders, guidelines, policies and procedures.
2. **Time and Manner of Determination:** Eligibility determinations shall be made on forms provided by the Department for that purpose and shall be made and remade at such times as are prescribed by the Department.
3. **Documentation:** In addition to the determination forms required by the Department, the Contractor shall maintain a data file on each recipient of services hereunder, which file shall include all information necessary to support an eligibility determination and such other information as the Department requests. The Contractor shall furnish the Department with all forms and documentation regarding eligibility determinations that the Department may request or require.
4. **Fair Hearings:** The Contractor understands that all applicants for services hereunder, as well as individuals declared ineligible have a right to a fair hearing regarding that determination. The Contractor hereby covenants and agrees that all applicants for services shall be permitted to fill out an application form and that each applicant or re-applicant shall be informed of his/her right to a fair hearing in accordance with Department regulations.
5. **Gratuities or Kickbacks:** The Contractor agrees that it is a breach of this Contract to accept or make a payment, gratuity or offer of employment on behalf of the Contractor, any Sub-Contractor or the State in order to influence the performance of the Scope of Work detailed in Exhibit A of this Contract. The State may terminate this Contract and any sub-contract or sub-agreement if it is determined that payments, gratuities or offers of employment of any kind were offered or received by any officials, officers, employees or agents of the Contractor or Sub-Contractor.
6. **Retroactive Payments:** Notwithstanding anything to the contrary contained in the Contract or in any other document, contract or understanding, it is expressly understood and agreed by the parties hereto, that no payments will be made hereunder to reimburse the Contractor for costs incurred for any purpose or for any services provided to any individual prior to the Effective Date of the Contract and no payments shall be made for expenses incurred by the Contractor for any services provided prior to the date on which the individual applies for services or (except as otherwise provided by the federal regulations) prior to a determination that the individual is eligible for such services.
7. **Conditions of Purchase:** Notwithstanding anything to the contrary contained in the Contract, nothing herein contained shall be deemed to obligate or require the Department to purchase services hereunder at a rate which reimburses the Contractor in excess of the Contractors costs, at a rate which exceeds the amounts reasonable and necessary to assure the quality of such service, or at a rate which exceeds the rate charged by the Contractor to ineligible individuals or other third party funders for such service. If at any time during the term of this Contract or after receipt of the Final Expenditure Report hereunder, the Department shall determine that the Contractor has used payments hereunder to reimburse items of expense other than such costs, or has received payment in excess of such costs or in excess of such rates charged by the Contractor to ineligible individuals or other third party funders, the Department may elect to:
  - 7.1. Renegotiate the rates for payment hereunder, in which event new rates shall be established;
  - 7.2. Deduct from any future payment to the Contractor the amount of any prior reimbursement in excess of costs;

New Hampshire Department of Health and Human Services  
Exhibit C



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

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

8. **Maintenance of Records:** In addition to the eligibility records specified above, the Contractor covenants and agrees to maintain the following records during the Contract Period:
- 8.1. **Fiscal Records:** books, records, documents and other data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor during the Contract Period, said records to be maintained in accordance with accounting procedures and practices which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 8.2. **Statistical Records:** Statistical, enrollment, attendance or visit records for each recipient of services during the Contract Period, which records shall include all records of application and eligibility (including all forms required to determine eligibility for each such recipient), records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.
- 8.3. **Medical Records:** Where appropriate and as prescribed by the Department regulations, the Contractor shall retain medical records on each patient/recipient of services.
9. **Audit:** Contractor shall submit an annual audit to the Department within 60 days after the close of the agency fiscal year. It is recommended that the report be prepared in accordance with the provision of Office of Management and Budget Circular A-133, "Audits of States, Local Governments, and Non Profit Organizations" and the provisions of Standards for Audit of Governmental Organizations, Programs, Activities and Functions, issued by the US General Accounting Office (GAO standards) as they pertain to financial compliance audits.
- 9.1. **Audit and Review:** During the term of this Contract and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives shall have access to all reports and records maintained pursuant to the Contract for purposes of audit, examination, excerpts and transcripts.
- 9.2. **Audit Liabilities:** In addition to and not in any way in limitation of obligations of the Contract, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department, all payments made under the Contract to which exception has been taken or which have been disallowed because of such an exception.
10. **Confidentiality of Records:** All information, reports, and records maintained hereunder or collected in connection with the performance of the services and the Contract shall be confidential and shall not be disclosed by the Contractor, provided however, that pursuant to state laws and the regulations of the Department regarding the use and disclosure of such information, disclosure may be made to public officials requiring such information in connection with their official duties and for purposes directly connected to the administration of the services and the Contract; and provided further, that the use or disclosure by any party of any information concerning a recipient for any purpose not directly connected with the administration of the Department or the Contractor's responsibilities with respect to purchased services hereunder is prohibited except on written consent of the recipient, his attorney or guardian.



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

11. **Reports:** Fiscal and Statistical: The Contractor agrees to submit the following reports at the following times if requested by the Department.
  - 11.1. Interim Financial Reports: Written interim financial reports containing a detailed description of all costs and non-allowable expenses incurred by the Contractor to the date of the report and containing such other information as shall be deemed satisfactory by the Department to justify the rate of payment hereunder. Such Financial Reports shall be submitted on the form designated by the Department or deemed satisfactory by the Department.
  - 11.2. Final Report: A final report shall be submitted within thirty (30) days after the end of the term of this Contract. The Final Report shall be in a form satisfactory to the Department and shall contain a summary statement of progress toward goals and objectives stated in the Proposal and other information required by the Department.
12. **Completion of Services: Disallowance of Costs:** Upon the purchase by the Department of the maximum number of units provided for in the Contract and upon payment of the price limitation hereunder, the Contract and all the obligations of the parties hereunder (except such obligations as, by the terms of the Contract are to be performed after the end of the term of this Contract and/or survive the termination of the Contract) shall terminate, provided however, that if, upon review of the Final Expenditure Report the Department shall disallow any expenses claimed by the Contractor as costs hereunder the Department shall retain the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.
13. **Credits:** All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Contract shall include the following statement:
  - 13.1. The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services.
14. **Prior Approval and Copyright Ownership:** All materials (written, video, audio) produced or purchased under the contract shall have prior approval from DHHS before printing, production, distribution or use. The DHHS will retain copyright ownership for any and all original materials produced, including, but not limited to, brochures, resource directories, protocols or guidelines, posters, or reports. Contractor shall not reproduce any materials produced under the contract without prior written approval from DHHS.
15. **Operation of Facilities: Compliance with Laws and Regulations:** In the operation of any facilities for providing services, the Contractor shall comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which shall impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit shall be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Contract the facilities shall comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and shall be in conformance with local building and zoning codes, by-laws and regulations.
16. **Equal Employment Opportunity Plan (EEO):** The Contractor will provide an Equal Employment Opportunity Plan (EEO) to the Office for Civil Rights, Office of Justice Programs (OCR), if it has received a single award of \$500,000 or more. If the recipient receives \$25,000 or more and has 50 or



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

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

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

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

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

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

19. **Subcontractors:** DHHS recognizes that the Contractor may choose to use subcontractors with greater expertise to perform certain health care services or functions for efficiency or convenience, but the Contractor shall retain the responsibility and accountability for the function(s). Prior to subcontracting, the Contractor shall evaluate the subcontractor's ability to perform the delegated function(s). This is accomplished through a written agreement that specifies activities and reporting responsibilities of the subcontractor and provides for revoking the delegation or imposing sanctions if the subcontractor's performance is not adequate. Subcontractors are subject to the same contractual conditions as the Contractor and the Contractor is responsible to ensure subcontractor compliance with those conditions.

When the Contractor delegates a function to a subcontractor, the Contractor shall do the following:

- 19.1. Evaluate the prospective subcontractor's ability to perform the activities, before delegating the function
- 19.2. Have a written agreement with the subcontractor that specifies activities and reporting responsibilities and how sanctions/revocation will be managed if the subcontractor's performance is not adequate
- 19.3. Monitor the subcontractor's performance on an ongoing basis



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

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

#### DEFINITIONS

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

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

**DEPARTMENT:** NH Department of Health and Human Services.

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

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

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

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

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

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

*PK*

5/6/16



**REVISIONS TO GENERAL PROVISIONS**

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

*PK*



**CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS**

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

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

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

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

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

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

*[Signature]*  
5/6/16

New Hampshire Department of Health and Human Services  
Exhibit D



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

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

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

Contractor Name: Harbor Homes, Inc.

Name: Peter Kelleher  
Title: President and CEO

5/6/16  
Date

Contractor Initials XW  
Date 5/6/16



**CERTIFICATION REGARDING LOBBYING**

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

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

Programs (indicate applicable program covered):

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

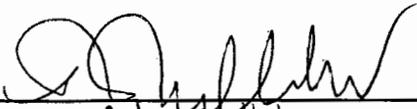
The undersigned certifies, to the best of his or her knowledge and belief, that:

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

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

Contractor Name: Harbor Homes, Inc.

5/6/16  
Date

  
Name: Peter Kelleher  
Title: President and CEO

Contractor Initials PK  
Date 5/6/16



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

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

**INSTRUCTIONS FOR CERTIFICATION**

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

*[Handwritten Signature]*  
5/16/16



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

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

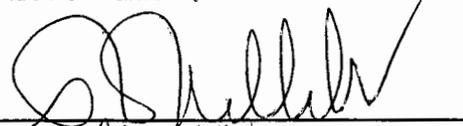
**PRIMARY COVERED TRANSACTIONS**

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

**LOWER TIER COVERED TRANSACTIONS**

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

5/6/16  
Date

Contractor Name: Harbor Homes, Inc.  
  
Name: Peter Kelleher  
Title: President and CEO

Contractor Initials PW  
Date 5/6/15



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

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

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

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

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

Exhibit G

Contractor Initials     RW    

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

Date     5/6/16

New Hampshire Department of Health and Human Services  
Exhibit G



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

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

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

5/6/16  
Date

Contractor Name: Harbor Homes, Inc.

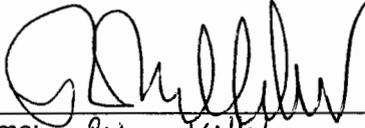
  
Name: Peter Kellen  
Title: President and CEO

Exhibit G

Contractor Initials PK

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