



Nicholas A. Toumpas
Commissioner

Terry R. Smith
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES

OFFICE OF HUMAN SERVICES

DIVISION OF FAMILY ASSISTANCE

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March 11, 2015

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

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division of Family Assistance to exercise a renewal option to an existing agreement with Southern New Hampshire Services, Inc., 40 Pine Street, Manchester, NH 03301 (Vendor #177198), for the provision of staffing, employment and training services by increasing the price limitation by \$8,972,534.28 from \$9,304,228.96 to \$18,276,763.24, and extending the contract completion date from June 30, 2015 to June 30, 2017, effective upon Governor and Executive Council approval. The Governor and Executive Council approved the original agreement on May 1, 2013 (Item #37B). 75% Federal Funds and 25% General Funds.

Funds to support this request are anticipated to be available in the following account in State Fiscal Years 2016 and 2017 upon the availability and continued appropriation of funds in the future operating budgets, with the authority to adjust encumbrances between state fiscal years if needed and justified without further approval from the Governor and Executive Council.

05-95-45-450010-61270000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVSC, HHS: TRANSITIONAL ASSISTANCE, DIV OF FAMILY ASSISTANCE, EMPLOYMENT SUPPORT

SFY	Class/Object	Class Title	Amount
2014	102-500731	Contracts for Program Services	\$4,567,197.26
2015	102-500731	Contracts for Program Services	\$4,737,031.70
2016	102-500731	Contracts for Program Services	\$4,398,240.75
2017	102-500731	Contracts for Program Services	\$4,574,293.53
Total:			\$18,276,763.24

EXPLANATION

The purpose of this amendment is to renew contract services for the provision of employment, and training services to individuals enrolled in New Hampshire Employment Program through the Temporary Assistance to Needy Families Program required by the New Hampshire Employment Program as defined in 45 CFR 261 - Ensuring That Recipients Work. These services enhance an individual's ability to effectively prepare, seek, obtain and retain unsubsidized employment while continuing to establish relationships with public, private and community agencies that provide

resources and services to low income individuals and families with sensitivity to program participants who may have no or limited English proficiency, thereby requiring additional cultural and linguistically appropriate support.

The vendors for the Staffing Services and Combined Services Programs were selected through competitive bid process. The Request for Proposal #13-DFA-BWW-STAFF-03 was issued September 19, 2012 and #13-DFA-BWW-CSP-05 was issued on October 3, 2012. These Requests for Proposals were posted on the Department of Health and Human Services website and bidder's conferences were held. Two experienced evaluation teams, each consisting of three (3) Department of Health and Human Services employees with knowledge of the program requirements; knowledge of business and financial management; and an understanding of the State Revised Statutes Annotated, Administrative Rules and the Division of Family Assistance policy governing the operation of the New Hampshire Employment Program evaluated these proposals. Southern New Hampshire Services was the selected bidder for both the Staffing Services and the Combined Services Programs.

The Department is satisfied with the programs provided by Southern New Hampshire Services and is exercising the option to renew contracted services as outlined in Standard Exhibit C-1, Additional Special Provisions of the original contract.

Should the Governor and Executive Council not approve this request, the Division of Family Assistance could face a federal penalty of between \$2 million dollars and \$4 million dollars for any year in which it does not meet federal welfare to work participation outcomes as defined in Federal Regulation 45 CFR 261.50 – Penalties Apply to States Related to Work Requirements. Federal penalties would negatively impact the citizens of New Hampshire.

Area served: Statewide.

Source of Funds: 75% Federal Funds, 25% General Funds.

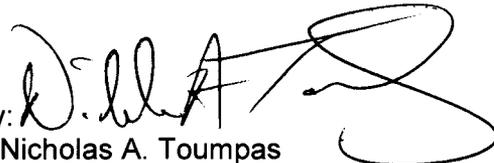
In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,



Terry R. Smith, Director
Division of Family Assistance

Approved by:



Nicholas A. Toumpas
Commissioner



**State of New Hampshire
Department of Health and Human Services
Amendment #1 to the Combined Services Program and New Hampshire Employment Program
Staffing Contract**

This 1st Amendment to the Combined Services Program and New Hampshire Employment Program contract (hereinafter referred to as "Amendment #1") dated this, February 9, 2015 is by and between the State of New Hampshire, Department of Health and Human Services (hereinafter referred to as the "State" or "Department") and Southern New Hampshire Services, Inc. (hereinafter referred to as "the Contractor"), a non-profit corporation with a place of business 40 Pine Street, Manchester, NH 03103.

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on May 1, 2013 (item #37B), 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 General Provisions, Paragraph 18 of the Agreement, and Exhibit C-1 Paragraph 1, the State may renew the contract for four (4) additional years by written agreement of the parties and approval of the Governor and Executive Council; and;

WHEREAS, the parties agree to extend the Contract for two (2) additional years and increase the price limitation; 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:

To amend as follows:

1. Form P-37, General Provisions, Item 1.7, Completion Date, to read:
June 30, 2017
2. Form P-37, General Provisions, Item 1.8, Price Limitation, to read:
\$18,276,763.24
3. Form P-37, General Provisions, Item 1.9, Contracting Officer for State Agency, to read:
Eric D. Borrin
4. Form P-37, General Provisions, Item 1.10, to read:
(603) 271-9558
5. Delete Exhibit A, Scope of Services and replace with Exhibit A – Amendment #1, Scope of Services.
6. Exhibit B, Methods and Conditions Precedent to Payment, CONTRACT PERIOD, to read:
July 1, 2013 to June 30, 2017.
7. Exhibit B, Methods and Conditions Precedent to Payment, Paragraph I, Subparagraph A, to read:
This contract is funded with federal funds made available under the Catalog of Federal Domestic Assistance, CFDA #92.558, Federal Agency Health and Human Services Program Title Temporary Assistance for Needy Families in the amount indicated in Form P-37, General Provisions, Item 1.8, Price Limitation.

Southern NH Services, Inc.



8. Exhibit B, Methods and Conditions Precedent to Payment, Paragraph I, Subparagraph B, to read:
Subject to the contractor's compliance with the terms and conditions of this Contract, and for services provided to eligible individuals, the Division of Family Assistance shall reimburse Southern New Hampshire Services up to the maximum total in Form P-37, General Provisions, Item 1.8, Price Limitation.
9. Exhibit B, Methods and Conditions Precedent to Payment, Paragraph I, Subparagraph C, to read:
The total amount of all payments made to the contractor for costs and expenses incurred in the performance of the Combined Staffing and Combined Services Programs during the period July 1, 2013 through June 30, 2017 shall not exceed for P-37, General Provisions, Item 1.8, Price Limitation and shall be in accordance with SFY 14, SFY 15, SFY 16 and SFY 17 Budget Forms.
10. Exhibit B, Methods and Conditions Precedent to Payment, Paragraph II, to read:
Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this agreement may be withheld, in whole or in part, in the event of non-compliance with any Federal or State law, rule or regulation applicable to the services provided, or if the said services or products have not been satisfactorily completed in accordance with the terms and conditions of this agreement.
11. Add Exhibit B-1 - Amendment #1, Budget Forms SFY 2016.
12. Add Exhibit B-2 – Amendment #2, Budget Forms SFY 2017.
13. Delete Standard Exhibit C, Special Provisions, and replace with Exhibit C, Special Provisions.
14. Standard Exhibit D, Certification Regarding Drug-Free Workplace Requirements, Period Covered by this Certification, to read:
From 7/1/2013 to 6/30/2017
15. Standard Exhibit E, Certification Regarding Lobbying, Contract Period, to read:
July 1, 2013 through June 30, 2017
16. Delete Standard Exhibit G, Certification Regarding the Americans with Disabilities Act Compliance, and replace with Exhibit G, Certification of Compliance with Requirements Pertaining to Federal Nondiscrimination, Equal Treatment of Faith-Based Organizations and Whistleblower Protections.

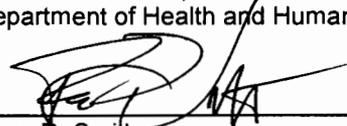


**New Hampshire Department of Health and Human Services
Combined Services Program and New Hampshire Employment Program Staffing**

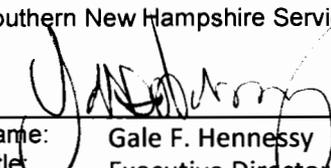
This amendment shall be effective upon the date of Governor and Executive Council approval.

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

3/11/15
Date

State of New Hampshire
Department of Health and Human Services

Terry R. Smith
Director

2-23-15
Date

Southern New Hampshire Services, Inc.

Name: Gale F. Hennessy
Title: Executive Director

Acknowledgement:

State of New Hampshire, County of Hillsborough on February 23, 2015, 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 of Notary Public or Justice of the Peace

Diane P. Erikson, Executive Assistant
Name and Title of Notary or Justice of the Peace

DIANE P. ERIKSON, Notary Public
My Commission Expires May 23, 2019

**New Hampshire Department of Health and Human Services
Combined Services Program and New Hampshire Employment Program Staffing**



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

OFFICE OF THE ATTORNEY GENERAL

Date 3/27/15


Name: Megan A. Yaph
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: _____



**Standard Exhibit A – Amendment #1
Scope of Services**

Combined Staffing and CSP Scope of Service - #13-DFA-BWW-STAFF-03

I. General Terms and Conditions of Services

- A. All Community Action Agency employees operating under the provisions of this contract shall in addition to their own reporting requirements, report to the individual designated by the Commissioner of the Department of Health and Human Services who shall have authority for the Bureau of Welfare to Work (BWW).
- I. The individual identified by the Commissioner of the Department of Health and Human Services shall also be directly responsible for the operations of the New Hampshire Employment Program and shall have oversight of this contract and the performance measurements contained herein.
 - II. In accordance with RFP#13-DFA-BWW-STAFF-03 issued September 5, 2012, this contract may be extended for two (2) 2-year periods without further competitive bidding.
 1. Extension of this contract is contingent upon the satisfactory performance by the SNHS of all services required.
 2. Extension of this contract is further contingent upon approval by the New Hampshire Governor and Executive Council.
 - III. Under this New Hampshire Employment Program (NHEP) Staffing contract, the SNHS, Southern New Hampshire Services (SNHS), will provide services to participants who are eligible to receive Temporary Assistance for Needy Families (TANF). The contractor will:
 1. Provide management, direct service, and administrative staff to serve under the New Hampshire Employment Program (NHEP);
 2. Provide supervision of contract services and administrative staff to operate and support all aspects of central office and field office service delivery;
 3. Provide all NHEP team members and administrative staff with a cohesive link for Temporary Assistance for Needy Families (TANF) eligible participants to other needed services by establishing relationships with other public, private and community agencies and organizations that provide a variety of resources and services to low income individuals and families;
 4. All of the contractor staff will provide services to participants according to the State of New Hampshire calendar of business days. Hours of operation will be 8:00 AM to 4:30 PM, Monday through Friday. Only with the expressed permission of DFA Management, may any of the offices be closed early, and/or the hours of operation changed.
 5. Inherent in meeting the requirements of this contract is the ability of the contractor to bring to NHEP the expertise, experience and knowledge to established statewide community relationships that will



- enhance and increase the NHEP ability to move low-income individuals to financial independence through employment.
6. The Division of Family Assistance (DFA) is the single State agency that administers NHEP and retains final authority on all policy matters and NHEP communications.
- IV. The contractor will be required to recruit and hire individuals with professional background, experience and expertise to provide the services required in this contract. This includes but is not limited to persons with proven knowledge and experience in the area of employment, labor market information and training services with the ability to motivate and inspire participants to attain and achieve their identified occupational short and long-term career goals. The contractor's staff hired for or assigned to NHEP shall have experience that demonstrates proficiency in teamwork, communication and interpersonal skills.
1. The contractor must provide staff assigned to this program that shall, at minimum, meet the following requirements:
 - a. Is of a sufficient number to deliver the contracted program services and continues to do so without interruption due to vacations, sickness, or vacancies. DFA reserves the right, as needed, to make adjustments in staff allocations and worksite assignments;
 - b. Each of the contractor's staff shall have a job title, and specified duties and responsibilities attached to program delivery, however, all contractor staff shall also demonstrate the versatility to be cross-trained in all areas of program position, functions and activities.
 - c. If in a full-time position, works thirty-seven (37) and one-half (1/2) hours per week;
 - d. The contractor's staff whose criminal background check does not reveal violations or convictions that could adversely affect the participants served under this program;
 - e. The contractor's staff that have read and signed a completed Statement of Confidentiality; and
 - f. Adhere to the DFA Code of Ethics.
- V. All of the contractor's staff assigned to the NHEP will have accountability to the DFA, Bureau Chief of Welfare to Work. In all matters of performance under this contract, the BWW Bureau Chief will have the highest level of authority and supervision.
- VI. The Bureau Chief of the DFA BWW, or his or her designee, reserves the right to participate in the contractor's hiring process and/or approve all of the contractor's staff that works under this contract.
- VII. All employees operating under the provisions of this contract shall, in addition to their own reporting requirements, report to the individual designated by the BWW Bureau Chief. DFA reserves the right to remove any contracted employee from the program for unsatisfactory services.



- VIII. Any sub-contracted staff shall be identified as such by the contractor, and shall meet or exceed the staffing requirements articulated herein. DFA reserves the right, with sixty-day (60) advanced notice, to disallow sub-contract use when the sub-contractor's handling of staffing concerns is not satisfactory to DFA.
- IX. The contractor is required to make every effort to fill vacancies within six (6) weeks of the date of vacancy but no longer than ten (10) weeks from the date of vacancy. The contractor will be required to arrange for program services to be maintained during periods when vacancies or extended absences occur, through replacement or reassignment of staff. In the case of an extended absence for more than six weeks, a replacement or a reassignment shall be made at the discretion of the BWW Bureau Chief, or his designees.
- X. The contractor will be required to develop Standard Job Descriptions (SJD's) for each of the contracted full or partial positions that are specific to the background, experience, expertise and job duties of that position. DFA shall have the right to review and make recommendations to these SJD's.
- XI. The contractor will provide and maintain staffing levels as follows:
1. Fifteen (15) Full Time Equivalent (FTE) front-line staff to serve as Employment Counselor Specialists (ECS) of the NH Employment Program interagency teams.
 - a. Full-time employment of ECS staff is thirty-seven (37) and one-half (1/2) hours per week.
 - b. Minimum qualifications for ECS staff will be:
 - i. Education: Bachelor's degree from an approved college or university with major study in social work, psychology, education, human services, sociology, counseling, behavioral science or a related field; and
 - ii. Experience: One (1) year of experience as an ECS Trainee or three years in social work, counseling, family services, education, staff training, employee development, employment counseling, recruitment, or human resources: or
 - iii. Education: Associate's degree from an approved college or university with major study in social work, psychology, education, human services, sociology, counseling, behavioral science or a related field; and
 - iv. Experience: Three (3) years of experience as an ESC Trainee or five (5) years in social work, counseling, family services, education, staff training, employee development, employment counseling, recruitment, or human resources.
 - v. A combination of education and experience that demonstrates an ability to fulfill the duties of an ESC.
 - vi. This position reports directly to the Field Support Manager (FSM) with programmatic oversight by the NHEP Administrator.



- c. Duties of the ECS staff include:
- i. Provide group and one-on-one employment counseling to NHEP participants and conduct presentations at orientation sessions;
 - ii. Assess and evaluate an NHEP participant's work experience, education, aptitudes, interests, and personal characteristics to develop and write an employability plan with the participant and determine the degree of physical, social and emotional limitations to help the participant identify, understand and overcome barriers to employment;
 - iii. Provide employment focused case management services;
 - iv. Determine appropriate NHEP activities, including contracted services and referral to Workforce Investment Act (WIA) services as appropriate;
 - v. Authorize NHEP program and support services;
 - vi. Monitor employability plans and provide case management services while the participant is eligible for NHEP and for the extended case management period after the closing of cash assistance;
 - vii. Apply the policy and procedures of the NHEP program as contained in the Precision Case Management- Field Workers Guide, training manual, policy releases, DFA Family Assistance Manual and clarifying memos;
 - viii. Attend training to maintain level of competency and expertise in policy and skills needed to effectively implement NHEP policy; keep abreast of local employment and training opportunities, labor market conditions, tools and resources; and become proficient in the use of the New HEIGHTS computer system.
 - ix. Develop and maintain ongoing working relationships with local and state agencies, community organizations, and employers to develop child care and transportation arrangements, activities supporting employment, support services and employment and training opportunities;
 - x. Enter all NHEP activity information on the New HEIGHTS System in a timely manner;
 - xi. Support NHEP goals, objectives and team concept, and work collaboratively with other team members in the delivery of employment, training, barrier resolution, education, job preparation and support services; and
 - xii. Other duties as assigned by the Field Support Manager, NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.



- xiii. NHEP ECS' will refer participants for participation in approved Federal activities. Depending on participant need, program requirements and necessary federal participation hours required for participants to be in compliance, participants can engage in any and all activities for the required number of hours allowed per federal law at 42 USC 607, (c).
2. One (1) Full-time employment Field Support Manager. FSM staff will work thirty-seven (37) and one-half (1/2) hours per week.
 3. Minimum qualifications for FSM staff will be:
 - a. Bachelor's degree from an approved college or university with a major study in social work, psychology, education, human services, sociology, counseling or behavioral science; and
 - b. Six (6) years experience as a social worker or counselor in a public or private social service agency with three (3) years in a supervisory or management level position; or
 - c. A combination of education and experience that demonstrates an ability to fulfill the duties of a Field Support Manager.
 - d. This position reports directly to the NHEP Administrator with programmatic oversight by the Bureau Chief of Welfare to Work.
 4. The duties of the Field Support Manager (FSM) are to:
 - a. Communicate NHEP performance goals, standards and expectations to NHEP teams and supervisors;
 - b. Ensure correct application of NHEP policies and procedures;
 - c. Review individual and team performance and initiate corrective action to meet performance measures;
 - d. Provide policy support and clarification to local NHEP teams;
 - e. Provide assistance and resources as needed for fair hearings;
 - f. Provide systems support to assure that New HEIGHTS procedures, work-around(s), changes, and updates are communicated to teams;
 - g. Consult with NHEP/New HEIGHTS Help Desk, and/or Bridges contact person, and/or Bureau of Data Management, and/or Child Development Unit;
 - h. Present to Program Administrators for discussion and clarification issues raised by the NHEP Local Teams;
 - i. Conduct performance evaluations for SNHS ECSs and other SNHS staff assigned to DFA State Office;
 - j. Act as the liaison when conducting, coordinating and facilitating communication meetings between NHEP and its contractor; and
 - k. Other duties as assigned by the NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.



5. One (1) FTE to serve as BWW Operations Specialist (BWW- OS). Full-time employment of BWW-OS staff is thirty-seven (37) and one-half (1/2) hours per week. Minimum qualifications for BWW-OS staff will be:
 - a. Bachelor's degree from a recognized college or university with major study in Human Services, Business, or Program Management. Each additional year of approved formal education may be substituted for one year of required work experience.
 - b. Three years professional or paraprofessional experience in program monitoring and evaluation. Each additional year of approved work experience may be substituted for one (1) year of required formal education; or
 - c. A combination of education and experience that demonstrates an ability to fulfill the duties of the BWW Operations Specialist (BWW-OS).
 - d. This position reports directly to the NHEP Administrator, with programmatic oversight by the Bureau Chief of Welfare to Work.
6. The duties of the BWW Operations Specialist are to:
 - a. Conduct remote ECS case reviews in conjunction with the Field Support Manager, of local NHEP teams to ensure correct application of NHEP policies and procedures, effective Precision Case Management (PCM) practices & outcomes, meeting of performance measures (especially Participant Participation Rates) and initiation of corrective action to meet performance measures.
 - b. Make recommendations for policy revisions based upon NHEP team input and Field Support Manager consensus;
 - c. Consult with NHEP/New HEIGHTS Help Desk, and/or BRIDGES contact person, and/or the DHHS Bureau of Data Management, and/or the DHHS Child Development Unit;
 - d. Address questions, and possible policy and systems conflicts through discussion within the Field Support Managers and the TANF unit, addressing any identified changes that are needed with the Program Administrators, systems or policy staff as appropriate;
 - e. Review all available statistics and reports, including 'scrubbing' ECS caseloads to increase participation rates; research Exempt & Employed Reports;
 - f. Compare reports and statistics to performance measures and work with NHEP field staff to improve program performance, and review monitoring results from DHHS Quality Assurance Unit, if available;
 - g. Coordinate and organize documents & reports submitted from field staff; check for accuracy and consistency; enter data and record in designated application software (e.g., New HEIGHTS, Bridges); prepare BWW reports; and file documents appropriately;



- h. Update and distribute electronically revisions to the PCM Manual. Track and report PCM outcome data;
 - i. Provide support to the BWW On-the-Job Training Program (OJT) supports to include NHEP and WIA OJT contract monitoring, employer invoicing, participant and employer site evaluations oversight; develop tracking sheets and other related information and disseminate identified information to NHEP field staff, compiling recidivism data and track OJT volume and outcomes. Use Word, Excel, or required database software to produce correspondence and ad hoc, monthly, and quarterly financial or program-related reports; use e-mail to communicate with internal and external customers and distribute reports and documents via same;
 - j. Collect participant caseload, exit, and outcome data (e.g., volume of Sanctions, number of open, closed, or denied cases); input transactions into Excel and/or New HEIGHTS database; and use Excel and New HEIGHTS data to update existing management reports or produce other ad hoc reports as needed;
 - k. Investigate and address concerns and complaints received from within DFA, outside agencies and contract agencies;
 - l. Other duties as assigned by the NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.
- XII. One (1) FTE to serve as Welfare to Work Program Assistant (WtW-PA).
1. Full-time employment of WtW-PA staff is thirty-seven (37) and one-half (1/2) hours per week.
 2. Minimum qualifications for WtW-PA staff will be:
 - a. Associates Degree or higher and two (2) years experience as an Administrative Assistant or Project/Program Assistant; a combination of a High School Diploma (or GED) and four (4) or more years of experience as an Administrative Assistant or Project/Program Assistant may be considered; or
 - b. A combination of education and experience that demonstrates an ability to fulfill the duties of a WtW-PA; with
 - c. Knowledge of modern office practices, procedures and equipment. Knowledge of English, spelling and arithmetic.
 - d. Knowledge of office record keeping and reporting.
 - e. Some knowledge of the principles and practices of public administration.
 - f. This position reports directly to the NHEP Administrator. The duties of the WtW-PA is to:
 - g. Coordinate production and flow of financial information between the vendor's fiscal office, the NHEP Administrator and DFA Contracts Administrator as requested;



- h. Use Microsoft Word and Excel, or required database software to produce correspondence and ad hoc, monthly, and quarterly financial or program-related reports; use e-mail to communicate with internal and external agency staff and distribute reports and documents via same;
 - i. Design and/or update various NHEP and Statewide Reports in accordance with contractual guidelines at the start of each State Fiscal Year (SFY);
 - j. Provide technical support and training to program staff to ensure accurate and complete reporting.
 - k. Collect and review local reports from NHEP staff and use excel to compile Statewide NHEP Statistical Reports on a monthly, weekly, or annual basis;
 - l. Use New HEIGHTS case management system to research TANF participant information and support program operations; assist staff in resolving technical issues pertaining to New HEIGHTS access and use;
 - m. Enter and/or maintain participant-related data (such as demographic, program status changes, etc.) in the electronic customer database and produce reports as requested;
 - n. Maintain, revise, and distribute policies, directives, and procedures per supervisor instruction;
 - o. Facilitate purchase of equipment and office supplies and maintain related records.
 - p. Process and track payments as needed.
 - q. Maintain and distribute the staff contact list, and other duties as assigned by the NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.
- XIII. One .40 FTE NHEP Operations Manager to provide and supervise analytical, technical, administrative, research and customer support services to the Bureau of Welfare to Work (BWW).
- 1. Minimum qualifications Bachelor's degree from a recognized college or university with major study in Human Services, Business or Program Management; each additional year of approved formal education may be substituted for one (1) year of required work experience. Three (3) years of professional experience in supervision, program monitoring and evaluation or a combination of education and experience, that demonstrates an ability to fulfill the duties of the BWW Operations Supervisor II.
 - 2. Duties of the NHEP Operations Manager are to:
 - a. Provides supervisory oversight of reviewing available statistics and reports, including but not limited to, contract reports, OJT & Subsidized Employment invoicing and tracking, and other BWW reports;



- b. Works with FSM to identify and provide reports for improved program performance utilizing an internal monitoring process related to the PCM and the Field Workers Guide. Compares reports, information and statistics to compile staff performance measures;
 - c. Works with FSMs, NHEP teams, the OJT Unit, BWW and the TANF unit to assure PCM field practices and the application of NHEP policy and procedures are published and implemented correctly;
 - d. Coordinates and organizes documents & reports submitted from field and state office staff; checks for accuracy and consistency; enters data and records in designated application software (e.g., New HEIGHTS, BRIDGES); prepares BWW reports;
 - e. Manages ACCESS databases and programmatic surveys to produce management reports to evaluate program/staff performance. Responsible for the updating, maintenance and distribution of revisions to the PCM, including the Field Workers and Field Managers Guides.
 - f. Creates charts, tables, diagrams, flow charts, etc., to depict BWW operations and performance outcomes, including tracking of contractor outcomes;
 - g. Provides direct supervisory oversight in the collection of participant caseload, exit, and outcome data (e.g., volume of sanctions, number of open, closed, or denied cases); inputs transactions into Excel and/or New HEIGHTS database; and uses Excel & New HEIGHTS data to update existing management reports or produce other ad hoc reports as needed;
- XIV. Two (2) FTE NHEP Quality Assurance Reviewers to conduct precision case management audits, Federal monitoring reviews per the State Work Verification plan, and other quality assurance activities to ensure the continuous improvement of the NH Employment Program. The incumbent will perform other desk reviews, research activities, and program performance analyses as directed.
1. Preferred: Bachelor's degree from an approved college or university with a major study in social work, psychology, education, human services, sociology, counseling, behavioral science or a related field. One (1) year of experience as an ECS Trainee or three years in social work, counseling, family services, education, staff training, employee development, employment counseling, recruitment, or human resources. Optional consideration: Associate's degree from an approved college or university with a major study in social work, psychology, education, human services, sociology, counseling, behavioral science or a related field. Three (3) years at or above the level of Social Worker or Employment Counselor or five (5) years in social work, counseling, family services, education, staff training, employee development, employment counseling, recruitment, or human resources or a combination of education and experience that



demonstrates an ability to fulfill the duties of a Program Outcome Reviewer.

2. Duties of NHEP Quality Assurance Reviewers are to:
 - a. Establish an annual Precision Case Management (PCM) audit schedule to review Employment Counselor Specialist (ECS) compliance with NHEP policies and Precision Case Management (PCM) practices in designated DHHS District Offices.
 - b. Conduct a PCM audit using prescribed forms and review process consisting of a Desk Review (or "scrub") of current ECS caseload as exhibited in participant tracking in New Heights Information System.
 - c. Perform an *On-Site Review* and observation of ECS actions with participants, observation of an NHEP Orientation, a Service Determination Appointment (SDA), and a Follow-up appointment.
 - d. Complete a Federal monitoring process in one (1) week period each month, which consists of reviewing participant activity hours entered into New Heights by the ECS compared to timesheets submitted by the participant and reviewing *Job Search logs* submitted by a sample of participants selected for review.
 - e. Perform other desk reviews and research activities, investigate complaints, prepare for Fair Hearings, and conduct program performance analyses assigned by the WTW Bureau Chief or his designee.

XV. One (1) FTE Career Pathways Specialist to act as a conduit to assist New Hampshire Employment Program staff and participants in identifying and accessing education/training degrees, diplomas, and/or certificates leading to long-term attachment to the labor market and self-sufficiency.

1. Minimum qualifications for the Career Pathways Specialist position include a Bachelor's degree from an approved college or university with major study in social work, psychology, education, human services, sociology, counseling, behavioral science or a related field and one (1) year of experience as an Employment Counselor Specialist Trainee or three years in social work, counseling, education, staff training, employee development, or human resources, or three years as a Family Service Specialist at any level. Preference will be given to candidates with a minimum of one (1) year of experience with knowledge of teaching methods and subject material relating to programs of education at all school levels; knowledge of educational standards and adult learner assessment methods (e.g. TABE, CASAS); familiarity with the education/training needs and barriers faced by low income adult learners including identification and accommodations for learning difficulties; familiarity with vocational education facilities, 2- and 4-year post-secondary institutions, and proprietary training organizations in the State; familiarity with common Financial Aid available products and programs to minimize student debt to the greatest extent possible.



2. Duties of the Career Pathways Specialist are to:
 - a. Work with participants and other NHEP ECSs to identify potential education/training programs and providers, both traditional institutions and on-line educational/training providers that match the NHEP participant's vocational assessment and long-term career goals within the available labor market and according to NHEP policy.
 - b. Analyze national information concerning the Career Pathways Initiative, investigating other models that integrate education/training into TANF work programs for long-term attachment to the labor market and earnings gain.
 - c. Research and identify tuition funds available for education/training programs from a wide variety of educational funding sources including but not limited to federal and state financial aid, WIOA, Vocational Rehabilitation, etc., while avoiding or minimizing the accumulation of educational debt for participants as much as possible. Assist and advise Employment Counselor Specialists and participants in accessing these funds on a statewide basis. Develop resources for information pertaining to educational opportunities and financial aid for statewide use.
 - d. Develop tools for NHEP ECSs and participants that specify a clear career path (plan) along with the concrete steps to achieve long-term attachment to the labor market and economic independence for current and exiting participants.
 - e. Track and analyze participant outcomes for those who engage in education/training activities, identifying gaps in long-term career planning where NHEP program operations may need improvement.
 - f. Work closely with the CSP Program Resources Coordinator and CSP Career Centers to ensure a consistent model and method of identifying appropriate candidates for education/training opportunities, labor market trends and information, and ensure complementary information between KET Work Skills and NHEP Portfolio information.
 - g. Update the "Planning for Success" Portfolio to keep current with the latest job readiness and job search strategies.
 - h. Research and analyze labor markets to identify employer needs, employment trends and labor shortages requiring specific education/training programs to meet the labor demand.
 - i. Monitor career plans and services to the sub-group of TANF participants who lack a High School Diploma or equivalency and perform outreach and vocational counseling to those participants to facilitate success in completing basic education or educational preparatory/prerequisite programs.
 - j. Serve as the key NHEP representative to the NH Department of Education/Adult Education, Community College System of NH,



and local education/training providers to access available education/training programs. Identify occupations in demand, growing occupations and those occupations with tuition forgiveness programs.

- k. Investigate non-traditional occupations for women and help create opportunities for women on TANF.

XVI. One .33 FTE NHEP Administrator:

1. Full-time employment of the Administrator is in accordance with SNHS personnel policies governing this level of administration.
2. Minimum qualifications for the Administrator will be:
 - a. Bachelor's degree from an approved college or university with a major study in social work, psychology, education, human services, sociology, counseling or behavioral science; and
 - b. Six (6) years experience as a social worker or counselor in a public or private social service agency with three (3) years in a supervisory or management level position; or
 - c. A combination of education and experience that demonstrates an ability to fulfill the duties of the NHEP Administrator.
3. The duties of the NHEP Administrator is to:
 - a. Establish and monitor NHEP program objectives as directed by the Bureau Chief of Welfare to Work, and or his designee;
 - b. Make major policy decisions in collaboration with the Bureau Chief of Welfare to Work, and/or his designee;
 - c. Ensure interagency coordination in program development and problem resolution; Coordinate the delivery of NHEP policy and procedure training for NHEP teams;
 - d. Provide supervision of agency-related matters for the contract NHEP FSM, and the BWW Operations Assistant; and;
 - e. Serve as the contract administrator and be responsible for the overall management and coordination of this contract.
4. The contractor shall oversee the contract on a day-to-day basis and shall be responsible for:
 - a. Ensuring that the contractor's staff carry out their functions described in this contract and the standard job descriptions, and adhere to project schedules, NH-DHHS policy and procedures, and performance measures and standards;
 - b. Interfacing directly with the Bureau Chief of Welfare to Work, and/or his designee, and the DFA Contracts Administrator;
 - c. Providing data, information and reports to DFA as requested; and
 - d. Other duties as agreed to through negotiation with DFA.



II. GENERAL REQUIREMENTS

- A. The contractor must provide services described herein uniformly throughout the State of New Hampshire at locations designated by DFA.
- B. The contractor shall deliver services in accordance with the mission, goals, policies, and procedures of NHEP, along with applicable State and Federal Laws and Regulations as indicated in this contract, and the RFP, and shall train all the contractor's staff on the duties, responsibilities, requirements and provisions of this contract.
- C. The contractor will be required to accept all applicants and recipients referred by DFA in accordance with established NHEP policies.
- D. The contractor will be required to ensure that program requirements and philosophy are consistently applied to all participants and/or their families.
- E. The contractor must deliver services with a high degree of respect for the participants, sensitivity to their circumstances, and in a manner, that builds self-esteem and motivation.
- F. The contractor staff will be required to attend meetings and/or training programs as required by DFA. Advance notice of meetings and training sessions, to the extent possible shall be provided by DFA.
- G. The contractor will have the ability to maintain and preserve records and any other documentation in the SNHS' possession, that were used in the administration of the resultant contract, for a period of three years from the close of the Federal fiscal year in which the contract ends.
- H. The contractor acknowledges that all curriculums based material, employer and work experience development falls under the onus of DFA.
- I. The contractor is required to maintain the confidentiality of all participant information that is acquired, by any means including computer access, in accordance with DFA confidentiality requirements. The contractor will be required to insure that access to participant information is limited to only that contractor staffs that have a need to know in order to perform their job duties. The contractor must also insure that all staff are trained on the DFA confidentiality requirements and that all of the contractor's staff sign a confidentiality statement attesting to the fact that DFA confidentiality requirements are understood and will be observed.
- J. The contractor must have the ability to respond to any state or federal audits under this contract within fifteen (15) calendar days after receiving the audit report, and initiate corrective action as necessary.

III. CONTRACT PERFORMANCE REQUIREMENTS

- A. Provision of Program Services
 - I. The contractor's staff hired under this contract are expected to administer program services as specified in the definitions of allowable activities as described in the Personal Responsibility and Work Opportunity Act of 1996 as amended by the Deficit Reduction Act of 2005 and federal regulations at 45 CFR 261.2 and adhere to any new passed federal legislation that may be enacted during the operation of a contract with DFA to provide these



services. Should such legislation conflict with the Scope of Services, the parties will enter into good faith negotiations to reach mutual agreement on a contract addendum or amendment, and if applicable, seek Governor and Executive Council approval thereof;

- II. Meet the conditions set forth under the Fair Labor Standards Act and State law found at RSA 167:77 – 167:92 and administrative rules pursuant to He-W 637.

B. Work Participation Rates

- I. NHEP Local Teams and individual members of the teams must meet no less than a 50% (fifty percent) "All Families" participation rate pursuant to RSA 167:77a, and 45 CFR 261.21. Federal law requires adherence to these rates and failure to do so results in a substantial financial penalty to the federal TANF block grant.
- II. Participation rates are reported quarterly to the Federal government via their prescribed reports. These reports will be used to determine compliance with this performance standard. The data comes from New HEIGHTS as identified by field staff and monitored by the local office managers and the FSM.
- III. Verification of the participant activities and documentation of good and satisfactory progress must be present in the participant case record and entered into New HEIGHTS.
- IV. Implementation of this standard will be effective with the implementation of this contract.

C. Precision Case Management – Field Workers Guide

- I. NHEP Team members are required to refer to and follow the procedural guidelines set forth in the BWW PCM – Field Workers Guide to ensure best-case practice and program implementation effectiveness.
- II. Team members will be evaluated for adherence to a best standard of practice, no less than once every twelve (12) months in a rolling calendar year.
- III. FSM is required to refer to and follow the procedural guidelines set forth in the BWW PCM – Field Workers Guide, and FSM Guide when available.

D. Evaluation of Performance

- I. DFA shall designate the performance evaluation criteria, specific performance goals, and outcome measures to be utilized. Any deficiencies identified shall be presented and discussed with the NHEP Teams and FSM, in conjunction with the NHEP Administrator, and the Bureau Chief of Welfare to Work, and/or his designee as needed.
- II. Corrective action plans, if required, shall also be requested and reviewed by the NHEP Program Administrator and the Bureau Chief of Welfare to Work. The FSM is responsible for the implementation of corrective action to ensure that performance standards are met.
- III. A DFA standardized ranking instrument shall be utilized during the operation of this contract period.



1. Any of the following methods may be used, but are not limited to, by the FSM or other designated individuals to verify performance:
2. On-site observation;
3. Review of management reports;
4. Interviews with consumers;
5. Federal and State monitoring of policies, procedures and case management; and
6. Random sampling of case records.

IV. QUARTERLY EVALUATION REVIEWS

- A. A quarterly contract evaluation meeting shall take place with the NHEP Administrator, BWW Bureau Chief, Contracts Administrator, or designees, following the end of each quarter. The purpose of the meeting is to review and evaluate how well the requirements of the contract are being met, what changes, if any, are needed, and to jointly develop a plan of action for the remainder of the contract.
- B. At the end of each quarter, a formal performance evaluation meeting will be held with the NHEP Administrator, BWW Bureau Chief, or designees. The purpose of the meeting is to review and evaluate how well the NHEP teams are meeting the federal participation rates, the federal performance criteria and the performance criteria established by DFA Bureau of Welfare to Work. It is expected that informal performance meetings will be held on the remainder of the months. Each meeting shall result in a report that rates each of the performance areas and, if there are deficiencies, provides a corrective action plan to correct the deficiencies.

Combined Staffing and CSP Scope of Service - #13-DFA-BWW-CSP-05

I. General Terms and Conditions of Service

- A. All Community Action Agency employees operating under the provisions of this contract shall in addition to their own reporting requirements, report to the individual designated by the Commissioner of the Department of Health and Human Services who shall have authority for the Bureau of Welfare to Work.
 - I. The individual identified by the Commissioner of the Department of Health and Human Services shall also be directly responsible for the operations of the New Hampshire Employment Program and shall have oversight of this contract and the performance measurements contained herein.
 - II. In accordance with RFP#13-DFA-BWW-CSP-05 issued on October 3, 2012, this contract may be extended for two (2) 2-year periods without further competitive bidding.
 - III. Extensions of this contract are contingent upon the satisfactory performance by the contractor of all services required.
 - IV. Extension of this contract is further contingent upon approval of the New Hampshire Governor and Executive Council.



- B. Under this Division of Family Assistance (DFA), New Hampshire Employment Combined Services Program, herein known as CSP, the contractor, Southern New Hampshire Services (SNHS) will provide services to participants in the New Hampshire Employment Program (NHEP) that are eligible to receive Temporary Assistance to Needy Families (TANF). Participants served may also be designated as having no or limited English proficiency to the degree that they are unable to effectively engage in general work program services, thereby requiring additional culturally and linguistically appropriate supports/services be provided that ensures equal access in all aspects of this contract.
- C. Under this Combined Service Program (CSP) the contractor will provide the following work activities per 45 CFR 261.2 and RSA 167.77 through 167.92, which include: job readiness, job search, community service program, work experience, job skills training directly related to employment, and On-the Job Training. Participants will acquire general skills, knowledge and work habits necessary to obtain and retain gainful employment, and obtain occupations in support of long term self sufficiency.
- D. The contractor shall provide these services on a statewide basis to cover up to twelve (12) geographic locations identified in Section IV, Program Referral Guidelines, Paragraph D, Table 1 of this contract. In addition to the services described above, the contractor will operate a combined service facility where TANF eligible individuals receive work program services. The contractor will be responsible for the overall operation of the facility and the provision of the work activities as identified above.
- E. Proposed plans to sub-contract any part of this contract, if any, are to be clearly outlined.
- I. Any partnership must demonstrate mutually understood and well-articulated roles and responsibilities, as well as a collaborative process between partners to monitor program quality and to resolve differences or operational problems.
 - II. The sub-contracts should describe the role(s) and responsibilities of each entity under the same guidelines established by this contract.
 - III. The Contract Administrator must approve each sub-contract prior to signature. DHHS reserves the right to request changes to any contract presented for approval.
 - IV. The contractor is the established single point of contact for DFA and will be responsible for all deliverables associated with this contract. Any proposed programmatic or operational changes within the partnering organizations will require prior approval by DFA. DFA reserves the right to remove any subcontracted partner from the project for unsatisfactory services.
 - V. The contractor is responsible for tracking outcomes and developing or changing tracking systems to align with any requests made by DFA. It is the SNHS's responsibility to maintain detailed records of its activities and required deliverables.
 - VI. All contractor staff and sites will be open and providing services to participants according to the State of New Hampshire calendar of business days. Hours of operation will be 8:00 AM to 4:30 PM Monday through



Friday.¹ Only with the expressed permission of DFA Management, may any of the offices be closed early, and/or the hours of operation changed.

- VII. The contractor is advised that during the term of the contract, DFA reserves the right to modify services in this contract to conform to federal or state regulatory changes to the Temporary Assistance to Needy Families (TANF) Block Grant Program or the NHEP, or any other State and Federal related regulation.
- VIII. If changes to the scope of service are necessary as a result of regulatory changes, the contractor and DFA will enter into good-faith negotiations of the services and the costs associated with the delivery of those services.

II. Culturally and Linguistically Appropriate Standards

- A. DHHS recognizes that culture and language have considerable impact on how individuals access and respond to health and human services. Culturally and linguistically diverse populations experience barriers in efforts to access services. To ensure equal access in all aspects of this project, DFA expects the contractor to provide culturally and linguistically appropriate services according to the following guidelines:
 - I. Assess the ethnic/cultural needs, resources and assets of their community;
 - II. Promote the knowledge and skills necessary for staff to work effectively with consumers with respect to their culturally and linguistically diverse environment;
 - III. Offer consumers a forum through which participants have the opportunity to provide feedback to the contractor regarding cultural and linguistic issues that may deserve response;
 - IV. Effective outreach and networking methods to engage and build trust with individuals with respect to their culturally and linguistically diverse home environments, if applicable; and
 - V. Provide interpretation/communication assistance services for those individuals who need it.
- B. This section provides an overview of the allowable NHEP activities further defined at 45 CFR 261.2, and in Section 4.3: Direct Service Requirements being procured through this contract. The purpose of the provision of these activities is to ensure that the program operates within federal and state law, regulations and administrative rules. Using both quantitative and qualitative outcome measures, the goal is to move participants towards self-sufficiency through the dignity of unsubsidized employment. The NHEP activities provided will be as follows:
 - I. Job readiness services to assist participants in gaining the skills necessary to obtain and retain employment.
 - II. Job readiness includes:

¹ DFA reserves the right to alter the hours of operation, with sixty-day (60) advanced notice.



1. A vocational assessment service to assess standardized educational attainment through testing and interpretation, to assist participants in determining vocational goals for self-sustaining employment and a career path to that goal. This vocational assessment will result in the identification of short and long-term career goals, and the existing availability of the identified occupations in the labor market. Additional job readiness curriculum, including life skills training will be provided; and
2. Job search to assist participants in conducting effective job search leading to employment, to include the creation of cover letters, resumes, references, applications, job interviewing skills, job follow-up etiquette and techniques and education on the utilization of existing labor market tools and information. This activity will also include the provision of Job Club, which entails: peer support, building effective networking skills, hosting employer quest visits, appropriate use of program resources, displaying, and teaching program participants how to learning of suitable job openings which exist in their local labor market and other job search initiatives; and
3. Alternative Work Experience Placement (AWEP), defined as an activity that places participants in voluntary work experience positions that are not considered community service programs. The purpose of this activity, if private sector employment is not available, means a work activity performed in return for welfare that provides an individual with an opportunity to acquire the general skills, knowledge, and work habits necessary to obtain employment. The purpose of the work experience is to improve the employability of those that cannot find unsubsidized employment. The expectation is that SNHS will develop sufficient and appropriate AWEP host sites in order for participants to utilize this activity. This activity shall be provided pursuant to RSA 167:82-a and 167:91a-b; and
4. Community Work Experience Placement (CWEP), defined as work performed for the direct benefit of the community under the auspices of public or nonprofit organization. This activity must serve a useful community purpose, will be available from both the contractor's worksite locations and in the community at non-profit and public organizations to improve the employability of participants. Short-term training is also permitted as long as such activities are of limited duration and are an integral part of a CWEP. The expectation is that the contractor will develop sufficient and appropriate CWEP host sites in order for participants to utilize this activity. This activity shall be provided pursuant to RSA 167:82-a and 167:91a-b; and
5. Job Skills Training Directly Related to Employment (JSTDRE), which is defined as: training or education for job skills required by an employer to provide an individual the ability to obtain employment or advance or adapt to the changes demands of the work place; and



6. On-the-Job Training (OJT), which is defined as training in the public or private sector that is given to a paid employee while he or she is engaged in productive work and that provides knowledge and skills essential to the full adequate performance of the job.
- C. The Combined Services Program must be designed to provide for open enrollment and open exit by NHEP participants. Referred NHEP participants must be able to enter the program upon the contractor's receipt of referral paperwork from NHEP or be placed on the program waiting list, if appropriate. Section 4.2.C of the RFP identifies the maximum participant capacity to be served at each combined service site by activity. AWEP, CWEP and OJT placements off-site in the community are in addition to the maximum capacity identified in Section 4.2.C of the Request for Proposal (RFP).
 - D. NHEP ECSs will refer participants for participation in the above six activities. Depending on participant need, program requirements and necessary federal participation hours required for participants to be in compliance, participants can engage in any and all activities for the required number of hours allowed per federal law at 42 USC 607, (c). Under this same section and in federal regulations at 45 CFR 261.34, an individual's participation in job search and job readiness assistance can count for a maximum of six weeks in a fiscal year (no more than four consecutive weeks). This can be extended to 12 weeks in a fiscal year if a State meets the definition of a "needy State" under the Contingency Fund provisions of the law. At the time of this writing, NH meets this definition.
 - E. All program services for NHEP activities shall:
 - I. Meet the definitions of allowable activities as described in the Personal Responsibility and Work Opportunity Act of 1996 as amended by the Deficit Reduction Act of 2005 and federal regulations at 45 CFR 261.2 and adhere to any newly passed federal legislation that may be enacted during the operation of this contract with DFA to provide these services. Should such legislation conflict with the agreed upon Scope of Services in this contract, the parties will enter into good faith negotiations to reach mutual agreement on a contract addendum or amendment, and if applicable, seek Governor and Executive Council approval thereof;
 - II. Be provided in a manner to allow participants to meet the minimum participation requirements of core and secondary activities. The contracted sites will be open for the provision of program services to participants for no less than 35 hours per week, and;
 - III. Meet the conditions set forth under the Fair Labor Standards Act and State law found at RSA 167:77 – 167:92 and administrative rules pursuant to He-W 637.

III. Organization/Agency Requirements

- A. The contractor must provide statewide services that meet the federal TANF work participation requirements as stated in the Personal Responsibility and Work Opportunity Act of 1996 as amended by the Deficit Reduction Act of 2005 and federal regulations at 45 CFR 261.2.



- B. The contractor must carry out the direct service requirements as defined in this contract.
- I. The contractor must have the ability and experience to:
1. Provide job readiness and job search activities that teach job seeking and life skills to ensure participants are able to effectively prepare, seek, obtain, and ultimately retain unsubsidized employment;
 2. Provide vocational assessment and evaluation testing that identifies potential participant deficits, barriers, and strengths that would lead to the identification of short and long-term career goals, and skills necessary to utilize labor market information in support of those goals;
 3. Provide community service activities while building work skills and increasing employability for participants;
 4. Develop both AWEP and CWEP host sites and slots for participants with limited exposure to the labor market, limited work histories, and potential barriers to employment. These activities shall assist the participant to acquire the general skills, knowledge and work habits necessary to obtain employment and to improve the employability of individuals otherwise unable to obtain unsubsidized employment;
 5. Develop OJT opportunities that provide training in the public and private sector that is given to a paid employee while he or she is engaged in productive work. These opportunities also provide the knowledge and skills essential for a full and adequate performance of the job;
 6. Provide job development, employer outreach, networking, familiarity with local labor market trends and conditions, job attainment resources and tools, associated with attaching low-income individuals to the labor market;
 7. Work with low income families with barriers to long-term attachment to the labor market, with the ability to support participants in work activities while providing problem-solving assistance whenever situations arise;
 8. Operate a program that addresses the provision of work skill attainment in order to promote success in the workplace and long-term attachment to the labor market utilizing simulated work environment construct concepts;
 9. Develop, access, and promote the use of local community resources such as assisting participants with access to childcare, transportation providers, clothing, housing, financial literacy, substance abuse, domestic violence, and other barriers to employment, in support of program goals;
 10. Work with people with no or limited English proficiency; understand the concepts of cultural competency; promote



effective integration and adaptation of individual cultural differences into the local labor market; recognize and respect individuals in terms of values, potential, and cultural experiences in order to advance successful workplace integration;

11. Acquisition, development, and managing facilities to accommodate a variety of services within a singular setting.
- C. The contractor and its staffs must have the qualifications, educational competencies, and professional experience needed for responsible management and delivery of the activities as outlined in this scope of work.
 - D. The contractor must have the ability and experience to provide services, utilizing the precepts of cultural competency, for participants with cultural barriers, and/or no or limited-English proficiency resulting in barriers to employment.
 - I. Cultural competence is defined as a set of congruent behaviors, attitudes, and policies that come together in a system or agency or among professionals that enable effective interactions in a cross-cultural framework.
 - II. Participants with no or limited-English proficiency is defined as a person who comes from a non-English speaking background and who has sufficient difficulty speaking, reading, writing, or understanding the English language and whose difficulties may deny such an individual the opportunity to learn successfully in settings where the language of instruction is English or to participate fully in the dominant society.
 - E. The contractor and its staff must abide by a policy developed by DFA that describes acceptable and unacceptable NHEP participant conduct and dress. This policy will be applicable to the contractor's staff delivering services at the combined service locations.
 - F. The contractor must develop marketing and recruitment strategies to achieve the agreed upon participant capacity at the twelve (12) combined service sites.

IV. Program Referral Guidelines

- A. This contract will serve, through a CSP, those individuals referred by the NHEP Employment Counselor Specialist (ECS), who have been determined eligible for TANF related programs.
- B. Referral guidelines are for those individuals who:
 - I. Have been assessed by an NHEP ECS and have an established Employability Plan;
 - II. Would benefit from a comprehensive vocational assessment and in-depth career exploration to determine realistic and appropriate short and long-term career goals, including the identification of an appropriate career path and the steps necessary to accomplish their long-term career plan;
 - III. Would benefit from understanding appropriate workplace behaviors, including but not limited to: employer expectations, appropriate attire, and professionalism in the work place. May need training and preparation in effective job seeking, as well as life skills, financial literacy, and



- parenting skills training to balance work and family responsibilities effectively;
- IV. Would benefit from participation in job readiness classes designed to develop the skills necessary to effectively balance work and family, including but not limited to: time management, organizational skills, stress management, self-confidence building, etc., to prepare parents for the demands of obtaining and retaining full-time, unsubsidized employment;
 - V. Have been unsuccessful in obtaining sustained unsubsidized employment in their identified occupation and would benefit from the activities and services available under the program;
 - VI. Have been unable to demonstrate appropriate workplace protocols including, but not limited to attendance, leave notification, tardiness, and handling emergency situations as it pertains to workplace behaviors;
 - VII. Would benefit from the development of necessary job search skills including, but not limited to the creation of cover letters, resumes, personal and professional reference, sample applications, job interviewing and networking skills, etc. to prepare to seek, obtain and retain unsubsidized employment and long-term connection to the labor market;
 - VIII. Would benefit from being involved in a local support system where information about effective job search techniques, job seeking tools, job openings, local employers, labor market information and community resources can be found;
 - IX. Would benefit from obtaining and retaining unsubsidized employment and/or needs to re-enter the workforce due to, but not limited to, insufficient educational background or lack of marketable skills;
 - X. Would benefit from a work experience placement (WEP), on-the-job-training (OJT), or other appropriate work related activity;
 - XI. Would benefit from learning about what is necessary to secure long-term, dependable child care and transportation, and other alternative arrangements, to allow for long-term attachment to the labor market;
 - XII. Would benefit from local WEP development in their community due to barriers preventing attendance at a specified site; and/or
 - XIII. May have no or limited English proficiency.
- C. The contractor will accept all referrals from the NHEP teams unless mutually agreed upon by DFA and the contractor.
- D. Capacity: The following table illustrates the number of required monthly participant slots by geographic area and combined service activity for the CSP on-site service capacity. The co-location of these services requires separate classrooms and may involve separate computer labs and the computer systems must be compatible². Off-site program capacity will vary based on participants

² DFA currently funds data collection systems for TANF related contracted services. DFA reserves the right to retain the current systems in place.



completing on-site activities. The figures given in the below table are DFA's anticipated capacity and may vary depending on actual participation and progression of participants through the Program:

Table 1

Locations	Total Participant On-site capacity	On-site WEP Slots	Voc. Assessment, JS/JR/Job Club & Job Skills Training Slots
Berlin	10	5	5
Claremont	20	14	6
Concord	20	10	10
Derry	10	5	5
Keene	25	13	12
Littleton	10	5	5
Laconia	10	5	5
Manchester	50	39	11
Nashua	35	20	15
Portsmouth	10	5	5
Rochester	38	23	15
Tamworth	10	5	5
Total	248	149	99

- E. The 248 participants that will receive combined services under this contract at the combined service locations listed above shall participate in the activities listed in this Scope of Service. Priority will be given to people who need to participate in core activities.
- F. The contractor shall develop on-site WEP experiences from local area organizations to provide work skills and work experiences to participants who lack skills to become immediately employable.
- G. The contractor shall maintain no less than 500 community host sites with multiple slots and of those at least 200 sites need to be active. Active is defined as having been utilized within the previous 180 days. Of the 200 active sites, no less than 125 slots will be filled on a monthly basis.
- H. Additional participants to receive combined services are through off-site AWEP, CWEP and OJT sites created in the community statewide. The contractor shall develop and maintain work experience placement sites for participants with limited exposure to the labor market, limited work histories, limited transportation, potential barriers to employment, no or limited-English-proficiency, have a vocational interest in a particular occupation, and/or needs experience and exposure to that work situation, and/or needs to participate in a work activity.



- I. DFA recognizes that the demand for this program may periodically exceed capacity at one or more locations. To minimize the potential for wait lists, the contractor shall develop and implement a process to ensure participants successfully move through contracted service activities or are otherwise removed from the program if non-compliant.

V. Direct Service Requirements

- A. The contractor must provide NHEP activities that meet the federal definition and parameters as defined in 45 CFR 261.2 of the following activities:
 - I. Job readiness activities (JR - core) are designed to assist participants in gaining the skills necessary to obtain and retain employment. Job readiness includes a vocational assessment service to assess standardized educational attainment through testing and interpretation, assisting participants in determining vocational goals for self-sustaining employment; and a career path to that goal. This vocational assessment will result in the identification of short and long-term career goals, and the existing availability of the identified occupations in the labor market. Additional job readiness curriculum, including life skills training will be provided;
 - II. Job search activities (JS - core) are designed to assist participants in conducting facilitated job search leading to employment, to include the creation of cover letters, resumes, applications, job interviewing skills, and education on the utilization of existing labor market tools. This activity will also include the provision of Job Club (JC), which entails: networking, peer support, learning of suitable job openings and other job search initiatives;
 - III. Alternative Work Experience Placements (AWEP - core) are designed to place participants in voluntary work experience positions that are not considered community service programs. The purpose of this activity, if private sector employment is not available, is a work activity performed in return for welfare that provides an individual with an opportunity to acquire the general skills, knowledge, and work habits necessary to obtain employment. The purpose of the work experience is to improve the employability of those that cannot find unsubsidized employment. The expectation is that the contractor develops sufficient and appropriate AWEP host sites in order for participants to utilize this activity;
 - IV. Community Work Experience Placements (CWEP - core) are designed as work performed for the direct benefit of the community under the auspices of public or nonprofit organization. This activity must serve a useful community purpose, will be available from both the contractor's worksite locations and in the community at non-profit organizations to improve the employability of participants. Short-term training is also permitted as long as such activities are of limited duration and are an integral part of a CWEP. The expectation is that the contractor develop sufficient and appropriate CWEP host sites in order for participants to utilize this activity;
 - V. Job Skills Training Directly Related to Employment (JSTDRE - secondary), which is defined as: training or education for job skills



required by an employer to provide an individual the ability to obtain employment and advance or adapt to the changing demands of the work place; and/or

- VI. On-the-Job Training (OJT - core), which is defined as: training in the public or private sector that is given to a paid employee while he or she is engaged in productive work and that provides knowledge and skills essential to the full and adequate performance of the job.
- B. The contractor is required to abide by policy and guidelines developed by DFA that describes acceptable and unacceptable participant conduct and dress. This will be applicable to services delivered at the CSP locations.
- C. The contractor shall:
- I. Operate the CSP as a simulated work environment which provides WEP work skills/work experience on and off-site to improve the employability of participants not otherwise able to obtain employment;
 - II. Provide information to program participants on the Earned Income Tax Credit;
 - III. Supervise and monitor participants in all activities on a daily, on-going basis;
 - IV. Implement and operate an intake process for referred participants that enter the Combined Service Program upon receipt of referral paperwork;
 - V. Perform outreach efforts to schedule vocational assessments upon a participant being determined eligible and/or open for TANF financial assistance;
 - VI. Hold daily participant review meetings to determine the most appropriate activity in which the person will participate, either as a sole or combined service, based on the vocational assessment, employment plan, and ECS referral information, also taking into account the participants employment history, skills, interests, ability, employment goals and employment obstacles;
 - VII. Report and verify individual NHEP participant attendance/participation, and reasons for absences with verifications if obtained, submitted no less than weekly to the NHEP ECSs. Unscheduled absences shall be reported the day of the absence;
 - VIII. Provide individual progress reports to the responsible NHEP ECSs at least bi-weekly;
 - IX. Develop recommendations for services to address barriers suspected or identified for an NHEP participant for inclusion in the employment plan, and/or provide community referrals;
 - X. Ensure that all necessary paperwork for the participant is completed accurately and timely in order to determine the specific activity(s) the participant will be assigned;
 - XI. Ensure that all staffs are trained and work on a rotating basis between all on-site work activities of the Combined Service Program when possible;



- XII. Collect from NHEP participants, verification of participation hours in this program and verification of absences, if able. Provide the verifications to the NHEP ECSs no less than weekly;
- XIII. Make appropriate arrangements for accommodation of no or limited English proficient related barriers or disability-related issues;
- XIV. Develop training methods that incorporate a variety of adult learning styles, practical and experiential methods that extend beyond participant self-instruction, such as reading materials or audio/visual materials using materials developed and published at the 8th grade reading level;
- XV. Develop or adapt curriculum that will ensure full access to all contract related activities to meet the needs of no or limited English proficient or disabled participants, which may include the administration of the Learning Needs Screening Tool, when a participant is suspected of having a learning disability or lack of basic literacy;
- XVI. Provide a plan to ensure that each participant participates in the hours specified on the referral as part of the employment plan, which could be less than a minimum of 20 hours of a core activity/work experience per week, but shall not exceed the permissible hours as specified by the Fair Labor Standard Act (FLSA). Participants may choose, or be required to, participate for additional hours per the Employability Plan, in core or secondary activities.

D. Activity specific conditions:

- I. The contractor must design and deliver the following activities/services:
 - 1. Job search/Job readiness curriculum that clearly identifies the topics to be addressed in each of the below subject areas:
 - a. General skills assessment, to include: reading, listening, writing, speaking, math, science skills and to determine an individuals educational level;
 - b. Vocational assessment of career aptitudes and abilities, to include but not limited to, vocational interest, work values, and screening for learning disabilities and LEP;
 - c. Career exploration to include: exploration of local labor market information specific to the chosen career goals, utilizing all available resources and tools such as ONET, NH Career Planning Guide, Job Match System, NH Works Job Information Center, Economic Labor Market Information, etc., career jobs, stop-gap jobs, non-traditional jobs, availability of local employment in identified career area;
 - d. The identification of short and long-term employment goals in support of a career plan that leads towards full-time unsubsidized employment and economic independence;
 - e. Soft skill attainment (appropriate workplace behaviors) to include: understanding employer expectations relative to work ethic, personal hygiene, and proper business



- communications, managing childcare and transportation for employment, balancing work and family, problem resolution in the workplace, managing family issues while maintaining employment, attendance, sexual harassment, drug free workplace, financial literacy, advantages of employment and available employment transition services, etc.;
- f. Job search to include: identification and instruction in the use of appropriate job search tools, cover letter, résumé, references, applications, job search and interviewing skills, specific to an identified job placement and career goals;
- II. Job Club entails networking, peer support, learning of suitable job openings and other job search initiatives. The contractor shall:
1. Offer job club group activities such as identifying employment leads, share employment resources, facilitate informational interviews, conduct networking forums, provide presentations from local businesses, conduct simulated interviews, etc.
- III. AWEP/CWEP work experience placements (WEPs) are designed to improve the employability of those that cannot find unsubsidized employment and provides participants with skills to increase employability for immediate attachment to the local labor market. The contractor shall:
1. Develop host sites and slots that meet the career goals necessary for immediate attachment to the local labor market;
 2. Develop and administer a pre-defined number of active WEP host sites and slots per service delivery area. Host sites are considered active if the WEP slot has been utilized in the last 180 days;
 3. Implement a WEP agreement process as defined by DFA and be designed for no more than 16 weeks, unless DFA has approved an extension;
 4. Ensure that all necessary enrollment paperwork for placement into a WEP is completed accurately and timely;
 5. Ensure that the participant and the WEP host site are fully informed and adhere to the attendance verification requirements;
 6. Ensure WEP host sites are informed and acknowledge participant safeguards pursuant to RSA's: 167:82-a Infringement on Rights of Other Employees Prohibited; Limited Employee Status, 167:91-a Infringement on Rights of Other Employees Prohibited, 167:91-b Work Experience and Community Service Program Participants; Workers' Compensation Eligibility;
 7. Have appropriate arrangements for accommodation of language barriers or disability issues in the WEP host site;
 8. Prepare the participant for an interview with the WEP host site by ensuring that the participant is prepared with a tailored resume and application packet specific to the placement, references, results of a criminal background check if needed, and any other materials pertinent to the specific placement;



9. Provide the participant with an introduction to the WEP host site, provide support to both the participant and the WEP host site, and mediate any issues that arise during participant engagement at a WEP host site;
10. Are designed to improve the employability of the participants;
11. Be developed for both on-site and off-site CWEPs/AWEPs for participants; and
12. For CWEPs, the activity must include structured programs, embedded activities and projects in which participants perform work that serve a useful community purpose.
13. Job Skills Training Directly Related to Employment is a secondary activity, for up to 10 hours weekly. This activity shall include, but is not limited to, information that provides participants with education or training for skills required by an employer to provide an individual with the ability to obtain employment or to advance or adapt to the changing demands of the workplace. This can include English as a Second Language curriculum if it has been determined necessary for the participant's entrance into, advancement or success in the work force. The contractor shall:
14. Develop and provide a short-term training curriculum that contains hands-on learning incorporating a variety of adult learning styles, practical and experiential methods that extend beyond participant self-instruction such as reading materials or audio/visual materials, using materials developed and published at the 8th grade reading level.

IV. **On-the Job Training** means training on the public or private sector employment that is given to a paid employee while he or she is engaged in productive work and that provides knowledge and skills essential for the full and adequate performance of the job. The contractor shall:

1. Ensure that OJTs are developed for a minimum of 30 hours per week;
2. Adhere to all pre-screening criteria associated with OJT development provided by DFA;
3. Be familiar with WIA, NHEP and NHES OJT standard operation procedures and processes;
4. Be proficient in the development of OJT opportunities in the local labor market, as well as, in the marketing and executing of OJT contracts;
5. Maintain, support and monitor participants in OJT placements for the length of the contract;
6. Provide strategies for identifying participant OJT issues and bringing them forward to the OJT Developer for appropriate discussion and resolution;



7. Initiate case conferencing with NHEP to address participant attendance and performance;
8. Collaborate with agencies such as Department of Labor Workforce Investment Act, Department of Education, etc., to secure possible funding and services.

VI. Work Experience Placement (WEP) and On-The-Job Training (OJT) Site Development

- A. The contractor must develop and maintain a sufficient number of AWEP, CWEP and OJT sites through which participants will meet the program requirements.
- B. The contractor must provide sufficient workplace experience host sites and slots that are developed based on the regional requirements and that meets the estimated monthly participant volume per service delivery area.
- C. The contractor must develop and maintain 500 host sites statewide at various organizations, agencies and companies. It is expected that the SNHS will maintain no less than 200 active host sites statewide. An active host site is one that has placed a participant in an AWE or CWEP within the previous 180 days. Sites that have not had a placement within the previous 180 days will not be considered active and should be moved to a non-active list. SNHS must ensure that a list of host sites is consistently maintained, including identifying active/non-active status, and is readily accessible to NHEP staff.
- D. The contractor must develop no less than 60 OJT placements per contract year (excluding Carry-Overs), with no less than a 10% de-obligation rate.
- E. The contractor will utilize a DFA verification process that provides timely, accurate, and consistent attendance verification to the NHEP ECS of the participant's participation at the workplace setting.
- F. The contractor must provide an expedited placement process for participants referred to the program for which the NHEP ECSs already identified or developed the AWEP/CWEP. An expedited placement is one that is completed within 48 hours of the NHEP participant's referral to this program. DFA reserves the right to place participants directly into an AWEP/CWEP and to submit the applicable WEP agreements and referral information to the contractor for appropriate placement follow-up after the participant enters the AWEP/CWEP.
- G. The contractor shall develop remote AWEP/CWEP host sites and slots that meet the needs of participants that live in excessively remote locations that are not in proximity to the local labor market, community resources, etc., and/or are limited due to special circumstances.
- H. The contractor shall ensure that host site pre-screening requirements are identified and completed prior to placement of the participant into a CWEP, AWEP or OJT, following an established DFA process.
- I. The contractor will provide both a short-term on-site CSP and/or off-site WEP activities, as follows:
 - I. Solicit projects that serve a useful community purpose. This includes programs in fields such as: health, social service, environmental protection,



education, urban and rural development, welfare, recreation, public facilities, public safety and childcare.

- II. Solicit projects from local area organizations that provide the opportunity for work skill and work experience attainment for participants who lack skills to become immediately employable;
- III. Projects will be indexed to specify the skills required for entry into a WEP activity, and to the extent possible consider the prior training, experience, and skills of a recipient in making appropriate WEP assignments. Projects shall enhance skills attainment and increase immediate employability.

Note: Significant changes due to factors such as changes in the NH Labor Market, which may either result in an increase or decrease in the TANF caseload, may necessitate a modification of the AWEP, CWEP and OJT development criteria as set forth in this contract. DFA reserves the right, with a sixty-day (60) notification to the contractor, to make said changes as deemed appropriate.

VII. Classroom Sites and Requirements

- A. The contractor must provide twelve (12) service delivery sites³ that meet with DFA approval and the following requirements:
 - I. One site per DFA district office catchment area for twelve (12) sites. The catchment areas are: Berlin, Claremont, Concord, Conway, Derry, Keene, Laconia, Littleton, Manchester, Nashua, Rochester, and Portsmouth and serve the communities identified in Section IV, Program Referral Guidelines, Paragraph D, Table 1.
 - II. Ease of accessibility to NHEP participants;
 - III. Located in proximity to public transit routes, child care facilities, communities with possible concentrations of NHEP participants, or a combination thereof;
 - IV. Handicapped accessible and climate-controlled such that the program can operate without interruption. The thermal standard being between approximately 65 and 75 degrees.
 - V. Provide space and seating for activities for up to the number of participant slots as identified in Section 4.2.B.;
 - VI. Provide space for private consultations to maintain confidentiality of records and discussions that relate to individual participants.
 1. Space for private consultations will be made available to contract or other DFA staff to conduct drop-in meetings with NHEP participants, in addition to meeting the needs of the service providers located at the combined service model facility.
 2. The facility layout should provide for contiguous space (if possible) for participants, private consultations and workspace that is as flexible as possible, such as portable walls that can be reconfigured to accommodate more participants if necessary

³ DFA reserves the right to reduce the number of delivery sites with sixty-day (60) advanced notice.



3. The contractor will be responsible for moving the equipment from the existing CSP sites to the twelve (12) sites (if different from current sites). The contractor's worksites must have sufficient space to house all existing equipment and materials.

VII. All sites must meet all Americans with Disabilities Act requirements for handicapped accessibility and have adequate parking for participants and staff. Each worksite shall also have conference room meeting space for the program, DHHS staff, and other individuals as appropriate, to hold participant meetings or FANF-related meetings when necessary.

VIII. Staffing Requirements

- A. The contractor shall provide a staffing plan that demonstrates foreign language proficiency and racial, ethnic, and cultural diversity sufficient to serve the target population. Each staff member must be able to demonstrate an understanding of and direct experience with the target population as well as a willingness to work creatively with participants to meet their needs and help them resolve their barriers.
- B. The contractor must provide staffs assigned to this program that shall, at minimum, meet the following requirements:
 - I. Is of a sufficient number to deliver the contracted program services and continue to do so without interruption due to vacations, sickness, or vacancies. DFA reserves the right, with a 60 day notice, to make adjustments in staff allocations and worksite assignments;
 - II. Has a job title, and specified duties and responsibilities attached to program delivery;
 - III. If in a full-time position, works a 37.5 hour work week;
 - IV. Whose criminal background check does not reveal violations or convictions that could adversely affect the participants served under this program;
 - V. Have read and signed a completed Statement of Confidentiality; and
 - VI. Adhere to the DFA Code of Ethics.
- C. The contractor must provide and assign staffs, at minimum, for the following program roles and responsibilities. It is important to note that all staff will be required to provide coverage of services at the CSP on a, no less than biweekly, rotating basis in the overall operation of the CSP when possible.
 - I. .67 FTE to serve as CSP Administrator with a Masters degree in social work, psychology, education, or business/public administration or a related field and a minimum of five (5) years experience working with job readiness training, teaching, community organization/outreach, program development or administrative supervision; or



- II. Bachelor's degree in social work, psychology, education, or business/public administration or a related field and a minimum of seven years experience working with job readiness training, teaching, community organization/outreach, program development and administrative supervision.
- III. The responsibilities of the CSP Administrator shall include, but not be limited to:
 - 1. Providing contract development, negotiations, monitoring and program evaluation;
 - 2. Coordinating statistical, financial, program evaluation, site capacity reporting, and other reporting requirements for the program;
 - 3. Providing training and supervision for all direct service personnel, including subcontracted staff, in the conduct of the program;
 - 4. Working with NHEP teams and DFA to support and coordinate the referral process statewide;
 - 5. Providing an ongoing system of program evaluation to ensure program quality and effectiveness;
 - 6. Guiding and direct the development of effective and responsive community partnerships;
 - 7. Guiding and direct staff activities with community resources, NHEP, CSP Administration, child care resources, transportation providers and employers to ensure there is a collaborative approach to the provision of services to participants;
 - 8. Monitoring the accuracy of participant work verification; and
 - 9. Other duties as agreed to through negotiation with DFA.
- IV. Two (2) FTE to serve as Regional Program Managers with a Masters degree in social work, psychology, counseling, education, or business/public administration or a related field and a minimum of five (5) years experience working with job readiness training, teaching, community organization/outreach, program development, and administrative supervision; or
- V. Bachelor's degree in social work, psychology, education, or business/public administration or a related field and a minimum of seven years experience working with job readiness training, teaching, community organization/outreach, program development, and administrative supervision. This position reports directly to the CSP Administrator.
- VI. The duties of the CSP Regional Program Manager shall include, but not be limited to:
 - 1. Providing statewide technical assistance to CSP Coordinators, monitor the application of policy and



- procedures by direct service staff, the achievement of performance goals and the quality of services provided by the CSP Coordinators;
2. Providing back-up coverage for CSP Coordinators during periods of absence or need;
 3. Conducting annual performance evaluations in consultation with the CSP Administrator, the for CSP Coordinators and provide assistance in coordinating services between NHEP ECS and CSP Coordinators
 4. Assisting the CSP Administrator in the hiring and training of CSP Coordinators;
 5. Mediating and resolve differences or conflicts between NHEP participants and CSP Coordinators and involving the applicable NHEP ECS as needed, attend local NHEP partner meetings, networking events, DFA training sessions, statewide team meetings, or other events as assigned;
 6. Communicating with program and direct service staff to provide clarification of policies, introduction of program changes and to respond to questions, ensure that CSP Coordinators accurately maintain and update the New HEIGHTS computer system by adhering to NHEP requirements and other official releases.
 7. Ensuring that community service projects are carried out appropriately and that sponsoring agencies are satisfied with the project's outcome, and other job duties as assigned by the CSP Administrator.
- VII. One .60 FTE to serve as NHEP Operations Manager with a Bachelors degree in social work, psychology, education, or business/public administration or a related field and two (2) years job development and employer outreach; with
1. Experience in supervising program staff that: assist individuals in finding employment, knowledge of the principles and methods of assessment and career counseling; experience and/or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve individuals; experience with, and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development and public relations with employers. This position reports directly to the CSP Administrator.
- VIII. The duties of the NHEP Operations Manager shall include, but not be limited to:
1. Responsible for the overall development and coordination of OJT and WEP development and placement services, develop materials for and participate in "job fair" planning



- and events that offer opportunities for employers and NHEP participants to meet and discuss employment;
2. Creating and submit monthly reports to the DFA Business and Industry Coordinator (BIC) to measure performance of these accountabilities, provide Statewide technical assistance to OJT-CJS, monitor the application of policy and procedures by direct service staff, the achievement of performance goals and the quality of services provided by the OJT-CJS;
 3. Providing back-up coverage for OJT-CJS during periods of absence or need, conduct annual performance evaluations in consultation with the DFA BIC for OJT-CJS, provide assistance in coordinating services between NHEP ECS and OJT-CJS;
 4. Assisting the CSP Administrator in the hiring and training of OJT- CJS, mediate and resolve differences or conflicts between NHEP participants and OJT-Community Job Specialists and involving the applicable NHEP ECS as needed;
 5. Attending local NHEP partner meetings, networking events, DFA training sessions, statewide team meetings, or other events as assigned, communicate with program and direct service staff to provide clarification of policies, introduction of program changes and to respond to questions, and other duties as assigned by the NHEP Program Administrator.
- IX. Two (2) FTEs to serve as CSP OJT Developers with a Bachelors degree in Marketing or Business Administration or related field. Minimum two (2) years experience in career counseling, recruiting candidates, marketing to employers and job development with demonstrated placement success; with
1. Experience in job task analysis; marketing of OJT Programs and various work program related services and training incentives to area private sector businesses, non-profit organizations, industries, associations, faith-based organizations, and local town/city departments through statewide presentation meetings, employment networking events and job fairs. This position reports directly to the NHEP Operations Manager.
 2. Job duties include but are not limited to:
 - a. Developing OJT opportunities for NHEP participants and increasing the knowledge and understanding of the NHEP goals and the need for business leadership and collaboration in this process;
 - b. Performing cold calls and following up on any leads provided by NHEP Operations Manager, DFA Business & Industry Coordinator, NHEP Program Administrator or



- local NHEP teams or CSP staff, conduct ongoing business outreach statewide for the purpose of matching NHEP participants with employers for On-the-Job Training opportunities;
- c. Attending business led meeting/functions (e.g., Chamber of Commerce meetings, breakfast forums, etc.) for the purpose of marketing NHEP participants to prospective employers, attend employment expos, job fairs, etc., including setting up an information booth if appropriate, educate employers on the various incentive and tax relief options available to employers;
 - d. Becoming proficient with traditional employment resources, including state and/or local labor market trends as well as NHES resources to include the ELMI, ONET and NH Network online services to identify potential employment growth opportunities that may be of benefit to participants;
 - e. Disseminating new job/OJT prospects to NHEP teams and CSP staff in order to increase employment opportunities for NHEP participants statewide, provide OJT presentations to CSP classrooms to increase OJT awareness and referrals to NHEP participants and staff, act on all referrals for placement services from the local NHEP teams and CSP staff in a timely manner;
 - f. Marketing OJT program to local businesses and non-profit organizations in demand occupational areas to engage as NHEP OJT sites, arrange interviews with OJT employers for NHEP participants;
 - g. Preparing and executing detailed and accurate OJT contracts with employers according to NHEP, NHES, and DOL expectations and regulations, monitoring of participant progress at the OJT work site, and other duties as assigned by the NHEP Operations Manager.
- X. Sixteen (16) FTEs to serve as Combined Services Program Coordinators that have a minimum of a Bachelors degree from an approved college or university and a minimum of two (2) years of professional work experience in social work, counseling, education, staff training, employee development, or human resources; with
- 1. Experience in assisting individuals in finding employment, knowledge of the principles and methods of assessment and career counseling; experience or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve individuals. Experience with and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development and public relations with employers, and



experience in classroom or group instruction. This position reports directly to the CSP Regional Program Supervisor.

2. Job duties include but are not limited to:
 - a. Providing orientation to NHEP participants entering the CSP, provide a vocational assessment for each NHEP participant and prepare a summary of the assessment results to be provided to the NHEP ECS;
 - b. Teaching/facilitating classes and activities in the areas identified in Section 4.3 of the RFP using a variety of teaching and communication techniques including computer-based models that allow individuals to work independently and/or demonstrate proficiency by testing-out of certain competency areas;
 - c. Identifying job ready participants and assisting them to conduct a professional job search leading to employment;
 - d. Monitoring job search efforts of participants in the job search activity by knowing the local labor market in order to refer participants to appropriate employers, referring participants to available jobs, following up with job leads and job interviews, and participating in mock interviews aimed at increasing job interviewing skills.
 - e. Identifying and developing on-site WEP opportunities in fields such as health, social service, environmental protections, education, urban and rural redevelopment, welfare, recreation, public safety and child care, in collaboration with local non-profit agencies, faith-based organizations, local government entities or other community agencies;
 - f. Obtaining, executing and delivering structured programs, embedded activities and community services projects, monitor participant attendance and inform the NHEP ECS on a daily basis of any NHEP participant attendance issues or absences;
 - g. Accurately tracking and verifying individual NHEP participant participation in program, and provide verification documentation to the NHEP ECS, prepare and provide to the NHEP ECS regular individual participant progress reports that include: written observations of the participant's performance, a summary of the participant's progress in the program, and recommendations for subsequent NHEP activities appropriate for the participant;



- h. Facilitating participant's engagement with and use of other community resources, while assisting participants in resolving obstacles to participation that may arise during his/her attendance in the CSP;
 - i. Completing written casework documentation as defined in the resulting contract; and attending scheduled staff training and meetings, meetings with the local NHEP team, and local partner meetings.
- XI. Ten (10) FTEs to serve as OJT-Community Job Specialists with a Bachelors degree from an approved college or university in social work, psychology, counseling, education or business administration or a related field. Minimum of two (2) years of professional work experience in counseling, teaching, social services or business involving career counseling, employee development, social work or human resources; with
- 1. Experience in assisting individuals in finding employment, knowledge of the principles and methods of assessment and career counseling; experience or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve. Experience with and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development and public relations with employers. This position reports directly to the Regional Program Supervisor position.
 - 2. Job duties include but not limited to:
 - a. Identifying, developing and marketing OJT and WEP opportunities in local non-profit agencies, faith-based organizations, local government entities, and other business and industry entities to develop work experience host sites;
 - b. Participating and/or presenting the work skills training/work experience program orientations, work with the CSP Coordinators in assessing NHEP participant skills and interests and assist NHEP participants in selecting and securing appropriate work experience placement;
 - c. Executing OJT and WEP agreements between NHEP participants and host sites for no more than sixteen (16) weeks unless approved by DFA, arrange NHEP participant interviews with OJT/WEP host sites, provide NHEP participant orientation to OJT/WEP host site;
 - d. Monitoring NHEP participant progress at OJT/WEP, provide job coaching and arrange workplace mentoring for NHEP participants at the OJT/WEP host site, mediate and provide problem resolution to remedy issues experienced by the OJT/WEP host and/or the NHEP participant;



- e. Communicating to the NHEP ECS any NHEP participant needs for support services and to address any remedial action or sanctions needed to remediate NHEP participant behavior or performance issues experienced by the host site employer;
 - f. Collecting and submitting weekly to the NHEP ECS NHEP participants work verification documentation, collect and review work experience host site evaluations at 4 (4) weeks to assess participant progress, and at ten (10) weeks to determine the appropriateness of extending the WEP agreement at the same site
 - g. Providing assistance as needed to the NHEP ECS in preparing the NHEP participants to transition from WEP to OJT or into other countable NHEP work activities to ensure continued participant engagement toward meeting federal work participation requirements;
3. Maintaining active WEP and OJT host site placement reports on a weekly and monthly basis, discusses career interests with NHEP participant in order to provide an appropriate and meaningful WEP or OJT placement, and other duties assigned by the Regional Program Supervisor.
- XII. One (1) FTE CSP Program Resources Coordinator acts as an internal mentor and consultant to CSP Coordinators in identifying, recommending, and promoting continuous improvement in the CSP program curricula, instructional methods, and participant assessment tools. The position requires a Master's degree from a recognized college or university in social work, psychology, counseling, education, business administration, or a related field. Minimum of four (4) years of professional work experience in counseling, teaching, social services, or business involving curriculum development, career counseling, employment development and training, or human resources. Alternately, a Bachelor's degree in the above major disciplines along with six (6) years experience in the above areas may be considered. The Program Resources Coordinator must possess extensive knowledge of teaching methods, educational standards, and adult learner assessment methods (e.g. TABE, CASAS); experience in classroom or group instruction; extensive knowledge of the education/training needs and barriers of low income adult learners; experience developing and writing comprehensive education and/or training programs for adult learners; experience in assisting individuals in finding employment; knowledge of career counseling principles and practices; experience working with low-income populations or hard-to-serve individuals (e.g., limited English Speaking, learning disabled); and experience researching data/information to solve program-related problems.



1. Job duties include but not limited to:
 - a. Review, update, maintain, and provide technical assistance to CSP Career Center staff on all curricula and workshop content for major activities of the Program, including Job readiness, Job Search, Job Club, Work Skills Training, and CWEP Embedded Training. Prepare report of observations, and recommend any improvements to CSP Regional Program Managers.
 - b. Keep current with the latest job readiness and job search strategies.
 - c. Research and develop new Career Center curriculum content as appropriate. Act as the archivist and 'gate-keeper' for the distribution of all curriculum updates to Career Center staff.
 - d. Coordinate information and keep current on all vocational assessment tools used by CSP Coordinators, including CASAS, TABE, WorkKeys, etc.
 - e. Help develop marketing strategy to promote WorkKeys and National Career Readiness Certificate (NCRC).
 - f. Observe curriculum delivery, Job Club, Service Bureau, and related activities at Career Centers and recommend strategies or options for continuous improvement relative to participant abilities and vocational assessment job goals. Prepare report of observations, and recommend any improvements to CSP Regional Managers, NHEP Operations Manager, and SNHS NHEP Administrator.
 - g. Edit and publish quarterly CSP Career Center Newsletter
 - h. Research and maintain knowledge of developments in HI-Set (formerly GED), Adult Basic Education, and ESL. Propose approaches to complement these instructional efforts using CSP contract resources and equipment.
 - i. Work with the Career Pathways Specialist to identify appropriate education/training programs that match the NHEP participant's vocational assessment and long-term career goals.
 - j. Research and analyze labor markets to identify employer needs and labor shortages requiring specific Work Readiness and job skills needed to meet area labor demand.



- k. With supervisor approval, provide instruction as a substitute CSP Coordinator in staffing shortage situations.
 - l. Assist in the development and management of the on-line *NHEP/WPS Standard Operating Procedures* (SOP);
 - m. Advise Career Center staff regarding NHEP participants with potential learning difficulties, recommend needed accommodations to ECS and WPS Coordinator, and if requested, assist in connecting them to appropriate services.
- XIII. One (1) FTE to serve as Combined Service Program Assistant with an Associates Degree or higher and two (2) years experience as an Administrative Assistant or Project/Program Assistant; or a combination of a High School Diploma (or GED) and four (4) or more years of experience as an Administrative Assistant or Project/Program Assistant may be considered. Knowledge of modern office practices, procedures and equipment. Knowledge of English, spelling and arithmetic. Knowledge of office record keeping and reporting. Some knowledge of the principles and practices of public administration. This position reports directly to the CSP Administrator.
- 1. Job duties include but not limited to:
 - 2. Use Microsoft Word and Excel, or required database software to produce correspondence and ad hoc, monthly, and quarterly financial or program-related reports; use e-mail to communicate with internal and external contractor staff and distribute reports and documents via same;
 - 3. Designing and/or update various CSP Statewide Reports in accordance with contractual guidelines at the start of each State Fiscal Year, provide technical support and training to program staff to ensure accurate and complete reporting.
 - 4. Collecting and reviewing local reports from CSP staff and use Excel to compile Statewide CSP statistical reports on a monthly, weekly, or annual basis, use New Heights case management system to research TANF participant information and support program operations; assist staff in resolving technical issues pertaining to New Heights access and use.
 - 5. Entering and/or maintaining participant-related data (such as demographic, program status changes, etc.) in the electronic customer database and produce reports as requested, maintain, revise, and distribute CSP policies, directives, and procedures per supervisor instruction;



6. Coordinate with the contractor and the NHEP staff for training logistics and to arrange conference space, travel directions and plans for the NHEP Program Administrator or assigned staff, facilitate purchase of equipment and office supplies for the CSP and maintain related records.
7. Processing and tracking payments for interpreting services in the CSP, maintain and distribute the CSP staff contact list, attend NHEP staff meetings as requested, present a professional and positive image as an agency representative, perform such other work-related activities as required by the NHEP Program Administrator or their designee.

IX. No or Limited-English Proficiency Combined Service Program Component

- A. The contractor shall provide sufficient culturally and linguistically appropriate supports/services to ensure equal access in all aspects of this contract.
- B. In an effort to best meet the specialized need of those individuals, that are unable to effectively engage in work program services due to potential cultural or linguistic barrier, as part of the general scope of service, Statement of Work, the contractor specifically serve a culturally and linguistically diverse population. The contractor shall be responsible for the provision of these services that will be delivered as part of a combined service program.
- C. The goal of this statewide no or limited-English proficiency component is to ensure that those individuals who have no or limited-English proficiency have the same opportunity, through a combined service program, to gain the necessary knowledge, skills, and abilities to effectively engage New Hampshire's predominately English speaking employment labor market.
- D. In order to most effectively prepare no or limited-English proficient individuals with long term skills to navigate the employment environment in New Hampshire labor markets, the contractor will ensure the provision of curricula that both enhance participant immersion in predominantly English-speaking activity environments and also provide to the extent possible for minimum on-site coaching staff. Curricula will include either individual or group activities such as CWEP, AWEP, English as a second language training, job skills training, job readiness, and other activities.
- E. Additionally, the contractor will provide a curriculum that allows for both individual and group AWEP and CWEP emersion into predominately English-speaking work environments that ultimately promotes self-sufficiency in local labor markets.
- F. The contractor will ensure the provision of a statewide language assessment tool to allow for more defined case management and work program services.
- G. The contractor will provide specialized services as relates to a no or limited-English proficiency population, and/or through a contractual agreement with a sub-contracted agency, for all or a portion of said services as stated in Section 4.3 of the RFP.
- I. One (1) LEP CSP Coordinator; minimum qualifications to include:



1. A Bachelors degree from an approved college or university in social work, psychology, counseling, education or business administration or a related field. A minimum of two (2) years of professional work experience in counseling, teaching, social services or business involving career counseling, employee development, social work or human resources; with experience assisting individuals in finding employment, integrating a no or limited-English proficient population into a culturally different labor market, knowledge of the principles and methods of assessment and career counseling; experience or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve individuals (e.g., no or limited-English speaking, learning disabled).
 2. Experience working with refugees and/or immigrants and the agencies that serve them; experience with and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development with a no or limited-English proficient population, and public relations with employers, and experience in classroom or group instruction.
- II. Job duties include but not limited to:
1. Teaching/facilitating classes and activities in the areas identified in Section 4.3 of the RFP using a variety of teaching and communication techniques including computer-based models that allow no or limited-English speaking participants to work independently and/or demonstrate proficiency by testing-out of certain competency areas, to include basic computer Skills, e.g., (keyboarding; internet; and e-mail);
 2. Coordinating and directing the operation of the Service Bureau, a Community Service activity, that provides participants (trainees) with on-site and off-site work assignments to gain skills for entry into the local labor market and adherence to existing cultural aspects of the local labor market skills, telephone skills, and workplace survival skills;
 3. Providing NHEP activity services including interviewing skills, tailored resume development & writing, networking techniques, and job search methods, conduct weekly orientation of no or limited-English speaking individuals entering the program; collects baseline data on participants skill level, coordinate with CSP Coordinators and supervises no or limited English speaking individuals CSP activities;
 4. Monitoring of no or limited-English speaking individual attendance and informs the NHEP ECS of any participant attendance issues; accurately tracks and verifies individual no or limited- English speaking individuals work participation in the CSP;



5. Entering select data in New Heights; and provides verification documentation to the local NHEP - ECS, tracks and documents no or limited-English speaking individual progress through the CSP and Service Bureau learning modules;
 6. Communicating with the NHEP ECS to address no or limited-English speaking individual barriers to employment requiring support services and/or to address any remedial action or sanctions needed to cure participant behavior or performance issues in the CSP, review of no or limited-English speaking individual evaluations to improve effectiveness of CSP activities;
 7. Assisting the NHEP ECS in preparing the no or limited-English speaking individuals for transition into a WEP, OJT, and/or other countable NHEP work activities;
 8. Ensuring continued participant engagement toward meeting federal work participation requirements, coordinate with CJS to review Orientation assessment materials, to develop a pertinent Work Activity Plan with the no or limited-English speaking individuals, and to select an appropriate WEP Host site;
 9. Administration of a language assessment to determine the level of English proficiency of no or limited-English speaking individuals;
 10. Assisting the CJS in developing and placing no or limited-English speaking individuals in appropriate area WEP or OJT opportunities that will build their occupational skills and increase their ability to enter the job market;
 11. Assisting as needed in the coordination of services between the NHEP Local Teams and the CSP, provide full coverage for and/or additional support to on-site staff, and other duties as assigned.
- H. The Bureau Chief of the DFA Bureau of Welfare to Work (BWW), or his or her designee, reserves the right to participate in the hiring process and/or approve all staff that work under this contract.
- I. All employees operating under the provisions of the resulting contract shall, in addition to their own reporting requirements, report to the individual designated by the BWW Bureau Chief. DFA reserves the right to remove any contracted employee from the program for unsatisfactory services.
 - II. Any sub-contracted staff shall be identified as such by the contractor, and shall meet or exceed the staffing requirements articulated herein. DFA reserves the right, with sixty-day (60) advanced notice, to disallow sub use when the sub's handling of staffing concerns is not satisfactory to DFA.

X. Program Exit Guidelines

- A. CSP participants will exit the WEP program when one of the following conditions is met:



- I. Successful completion of all activities;
 - II. Employment of 20 or 30 hours or more, per week, based on the participant's required hours to meet federal participation;
 - III. Financial Assistance for Needy Families (FANF) closes; and/or
 - IV. The CSP is deemed inappropriate for the participant through consultation with the NHEP team member by whom the participant has been referred to the CSP.
- B. Participants' attendance, progress deficiencies, and/or behavioral issues that constitute noncompliance, or affect the safety or welfare of other participants, will require consultation with the NHEP ECS to determine continued participation or termination from the CSP. In the instance of disagreement between NHEP and the CSP as to the disposition of the participant, the Bureau Chief of Welfare to Work or their designee will make the final decision for termination from the CSP.
- C. To promote the successful transition of participants from TANF assistance into long-term unsubsidized employment through the provision of Federal work activities including: vocational assessment, job readiness, job search, community service, work experience, OJT, and job skills training directly related to employment. All performance measures reports are to include the specific data sets to substantiate the outcomes being reported. The successful bidder must meet the following performance measures outcomes of the program:
- D. All participants, including those designated as having no or limited-English proficiency, shall successfully exit contracted services. An individual that has completed all their hours as assigned, and/or has left for employment, or moved into another approved activity defines a successful exit. Individuals that have not completed the hours as assigned due to leaving the program early of their own volition, and/or have been placed in noncompliance/sanction, or have not be granted an excused absence, are not counted as part of the denominator for a successful exit.
- I. Job readiness:
 1. 80% of participants shall complete a vocational assessment specifying short and long-term career plan per Section 4.3;
 2. 80% of participants shall receive a WorkKeys certification per Section 4.3;
 3. 80% of participants shall exit the program with the necessary job search tools, including an up-to-date resume, completed application, job search and job interviewing skills per Section 4.3 of the RFP.
 - II. Job search:
 1. 80% of participants that complete the activity shall demonstrate the ability to conduct an individualized job search using standardized job search tools per Section 4.3.
 - III. Community service:



1. 80% of participants who have participated in community service placements shall demonstrate the obtainment of work skills to increase employability;
2. 60% of participants in community service placement shall transition directly into an OJT or unsubsidized employment.

IV. Work experience:

1. 80% of participants who have participated in work experience placements shall demonstrate the obtainment of work skills to increase employability;
2. 60% of participants in work experience placement shall transition directly into an OJT or unsubsidized employment.

V. On-the-job training (OJT):

1. 90% of participants who enter an OJT shall remain employed for the entire length of the OJT contract period;
2. 90% of participants completing OJT contracts shall continue to be in unsubsidized employment 12 months from the end of the contract.

VI. Job skills training directly related to employment:

1. 80% of participants who complete job skills training activity shall demonstrate the work skills necessary for the employment through completion of related curriculum and reported satisfactory performance in CSP activities per Section 4.3.

VII. General Program Measures

1. 80% of received participant satisfaction surveys will have an overall score of 15 or above.
2. Vocational assessment results must be completed within five business days from enrollment into the CSP.
3. Maintain a minimum of 500 WEP host sites, with no less than 200 of those being active each month, for the length of the contract. An active WEP host site is defined as having been utilized within the past 180 days;
4. Maintain a minimum of 125 participants in active WEP placement slots each month. An active WEP placement slot is defined as having been utilized within the past 180 days;
5. Develop a minimum of 60 OJT placements over the course of the contract, with no more than 10% of placements being de-obligated.

- E. The contractor must demonstrate achievement of on-going progress towards the above performance measure outcomes, reporting on a monthly basis and otherwise meet the requirements set forth in the contract. All performance measures reports are to include the specific data sets to substantiate the outcomes being reported. In the event contract requirements are not met, the contractor shall provide DFA with a detailed corrective action plan within (30)



thirty days of notification. Corrective action plans shall be subject to DFA approval. If after approval and implementation, the contractor remains out of compliance, DFA reserves the right to take the following actions: withhold payment, amend the corrective action plan, and/or may terminate the contract, or any portion thereof, with sixty-day (60) advance written notice.

XI. Reporting Requirements

- A. The contractor shall develop program reporting requirements and the related timeframes necessary for meeting those requirements, as approved by DFA. A separate report shall be provided specific to those participants that have been designated as having no or limited-English proficiency. Reporting requirements for each activity shall include but not be limited to:
- I. The contractor shall provide the following reports to include, but not limited to:
 1. Statewide CSP Monthly Vocational Assessment Reports
 2. Enrollments for vocational assessments
 3. Completion of all vocational assessments and any related certificates earned.
 - II. Statewide CSP Attendance Report
 1. Daily to NHEP Teams
 2. Monthly to Welfare to Work Bureau Chief
 3. Statewide CSP Weekly Capacity Reports to NHEP Teams and Welfare to Work Bureau Chief
 4. Statewide CSP Monthly and year-to-date Critical Measures to include, but not limited to:
 - a. Number of enrollments to the CSP and an accounting of activity utilization.
 - b. Number/reason of participants exiting CSP services
 - c. Exits from the CSP, due to employment, to include but not limited to:
 - i. Occupation (Job title)
 - ii. Number of weekly hours
 - iii. Hourly Wage
 - iv. Standard Occupational Code
 - d. Statewide CSP Weekly WEP host sites and slots availability (active and inactive)
 - e. Statewide CSP Monthly OJT to include but not limited to:
 - i. Occupation (Job title)
 - ii. Number of weekly hours
 - iii. Hourly wage



- iv. Standard occupational code
- v. Length of the contract with costs
- vi. Specific vocational preparation code
- f. Statewide CSP on-site WEP to include but not limited to:
 - i. Number of on-site CWEP projects monthly and year-to-date including:
 - Number of projects (non-duplicative or recurring)
 - Number of project hours (non duplicative or recurring)
 - Number of participants engaged (non duplicative or recurring)
 - Name of agencies requesting projects
 - Identification of skills to be acquired per project
 - g. Statewide CSP WEP to unsubsidized employment report to include, but not limited to:
 - i. Occupation (Job title)
 - ii. Number of weekly hours
 - iii. Hourly wage
 - iv. Standard occupational code
 - v. Specific vocational preparation code
- B. The contractor shall provide monthly and year-to-date (or as otherwise stated below) program reporting to include:
 - I. Reporting individual progress reports to the responsible NHEP ECS at least bi-weekly;
 - II. Number of participant referrals to the program by individual NHEP ECS;
 - III. Number of enrolled participants identified as having a potential language barrier as well as other communication barriers;
 - IV. Number of enrolled participants identified as having a potential learning disability or difficulty;
 - V. Summary of waiting lists by location showing the additions and deletions from the waiting list since the last reporting period.
 - VI. A report for participants for whom Tests of Adult Basic Education (TABE) tests are administered with the basic scores of the test identified. This report will be submitted by service location site and individual NHEP participant;
- C. DFA reserves the right to adjust reporting requirements with a sixty-day (60) notice in order to improve the documentation of program services and outcomes.



-
- D. All reporting requirements shall be provided to DFA in a format developed in conjunction with DFA and in a system that is developed by the contractor with DFA approval⁴.

⁴ DFA currently funds data collection systems for TANF-related contracted services. DFA reserves the right to retain the current systems and to require the contractor on-site to collaborate on their use.

**Exhibit B-1 - Amendment #1
Budget Forms SFY 2016**

New Hampshire Department of Health and Human Services

Bidder/Program Name: Southern New Hampshire Services, Inc. (SNHS)

Budget Request for: NHEP Staffing Services (# 13-DFA-BWW-STAFF-03)
(Name of RFP)

Budget Period: July 1, 2015 through June 30, 2016 (SFY 2016)

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
1. Total Salary/Wages	\$ 858,907.00	\$ -	\$ 858,907.00	
2. Employee Benefits	\$ 267,925.00	\$ -	\$ 267,925.00	
3. Consultants	\$ -	\$ -	\$ -	
4. Equipment:	\$ 2,500.00	\$ -	\$ 2,500.00	
<i>Rental</i>	\$ -	\$ -	\$ -	
<i>Repair and Maintenance</i>	\$ 500.00	\$ -	\$ 500.00	
<i>Purchase/Depreciation</i>	\$ 2,000.00	\$ -	\$ 2,000.00	
5. Supplies:	\$ 2,300.00	\$ -	\$ 2,300.00	
<i>Educational</i>	\$ -	\$ -	\$ -	
<i>Medical</i>	\$ -	\$ -	\$ -	
<i>Office</i>	\$ 2,300.00	\$ -	\$ 2,300.00	
6. Travel	\$ 20,200.00	\$ -	\$ 20,200.00	
7. Occupancy	\$ -	\$ -	\$ -	
8. Current Expenses	\$ 1,070.00	\$ -	\$ 1,070.00	
<i>Telephone</i>	\$ 950.00	\$ -	\$ 950.00	
<i>Postage</i>	\$ 120.00	\$ -	\$ 120.00	
<i>Subscriptions</i>	\$ -	\$ -	\$ -	
<i>Audit and Legal</i>	\$ -	\$ -	\$ -	
<i>Insurance</i>	\$ -	\$ -	\$ -	
<i>Meeting Expenses</i>	\$ -	\$ -	\$ -	
9. Software	\$ -	\$ -	\$ -	
10. Marketing/Communications	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ 2,500.00	\$ -	\$ 2,500.00	
12. Subcontracts/Agreements	\$ -	\$ -	\$ -	
13. Other (specific details mandatory)	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
Sub-Total Direct	\$ 1,155,402.00		\$ 1,155,402.00	
Sub-Total Indirect	\$ -	\$ 107,452.39	\$ 107,452.39	
TOTAL	\$ 1,155,402.00	\$ 107,452.39	\$ 1,262,854.39	NOTE 1

Indirect As A Percent of Direct

9.3%

NOTE 1. Indirect Costs are largely administrative costs which include Executive, Administrative and Support staff whose duties are not assignable to a specific program (e.g., Executive Director, Fiscal Officer, Director or Operations, Accounting staff, Clerical staff and Human Resources manager). These costs encompass salaries, taxes, and fringe benefits of the latter plus the administrative portion of other expenses including travel, space and utilities, telephone, copying, consumable supplies and other contractual services. SFY 2016 & 2017 Indirect Cost remain unchanged at 9.3%.

**Exhibit B-1 Amendment #1
Budget Form SFY 2016**

New Hampshire Department of Health and Human Services

Bidder/Program Name: Southern New Hampshire Services, Inc.

Budget Request for: NHEP Combined Service Program (# 13-DFA-BWW-CSP-05)
(Name of RFP)

Budget Period: July 1, 2015 through June 30, 2016 (SFY 2016)

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
1. Total Salary/Wages	\$ 1,377,072.00		\$ 1,377,072.00	Note 2
2. Employee Benefits	\$ 482,434.00		\$ 482,434.00	
3. Consultants	\$ 8,000.00		\$ 8,000.00	
4. Equipment:	\$ 37,000.00		\$ 37,000.00	
Rental	\$ -		\$ -	
Repair and Maintenance	\$ 29,000.00		\$ 29,000.00	
Purchase/Depreciation	\$ 8,000.00		\$ 8,000.00	
5. Supplies:	\$ 84,779.00		\$ 84,779.00	
Educational	\$ 55,493.00		\$ 55,493.00	
Medical	\$ -		\$ -	
Office	\$ 29,286.00		\$ 29,286.00	
6. Travel	\$ 50,900.00		\$ 50,900.00	
7. Occupancy	\$ 492,564.00		\$ 492,564.00	
8. Current Expenses	\$ 42,863.00		\$ 42,863.00	
Telephone	\$ 35,142.00		\$ 35,142.00	
Postage	\$ 1,217.00		\$ 1,217.00	
Subscriptions	\$ -		\$ -	
Audit and Legal	\$ -		\$ -	
Insurance	\$ 6,504.00		\$ 6,504.00	
Meeting Expenses	\$ -		\$ -	
9. Software	\$ 17,500.00		\$ 17,500.00	
10. Marketing/Communications	\$ 10,860.00		\$ 10,860.00	
11. Staff Education and Training	\$ 4,000.00		\$ 4,000.00	
12. Subcontracts/Agreements	\$ 260,634.00		\$ 260,634.00	Note 3
13. Other (specific details mandatory)	\$ -		\$ -	
Sub-Total Direct	\$ 2,868,606.00		\$ 2,868,606.00	
Sub-Total Indirect	\$ -	\$ 266,780.36	\$ 266,780.36	Note 1
TOTAL	\$ 2,868,606.00	\$ 266,780.36	\$ 3,135,386.36	

Indirect As A Percent of Direct

9.3%

Note 1 - Indirect Costs are largely administrative costs which include Executive, Administrative and Support staff whose duties are not assignable to a specific program (e.g., Executive Director, Fiscal Officer, Director of Operations, Accounting staff, Clerical staff and Human Resources Manager). These costs encompass salaries, taxes, encompass salaries, taxes, and fringe benefits of the latter plus the administrative portion of other expenses including travel, space and utilities, telephone, copying, consumable supplies and other contractual services. Indirect costs will be shared with NH Community Action Agencies & MCRC involved in the operation and support of the Combined Service Programs in their service areas through subcontract with SNHS. **No change in the previous contract Indirect Cost Rate is proposed for SFY 2016 & 2017.**

Note 2 - Number of FTEs reduced from 43.07 in SFY 2014-15 to 38.67 in SFY 2016-17. Budget includes a 3% annual increase in wages.

Note 3 - Contains MCRC program expense, including staff wages & salaries.

**Exhibit B-2 Amendment #1
Budget Form**

New Hampshire Department of Health and Human Services	
Bidder/Program Name:	Southern New Hampshire Services, Inc.
Budget Request for:	NHEP Combined Service Program (# 13-DFA-BWW-CSP-05) <small>(Name of RFP)</small>
Budget Period:	July 1, 2016 through June 30, 2017 (SFY 2017)

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fringe Cost
1. Total Salary/Wages	\$ 1,417,323.00		\$ 1,417,323.00	Note 2
2. Employee Benefits	\$ 521,025.00		\$ 521,025.00	
3. Consultants	\$ 4,000.00		\$ 4,000.00	
4. Equipment:	\$ 36,000.00		\$ 36,000.00	
Rental	\$ -		\$ -	
Repair and Maintenance	\$ 28,000.00		\$ 28,000.00	
Purchase/Depreciation	\$ 8,000.00		\$ 8,000.00	
5. Supplies:	\$ 89,937.00		\$ 89,937.00	
Educational	\$ 56,419.00		\$ 56,419.00	
Medical	\$ -		\$ -	
Office	\$ 33,518.00		\$ 33,518.00	
6. Travel	\$ 50,900.00		\$ 50,900.00	
7. Occupancy	\$ 513,655.00		\$ 513,655.00	
8. Current Expenses	\$ 44,572.00		\$ 44,572.00	
Telephone	\$ 35,635.00		\$ 35,635.00	
Postage	\$ 2,246.00		\$ 2,246.00	
Subscriptions	\$ -		\$ -	
Audit and Legal	\$ -		\$ -	
Insurance	\$ 6,691.00		\$ 6,691.00	
Meeting Expenses	\$ -		\$ -	
9. Software	\$ 17,000.00		\$ 17,000.00	
10. Marketing/Communications	\$ 13,760.00		\$ 13,760.00	
11. Staff Education and Training	\$ 4,000.00		\$ 4,000.00	
12. Subcontracts/Agreements	\$ 264,891.00		\$ 264,891.00	Note 3
13. Other (specific details mandatory)	\$ -		\$ -	
	\$ -		\$ -	
Sub-Total Direct	\$ 2,977,063.00		\$ 2,977,063.00	
Sub-Total Indirect	\$ -	\$ 276,866.86	\$ 276,866.86	Note 1
TOTAL	\$ 2,977,063.00	\$ 276,866.86	\$ 3,253,929.86	

Indirect As A Percent of Direct 9.3%

Note 1 - Indirect Costs are largely administrative costs which include Executive, Administrative and Support staff whose duties are not assignable to a specific program (e.g., Executive Director, Fiscal Officer, Director of Operations, Accounting staff, Clerical staff and Human Resources Manager). These costs encompass salaries, taxes, encompass salaries, taxes, and fringe benefits of the latter plus the administrative portion of other expenses including travel, space and utilities, telephone, copying, consumable supplies and other contractual services. Indirect costs will be shared with NH Community Action Agencies & MCRC involved in the operation and support of the Combined Service Programs in their service areas through subcontract with SNHS. **No change in the previous contract Indirect Cost Rate is proposed for SFY 2016 & 2017.**

Note 2 - Number of FTEs reduced from 43.07 in SFY 2014-15 to 38.67 in SFY 2016-17. Budget includes a 3% annual increase in wages.

Note 3 - Contains MCRC program expense, including staff wages & salaries.

Contractor Initials: GA

Date: 2-23-15

**Exhibit B -2 Amendment #1
Budget Form SFY 2017**

New Hampshire Department of Health and Human Services

Bidder/Program Name: Southern New Hampshire Services, Inc. (SNHS)

Budget Request for: NHEP Staffing Services (# 13-DFA-BWW-STAFF-03)
(Name of RFP)

Budget Period: July 1, 2016 through June 30, 2017 (SFY 2017)

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
1. Total Salary/Wages	\$ 883,914.00	\$ -	\$ 883,914.00	
2. Employee Benefits	\$ 295,484.00	\$ -	\$ 295,484.00	
3. Consultants	\$ -	\$ -	\$ -	
4. Equipment:	\$ 2,500.00	\$ -	\$ 2,500.00	
<i>Rental</i>	\$ -	\$ -	\$ -	
<i>Repair and Maintenance</i>	\$ 500.00	\$ -	\$ 500.00	
<i>Purchase/Depreciation</i>	\$ 2,000.00	\$ -	\$ 2,000.00	
5. Supplies:	\$ 2,300.00	\$ -	\$ 2,300.00	
<i>Educational</i>	\$ -	\$ -	\$ -	
<i>Medical</i>	\$ -	\$ -	\$ -	
<i>Office</i>	\$ 2,300.00	\$ -	\$ 2,300.00	
6. Travel	\$ 20,200.00	\$ -	\$ 20,200.00	
7. Occupancy	\$ -	\$ -	\$ -	
8. Current Expenses	\$ 1,120.00	\$ -	\$ 1,120.00	
<i>Telephone</i>	\$ 1,000.00	\$ -	\$ 1,000.00	
<i>Postage</i>	\$ 120.00	\$ -	\$ 120.00	
<i>Subscriptions</i>	\$ -	\$ -	\$ -	
<i>Audit and Legal</i>	\$ -	\$ -	\$ -	
<i>Insurance</i>	\$ -	\$ -	\$ -	
<i>Meeting Expenses</i>	\$ -	\$ -	\$ -	
9. Software	\$ -	\$ -	\$ -	
10. Marketing/Communications	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ 2,500.00	\$ -	\$ 2,500.00	
12. Subcontracts/Agreements	\$ -	\$ -	\$ -	
13. Other (specific details mandatory)	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
Sub-Total Direct	\$ 1,208,018.00		\$ 1,208,018.00	
Sub-Total Indirect	\$ -	\$ 112,345.67	\$ 112,345.67	
TOTAL	\$ 1,208,018.00	\$ 112,345.67	\$ 1,320,363.67	NOTE 1

Indirect As A Percent of Direct

9.3%

NOTE 1. Indirect Costs are largely administrative costs which include Executive, Administrative and Support staff whose duties are not assignable to a specific program (e.g., Executive Director, Fiscal Officer, Director or Operations, Accounting staff, Clerical staff and Human Resources manager). These costs encompass salaries, taxes, and fringe benefits of the latter plus the administrative portion of other expenses including travel, space and utilities, telephone, copying, consumable supplies and other contractual services. SFY 2016 & 2017 Indirect Cost remain unchanged at 9.3%.



**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 C

Contractor Initials 

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

New Hampshire Department of Health and Human Services
Exhibit C



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.

2-23-15
Date

Contractor Name:


Name: Gale F. Hennessy
Title: Executive Director

Exhibit C

Contractor Initials



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



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

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

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

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

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

Exhibit G

Contractor Initials

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

**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.

02-23-15
Date

Contractor Name:

[Signature]
Name: Gale F. Hennessy
Title: Executive Director

Exhibit G

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

Contractor Initials A-23-K

Date [Signature]

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 SOUTHERN NEW HAMPSHIRE SERVICES INC. is a New Hampshire nonprofit corporation formed May 28, 1965. I further certify that it is in good standing as far as this office is concerned, having filed the return(s) and paid the fees required by law.



In TESTIMONY WHEREOF, I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 3rd day of April A.D. 2014

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

William M. Gardner
Secretary of State

CERTIFICATE OF VOTE

I, Jill Jamro, do hereby certify that:
(Name of the elected Officer of the Agency; cannot be contract signatory)

1. I am a duly elected Officer of Southern New Hampshire Services, Inc.
(Agency Name)

2. The following is a true copy of a resolution duly adopted at a meeting of the Board of Directors of
the Agency duly held on : September 22, 2014
(Date)

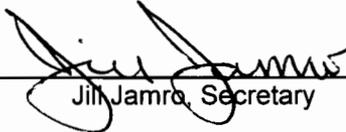
RESOLVED: That the Executive Director
(Title of Contract Signatory)

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

3. The forgoing resolutions have not been amended or revoked, and remain in full force and effect as of
the 23rd day of February, 2015.
(Date Contract Signed)

4. Gale F. Hennessy is the duly elected Executive Director
(Name of Contract Signatory) (Title of Contract Signatory)

of the Agency.



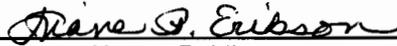
Jill Jamro, Secretary

STATE OF NEW HAMPSHIRE

County of Hillsborough

The forgoing instrument was acknowledged before me this 23rd day of February, 2015.

By Jill Jamro
(Name of Elected Officer of the Agency)

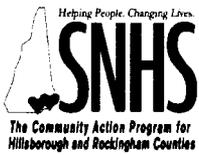


Notary Public

(NOTARY SEAL)

DIANE P. ERIKSON, Notary Public
My Commission Expires May 23, 2019

Commission Expires: _____



SOUTHERN NEW HAMPSHIRE SERVICES, INC.
The Community Action Agency for Hillsborough and Rockingham Counties

Mailing Address: P.O. Box 5040, Manchester, NH 03108
40 Pine Street, Manchester, NH 03103
(603) 668-8010 Fax: (603) 645-6734

RESOLUTIONS
(Approved by Board of Directors 9/22/14)

Resolved: The Board of Directors of Southern New Hampshire Services, Inc. authorizes Gale F. Hennessy, Executive Director/Chief Executive Officer, Michael O'Shea, Fiscal Officer/Chief Financial Officer, Deborah Gosselin, Chief Operating Officer or, in their absence, Denise Vallancourt, Accounting Manager to sign contracts, checks and other documents on behalf of the Agency with the following:

The State of New Hampshire including the Department of Health and Human Services: Division of Family Assistance for TANF, NHEP, Workplace Success, CSBG, and Homeless Services; Division of Public Health Services for WIC/CSFP; Division for Children, Youth & Families for Child Care Resource and Referral Services; Office of Human Services/Bureau of Homeless and Housing Services for Homeless Programs; Office of Minority Health & Refugee Affairs for Refugee Social Services. The New Hampshire Office of Energy and Planning for the Weatherization Assistance Program, Heating, Repair and Replacement Program, Senior Energy Assistance Services, and the Fuel Assistance Program; the New Hampshire Department of Education for the Child & Adult Care Food Program, Summer Food Service Program, English as a Second Language, Portsmouth Adult Basic Education Program, and Adult Education/College Transitions at Portsmouth; the New Hampshire Department of Resources and Economic Development for the WIA Adult & Dislocated Worker Programs, and OJT National Emergency Grants; the New Hampshire Department of Safety for Interpretation Services for Non-English Speakers and the Deaf and Hard of Hearing at Specified Meetings.

The U.S. Department of Health and Human Services, Administration for Children and Families for Head Start; U.S. Department of Labor/ETA for the YouthBuild Program; Office of Community Services sponsored programs; the Corporation for National and Community Services for RSVP; United States Department of Housing and Urban Development for Housing and Homeless Program.

The United Way of Greater Nashua; Heritage United Way; Monadnock United Way; United Way of the Greater Seacoast; NH Charitable Foundation for the Western Hillsborough County Family Services Program; Community Action Program Belknap/Merrimack Counties, Inc. for the Emergency Food Assistance Program, (TEFAP), the HOME Investment Partnership Program, and the Senior Community Service Employment Program; New Hampshire utility companies for Neighbor Helping Neighbor, Electric Assistance Program (EAP), and NHSaves Home Energy Solution and Home Energy Assistance Programs; City of Manchester; City of Nashua; City of Nashua-Brownfield Fund; New Hampshire Housing Finance Authority; Manchester Housing and Redevelopment Authority; Nashua Housing Authority for housing and community development programs; New Hampshire Community Action Association; and any and all other Federal, State, Local, Public and Private Agencies seeking to provide services consistent with the Mission of Southern New Hampshire Services, Inc. through contractual relationships with Southern New Hampshire Services, Inc.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/23/2014

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

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

PRODUCER FIAI/Cross Insurance 1100 Elm Street Manchester NH 03101	CONTACT NAME: Karen Shaughnessy	
	PHONE (A/C No. Ext): (603) 669-3218 FAX (A/C No.): (603) 645-4331 E-MAIL ADDRESS: kshaughnessy@crossagency.com	
INSURED Southern NH Services P.O. Box 5040 Manchester NH 03108	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: Philadelphia Ins Co	
	INSURER B: MEMIC Indemnity Company	11030
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES CERTIFICATE NUMBER: CL14122326339 REVISION NUMBER:

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

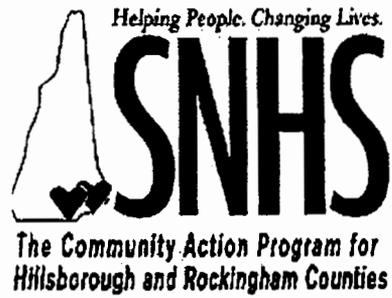
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS			
A	GENERAL LIABILITY		PHPK1273501	12/31/2014	12/31/2015	EACH OCCURRENCE \$ 1,000,000			
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000			
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR					MED EXP (Any one person) \$ 10,000			
	<input checked="" type="checkbox"/> Employee Benefits					PERSONAL & ADV INJURY \$ 1,000,000			
	<input checked="" type="checkbox"/> Professional Liab					GENERAL AGGREGATE \$ 2,000,000			
	GEN'L AGGREGATE LIMIT APPLIES PER:							PRODUCTS - COMP/OP AGG \$ 2,000,000	
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC								\$
A	AUTOMOBILE LIABILITY		PHPK1273501	12/31/2014	12/31/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000			
	<input checked="" type="checkbox"/> ANY AUTO					BODILY INJURY (Per person) \$			
	<input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$			
	<input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$			
						Underinsured motorist \$ 1,000,000			
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR		PHUB484756	12/31/2014	12/31/2015	EACH OCCURRENCE \$ 5,000,000			
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE					AGGREGATE \$			
	DED RETENTION \$					\$			
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		3102801290			<input checked="" type="checkbox"/> WC STATUTORY LIMITS OTH-ER			
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	(3a.) ME & NH All officers included	12/31/2014	12/31/2015	E.L. EACH ACCIDENT \$ 500,000			
		N/A				E.L. DISEASE - EA EMPLOYEE \$ 500,000			
						E.L. DISEASE - POLICY LIMIT \$ 500,000			
A	Crime		PHPK1273501	12/31/2014	12/31/2015	Fidelity: \$250,000			

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
Refer to policy for exclusionary endorsements and special provisions.

CERTIFICATE HOLDER NH Dept of Health & Human Services Division of Family Assistance 129 Pleasant Street Concord, NH 03301-3857	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Laura Perrin/KS5 <i>Laura Perrin</i>

Mission Statement

The mission of Southern New Hampshire Services is to provide activities designed to assist low-income participants, including the elderly poor, to secure and retain meaningful employment, attain an adequate education, and make better use of available income; to ameliorate the causes of poverty within the community; to meet urgent and immediate and family needs, including health, nutrition, housing and employment-related assistance; and to address problems and barriers which block the achievement of self-sufficiency.



SOUTHERN NEW HAMPSHIRE SERVICES, INC.

SINGLE AUDIT REPORT

YEAR ENDED JULY 31, 2013

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

SINGLE AUDIT REPORT

YEAR ENDED JULY 31, 2013

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OUELLETTE & ASSOCIATES, P.A.
CERTIFIED PUBLIC ACCOUNTANTS

Keith H. Allen, C.P.A., M.S.T.
Mark R. Carrier, C.P.A., C.V.A.
George A. Roberge, C.P.A.

Gary A. Wigant, C.P.A.
C. Joseph Wolverton, C.P.A., C.V.A.

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

To the Board of Directors
Southern New Hampshire Services, Inc.
Manchester, New Hampshire

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Southern New Hampshire Services, Inc. (the Organization), which comprise the statement of financial position as of July 31, 2013, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated April 30, 2014.

Internal Control over Financial Reporting

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

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

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

Compliance and Other Matters

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

Purpose of this Report

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

Ouellette & Associates, P.A.
Certified Public Accountants

April 30, 2014
Lewiston, Maine

OUELLETTE & ASSOCIATES, P.A.
CERTIFIED PUBLIC ACCOUNTANTS

Keith H. Allen, C.P.A., M.S.T.
Mark R. Carrier, C.P.A., C.V.A.
George A. Roberge, C.P.A.

Gary A. Wigant, C.P.A.
C. Joseph Wolverton, C.P.A., C.V.A.

**Independent Auditors' Report on Compliance for Each Major Program and on
Internal Control over Compliance and Schedule of Expenditures of
Federal Awards Required by OMB Circular A-133**

To the Board of Directors
Southern New Hampshire Services, Inc.
Manchester, New Hampshire

Report on Compliance for Each Major Program

We have audited Southern New Hampshire Services, Inc.'s (the Organization) compliance with the types of compliance requirements described in the *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of Southern New Hampshire Services, Inc.'s major federal programs for the year ended July 31, 2013. Southern New Hampshire Services, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to each of its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of Southern New Hampshire Services, Inc.'s major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Southern New Hampshire Services, Inc.'s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of Southern New Hampshire Services, Inc.'s compliance.

Opinion on Each Major Federal Program

In our opinion, Southern New Hampshire Services, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended July 31, 2013.

Report on Internal Control over Compliance

Management of Southern New Hampshire Services, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Southern New Hampshire Services, Inc.'s internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Southern New Hampshire Services, Inc.'s internal control over compliance.

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

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

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of Expenditures of Federal Awards Required by OMB Circular A-133

We have audited the financial statements of Southern New Hampshire Services, Inc. as of and for the year ended July 31, 2013, and have issued our report thereon dated April 30, 2014, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by OMB Circular A-133 and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

Ouellette & Associates, P.A.
Certified Public Accountants

April 30, 2014
Lewiston, Maine

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

YEAR ENDED JULY 31, 2013

Federal Grantor Pass-Through Grantor Program or Cluster Title	Federal CFDA Number	Pass-Through Identifying Number	Federal Expenditures
<u>U.S. Department of Agriculture:</u>			
Pass-Through State of New Hampshire Department of Health and Human Services			
Special Supplemental Nutrition Program for Women, Infants, and Children	10.557	1016781	\$ 1,288,482
	10.557	177198	<u>106,452</u>
			1,394,934
Commodity Supplemental Food Program	10.565	1016781	178,469
	10.565	177198	<u>25,226</u>
			203,696
Pass-Through State of New Hampshire Department of Education			
Child and Adult Care Food Program	10.558		682,283
Summer Food Service Program for Children	10.559	634	91,523
Farmers' Market Promotion Income	10.168	NH-300-11	27,375
Partnership Agreements to Develop Non-Insurance Risk Management Tools for Procedures	10.456	11-IE-53102-085	25,894
Beginning Farmer and Rancher Development Program	10.311	2011-49400-30626	<u>128,077</u>
Total U.S. Department of Agriculture			<u>\$ 2,553,782</u>
<u>U.S. Department of Housing and Urban Development:</u>			
Direct Program			
Section 8 Moderate Rehabilitation Single Room Occupancy	14.249		\$ 292,244
Pass-Through State of New Hampshire Division of Behavioral Health			
Supportive Housing Program	14.235	NH0037B1T02080	34,539
Pass-Through Belknap Merrimack Community Action Program			
Lead-Based Paint Hazard Control in Privately-Owned Housing	14.900		<u>142,976</u>
Total U.S. Department of Housing and Urban Development			<u>\$ 469,759</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
(Continued)
YEAR ENDED JULY 31, 2013

Federal Grantor Pass-Through Grantor Program or Cluster Title	Federal CFDA Number	Pass-Through Identifying Number	Federal Expenditures
<u>U.S. Department of Labor:</u>			
Direct Program			
Youth Build	17.274		243,972
Pass-Through State of New Hampshire Department of Resources and Economic Development			
WIA Cluster			
WIA Adult Program	17.258	1018853	\$ 1,234,623
WIA – Dislocated Workers	17.278	1018853	<u>2,266,889</u>
Total WIA Cluster			3,501,512
WIA – Incentive Grants - WIA Section 503	17.267		120,388
WIA – National Emergency Grants	17.277	1019830	<u>986,348</u>
Total U.S. Department of Labor			<u>\$ 4,852,220</u>
<u>U.S. Department of Energy:</u>			
Pass-Through State of New Hampshire Governor’s Office Of Planning			
Weatherization Assistance for Low-Income Persons	81.042	1020297	\$ 419,542
ARRA - Weatherization Assistance for Low-Income Persons	81.042	CE861478	147,847
Pass-Through State of New Hampshire Community Development Finance Authority			
Energy Efficiency and Conservation Block Grant	81.128		<u>299,867</u>
Total U.S. Department of Energy			<u>\$ 867,256</u>
<u>U.S. Department of Education:</u>			
Pass-Through State of New Hampshire Department of Education			
Adult Basic Education Program	84.002	27019, 37006	<u>\$ 120,416</u>
Total U.S. Department of Education			<u>\$ 120,416</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
(Continued)
YEAR ENDED JULY 31, 2013

Federal Grantor Pass-Through Grantor <u>Program or Cluster Title</u>	<u>Federal CFDA Number</u>	<u>Pass-Through Identifying Number</u>	<u>Federal Expenditures</u>
<u>U.S. Department of Health and Human Services:</u>			
Direct Program			
Headstart	93.600	N/A	\$ 5,602,743
Pass-Through State of New Hampshire Office of Energy And Planning			
Low-Income Home Energy Assistance Program	93.568	1025872	11,154,583
Special Programs for the Aging Title III Part B Grants for Supportive Services and Senior Centers	93.044	1029455	10,791
Pass-Through State of New Hampshire Department of Health and Human Services			
Temporary Assistance for Needy Families	93.558	1024239	2,479,149
Community Services Block Grant	93.569	1026138	1,226,648
Community Services Block Grant – Discretionary Awards	93.570		101,306
CCDF Cluster			
Child Care and Development Block Grant	93.575	1019818, 1019732	342,313
Child Care Mandatory and Matching Funds of the Child Care and Development Fund	93.596		596,465
Total CCDF Cluster			938,778
Refugee and Entrant Assistance– Discretionary Grants	93.576	#90RE0179	21,976
Total U.S. Department of Health and Human Services			\$ 21,535,974
<u>Corporation for National and Community Services:</u>			
Direct Program			
Retired and Senior Volunteer Program	94.002		\$ 113,185
Total Corporation for National and Community Services			\$ 113,185
<u>U.S. Department of Homeland Security:</u>			
Pass-Through Regional United Way Agency -			
Emergency Food and Shelter National Board Program	97.024		\$ 12,000
Total U.S. Department of Homeland Security			\$ 12,000
TOTAL EXPENDITURES OF FEDERAL AWARDS			\$30,524,592

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

YEAR ENDED JULY 31, 2013

NOTE 1: BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards includes the federal grant activity of Southern New Hampshire Services, Inc. and is presented on the accrual basis of accounting. The information in this Schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the financial statements.

NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in OMB Circular A-122, *Cost Principles for Non-profit Organizations*, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

JULY 31, 2013

Section I Summary of Auditors' Results

Financial Statements

Type of auditors' report issued:		Unmodified
Internal control over financial reporting: Material weakness(es) identified?	Yes	<input checked="" type="checkbox"/> No
Significant deficiency(ies) identified?	Yes	<input checked="" type="checkbox"/> None reported
Noncompliance material to financial statements noted?	Yes	<input checked="" type="checkbox"/> No

Federal Awards

Internal control over major programs: Material weakness(es) identified?	Yes	<input checked="" type="checkbox"/> No
Significant deficiency(ies) identified?	Yes	<input checked="" type="checkbox"/> None reported

Type of auditors' report issued on compliance for major programs:	Unmodified
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Any audit findings disclosed that are required to be reported in accordance with Section 510(a) of OMB Circular A-133?	Yes	<input checked="" type="checkbox"/> No
--	-----	--

Identification of major programs:

<u>Name of Federal Program or Cluster</u>	<u>CFDA Number</u>
<u>WIA - Cluster</u>	
WIA Adult Program	17.258
WIA Dislocated Worker Formula Grants	17.278
WIA - National Emergency Grants	17.277
Community Services Block Grant	93.569
Temporary Assistance for Needy Families	93.558
<u>CCDF - Cluster</u>	
Child Care and Development Block Grant	93.575
Child Care Mandatory and Matching Funds of the Child Care and Development Fund	93.596
Head Start	93.600

Dollar threshold used to distinguish between Type A and Type B programs:	<u>\$915,738</u>
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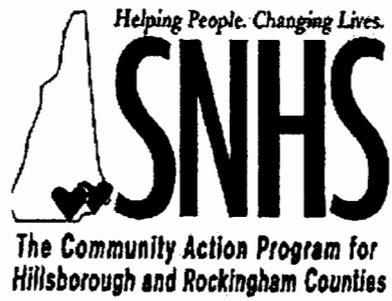
Auditee qualified as low-risk auditee?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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Section II Financial Statement Findings

No matters are reportable.

Section III Federal Award Findings and Questioned Costs

No matters are reportable.



SOUTHERN NEW HAMPSHIRE SERVICES, INC.

**COMBINED FINANCIAL STATEMENTS AND
SUPPLEMENTARY INFORMATION**

FOR THE YEARS ENDED JULY 31, 2013 AND 2012

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

FINANCIAL STATEMENTS

JULY 31, 2013 AND 2012

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OUELLETTE & ASSOCIATES, P.A.
CERTIFIED PUBLIC ACCOUNTANTS

Keith H. Allen, C.P.A., M.S.T.
Mark R. Carrier, C.P.A., C.V.A.
George A. Roberge, C.P.A.

Gary A. Wigant, C.P.A.
C. Joseph Wolverton, C.P.A., C.V.A.

Independent Auditor's Report

To the Board of Directors
Southern New Hampshire Services, Inc.
Manchester, New Hampshire

Report on the Financial Statements

We have audited the accompanying financial statements of Southern New Hampshire Services, Inc. (a nonprofit organization) which comprise the statement of financial position as of July 31, 2013, 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.

Auditor's 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 of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Organization'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 Organization'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 Southern New Hampshire Services, Inc. as of July 31, 2013, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Other Information

The financial statements of Southern New Hampshire Services, Inc. as of July 31, 2012, were audited by other auditors and are presented for comparative purposes. Those auditors expressed an unmodified opinion on those financial statements in their report dated April 30, 2013.

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The combining schedule of financial position and the combining schedule of activities are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued a report dated April 30, 2014 on our consideration of Southern New Hampshire Services, Inc.'s internal control over financial reporting and on our tests on its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of this 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 the internal control over financial reporting or on compliance. The report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Southern New Hampshire Services, Inc.'s internal control over financial reporting and compliance.

Ouellette & Associates, P.A.
Certified Public Accountants

April 30, 2014
Lewiston, Maine

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINED STATEMENTS OF FINANCIAL POSITION
 FOR THE YEARS ENDED JULY 31, 2013 AND 2012

<i>ASSETS</i>		
	<u>2013</u>	<u>2012</u>
CURRENT ASSETS		
Cash	\$ 5,903,425	\$ 6,278,621
Investments	5,132,222	2,560,800
Contracts receivable (net)	3,267,955	3,544,555
Accounts receivable (net)	171,722	38,961
Prepaid expenses	156,403	286,022
Total current assets	<u>14,631,727</u>	<u>12,708,959</u>
FIXED ASSETS		
Land	6,174,907	6,110,865
Buildings and improvements	74,682,375	64,963,007
Vehicles and equipment	2,266,784	2,054,043
Construction in progress	-	3,130,363
Total fixed assets	<u>83,124,066</u>	<u>76,258,278</u>
Less - accumulated depreciation	<u>(20,615,347)</u>	<u>(18,512,172)</u>
Net fixed assets	<u>62,508,719</u>	<u>57,746,106</u>
OTHER ASSETS		
Restricted cash	3,949,332	3,690,350
Miscellaneous other assets	428,401	438,349
Total other assets	<u>4,377,733</u>	<u>4,128,699</u>
TOTAL ASSETS	<u>\$ 81,518,179</u>	<u>\$ 74,583,764</u>
<i>LIABILITIES AND NET ASSETS</i>		
CURRENT LIABILITIES		
Accounts payable	\$ 357,265	\$ 534,375
Accrued payroll and payroll taxes	725,726	489,653
Accrued compensated absences	623,845	700,421
Accrued other liabilities	588,848	538,991
Deferred revenue	2,036,804	2,955,714
Over applied overhead	115,916	402,758
Tenant security deposits	283,073	272,432
Current portion of long-term debt	288,892	185,875
Total current liabilities	<u>5,020,369</u>	<u>6,080,219</u>
LONG-TERM LIABILITIES		
Long-term debt, less current portion	5,522,103	5,812,225
Capital advances	66,264,647	59,363,943
Total long-term liabilities	<u>71,786,750</u>	<u>65,176,168</u>
TOTAL LIABILITIES	<u>76,807,119</u>	<u>71,256,387</u>
NET ASSETS		
Unrestricted	<u>4,711,059</u>	<u>3,327,377</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 81,518,178</u>	<u>\$ 74,583,764</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC
 COMBINED STATEMENTS OF ACTIVITIES
 FOR THE YEARS ENDED JULY 31, 2013 AND 2012

	<i>2013</i>	<i>2012</i>
REVENUES		
Grant and contract support	\$ 35,821,702	\$ 39,204,276
Program service fees	658,277	773,869
Local funding	380,790	261,222
Rental income	6,979,990	6,455,382
Gifts and contributions	387,790	211,906
Interest and dividend income	65,515	5,229
Unrealized gain on investments	506,268	16,620
Transfer from RCA Acquisition	-	(99,592)
Miscellaneous	2,142,561	1,792,784
TOTAL REVENUES	46,942,893	48,621,696
EXPENSES		
Program services:		
Child Development	6,673,078	6,407,361
Community Services	1,244,487	1,401,685
Economic and Workforce Development	7,883,459	10,547,632
Energy	13,577,165	16,080,759
Hispanic-Latino Community Services	657,522	664,332
Housing and Homeless	234,137	229,264
Nutrition and Health	2,245,555	2,527,568
Special Projects	1,745,817	666,624
Volunteer Services	142,073	116,397
SNHS Management Corporation	2,181,224	1,728,474
Housing Corporations	7,424,231	6,586,162
Total program services	44,008,748	46,956,258
Support services:		
Management and general	1,550,463	1,716,731
TOTAL EXPENSES	45,559,211	48,672,989
CHANGE IN NET ASSETS	1,383,682	(51,293)
NET ASSETS - AUGUST 1, AS RESTATED	3,327,377	3,378,670
NET ASSETS - JULY 31	\$ 4,711,059	\$ 3,327,377

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES
 FOR THE YEAR ENDED JULY 31, 2013

	Program Services						Nutrition and Health
	Child Development	Community Services	Economic Workforce Development	Energy	Hispanic-Lat. Community Services	Housing and Homeless	
Payroll	\$ 3,959,212	\$ 745,436	\$ 2,428,233	\$ 1,454,628	\$ 374,012	\$ 103,890	\$ 985,597
Payroll taxes	409,538	66,982	233,804	148,681	41,032	10,520	96,576
Fringe benefits	929,261	84,874	354,882	284,221	37,199	11,809	165,184
Workers comp. insurance	29,186	3,579	6,678	7,088	2,433	1,232	12,529
Retirement benefits	207,343	55,452	116,693	71,561	7,150	4,306	53,826
Consultant and contractual	32,008	9,131	1,293,726	1,332,302	41,041	25,847	15,658
Travel and transportation	73,072	22,397	68,873	47,847	16,937	6,337	56,221
Conferences and meetings	596	15,498	4,700	6,102	4,106	150	690
Occupancy	471,197	27,029	839,883	109,710	49,206	-	113,483
Advertising	1,791	-	6,932	344	-	-	5,489
Supplies	200,700	56,561	52,798	62,897	5,989	43	63,751
Equip. rentals and maintenance	10,853	5,861	185,691	19,483	12,643	-	19,503
Insurance	12,655	30,155	4,322	11,262	1,485	-	5,314
Telephone	57,564	29,411	40,062	45,013	8,102	766	35,554
Postage	4,667	423	2,529	35,357	212	-	7,118
Printing and publications	7,554	3,319	479	1,258	1,156	-	8
Subscriptions	35	1,839	109	54	-	-	-
Program support	-	33,080	8,558	-	4,475	4,050	-
Interest	15,521	-	-	-	-	-	-
Depreciation	58,851	2,708	6,533	13,116	5,643	-	14,631
Assistance to clients	12,535	4,952	1,688,804	9,923,493	8,342	64,900	279,547
Other direct expense	124,642	32,107	538,091	1,906	-	280	312,319
Miscellaneous	53,561	13,693	1,079	842	36,359	7	2,557
In-kind	1,477,987	-	-	-	-	-	-
Loss on disposal of assets	736	-	-	-	-	-	-
SUBTOTAL	\$ 8,151,065	\$ 1,244,487	\$ 7,883,459	\$ 13,577,165	\$ 657,522	\$ 234,137	\$ 2,245,555
Over applied indirect costs	-	-	-	-	-	-	-
Eliminations	(1,477,987)	-	-	-	-	-	-
TOTAL	\$ 6,673,078	\$ 1,244,487	\$ 7,883,459	\$ 13,577,165	\$ 657,522	\$ 234,137	\$ 2,245,555

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES
 FOR THE YEAR ENDED JULY 31, 2013

	Program Services				Total Program Services	Support Services	
	Special Projects	Volunteer Services	Management Corporation	Housing Corporations		Management and General	Total Expenses
Payroll	\$ 90,034	\$ 88,776	\$ 358,451	\$ 1,414,854	\$ 12,003,123	\$ 1,184,977	\$ 13,188,100
Payroll taxes	8,512	8,490	40,498	140,825	1,205,458	100,143	1,305,601
Fringe benefits	11,949	11,655	75,199	253,502	2,219,735	149,888	2,369,623
Workers comp. insurance	1,121	187	35,530	41,374	140,937	7,348	148,285
Retirement benefits	6,649	4,203	23,391	94,275	644,849	100,709	745,558
Consultant and contractual	1,539,448	239	285,309	634,971	5,209,680	170,886	5,380,566
Travel and transportation	3,614	935	109,805	17,981	424,019	14,729	438,748
Conferences and meetings	8,369	1,630	45,009	2,097	88,947	2,450	91,397
Occupancy	7,235	-	148,955	2,493,111	4,259,809	64,516	4,324,325
Advertising	-	-	-	2,676	17,232	-	17,232
Supplies	488	13,248	8,361	49,437	514,273	38,454	552,727
Equip. rentals and maintenance	789	152	11,607	3,886	270,468	912	271,380
Insurance	101	977	17,162	356,154	439,587	6,102	445,689
Telephone	2,011	1,738	8,011	70,962	299,194	16,273	315,467
Postage	1	1,172	3,853	6,807	62,139	23,270	85,409
Printing and publications	4,950	1,343	1,064	-	21,131	7	21,138
Subscriptions	-	-	24	-	2,061	27	2,088
Program support	-	-	609,817	-	659,980	-	659,980
Interest	-	-	47,574	180,614	243,709	-	243,709
Depreciation	6,000	-	248,100	1,962,663	2,318,245	3	2,318,248
Assistance to clients	51,389	1,032	51,616	-	12,086,610	-	12,086,610
Other direct expense	2,761	689	300	11,454	1,024,549	684	1,025,233
Miscellaneous	396	5,607	15,749	9,155	139,005	1,027	140,032
In-kind	-	-	-	-	1,477,987	-	1,477,987
Loss on disposal of assets	-	-	12,920	134,657	148,313	-	148,313
SUBTOTAL	\$ 1,745,817	\$ 142,073	\$ 2,158,305	\$ 7,881,455	\$ 45,921,040	\$ 1,882,405	\$ 47,803,445
Over applied indirect costs	-	-	22,919	-	22,919	(331,942)	(309,023)
Eliminations	-	-	-	(457,224)	(1,935,211)	-	(1,935,211)
TOTAL	\$ 1,745,817	\$ 142,073	\$ 2,181,224	\$ 7,424,231	\$ 44,008,748	\$ 1,550,463	\$ 45,559,211

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES
 FOR THE YEAR ENDED JULY 31, 2012

	Child Development	Program Services					Nutrition and Health
		Community Services	Economic Workforce Development	Energy	Hispanic-Lat. Community Services	Housing and Homeless	
Payroll	\$ 3,825,074	\$ 787,269	\$ 2,143,949	\$ 1,546,141	\$ 421,040	\$ 91,718	\$ 1,159,479
Payroll taxes	398,437	70,054	203,063	158,256	48,567	9,885	120,138
Fringe benefits	890,191	109,347	320,183	325,680	40,891	13,275	183,241
Workers comp. insurance	31,080	3,260	4,504	8,675	2,496	934	14,818
Retirement benefits	191,077	62,962	107,908	82,722	8,433	833	51,764
Consultant and contractual	75,795	56,713	4,100,891	3,369,661	39,896	27,638	50,755
Travel and transportation	70,247	12,042	70,790	74,137	24,722	5,330	73,996
Conferences and meetings	2,329	16,569	3,999	15,544	3,217	-	939
Occupancy	444,161	34,851	876,462	97,122	21,829	4,518	131,349
Advertising	1,559	-	2,400	310	259	-	4,250
Supplies	169,401	10,460	30,241	46,386	9,687	-	79,612
Equip. rentals and maintenance	32,047	14,387	208,001	19,127	(219)	1	11,207
Insurance	20,692	52,303	3,770	27,856	113	-	10,285
Telephone	57,683	32,917	49,721	43,737	7,144	1,074	44,620
Postage	5,838	1,175	5,807	41,881	447	423	5,883
Printing and publications	8,958	585	1,039	43	2,149	-	-
Subscriptions	-	2,318	-	-	-	-	-
Program support	-	44,710	4,755	-	4,250	39,227	-
Interest	15,706	-	-	-	-	-	-
Depreciation	26,746	2,708	5,857	20,338	2,608	-	14,444
Amortization	-	-	-	-	-	-	-
Assistance to clients	5,770	-	2,103,841	10,164,607	200	29,543	247,078
Other direct expense	98,570	33,741	299,220	37,491	-	-	319,809
Miscellaneous	36,000	53,312	1,231	1,045	26,603	4,865	3,901
in-kind	1,151,924	-	-	-	-	-	-
Loss on disposal of assets	-	-	-	-	-	-	-
SUBTOTAL	\$ 7,559,285	\$ 1,401,685	\$ 10,547,632	\$ 16,080,759	\$ 664,332	\$ 229,264	\$ 2,527,568
Over applied indirect costs	(1,151,924)	-	-	-	-	-	-
Eliminations	\$ 6,407,361	\$ 1,401,685	\$ 10,547,632	\$ 16,080,759	\$ 664,332	\$ 229,264	\$ 2,527,568
TOTAL							

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES
 FOR THE YEAR ENDED JULY 31, 2012

	Program Services						Management and General	Total Expenses
	Special Projects	Volunteer Services	SNHS Management Corporation	Housing Corporations	Total Program Services	Support Services		
Payroll	\$ 94,033	\$ 82,042	\$ 371,332	\$ 1,341,642	\$ 11,863,719	\$ 1,081,576	\$ 12,945,295	
Payroll taxes	8,789	7,658	37,975	133,346	1,196,168	90,219	1,286,387	
Fringe benefits	5,875	14,437	80,227	277,691	2,261,038	145,437	2,406,475	
Workers comp. insurance	912	172	5,812	38,192	110,855	6,401	117,256	
Retirement benefits	8,035	4,290	27,788	89,313	635,125	92,451	727,576	
Consultant and contractual	463,876	237	230,704	604,923	9,021,089	114,264	9,135,353	
Travel and transportation	4,188	706	111,389	20,336	467,883	18,969	486,852	
Conferences and meetings	15,102	-	49,899	3,975	111,573	4,889	116,462	
Occupancy	7,736	-	303,213	2,312,369	4,233,612	70,232	4,303,844	
Advertising	-	-	-	1,782	10,560	-	10,560	
Supplies	1,027	1,978	8,877	35,200	392,869	33,998	426,867	
Equip. rentals and maintenance	765	128	(20,715)	2,049	266,778	1,359	268,137	
Insurance	-	936	30,877	382,291	529,123	9,705	538,828	
Telephone	1,950	2,110	11,571	64,062	316,589	14,375	330,964	
Postage	28	971	1,333	6,420	70,206	19,258	89,464	
Printing and publications	4,880	350	685	-	18,689	-	18,689	
Subscriptions	-	-	295	-	2,613	-	2,613	
Program support	-	-	105,285	-	198,227	-	198,227	
Interest	-	-	48,355	205,972	270,033	-	270,033	
Depreciation	6,000	-	230,651	1,411,375	1,720,727	626	1,721,353	
Amortization	-	-	-	6,808	6,808	-	6,808	
Assistance to clients	42,309	106	44,948	-	12,638,402	-	12,638,402	
Other direct expense	-	152	349	15,841	805,173	1,381	806,554	
Miscellaneous	1,119	124	13,735	5,336	147,271	22,639	169,910	
In-kind	-	-	-	-	1,151,924	-	1,151,924	
Loss on disposal of assets	-	-	33,889	56,501	90,390	-	90,390	
SUBTOTAL	\$ 666,624	\$ 116,397	\$ 1,728,474	\$ 7,015,424	\$ 48,537,444	\$ 1,727,779	\$ 50,265,223	
Over applied indirect costs	-	-	-	(429,262)	(1,581,186)	(11,048)	(1,581,186)	
Eliminations	-	-	-	-	-	-	-	
TOTAL	\$ 666,624	\$ 116,397	\$ 1,728,474	\$ 6,586,162	\$ 46,956,258	\$ 1,716,731	\$ 48,672,989	

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

COMBINED STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED JULY 31, 2013 AND 2012

	<u>2013</u>	<u>2012</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 1,383,682	\$ (51,293)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	2,318,248	1,721,353
Amortization	-	6,808
Loss on disposal of assets	148,313	90,390
Unrealized gain on investments	(506,268)	(16,620)
(Increase) decrease operating assets:		
Contracts receivable	276,600	1,660,191
Accounts receivable	(132,761)	293,924
Prepaid expenses	129,619	37,031
Increase (decrease) in operating liabilities:		
Accounts payable	(177,107)	(108,207)
Accrued payroll and payroll taxes	236,075	(30,413)
Accrued comp. absences	(76,575)	(57,606)
Accrued other liabilities	49,858	266,479
Deferred revenue	(918,912)	(441,061)
Over applied overhead	(286,842)	14,159
Tenant security deposits	10,642	7,096
Total adjustments	<u>1,070,890</u>	<u>3,443,524</u>
NET CASH FLOWS FROM OPERATING ACTIVITIES	<u>2,454,572</u>	<u>3,392,231</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of fixed assets	(7,229,171)	(8,082,032)
Purchase of investments	(2,065,154)	(345,888)
Deposit to restricted cash accounts	(258,995)	(627,723)
Other financing activities	9,947	(146,310)
NET CASH FLOWS FROM INVESTING ACTIVITIES	<u>(9,543,368)</u>	<u>(9,201,953)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from long-term debt	-	7,787,152
Payments on long-term debt	(187,105)	(1,126,123)
Net proceeds from capital advances	<u>6,900,704</u>	<u>-</u>
NET CASH FLOWS FROM FINANCING ACTIVITIES	<u>6,713,599</u>	<u>6,661,029</u>
CHANGE IN CASH AND CASH EQUIVALENTS	(375,197)	851,307
CASH AND CASH EQUIVALENTS - AUGUST 1	<u>6,278,621</u>	<u>5,427,314</u>
CASH AND CASH EQUIVALENTS - JULY 31	<u>\$ 5,903,424</u>	<u>\$ 6,278,621</u>
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash paid during the year for:		
Interest	<u>\$ 243,709</u>	<u>\$ 270,033</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS

JULY 31, 2013 AND 2012

NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of the Organization

Southern New Hampshire Services, Inc. is an umbrella corporation that offers an array of services to the elderly, disabled, and low-income households in New Hampshire's Hillsborough County and Rockingham County. The Organization's programs provide assistance in the areas of education, child development, employment, energy and its conservation, housing and homelessness prevention. The organization is committed to providing respectful support service and assisting individuals and families in achieving self-sufficiency by helping them overcome the causes of poverty. The primary source of revenues is derived from governmental contracts. Services are provided through:

Southern New Hampshire Services, Inc.
SNHS Management Corporation
SNHS Elderly Housing, Inc.
SNHS Elderly Housing II, Inc.
SNHS Elderly Housing III, Inc.
SNHS Elderly Housing IV, Inc.
SNHS Elderly Housing V, Inc.
SNHS Elderly Housing VI, Inc.
SNHS Elderly Housing VII, Inc.
SNHS Elderly Housing VIII, Inc.
SNHS Elderly Housing IX, Inc.
SNHS Elderly Housing X, Inc.

SNHS Elderly Housing XI, Inc.
Rural Housing for the Elderly, Inc.
Rural Housing for the Elderly II, Inc.
Sundial Elderly Housing, Inc.
SNHS Ashland Elderly Housing, Inc.
SNHS Farmington Elderly Housing, Inc.
SNHS Greenfield Elderly Housing, Inc.
SNHS North Berwick Elderly Housing, Inc.
SNHS Northwood Elderly Housing, Inc.
SNHS Pittsburg Elderly Housing, Inc.
SNHS Raymond Elderly Housing, Inc.

Basis of Presentation

The Organization prepares its combined financial statements in accordance with accounting principles generally accepted in the United States of America, which involves the application of accrual accounting; consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred. Net assets, revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

Unrestricted net assets – Unrestricted net assets of the Organization are net assets that are neither permanently restricted nor temporarily restricted by donor-imposed restrictions.

Temporarily restricted net assets – Temporarily restricted net assets are net assets resulting from contributions and other inflows of assets whose use by the Organization is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of the Organization pursuant to those stipulations.

Permanently restricted net assets – Permanently restricted net assets are net assets resulting from contributions and other inflows of assets whose use by the Organization is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the Organization.

The Organization has no temporarily restricted or permanently restricted net assets at July 31, 2013 and 2012.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS

JULY 31, 2013 AND 2012

NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Combined Financial Statements

All significant intercompany items and transactions have been eliminated from the basic combined financial statements. The combined financial statements include the accounts of the following corporations because Southern New Hampshire Services, Inc. controls more than 50% of the voting power.

Southern New Hampshire Services, Inc.
SNHS Management Corporation
SNHS Elderly Housing, Inc.
SNHS Elderly Housing II, Inc.
SNHS Elderly Housing III, Inc.
SNHS Elderly Housing IV, Inc.
SNHS Elderly Housing V, Inc.
SNHS Elderly Housing VI, Inc.
SNHS Elderly Housing VII, Inc.
SNHS Elderly Housing VIII, Inc.
SNHS Elderly Housing IX, Inc.
SNHS Elderly Housing X, Inc.

SNHS Elderly Housing XI, Inc.
Rural Housing for the Elderly, Inc.
Rural Housing for the Elderly II, Inc.
Sundial Elderly Housing, Inc.
SNHS Ashland Elderly Housing, Inc.
SNHS Farmington Elderly Housing, Inc.
SNHS Greenfield Elderly Housing, Inc.
SNHS North Berwick Elderly Housing, Inc.
SNHS Northwood Elderly Housing, Inc.
SNHS Pittsburg Elderly Housing, Inc.
SNHS Raymond Elderly Housing, Inc.

Use of Estimates

The preparation of combined financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results may differ from these amounts.

Cash and Cash Equivalents

For the purpose of the combined statements of cash flows, the Organization considers all unrestricted highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

Revenue Recognition

The Organization's revenue is recognized primarily from federal and state grants and contracts generally structured as reimbursed contracts for services and therefore revenue is recognized based on when their individual allowable budgeted expenditures occur. Federal and state grant revenue comprised 73% and 79% of total revenue in the fiscal years ended July 31, 2013 and 2012, respectively.

Accounts and Contracts Receivable

All accounts and contracts receivable are stated at the amount management expect to collect from balances outstanding at year-end. Receivables are recorded on the accrual basis of accounting primarily based on reimbursable contracts, grants and agreements. Balances outstanding after management has used reasonable collection efforts are written off through a charge to bad debt expense and a credit to the applicable accounts receivable. Management does not believe an allowance for uncollectible accounts receivable is necessary at July 31, 2013 and 2012.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Contributions and In-Kind Donations

Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires, (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the combined statements of activities as net assets released from restrictions. In-kind revenues and expenses represent fair market value of volunteer services and non-paid goods which were donated to the Organization during the current fiscal year. All in-kind revenues in the fiscal year 2013 and 2012 were generated through the Head Start programs.

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 combined statements of financial position. Unrealized gains and losses are included in the change in net assets in the accompanying combined statements of activities.

Fixed Assets

Fixed assets acquired by the Organization are capitalized at cost if purchased or fair value if donated. It is the Organization's policy to capitalize expenditures for these items in excess of \$5,000. Major additions and renewals are capitalized, while repairs and maintenance are expensed as incurred. Depreciation is calculated using the straight-line basis over the estimated useful lives of the assets, which range from three to forty years. Depreciation expense for July 31, 2013 and 2012 was \$2,318,248 and \$1,721,353, respectively.

Fixed assets purchased with grant funds are owned by the Organization while used in the program for which they were purchased or in other future authorized programs. However, the various funding sources have a reversionary interest in the fixed assets purchased with grant funds. The disposition of fixed assets, as well as the ownership of any proceeds is subject to funding source regulations.

Inventory

Inventory is stated at lower of cost or market. Cost is determined generally on the first-in, first-out basis.

Current Vulnerabilities Due to Certain Concentrations

The Organization maintains its cash balances at several financial institutions located in New Hampshire and Maine. The balances are insured by the Federal Deposit Insurance Organization (FDIC) up to \$250,000 per financial institution. In addition, on October 2, 2008, the Organization entered into an agreement with its principal banking partner to collateralize deposits in excess of the FDIC insurance limitation on some accounts. As of July 31, 2013 and 2012, uninsured cash balances amounted to \$120,538 and \$0, respectively. It is the opinion of management that the solvency of the referenced financial institutions is not of particular concern at this time.

Advertising

The Organization uses advertising to promote programs among the people it serves. The production costs of advertising are expensed as incurred.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Functional Allocation of Expenses

The costs associated with providing program services and management and general support services are presented by natural classification on the combined statement of functional expenses and have been summarized on a functional basis on the combined statements of activities.

Income Taxes

The Organization qualifies as an organization exempt from income tax under Section 501 (c) (3) of the Internal Revenue Code.

Management has evaluated the Organization's tax positions and concluded that as of July 31, 2013 and 2012, the Organization does not believe that it has taken any tax positions that would require the recording of any additional tax benefits or liabilities within the next twelve months. Since tax matters are subject to some degree of uncertainty, there can be no assurance that the Organization's tax returns will not be challenged by the taxing authorities and that the Organization will not be subject to additional tax, penalties and interest as a result of such challenge. Generally, the Organization's tax returns remain subject to examination for three years after they were filed.

Subsequent Events

Management has made an evaluation of subsequent events through April 30, 2014, which represents the date on which the combined financial statements were available to be issued and determined that any subsequent events that would require recognition or disclosure have been considered in the preparation of these combined financial statements.

Reclassifications

Certain reclassifications have been made to the 2012 combined financial statement presentation to correspond to the current year's format. Net assets and changes in net assets are unchanged due to these reclassifications.

NOTE 2: RESTRICTED CASH

The housing projects are required to set aside amounts for the replacement of property and other expenditures. These amounts are set aside in separate accounts and generally are not available for operating purposes.

The housing projects are also required to put any surplus cash into a separate account. These accounts are also not available for operating purposes.

NOTE 3: FAIR VALUE MEASUREMENTS

FASB ASC 820, *Fair Value Measurements and Disclosures* establish a framework to measuring fair value within generally accepted accounting principles (GAAP). That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurement) and the lowest priority to unobservable inputs (level 3 measurements).

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 3: FAIR VALUE MEASUREMENTS (Continued)

The three levels of the fair value hierarchy under FASB ASC 820 are described as follows:

Level 1: Quoted prices in active markets for identical assets or liabilities.

Level 2: Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities. If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3: Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at July 31, 2013 and 2012.

Mutual Funds and Money Markets: Valued at the closing price reported on the active market on which the individual securities are traded.

The fair value by level of the Organization's investments consisted of the following as of July 31:

		<u>2013</u>			
		<u>Fair Value at reporting date</u>			
<u>Description</u>	<u>Cost</u>	<u>Fair Value</u>	Quoted prices in active markets for identical assets <u>(Level 1)</u>	Significant other observable inputs <u>(Level 2)</u>	Significant un- observable inputs <u>(Level 3)</u>
Money Market	\$2,000,000	\$2,000,000	\$2,000,000		
Mutual Funds	<u>2,148,867</u>	<u>3,132,222</u>	<u>3,132,222</u>	\$ _____ -	\$ _____ -
Total	<u>\$4,148,867</u>	<u>\$5,132,222</u>	<u>\$5,132,222</u>	<u>\$ _____ -</u>	<u>\$ _____ -</u>

		<u>2012</u>			
		<u>Fair Value at reporting date</u>			
<u>Description</u>	<u>Cost</u>	<u>Fair Value</u>	Quoted prices in active markets for identical assets <u>(Level 1)</u>	Significant other observable inputs <u>(Level 2)</u>	Significant un- observable inputs <u>(Level 3)</u>
Mutual Funds	\$2,087,825	\$2,560,800	\$2,560,800	\$ _____ -	\$ _____ -
Total	<u>\$2,087,825</u>	<u>\$2,560,800</u>	<u>\$2,560,800</u>	<u>\$ _____ -</u>	<u>\$ _____ -</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 4: INVESTMENTS

The following is a summary of investments as of July 31:

	2013			2012		
	Cost	Fair Market Value	Unrealized Gains	Cost	Fair Market Value	Unrealized Gains
Money Market	\$2,000,000	\$2,000,000	\$ -	\$ -	\$ -	\$ -
Mutual Funds	<u>2,148,867</u>	<u>3,132,222</u>	<u>983,355</u>	<u>2,087,825</u>	<u>2,560,800</u>	<u>472,975</u>
Total	<u>\$4,148,867</u>	<u>\$5,132,222</u>	<u>\$ 983,355</u>	<u>\$2,087,825</u>	<u>\$2,560,800</u>	<u>\$ 472,975</u>

The activities of the Organization's investment account are summarized as follows:

	2013	2012
Fair Value – August 1	\$2,560,800	\$2,198,292
Additions	2,065,154	345,888
Distributions	-	-
Realized gains	-	-
Unrealized gains	<u>506,268</u>	<u>16,620</u>
Fair Value – July 31	<u>\$5,132,222</u>	<u>\$2,560,800</u>

NOTE 5: CONTINGENT LIEN J. BROWN HOMESTEAD PROPERTY

In 1999, the town of Raymond, New Hampshire, conveyed land and buildings to Rockingham Community Action (RCA) for \$1 and a mortgage lien of \$604,418. The buildings contain four apartments limited to low-income seniors, office space for the Outreach operations, space for the Food Pantry operation, and a common meeting room for use by Town of Raymond organizations. The Town of Raymond included a requirement that the property be used for a social service center for a period of 20 years, called the benefit period, after which this requirement terminates.

RCA granted the Town of Raymond a lien on the property, such lien to be paid from the proceeds of any sale in the event that RCA sells or otherwise conveys the property within 20 years from the date of the mortgage (1999), or if not paid at the time of the sale will run with the land to any subsequent purchaser for the remaining benefit period. This mortgage lien has no scheduled principle or interest payments and is forgivable at a rate of 1/20 each year of the benefit period until it is completely forgiven in year 2019. The value of this lien at July 31, 2013 and 2012 is \$211,547 and \$241,768, respectively.

The appraised value of the land and buildings at the time of the donation was \$220,000. RCA has operated its Raymond Community Action Center at the property since the transfer and plans to continue to do so. Therefore, since RCA has no plans to sell or transfer this property the contingent mortgage lien liability has not been included on these financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 6: LONG-TERM DEBT

	<u>2013</u>	<u>2012</u>
<u>SNHS, Inc.</u>		
Mortgage payable to City of Manchester, secured by real estate located in Manchester, NH. A balloon payment of \$11,275 was due on June 30, 2010. Interest is at 0.000%.	\$ 11,275	\$ 11,275
Mortgage payable to bank, secured by real estate located on Temple St., Nashua, NH, payable in fixed monthly principal installments of \$1,833 plus interest through 2020. Interest is at 4.000%.	370,669	392,669
<u>SNHS Management Corporation</u>		
Mortgage payable to bank, secured by real estate located on Allds St., Nashua, NH, payable in monthly installments of \$1,789 including interest through 2013. Interest is at 6.480%.	-	17,879
Mortgage payable to bank, secured by real estate located on Pine St., Manchester, NH, payable in monthly installments of \$2,678 including interest through 2013. Interest is at 6.460%.	-	18,320
Mortgage payable to bank, secured by real estate located on West Pearl St., Nashua, NH. Mortgage will be forgiven only if real estate remains low income housing for 40 years. Interest is at 0.000%.	170,000	170,000
Mortgage payable to bank secured by real estate located on Silver St., Manchester, NH, payable in monthly installments of \$2,731 including interest through 2014. Interest is at 6.030%.	154,688	177,246
Mortgage payable to bank, secured by real estate located on Allds St., Nashua, NH, payable in fixed monthly principal installments of \$2,613 plus interest through 2016. Interest is at 2.996%.	245,625	276,981
Mortgage payable to MH Parsons and Sons Lumber, secured by real estate located in Derry, NH, payable in monthly installments of \$3,715 including interest through 2031. Interest is at 5.500%.	<u>512,740</u>	<u>528,637</u>
Subtotal	<u>\$ 1,464,997</u>	<u>\$1,593,007</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 6: LONG-TERM DEBT (Continued)

	<u>2013</u>	<u>2012</u>
Subtotal Carried Forward	\$ 1,464,997	\$1,593,007
<u>Housing Corporations</u>		
Mortgage payable between Key Bank and SNHS Rural Housing for the Elderly, Inc., secured by real estate located in Greenville, NH, payable in monthly installments of \$14,044 including interest through 2040. Interest is at 5.120%.	2,473,538	2,514,282
Mortgage payable between Oppenheimer and SNHS Elderly Housing, Inc., secured by real estate located in Epping, NH, payable in monthly installments of \$5,932 including interest through 2047. Interest is at 3.950%.	1,327,460	1,345,811
Mortgage payable between the Town of Northwood and SNHS Northwood Elderly Housing, Inc., secured by real estate located in Northwood, NH. Mortgage will be forgiven if real estate remains low income housing for 20 years and the entity does not generate residual receipts. Interest is at 0.000%.	95,000	95,000
Mortgage payable between NHHFA and SNHS Greenfield Elderly Housing, Inc., secured by real estate located in Greenfield, NH. Mortgage payments are based upon surplus cash. Remaining balance due in 2040 or upon sale of the property. Interest is at 0.000%.	<u>450,000</u>	<u>450,000</u>
	\$ 5,810,995	\$ 5,998,100
Less: Current Portion	<u>288,892</u>	<u>185,875</u>
Long-term debt, net of current portion	\$ <u>5,522,103</u>	\$ <u>5,812,225</u>

Principal maturities for long-term debt for the subsequent fiscal years from July 31, 2013, are as follows:

2014	\$ 288,892
2015	138,160
2016	293,874
2017	115,331
2018	119,923
Thereafter	<u>4,854,815</u>
Total	<u>\$5,810,995</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 7: CAPITAL ADVANCES

	<u>2013</u>	<u>2012</u>
<u>Housing Corporations</u>		
Capital advance between HUD and Rural Housing for the Elderly II, Inc., secured by real estate located in Nashua, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	\$ 3,167,200	\$ 3,167,200
Capital advance between HUD and Sundial Elderly Housing, Inc., secured by real estate located in Nashua, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is 0.000%.	4,081,600	4,086,600
Capital advance between HUD and SNHS Northwood Elderly Housing, Inc., secured by real estate located in Northwood, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	3,460,700	3,460,700
Capital advance between HUD and SNHS Farmington Elderly Housing, Inc., secured by real estate located in Manchester, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,827,000	2,827,000
Capital advance between HUD and SNHS Elderly Housing V, Inc., secured by real estate located in Manchester, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,948,700	2,948,700
Capital advance between HUD and SNHS Elderly Housing II, Inc., secured by real estate located in Rochester, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%	2,485,859	2,485,859
Capital advance between HUD and SNHS Elderly Housing III, Inc., secured by real estate located in Rochester, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	<u>3,522,500</u>	<u>3,522,500</u>
Subtotal	<u>\$ 22,493,559</u>	<u>\$22,498,559</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 7: CAPITAL ADVANCES (Continued)

	<u>2013</u>	<u>2012</u>
Subtotal Carried Forward	\$ 22,493,559	\$22,498,559
Capital advance between HUD and SNHS Elderly Housing II, Inc., secured by real estate located in Rochester, NH. Capital advance will be forgiven in real estate remains low income housing for 40 years. Interest is at 0.000%.	2,966,900	2,966,900
Capital advance between HUD and Rural Housing for the Elderly II, Inc., secured by real estate located in Nashua, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,337,800	2,337,800
Capital advance between HUD and SNHS Elderly Housing IV, Inc., secured by real estate located in Nashua, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	4,412,500	4,412,500
Capital advance between HUD and SNHS Raymond Elderly Housing, Inc., secured by real estate located in Raymond, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	1,773,900	1,773,900
Capital advance between HUD and SNHS Pittsburg Elderly Housing, Inc., secured by real estate located in Pittsburg, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	1,481,082	1,479,700
Capital advance between HUD and SNHS North Berwick Elderly Housing, Inc., secured by real estate located in North Berwick, ME. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,016,800	2,016,800
Capital advance between HUD and SNHS Greenfield Elderly Housing, Inc., secured by real estate located in Greenfield, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	<u>1,545,300</u>	<u>1,545,300</u>
Subtotal	<u>\$ 39,027,841</u>	<u>\$39,031,459</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 7: CAPITAL ADVANCES (Continued)

	<u>2013</u>	<u>2012</u>
Subtotal Carried Forward	\$ 39,027,841	\$39,031,459
Capital advance between HUD and Ashland Elderly Housing, Inc., secured by real estate located in Ashland, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	3,426,100	3,426,100
Capital advance between HUD and SNHS Elderly Housing VI, Inc., secured by real estate located in Bristol, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,711,900	2,711,900
Capital advance between HUD and SNHS Elderly Housing VII, Inc., secured by real estate located in Manchester, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	5,143,400	5,143,400
Capital advance between HUD and SNHS Elderly Housing VII, Inc., secured by real estate located in Manchester, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	3,242,700	3,242,700
Capital advance between HUD and SNHS Elderly Housing VII, Inc., secured by real estate located in Manchester, NH. The advance is expected to be converted into a mortgage once construction has been completed. The Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,530,404	-
Capital advance between HUD and SNHS Elderly Housing VIII, Inc., secured by real estate located in Campton, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	<u>2,352,500</u>	<u>2,537,080</u>
Subtotal	<u>\$ 58,434,845</u>	<u>\$56,092,639</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 7: CAPITAL ADVANCES (Continued)

	<u>2013</u>	<u>2012</u>
Subtotal Carried Forward	\$ 58,434,845	\$56,092,639
Capital advance between HUD and SNHS Elderly Housing IX, Inc., secured by real estate located in Plymouth, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,341,700	1,911,105
Capital advance between HUD and SNHS Elderly Housing XI, Inc., secured by real estate located in Lancaster, NH. Capital advance will be forgiven in real estate remains low income housing for 40 years. Interest is at 0.000%.	3,136,902	-
Capital advance between HUD and SNHS Elderly Housing X, Inc., secured by real estate located in Woodstock, NH. Capital advance will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	<u>2,351,200</u>	<u>1,360,199</u>
Total	<u>\$ 66,264,647</u>	<u>\$ 59,363,943</u>

NOTE 8: OPERATING LEASES

The Organization leases various facilities and equipment under several operating leases. Total lease payments for the years ended July 31, 2013 and 2012 equaled \$834,208 and \$942,574, respectively. The leases expire at various times through August 2015. Some of the leases contain renewal options that are contingent upon federal funding and some contain renewal options subject to renegotiation of lease terms.

The following is a schedule of future minimum lease payments for the operating leases as of July 31, 2013:

2014	\$184,383
2015	124,117
2016	<u>20,322</u>
Total	<u>\$328,822</u>

NOTE 9: ACQUISITION

On July 1, 2011, Rockingham Community Action (RCA), a New Hampshire corporation, was acquired by the Organization. The merger is classified as an acquisition by SNHS of RCA for no monetary consideration. The Organization assumed all the assets, rights, powers, properties, debts, liabilities and obligations of RCA. The acquisition was recorded in two phases, phase one was recorded on July 1, 2011, resulting in a gain on acquisition of \$1,582,641. Phase two was recorded on November 1, 2011 and resulted in a loss on acquisition of \$99,592.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS
(Continued)

JULY 31, 2013 AND 2012

NOTE 10: RETIREMENT BENEFITS

The Organization has an Employer-Sponsored 403(b) plan offering coverage to all of its employees. Participating employees must contribute at least 5% of their wages, while the Organization contributes 10% of their wages. The pension expense for the years ended July 31, 2013 and 2012 was \$745,558 and \$727,576, respectively.

NOTE 11: RISKS AND UNCERTAINTIES

The Organization is operated in a heavily regulated environment. The operations of the Organization are subject to the administrative directives, rules and regulations of federal, state and local regulatory agencies. Such administrative directives, rules, and regulations are subject to change by an act of Congress or Legislature. Such changes may occur with little notice or inadequate funding to pay for the related cost, including the additional administrative burden, to comply with a change.

NOTE 12: CONTINGENCIES

The Organization receives contract funding from various sources. Under the terms of these agreements, the Organization is required to use the funds within a certain period and for purposes specified by the governing laws and regulations. If expenditures were found not to have been made in compliance with the laws and regulations, the Organization might be required to repay the funds. No provisions have been made for this contingency because specific amounts, if any, have not yet been determined.

NOTE 13: RESTATEMENT OF PRIOR YEAR NET ASSETS

The carrying value of the Capital Advance account, as related to Sundial Elderly Housing, Inc., was reduced to reflect additional information received from HUD subsequent to the issue date of the July 31, 2012 financial statements. The restatement changed the beginning net assets for the year ending July 31, 2012, but did not affect the change in net assets for that year. The restatement is as follows:

Net Assets – July 31, 2011, Previously Reported	\$ 3,187,052
Capital Advance correction	<u>191,618</u>
Net Assets – July 31, 2011, Restated	3,378,670
Change in Net Assets – Reported	<u>(51,293)</u>
Net Assets – July 31, 2012, Restated	<u>\$ 3,327,377</u>

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION
JULY 31, 2013

Schedule A

		10/14/15/30/40/ 50/80/81/82/81 0/845/1275	105	110
	SNHS, Inc.	SNHS Management Corporation	Rural Housing for the Elderly II Landing II	Rural Housing for the Elderly
ASSETS				
CURRENT ASSETS				
Cash	\$ 324,607	\$ 4,341,831	\$ 57,957	\$ 131,577
Investments	-	5,132,222	-	-
Contracts receivable (net)	3,101,953	160,854	-	5,088
Accounts receivable (net)	-	171,722	-	-
Prepaid expenses	27,129	17,773	13,641	17,539
Inventory	-	-	-	-
Due from other corporations	2,335,165	869,303	-	-
Total current assets	5,788,854	10,693,705	71,598	154,204
FIXED ASSETS				
Land	219,849	1,320,953	2,898	166,890
Buildings and improvements	1,525,302	4,835,349	3,249,909	3,638,598
Vehicles and equipment	820,345	446,227	20,879	280,036
Construction in progress	-	-	-	-
Total fixed assets	2,565,496	6,602,529	3,273,686	4,085,524
Less - accumulated depreciation	(1,168,580)	(2,430,482)	(1,031,352)	(2,363,231)
Net fixed assets	1,396,916	4,172,047	2,242,334	1,722,293
OTHER ASSETS				
Restricted cash	12,372	202,529	175,234	659,015
Miscellaneous other assets	-	137,555	-	145,918
Total other assets	12,372	340,084	175,234	804,933
TOTAL ASSETS	\$ 7,198,142	\$ 15,205,836	\$ 2,489,166	\$ 2,681,430
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 303,805	\$ 7,565	\$ 1,884	\$ 7,429
Accrued payroll and payroll taxes	361,235	312,462	3,180	5,984
Accrued compensated absences	-	623,845	-	-
Accrued other liabilities	239,460	1,757	4,200	24,861
Deferred revenue	2,026,194	-	23	1,525
Over applied overhead	115,916	-	-	-
Tenant security deposits	11,908	11,603	17,607	20,737
Due to other corporations	1,647,126	1,247,837	26,930	59,621
Current portion of long-term debt	24,255	202,913	-	42,697
Total current liabilities	4,729,899	2,407,982	53,824	162,854
LONG-TERM LIABILITIES				
Long-term debt, less current portion	357,690	880,139	-	2,430,841
Capital advances	-	-	3,167,200	-
Total long-term liabilities	357,690	880,139	3,167,200	2,430,841
TOTAL LIABILITIES	5,087,589	3,288,121	3,221,024	2,593,695
NET ASSETS				
Unrestricted	2,110,553	11,917,715	(731,858)	87,735
TOTAL LIABILITIES AND NET ASSETS	\$ 7,198,142	\$ 15,205,836	\$ 2,489,166	\$ 2,681,430

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF FINANCIAL POSITION
 JULY 31, 2013

Schedule A (Continued)

	120	130	140	145
	SNHS Elderly Housing	Sundial Elderly Housing	SNHS Northwood Elderly Housing	SNHS Elderly Housing VII
ASSETS				
CURRENT ASSETS				
Cash	\$ 29,642	\$ 73,459	\$ 41,945	\$ 57,935
Investments	-	-	-	-
Contracts receivable (net)	50	10	-	-
Accounts receivable (net)	-	-	-	-
Prepaid expenses	2,541	16,856	4,205	4,482
Inventory	-	-	-	-
Due from other corporations	-	-	-	-
Total current assets	<u>32,233</u>	<u>90,325</u>	<u>46,150</u>	<u>62,417</u>
FIXED ASSETS				
Land	85,542	342,450	75,801	662,211
Buildings and improvements	1,106,277	4,020,210	3,479,774	4,419,703
Vehicles and equipment	30,733	43,109	20,831	35,003
Construction in progress	-	-	-	-
Total fixed assets	<u>1,222,552</u>	<u>4,405,769</u>	<u>3,576,406</u>	<u>5,116,917</u>
Less - accumulated depreciation	<u>(639,024)</u>	<u>(1,689,379)</u>	<u>(661,771)</u>	<u>(373,583)</u>
Net fixed assets	<u>583,528</u>	<u>2,716,390</u>	<u>2,914,635</u>	<u>4,743,334</u>
OTHER ASSETS				
Restricted cash	288,144	259,988	82,684	110,928
Miscellaneous other assets	138,678	-	-	4,028
Total other assets	<u>426,822</u>	<u>259,988</u>	<u>82,684</u>	<u>114,956</u>
TOTAL ASSETS	<u>\$ 1,042,583</u>	<u>\$ 3,066,703</u>	<u>\$ 3,043,469</u>	<u>\$ 4,920,707</u>
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 969	\$ 3,391	\$ 1,076	\$ 906
Accrued payroll and payroll taxes	1,849	5,123	1,870	1,628
Accrued compensated absences	-	-	-	-
Accrued other liabilities	6,435	6,435	6,435	13,951
Deferred revenue	640	524	725	1,420
Over applied overhead	-	-	-	-
Tenant security deposits	6,309	26,743	10,356	11,408
Due to other corporations	102,576	39,823	34,300	16,775
Current portion of long-term debt	19,027	-	-	-
Total current liabilities	<u>137,805</u>	<u>82,039</u>	<u>54,762</u>	<u>46,088</u>
LONG-TERM LIABILITIES				
Long-term debt, less current portion	1,308,433	-	95,000	-
Capital advances	-	4,081,600	3,460,700	5,143,400
Total long-term liabilities	<u>1,308,433</u>	<u>4,081,600</u>	<u>3,555,700</u>	<u>5,143,400</u>
TOTAL LIABILITIES	<u>1,446,238</u>	<u>4,163,639</u>	<u>3,610,462</u>	<u>5,189,488</u>
NET ASSETS				
Unrestricted	<u>(403,655)</u>	<u>(1,096,936)</u>	<u>(566,993)</u>	<u>(268,781)</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 1,042,583</u>	<u>\$ 3,066,703</u>	<u>\$ 3,043,469</u>	<u>\$ 4,920,707</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF FINANCIAL POSITION
 JULY 31, 2013

Schedule A (Continued)

	146	147	149	150
	OLPH II		O.I.P.H. II Construction	SNHS Farmington Elderly Housing
ASSETS				
CURRENT ASSETS				
Cash	\$ 41,999	\$ 5,183	\$ 50	\$ 63,426
Investments	-	-	-	-
Contracts receivable (net)	-	-	-	-
Accounts receivable (net)	-	-	-	-
Prepaid expenses	2,779	-	-	2,174
Inventory	-	-	-	-
Due from other corporations	-	-	447,553	-
Total current assets	44,778	5,183	447,603	65,600
FIXED ASSETS				
Land	570,320	-	-	267,538
Buildings and improvements	2,634,254	16,744	2,105,306	2,716,410
Vehicles and equipment	24,100	-	18,124	28,403
Construction in progress	-	-	-	-
Total fixed assets	3,228,674	16,744	2,123,430	3,012,351
Less - accumulated depreciation	(135,950)	-	-	(1,113,223)
Net fixed assets	3,092,724	16,744	2,123,430	1,899,128
OTHER ASSETS				
Restricted cash	67,442	14,971	-	76,847
Miscellaneous other assets	2,222	-	-	-
Total other assets	69,664	14,971	-	76,847
TOTAL ASSETS	\$ 3,207,166	\$ 36,898	\$ 2,571,033	\$ 2,041,575
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 191	\$ 559	\$ 37	\$ 2,117
Accrued payroll and payroll taxes	1,696	-	-	2,318
Accrued compensated absences	-	-	-	-
Accrued other liabilities	10,966	557	40,592	22,104
Deferred revenue	386	-	-	-
Over applied overhead	-	-	-	-
Tenant security deposits	7,169	4,912	-	13,329
Due to other corporations	27,895	27,466	-	18,027
Current portion of long-term debt	-	-	-	-
Total current liabilities	48,303	33,494	40,629	57,895
LONG-TERM LIABILITIES				
Long-term debt, less current portion	-	-	-	-
Capital advances	3,242,700	-	2,530,404	2,827,000
Total long-term liabilities	3,242,700	-	2,530,404	2,827,000
TOTAL LIABILITIES	3,291,003	33,494	2,571,033	2,884,895
NET ASSETS				
Unrestricted	(83,837)	3,404	-	(843,320)
TOTAL LIABILITIES AND NET ASSETS	\$ 3,207,166	\$ 36,898	\$ 2,571,033	\$ 2,041,575

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF FINANCIAL POSITION
 JULY 31, 2013

Schedule A (Continued)

	155	160	170	175
	SNHS Elderly Housing V	SNHS Elderly Housing II - Roberge	SNHS Elderly Housing III	SNHS Elderly Housing II - Chasse
ASSETS				
CURRENT ASSETS				
Cash	\$ 63,536	\$ 57,954	\$ 68,623	\$ 55,620
Investments	-	-	-	-
Contracts receivable (net)	-	-	-	-
Accounts receivable (net)	-	-	-	-
Prepaid expenses	1,950	-	5,885	5,307
Inventory	-	-	-	-
Due from other corporations	-	-	-	-
Total current assets	<u>65,486</u>	<u>57,954</u>	<u>74,508</u>	<u>60,927</u>
FIXED ASSETS				
Land	150,000	126,045	288,401	7,420
Buildings and improvements	2,731,835	2,479,717	3,333,599	2,977,084
Vehicles and equipment	82,274	31,722	21,327	23,377
Construction in progress	-	-	-	-
Total fixed assets	<u>2,964,109</u>	<u>2,637,484</u>	<u>3,643,327</u>	<u>3,007,881</u>
Less - accumulated depreciation	<u>(549,817)</u>	<u>(1,144,542)</u>	<u>(1,252,726)</u>	<u>(755,422)</u>
Net fixed assets	<u>2,414,292</u>	<u>1,492,942</u>	<u>2,390,601</u>	<u>2,252,459</u>
OTHER ASSETS				
Restricted cash	63,820	125,477	301,994	148,549
Miscellaneous other assets	-	-	-	-
Total other assets	<u>63,820</u>	<u>125,477</u>	<u>301,994</u>	<u>148,549</u>
TOTAL ASSETS	<u>\$ 2,543,598</u>	<u>\$ 1,676,373</u>	<u>\$ 2,767,103</u>	<u>\$ 2,461,935</u>
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 1,984	\$ 4,812	\$ 2,177	\$ 727
Accrued payroll and payroll taxes	1,918	2,680	3,532	2,662
Accrued compensated absences	-	-	-	-
Accrued other liabilities	29,044	4,874	6,435	4,175
Deferred revenue	380	482	701	692
Over applied overhead	-	-	-	-
Tenant security deposits	9,392	13,266	17,711	11,755
Due to other corporations	14,398	33,412	32,146	22,818
Current portion of long-term debt	-	-	-	-
Total current liabilities	<u>57,116</u>	<u>59,526</u>	<u>62,702</u>	<u>42,829</u>
LONG-TERM LIABILITIES				
Long-term debt, less current portion	-	-	-	-
Capital advances	<u>2,948,700</u>	<u>2,485,859</u>	<u>3,522,500</u>	<u>2,966,900</u>
Total long-term liabilities	<u>2,948,700</u>	<u>2,485,859</u>	<u>3,522,500</u>	<u>2,966,900</u>
TOTAL LIABILITIES	<u>3,005,816</u>	<u>2,545,385</u>	<u>3,585,202</u>	<u>3,009,729</u>
NET ASSETS				
Unrestricted	<u>(462,218)</u>	<u>(869,012)</u>	<u>(818,099)</u>	<u>(547,794)</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 2,543,598</u>	<u>\$ 1,676,373</u>	<u>\$ 2,767,103</u>	<u>\$ 2,461,935</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF FINANCIAL POSITION
 JULY 31, 2013

	180	185	190	200
	Rural Housing for the Elderly II - Landing I	SNHS Elderly Housing IV	SNHS Raymond Elderly Housing	SNHS Pittsburg Elderly Housing
ASSETS				
CURRENT ASSETS				
Cash	\$ 47,314	\$ 71,482	\$ 83,848	\$ 15,792
Investments	-	-	-	-
Contracts receivable (net)	-	-	-	-
Accounts receivable (net)	-	-	-	-
Prepaid expenses	10,267	-	-	2,198
Inventory	-	-	-	-
Due from other corporations	-	-	-	-
Total current assets	<u>57,581</u>	<u>71,482</u>	<u>83,848</u>	<u>17,990</u>
FIXED ASSETS				
Land	7,898	163,377	118,481	17,190
Buildings and improvements	2,502,229	4,325,072	1,754,048	1,598,635
Vehicles and equipment	14,382	21,625	29,433	10,472
Construction in progress	-	-	-	-
Total fixed assets	<u>2,524,509</u>	<u>4,510,074</u>	<u>1,901,962</u>	<u>1,626,297</u>
Less - accumulated depreciation	(869,163)	(882,455)	(717,284)	(624,027)
Net fixed assets	<u>1,655,346</u>	<u>3,627,619</u>	<u>1,184,678</u>	<u>1,002,270</u>
OTHER ASSETS				
Restricted cash	140,525	193,295	163,465	69,300
Miscellaneous other assets	-	-	-	-
Total other assets	<u>140,525</u>	<u>193,295</u>	<u>163,465</u>	<u>69,300</u>
TOTAL ASSETS	<u>\$ 1,853,452</u>	<u>\$ 3,892,396</u>	<u>\$ 1,431,991</u>	<u>\$ 1,089,560</u>
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 3,619	\$ 1,440	\$ 790	\$ 1,402
Accrued payroll and payroll taxes	3,067	2,790	1,849	1,347
Accrued compensated absences	-	-	-	-
Accrued other liabilities	4,200	25,058	28,610	8,254
Deferred revenue	-	-	-	393
Over applied overhead	-	-	-	-
Tenant security deposits	12,288	15,840	8,397	4,725
Due to other corporations	22,182	20,634	28,517	124,058
Current portion of long-term debt	-	-	-	-
Total current liabilities	<u>45,356</u>	<u>65,762</u>	<u>68,163</u>	<u>140,179</u>
LONG-TERM LIABILITIES				
Long-term debt, less current portion	-	-	-	-
Capital advances	2,337,800	4,412,500	1,773,900	1,481,082
Total long-term liabilities	<u>2,337,800</u>	<u>4,412,500</u>	<u>1,773,900</u>	<u>1,481,082</u>
TOTAL LIABILITIES	<u>2,383,156</u>	<u>4,478,262</u>	<u>1,842,063</u>	<u>1,621,261</u>
NET ASSETS				
Unrestricted	(529,704)	(585,866)	(410,072)	(531,701)
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 1,853,452</u>	<u>\$ 3,892,396</u>	<u>\$ 1,431,991</u>	<u>\$ 1,089,560</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION

JULY 31, 2013

	210	220	230	235
	SNHS North Berwick Elderly Housing	SNHS Greenfield Elderly Housing	SNHS Ashland Elderly Housing	SNHS Elderly Housing VI
ASSETS				
CURRENT ASSETS				
Cash	\$ 49,947	\$ 38,919	\$ 42,872	\$ 18,047
Investments	-	-	-	-
Contracts receivable (net)	-	-	-	-
Accounts receivable (net)	-	-	-	-
Prepaid expenses	7,314	5,688	3,461	1,412
Inventory	-	-	-	-
Due from other corporations	-	-	-	-
Total current assets	<u>57,261</u>	<u>44,607</u>	<u>46,333</u>	<u>19,459</u>
FIXED ASSETS				
Land	138,744	64,244	295,000	309,800
Buildings and improvements	1,934,264	1,979,799	2,989,901	2,577,277
Vehicles and equipment	32,836	21,466	82,112	20,356
Construction in progress	-	-	-	-
Total fixed assets	<u>2,105,844</u>	<u>2,065,509</u>	<u>3,367,013</u>	<u>2,907,433</u>
Less - accumulated depreciation	<u>(649,780)</u>	<u>(625,940)</u>	<u>(462,566)</u>	<u>(289,812)</u>
Net fixed assets	<u>1,456,064</u>	<u>1,439,569</u>	<u>2,904,447</u>	<u>2,617,621</u>
OTHER ASSETS				
Restricted cash	107,940	178,344	389,911	27,214
Miscellaneous other assets	-	-	-	-
Total other assets	<u>107,940</u>	<u>178,344</u>	<u>389,911</u>	<u>27,214</u>
TOTAL ASSETS	<u>\$ 1,621,265</u>	<u>\$ 1,662,520</u>	<u>\$ 3,340,691</u>	<u>\$ 2,664,294</u>
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 1,212	\$ 2,311	\$ 3,079	\$ 555
Accrued payroll and payroll taxes	1,646	1,539	1,542	1,028
Accrued compensated absences	-	-	-	-
Accrued other liabilities	6,435	6,435	25,472	21,529
Deferred revenue	449	-	863	-
Over applied overhead	-	-	-	-
Tenant security deposits	8,608	7,070	9,084	5,762
Due to other corporations	34,565	33,738	15,704	36,543
Current portion of long-term debt	-	-	-	-
Total current liabilities	<u>52,915</u>	<u>51,093</u>	<u>55,744</u>	<u>65,417</u>
LONG-TERM LIABILITIES				
Long-term debt, less current portion	-	450,000	-	-
Capital advances	2,016,800	1,545,300	3,426,100	2,711,900
Total long-term liabilities	<u>2,016,800</u>	<u>1,995,300</u>	<u>3,426,100</u>	<u>2,711,900</u>
TOTAL LIABILITIES	<u>2,069,715</u>	<u>2,046,393</u>	<u>3,481,844</u>	<u>2,777,317</u>
NET ASSETS				
Unrestricted	<u>(448,450)</u>	<u>(383,873)</u>	<u>(141,153)</u>	<u>(113,023)</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 1,621,265</u>	<u>\$ 1,662,520</u>	<u>\$ 3,340,691</u>	<u>\$ 2,664,294</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION
JULY 31, 2013

	240	245	250	255
	SNHS Elderly Housing VIII	SNHS Elderly Housing IX	SNHS Elderly Housing X	SNHS Elderly Housing XI
ASSETS				
CURRENT ASSETS				
Cash	\$ 33,952	\$ 53,023	\$ 26,764	\$ 6,061
Investments	-	-	-	-
Contracts receivable (net)	-	-	-	-
Accounts receivable (net)	-	-	-	-
Prepaid expenses	936	1,203	1,663	-
Inventory	-	-	-	-
Due from other corporations	-	-	-	-
Total current assets	<u>34,888</u>	<u>54,226</u>	<u>28,427</u>	<u>6,061</u>
FIXED ASSETS				
Land	220,000	152,019	150,000	-
Buildings and improvements	2,281,821	2,349,581	2,347,246	-
Vehicles and equipment	19,078	19,200	23,554	-
Construction in progress	-	-	-	-
Total fixed assets	<u>2,520,899</u>	<u>2,520,800</u>	<u>2,520,800</u>	<u>-</u>
Less - accumulated depreciation	(83,176)	(60,303)	(41,759)	-
Net fixed assets	<u>2,437,723</u>	<u>2,460,497</u>	<u>2,479,041</u>	<u>-</u>
OTHER ASSETS				
Restricted cash	33,015	23,639	19,804	2,883
Miscellaneous other assets	-	-	-	-
Total other assets	<u>33,015</u>	<u>23,639</u>	<u>19,804</u>	<u>2,883</u>
TOTAL ASSETS	<u>\$ 2,505,626</u>	<u>\$ 2,538,362</u>	<u>\$ 2,527,272</u>	<u>\$ 8,944</u>
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 264	\$ 1,062	\$ 287	\$ 1,365
Accrued payroll and payroll taxes	662	662	682	775
Accrued compensated absences	-	-	-	-
Accrued other liabilities	16,200	15,340	9,034	-
Deferred revenue	970	-	437	-
Over applied overhead	-	-	-	-
Tenant security deposits	4,696	5,713	3,859	2,827
Due to other corporations	7,374	8,880	16,134	9,584
Current portion of long-term debt	-	-	-	-
Total current liabilities	<u>30,166</u>	<u>31,657</u>	<u>30,433</u>	<u>14,551</u>
LONG-TERM LIABILITIES				
Long-term debt, less current portion	-	-	-	-
Capital advances	2,352,500	2,341,700	2,351,200	-
Total long-term liabilities	<u>2,352,500</u>	<u>2,341,700</u>	<u>2,351,200</u>	<u>-</u>
TOTAL LIABILITIES	<u>2,382,666</u>	<u>2,373,357</u>	<u>2,381,633</u>	<u>14,551</u>
NET ASSETS				
Unrestricted	<u>122,960</u>	<u>165,005</u>	<u>145,639</u>	<u>(5,607)</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 2,505,626</u>	<u>\$ 2,538,362</u>	<u>\$ 2,527,272</u>	<u>\$ 8,944</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION
JULY 31, 2013

257				
	SNHS Elderly Housing XI - Construction	Sub-Total	Elimination	Totals
ASSETS				
CURRENT ASSETS				
Cash	\$ 60	\$ 5,903,425	\$ -	\$ 5,903,425
Investments	-	5,132,222	-	5,132,222
Contracts receivable (net)	-	3,267,955	-	3,267,955
Accounts receivable (net)	-	171,722	-	171,722
Prepaid expenses	-	156,403	-	156,403
Inventory	-	-	-	-
Due from other corporations	57,042	3,709,063	(3,709,063)	-
Total current assets	<u>57,102</u>	<u>18,340,790</u>	<u>(3,709,063)</u>	<u>14,631,727</u>
FIXED ASSETS				
Land	251,836	6,174,907	-	6,174,907
Buildings and improvements	2,772,431	74,682,375	-	74,682,375
Vehicles and equipment	45,780	2,266,784	-	2,266,784
Construction in progress	-	-	-	-
Total fixed assets	<u>3,070,047</u>	<u>83,124,066</u>	<u>-</u>	<u>83,124,066</u>
Less - accumulated depreciation	-	(20,615,347)	-	(20,615,347)
Net fixed assets	<u>3,070,047</u>	<u>62,508,719</u>	<u>-</u>	<u>62,508,719</u>
OTHER ASSETS				
Restricted cash	10,003	3,949,332	-	3,949,332
Miscellaneous other assets	-	428,401	-	428,401
Total other assets	<u>10,003</u>	<u>4,377,733</u>	<u>-</u>	<u>4,377,733</u>
TOTAL ASSETS	<u>\$ 3,137,152</u>	<u>85,227,242</u>	<u>\$ (3,709,063)</u>	<u>\$ 81,518,179</u>
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	\$ 250	\$ 357,265	\$ -	\$ 357,265
Accrued payroll and payroll taxes	-	725,726	-	725,726
Accrued compensated absences	-	623,845	-	623,845
Accrued other liabilities	-	588,848	-	588,848
Deferred revenue	-	2,036,804	-	2,036,804
Over applied overhead	-	115,916	-	115,916
Tenant security deposits	-	283,074	-	283,074
Due to other corporations	-	3,709,063	(3,709,063)	-
Current portion of long-term debt	-	288,892	-	288,892
Total current liabilities	<u>250</u>	<u>8,729,433</u>	<u>(3,709,063)</u>	<u>5,020,370</u>
LONG-TERM LIABILITIES				
Long-term debt, less current portion	-	5,522,103	-	5,522,103
Capital advances	3,136,902	66,264,647	-	66,264,647
Total long-term liabilities	<u>3,136,902</u>	<u>71,786,750</u>	<u>-</u>	<u>71,786,750</u>
TOTAL LIABILITIES	<u>3,137,152</u>	<u>80,516,183</u>	<u>(3,709,063)</u>	<u>76,807,120</u>
NET ASSETS				
Unrestricted	-	4,711,059	-	4,711,059
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 3,137,152</u>	<u>85,227,242</u>	<u>\$ (3,709,063)</u>	<u>\$ 81,518,179</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2013

		10/15/30/40/50/ 80/81/82/810/8		
		45	105	110
	SNHS, Inc.	SNHS Management Corporation	Rural Housing for the Elderly II Landing II	Rural Housing for the Elderly
REVENUES				
Grant/contract support	\$ 35,816,556	\$ 5,146	\$ -	\$ -
Program service fees	183,103	932,398	-	-
Local funding	25,781	355,009	-	-
Rental income	12,150	535,044	318,739	955,690
Gifts and contributions	337,169	50,621	-	-
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	203	63,310	52	274
Unrealized gain on investments	-	506,268	-	-
In-kind	1,477,987	-	-	-
Miscellaneous	867,456	512,163	10,938	31,241
TOTAL REVENUES	38,720,405	2,959,959	329,729	987,205
EXPENSES				
Program services:				
Child Development	8,151,065	-	-	-
Community Services	1,244,487	-	-	-
Economic and Workforce Dev.	7,883,459	-	-	-
Energy	13,577,165	-	-	-
Hispanic-Latino Com. Services	657,522	-	-	-
Housing and Homeless	234,137	-	-	-
Nutrition and Health	2,245,555	-	-	-
Special Projects	1,745,817	-	-	-
Volunteer Services	142,073	-	-	-
SNHS Management Corporation		2,181,224	-	-
Housing Corporations		-	380,463	993,659
Total program services	35,881,280	2,181,224	380,463	993,659
Support services:				
Management and general	1,550,463	-	-	-
TOTAL EXPENSES	37,431,743	2,181,224	380,463	993,659
CHANGE IN NET ASSETS	1,288,662	778,735	(50,734)	(6,454)
NET ASSETS - AUGUST 1	821,891	11,138,980	(681,124)	94,189
NET ASSETS - JULY 31	\$ 2,110,553	\$ 11,917,715	\$ (731,858)	\$ 87,735

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2013

	120	130	140	145
	SNHS Elderly Housing	Sundial Elderly Housing	SNHS Northwood Elderly Housing	SNHS Elderly Housing, VII
REVENUES				
Grant/contract support	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-
Local funding	-	-	-	-
Rental income	274,037	506,052	242,811	241,573
Gifts and contributions	-	-	-	-
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	719	97	27	37
Unrealized gain on investments	-	-	-	-
In-kind	-	-	-	-
Miscellaneous	2,560	21,325	4,943	8,372
TOTAL REVENUES	<u>277,316</u>	<u>527,474</u>	<u>247,781</u>	<u>249,982</u>
EXPENSES				
Program services:				
Child Development	-	-	-	-
Community Services	-	-	-	-
Economic and Workforce Dev.	-	-	-	-
Energy	-	-	-	-
Hispanic-Latino Com. Services	-	-	-	-
Housing and Homeless	-	-	-	-
Nutrition and Health	-	-	-	-
Special Projects	-	-	-	-
Volunteer Services	-	-	-	-
SNHS Management Corporation	-	-	-	-
Housing Corporations	343,354	569,593	349,862	344,213
Total program services	<u>343,354</u>	<u>569,593</u>	<u>349,862</u>	<u>344,213</u>
Support services:				
Management and general	-	-	-	-
TOTAL EXPENSES	<u>343,354</u>	<u>569,593</u>	<u>349,862</u>	<u>344,213</u>
CHANGE IN NET ASSETS	(66,038)	(42,119)	(102,081)	(94,231)
NET ASSETS - AUGUST 1	<u>(337,617)</u>	<u>(1,054,817)</u>	<u>(464,912)</u>	<u>(174,550)</u>
NET ASSETS - JULY 31	<u>\$ (403,655)</u>	<u>\$ (1,096,936)</u>	<u>\$ (566,993)</u>	<u>\$ (268,781)</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF ACTIVITIES
FOR THE YEAR ENDED JULY 31, 2013

	146	147	150	155
	SNHS Elderly Housing, VII	SNHS Elderly Housing, VIIA - Construction	SNHS Farmington Elderly Housing	SNHS Elderly Housing V
REVENUES				
Grant/contract support	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-
Local funding	-	-	-	-
Rental income	190,924	5,178	304,424	225,894
Gifts and contributions	-	-	-	-
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	21	3	42	32
Unrealized gain on investments	-	-	-	-
In-kind	-	-	-	-
Miscellaneous	4,572	-	9,479	5,147
TOTAL REVENUES	195,517	5,181	313,945	231,073
EXPENSES				
Program services:				
Child Development	-	-	-	-
Community Services	-	-	-	-
Economic and Workforce Dev.	-	-	-	-
Energy	-	-	-	-
Hispanic-Latino Com. Services	-	-	-	-
Housing and Homeless	-	-	-	-
Nutrition and Health	-	-	-	-
Special Projects	-	-	-	-
Volunteer Services	-	-	-	-
SNHS Management Corporation	-	-	-	-
Housing Corporations	253,119	1,777	356,141	306,437
Total program services	253,119	1,777	356,141	306,437
Support services:				
Management and general	-	-	-	-
TOTAL EXPENSES	253,119	1,777	356,141	306,437
CHANGE IN NET ASSETS	(57,602)	3,404	(42,196)	(75,364)
NET ASSETS - AUGUST 1	(26,235)	-	(801,124)	(386,854)
NET ASSETS - JULY 31	\$ (83,837)	\$ 3,404	\$ (843,320)	\$ (462,218)

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF ACTIVITIES
FOR THE YEAR ENDED JULY 31, 2013

	160	170	175	180
	SNHS Elderly Housing II - Roberge	SNHS Elderly Housing III	SNHS Elderly Housing II - Chasse	Rural Housing for the Elderly II - Landing I
REVENUES				
Grant/contract support	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-
Local funding	-	-	-	-
Rental income	333,180	380,697	315,685	279,930
Gifts and contributions	-	-	-	-
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	43	98	50	44
Unrealized gain on investments	-	-	-	-
In-kind	-	-	-	-
Miscellaneous	8,552	8,541	8,177	79,761
TOTAL REVENUES	341,775	389,336	323,912	359,735
EXPENSES				
Program services:				
Child Development	-	-	-	-
Community Services	-	-	-	-
Economic and Workforce Dev.	-	-	-	-
Energy	-	-	-	-
Hispanic-Latino Com. Services	-	-	-	-
Housing and Homeless	-	-	-	-
Nutrition and Health	-	-	-	-
Special Projects	-	-	-	-
Volunteer Services	-	-	-	-
SNHS Management Corporatic	-	-	-	-
Housing Corporations	394,036	431,872	398,026	332,634
Total program services	394,036	431,872	398,026	332,634
Support services:				
Management and general	-	-	-	-
TOTAL EXPENSES	394,036	431,872	398,026	332,634
CHANGE IN NET ASSETS	(52,261)	(42,536)	(74,114)	27,101
NET ASSETS - AUGUST 1	(816,751)	(775,563)	(473,680)	(556,805)
NET ASSETS - JULY 31	\$ (869,012)	\$ (818,099)	\$ (547,794)	\$ (529,704)

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF ACTIVITIES
FOR THE YEAR ENDED JULY 31, 2013

	185	190	200	210
	SNHS Elderly Housing IV	SNHS Raymond Elderly Housing	SNHS Pittsburg Elderly Housing	SNHS North Berwick Elderly Housing
REVENUES				
Grant/contract support	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-
Local funding	-	-	-	-
Rental income	310,845	212,016	144,900	253,366
Gifts and contributions	-	-	-	-
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	59	56	19	35
Unrealized gain on investments	-	-	-	-
In-kind	-	-	-	-
Miscellaneous	10,322	4,595	1,748	6,400
TOTAL REVENUES	<u>321,226</u>	<u>216,667</u>	<u>146,667</u>	<u>259,801</u>
EXPENSES				
Program services:				
Child Development	-	-	-	-
Community Services	-	-	-	-
Economic and Workforce Dev.	-	-	-	-
Energy	-	-	-	-
Hispanic-Latino Com. Services	-	-	-	-
Housing and Homeless	-	-	-	-
Nutrition and Health	-	-	-	-
Special Projects	-	-	-	-
Volunteer Services	-	-	-	-
SNHS Management Corporation	-	-	-	-
Housing Corporations	413,680	269,976	235,644	305,101
Total program services	<u>413,680</u>	<u>269,976</u>	<u>235,644</u>	<u>305,101</u>
Support services:				
Management and general	-	-	-	-
TOTAL EXPENSES	<u>413,680</u>	<u>269,976</u>	<u>235,644</u>	<u>305,101</u>
CHANGE IN NET ASSETS	(92,454)	(53,309)	(88,977)	(45,300)
NET ASSETS - AUGUST 1	<u>(493,412)</u>	<u>(356,763)</u>	<u>(442,724)</u>	<u>(403,150)</u>
NET ASSETS - JULY 31	<u>\$ (585,866)</u>	<u>\$ (410,072)</u>	<u>\$ (531,701)</u>	<u>\$ (448,450)</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2013

	220	230	235	240
	SNHS			
	Greenfield Elderly Housing	SNHS Ashland Elderly Housing	SNHS Elderly Housing VI	SNHS Elderly Housing VIII
REVENUES				
Grant/contract support	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-
Local funding	-	-	-	-
Rental income	216,497	202,617	151,804	145,692
Gifts and contributions	-	-	-	-
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	52	109	12	14
Unrealized gain on investments	-	-	-	-
In-kind	-	-	-	-
Miscellaneous	3,876	5,052	3,242	172,015
TOTAL REVENUES	<u>220,425</u>	<u>207,778</u>	<u>155,058</u>	<u>317,721</u>
EXPENSES				
Program services:				
Child Development	-	-	-	-
Community Services	-	-	-	-
Economic and Workforce Dev.	-	-	-	-
Energy	-	-	-	-
Hispanic-Latino Com. Services	-	-	-	-
Housing and Homeless	-	-	-	-
Nutrition and Health	-	-	-	-
Special Projects	-	-	-	-
Volunteer Services	-	-	-	-
SNHS Management Corporation	-	-	-	-
Housing Corporations	251,768	271,645	225,198	189,991
Total program services	<u>251,768</u>	<u>271,645</u>	<u>225,198</u>	<u>189,991</u>
Support services:				
Management and general	-	-	-	-
TOTAL EXPENSES	<u>251,768</u>	<u>271,645</u>	<u>225,198</u>	<u>189,991</u>
CHANGE IN NET ASSETS	(31,343)	(63,867)	(70,140)	127,730
NET ASSETS - AUGUST 1	<u>(352,530)</u>	<u>(77,286)</u>	<u>(42,883)</u>	<u>(4,770)</u>
NET ASSETS - JULY 31	<u>\$ (383,873)</u>	<u>\$ (141,153)</u>	<u>\$ (113,023)</u>	<u>\$ 122,960</u>

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2013

	242	245	250	252
		SNHS Elderly Housing IX	SNHS Elderly Housing X	SNHS Elderly Housing X - Construction
REVENUES				
Grant/contract support	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-
Local funding	-	-	-	-
Rental income	-	134,452	80,141	-
Gifts and contributions	-	-	-	-
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	30	31	32	2
Unrealized gain on investments	-	-	-	-
In-kind	-	-	-	-
Miscellaneous	105	181,303	170,424	-
TOTAL REVENUES	135	315,786	250,597	2
EXPENSES				
Program services:				
Child Development	-	-	-	-
Community Services	-	-	-	-
Economic and Workforce Dev.	-	-	-	-
Energy	-	-	-	-
Hispanic-Latino Com. Services	-	-	-	-
Housing and Homeless	-	-	-	-
Nutrition and Health	-	-	-	-
Special Projects	-	-	-	-
Volunteer Services	-	-	-	-
SNHS Management Corporation	-	-	-	-
Housing Corporations	135	146,717	104,933	2
Total program services	135	146,717	104,933	2
Support services:				
Management and general	-	-	-	-
TOTAL EXPENSES	135	146,717	104,933	2
CHANGE IN NET ASSETS	-	169,069	145,664	-
NET ASSETS - AUGUST 1	-	(4,064)	(25)	-
NET ASSETS - JULY 31	\$ -	\$ 165,005	\$ 145,639	\$ -

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2013

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	SNHS Elderly Housing XI	Sub-Total	Elimination	Totals
REVENUES				
Grant/contract support	\$ -	\$ 35,821,702	\$ -	\$ 35,821,702
Program service fees	-	1,115,501	(457,224)	658,277
Local funding	-	380,790	-	380,790
Rental income	5,652	6,979,990	-	6,979,990
Gifts and contributions	-	387,790	-	387,790
Special events and activities	-	-	-	-
Memberships	-	-	-	-
Interest Income	12	65,515	-	65,515
Unrealized gain on investments	-	506,268	-	506,268
In-kind	-	1,477,987	(1,477,987)	-
Miscellaneous	252	2,142,561	-	2,142,561
TOTAL REVENUES	5,916	48,878,104	(1,935,211)	46,942,893
EXPENSES				
Program services:				
Child Development	-	8,151,065	(1,477,987)	6,673,078
Community Services	-	1,244,487	-	1,244,487
Economic and Workforce Dev.	-	7,883,459	-	7,883,459
Energy	-	13,577,165	-	13,577,165
Hispanic-Latino Com. Services	-	657,522	-	657,522
Housing and Homeless	-	234,137	-	234,137
Nutrition and Health	-	2,245,555	-	2,245,555
Special Projects	-	1,745,817	-	1,745,817
Volunteer Services	-	142,073	-	142,073
SNHS Management Corporation	-	2,181,224	-	2,181,224
Housing Corporations	11,479	7,881,455	(457,224)	7,424,231
Total program services	11,479	45,943,959	(1,935,211)	44,008,748
Support services:				
Management and general	-	1,550,463	-	1,550,463
TOTAL EXPENSES	11,479	47,494,422	(1,935,211)	45,559,211
CHANGE IN NET ASSETS	(5,563)	1,383,682	-	1,383,682
NET ASSETS - AUGUST 1	(44)	3,327,377	-	3,327,377
NET ASSETS - JULY 31	\$ (5,607)	\$ 4,711,059	\$ -	\$ 4,711,059

See independent auditor's report and accompanying notes to the financial statements.

OUELLETTE & ASSOCIATES, P.A.
CERTIFIED PUBLIC ACCOUNTANTS

Keith H. Allen, C.P.A., M.S.T.
Mark R. Carrier, C.P.A., C.V.A.
George A. Roberge, C.P.A.

Gary A. Wigant, C.P.A.
C. Joseph Wolverton, C.P.A., C.V.A.

INDEPENDENT ACCOUNTANT'S COMPILATION REPORT

To the Board of Directors of
Southern New Hampshire Services, Inc.
Manchester, New Hampshire

We have compiled the accompanying schedules of revenues and expenses – by contract of Southern New Hampshire Services, Inc. as of July 31, 2013. We have not audited or reviewed the accompanying schedules of revenues and expenses – by contract and, accordingly, do not express an opinion or provide any assurance about whether the schedules of revenues and expenses – by contract are in accordance with accounting principles generally accepted in the United States of America.

Management is responsible for the preparation and fair presentation of the schedules of revenues and expenses – by contract in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the schedules of revenues and expenses – by contract.

Our responsibility is to conduct the compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to assist management in presenting financial information in the form of schedules of revenues and expenses – by contract without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the schedules of revenues and expenses – by contract.

Ouellette & Associates, P.A.
Certified Public Accountants

April 30, 2014
Lewiston, Maine

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF REVENUES AND EXPENSES - BY CONTRACT
FOR THE YEAR ENDED JULY 31, 2013

State of NH Governor's Office of Energy & Community Services
Headstart Program
For the Period
August 1, 2012 to July 31, 2013
Fund # 305

REVENUES

Program funding	\$ 4,318,481
Other revenue	15,195
In-kind	1,208,138
Allocated corporate unrestricted revenue	16,903
Total revenue	<u>5,558,717</u>

EXPENSES

Payroll	2,353,404
Payroll taxes	249,913
Fringe benefits	633,247
Workers comp. insurance	17,708
Retirement benefits	109,467
Consultant and contractual	24,935
Travel and transportation	47,245
Conference and meetings	494
Occupancy	262,272
Advertising	1,458
Supplies	131,595
Equip. rentals and maintenance	5,987
Insurance	10,691
Telephone	34,206
Postage	1,898
Printing and publications	6,710
Subscriptions	35
Interest	-
Depreciation	7,650
Assistance to clients	12,535
Other direct expense	53,077
Miscellaneous	17,006
In-kind	1,208,138
Administrative costs	369,046
Total expenses	<u>5,558,717</u>

Excess of expenses over revenue	<u>\$ -</u>
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See independent accountant's compilation report.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF REVENUES AND EXPENSES - BY CONTRACT
FOR THE YEAR ENDED JULY 31, 2013

State of NH Governor's Office of Energy & Community Services
LIHEAP Program
For the Period
October 1, 2012 to July 31, 2013
Fund # 630-13

REVENUES

Program funding	\$ 10,495,875
Other revenue	569
In-kind	-
Allocated corporate unrestricted revenue	-
Total revenue	<u>10,496,444</u>

EXPENSES

Payroll	439,100
Payroll taxes	47,818
Fringe benefits	98,175
Workers comp. insurance	923
Retirement benefits	18,686
Consultant and contractual	19,097
Travel and transportation	5,107
Conference and meetings	719
Occupancy	39,211
Advertising	-
Supplies	15,817
Equip. rentals and maintenance	(7,793)
Insurance	791
Telephone	15,587
Postage	19,029
Printing and publications	-
Subscriptions	27
Interest	-
Depreciation	8,678
Assistance to clients	9,779,632
Other direct expense	388
Miscellaneous	316
In-kind	-
Administrative costs	(4,874)
Total expenses	<u>10,496,434</u>

Excess of expenses over revenue	<u>\$ 10</u>
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See independent accountant's compilation report.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 SCHEDULE OF REVENUES AND EXPENSES - BY CONTRACT
 FOR THE YEAR ENDED JULY 31, 2013

State of NH Governor's Office of Energy & Community Services
 LIHEAP Program
 For the Period
 August 1, 2012 to September 30, 2012
 Fund # 630-12

REVENUES

Program funding	\$ 352,180
Other revenue	3
In-kind	-
Allocated corporate unrestricted revenue	-
Total revenue	<u>352,183</u>

EXPENSES

Payroll	120,301
Payroll taxes	10,786
Fringe benefits	23,194
Workers comp. insurance	253
Retirement benefits	4,370
Consultant and contractual	6,354
Travel and transportation	3,877
Conference and meetings	595
Occupancy	6,740
Advertising	-
Supplies	23,461
Equip. rentals and maintenance	10,820
Insurance	-
Telephone	10,302
Postage	2,662
Printing and publications	1,258
Subscriptions	-
Interest	-
Depreciation	-
Assistance to clients	-
Other direct expense	17
Miscellaneous	125
In-kind	-
Administrative costs	127,068
Total expenses	<u>352,183</u>

Excess of expenses over revenue	<u>\$ -</u>
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See independent accountant's compilation report.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF REVENUES AND EXPENSES - BY CONTRACT
FOR THE YEAR ENDED JULY 31, 2013

State of NH Governor's Office of Energy & Community Services
Early Headstart Program
For the Period
August 1, 2012 to July 31, 2013
Fund # 300

REVENUES

Program funding	\$ 1,284,262
Other revenue	4,430
In-kind	269,849
Allocated corporate unrestricted revenue	41,386
Total revenue	<u>1,599,927</u>

EXPENSES

Payroll	697,797
Payroll taxes	68,699
Fringe benefits	142,545
Workers comp. insurance	5,219
Retirement benefits	44,602
Consultant and contractual	3,573
Travel and transportation	8,405
Conference and meetings	102
Occupancy	103,555
Advertising	333
Supplies	32,780
Equip. rentals and maintenance	2,842
Insurance	1,486
Telephone	15,585
Postage	138
Printing and publications	844
Subscriptions	-
Interest	15,521
Depreciation	42,825
Assistance to clients	-
Other direct expense	31,255
Miscellaneous	4,351
In-kind	269,849
Administrative costs	107,621
Total expenses	<u>1,599,927</u>

Excess of expenses over revenue	<u>\$ -</u>
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See independent accountant's compilation report.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 SCHEDULE OF REVENUES AND EXPENSES - BY CONTRACT
 FOR THE YEAR ENDED JULY 31, 2013

Electric Energy Assistance

For the Period
 August 1, 2012 to July 31, 2013
 Fund # 665

REVENUES

Program funding	\$ 117,143
Other revenue	582,023
In-kind	-
Allocated corporate unrestricted revenue	3
Total revenue	<u>699,169</u>

EXPENSES

Payroll	387,669
Payroll taxes	41,380
Fringe benefits	79,138
Workers comp. insurance	813
Retirement benefits	13,898
Consultant and contractual	14,982
Travel and transportation	4,807
Conference and meetings	228
Occupancy	45,763
Advertising	78
Supplies	20,372
Equip. rentals and maintenance	3,027
Insurance	380
Telephone	14,578
Postage	13,088
Printing and publications	-
Subscriptions	27
Interest	-
Depreciation	-
Assistance to clients	-
Other direct expense	323
Miscellaneous	243
In-kind	-
Administrative costs	58,375
Total expenses	<u>699,169</u>

Excess of expenses over revenue	<u>\$ -</u>
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See independent accountant's compilation report.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

PO Box 5040, Manchester, NH 03108 - (603)668-8010

The Community Action Agency for Hillsborough and Rockingham Counties

BOARD OF DIRECTORS ~ DECEMBER 2014

Public Sector	Private Sector	Low-Income Sector	HS Policy Council
<p><u>Representing Manchester</u> Lou D'Allesandro</p> <p>Vacant</p>	<p><u>Representing Manchester</u> German J. Ortiz Term: 9/12-9/15</p> <p>Sarah Jacobs Term: 9/14-9/17</p>	<p><u>Representing Manchester</u> James Brown Term: 9/12-9/15</p> <p>Vacant</p>	<p>Tori Olszewski Term: 12/14-12/16</p>
<p><u>Representing Nashua</u> Constance J. Erickson, <i>Treasurer</i> Timothy Lavoie</p>	<p><u>Representing Nashua</u> Dolores Bellavance, <i>Vice-Chairman</i> Term: 9/12-9/15</p> <p>Wayne R. Johnson Term: 9/12-9/15</p>	<p><u>Representing Nashua</u> Bonnie Henault Term: 9/14-9/17</p> <p>Shirley Pelletier Term: 9/14-9/17</p>	
<p><u>Representing Towns</u> Thomas Mullins Linda T. Foster</p>	<p><u>Representing Towns</u> Richard Delay, Sr., <i>Chairman</i> Term: 9/12-9/15</p> <p>Mary M. Moriarty Term: 9/12-9/15</p>	<p><u>Representing Towns</u> Martha Verville Term: 9/13-9/16</p> <p>Deidre O'Malley Term: 9/13-9/16</p>	
<p><u>Representing Rockingham County</u> Jill Jamro, <i>Secretary</i></p> <p>Vacant</p>	<p><u>Representing Rockingham County</u> Dan McKenna Term: 9/14-9/17</p> <p>Carrie Marshall Gross Term: 12/14-9/17</p>	<p><u>Representing Rockingham County</u> Patti Ott Term: 9/13-9/16</p> <p>Alicia Salisbury Term: 12/13-9/16</p>	

GALE F. HENNESSY

EXPERIENCE

January 1976 - Present

**CEO & Executive Director - Southern New Hampshire Services, Inc.
Community Action Agency for Hillsborough County, NH**

Responsible for overall Agency administration, including fiscal, program development and implementation, evaluation, grants development, public relations coordination, liaison with community groups, public and private agencies as well as interaction with advisory committees and the Board of Directors.

State, Regional and National Activities:

President – NH Community Action Association – 1981 - Present

Representative of the State of New Hampshire on the Executive Committee of the New England Community Action Association – 1976 - Present

Representative of the New England Community Action Association to the Board of Directors of the National Community Action Partnership -- 1978 - Present

Chairman of the New England Community Action Association Conference Committee – 1975 - 1988

Member - Board of Directors, CAPLAW -- 1994 - Present

January 1968 - 1976

Deputy Director - Southern New Hampshire Services, Inc.

Responsible for overall Agency administration, including fiscal, program development and implementation, evaluation, grants development, public relations coordination, liaison with community groups, public and private agencies as well as interaction with advisory committees and the Board of Directors.

March 1967 - 1968

Operation HELP Director

Responsible for operating the largest self-help, information referral and direct service program funded by OEO in Hillsborough County, Operation HELP including staff direction, program implementation and development, grants development, and coordination of Board of Directors as well as evaluation of the needs of the poor of Hillsborough County.

- 1967 **Acting Director Operation HELP**
Responsible for implementation of the first OEO funded local initiative program in Hillsborough County, Operation HELP. Participated in the concept, design and implementation of this first anti-poverty activity. Established the first outreach office in Milford, followed by a second office in Nashua. Participated in the recruitment, selection and training of the original Operation HELP staff. Supervised the staff in contacting of local officials, OEO outreach activities as well as establishing mini-offices in the twenty-nine towns of Hillsborough County.
- 1964 - 1965 **Assistant Principal, Wilton High School**
Responsible for the administration of a medium size New Hampshire high school including scheduling, curriculum development, audio-visual program development, and overall educational administration.
- 1962 -1966 **Chairman, Social Studies Department, Wilton High School**
Responsible for the overall supervision of the Social Studies Department including curriculum design and implementation of modern educational techniques, staff coordination and evaluation of the entire social studies department.
- Teacher-Coach, Wilton High School**
Responsible for developing social studies curriculum grades 8 - 12 as well as implementation of modern educational techniques. Served as coach for baseball and basketball teams as well as coordination and scheduling of those and other athletic events.
- 1961-1962 **Teacher and Assistant Principal, Cornish School**
Responsible for school administration, recreation and athletic programs, discipline throughout the educational complex, class scheduling and supervision of staff members. Worked with staff and local school board on updating curriculum, evaluation and assessing current staff.

EDUCATION

Graduated Peterborough, NH High School 1956
BA Degree in Government, University of New Hampshire 1961
Graduate Work: University of New Hampshire and Keene State College
Certified Community Action Professional – Community Action Partnership 1993

AFFILIATIONS

New England Community Action Association - Member, Board of Directors
Community Action Partnership – Member, Board of Directors
New Hampshire Community Action Association - President
CAPLAW, Inc. - Member, Board of Directors

MICHAEL O'SHEA

EXPERIENCE

- 1976 - Present **Southern New Hampshire Services, Inc.**
Community Action Agency for Hillsborough County, N H
Fiscal Officer / Deputy Director
Responsible for overseeing all organization fiscal operations, including general ledgers, budget preparation, purchasing, insuring fiscal accountability, monitoring cash management systems, contracting independent annual audits, and insuring acceptable accounting standards and procedures. Responsible for maintaining fiscal and accounting practices in accordance with funding source requirements and policies of the SNHS Board of Directors.
- 1973 - 1976 **Accountant**
Assistant to comptroller in all agency accounting functions. Programs included: CETA - Department of Labor; Elderly Nutrition - State Council on Aging; Head Start - Dept. of Health, Education and Welfare; Administration, Office of Economic Opportunity; and various other Federal and State grants.

Major responsibilities included reporting to management as well as the various Government agencies on all fiscal affairs. Duties included monthly financial reports, budgets, general ledger, accounts payable, receivable, and payroll.
- 1973 - 1974 **Social Worker**
Helped with running of food co-op. Distributed surplus foods. Certified needy people for fuel loans. Placed high scholars in jobs through Rent-A-Kid.
- 1969 - 1973 **Jordan Marsh, Portland, Maine**
Shuttle driver responsible for passengers and mail from Portland to Boston and return. Stock boy.

EDUCATION

- 1972 - 1974 New Hampshire College, Manchester, NH
B.S. Accounting. Major courses in Accounting and Math.
- 1970 - 1972 Andover Institute of Business, Portland, Maine
A. S. Accounting. Major courses in Accounting and Math.

DEBORAH A GOSSELIN

EXPERIENCE

**Southern New Hampshire Services, Inc.,
(1979 – Present)
Manchester, NH**

Chief Operating Officer (1997 – Present)

- Coordinate the operations of more than two dozen current programs and implement new programs, all providing services for economically disadvantaged population
- The diverse component programs which require an integrating factor for effective management, targeting of resources and fiscal responsibility to the agency, to each other and to the general community
- Work with developmental staff to start-up, integrate with other component program through initial orientation of new Program Directors
- Facilitate meetings
- Develop partnerships with community agencies who can lend support
- Serve as resource person for development and implementation of management skills, techniques and trainings.

Head Start/Child Development Director (1994 – 1997)

- Administered federally funded Head Start Program
- Duties included Grant writing, program planning implementation, evaluation responsible for development and coordination of the major components of the Head Start program; education, health, mental health, social services, parent involvement, nutrition, disabilities and transportation.

Family Services Director (1982 – 1994)

- Administered several federally funded energy programs
- Duties included program planning, implementation, evaluation
- Designed programs with private sector which included: Neighbor Helping Neighbor, Residential Low Income Conservation and Residential Space Heating Programs
- Developed strong relationships with community organizations and funding sources
- Served as the state chairperson of New Hampshire's Fuel Assistance Directors Association
- Acted as liaison between Community Action Agencies and the Governor's Office of Energy and Planning
- Also provided supervision and training to program coordinator, oversaw the budget, approved final selection of staff for Accompanied Transportation and Parent Aide Programs.

Field Coordinator (1980 – 1983)

- Assisted the Director of the Fuel Assistance Program
- Trained, supervised and evaluated staff
- Implemented program outreach activities
- Wrote public service announcements and press releases.

Community Liaison (1979 – 1983)

- Established social service network through Hillsborough County
- Informed the general public about agency services and program criteria
- Started Citizen's Advisory Council.

Head Start Lead Teacher/Family Coordinator (1977 – 1979)

Nashua and Manchester, NH

- Responsible for classroom management of pre-school children and daily planning geared towards individual needs
- Conducted parenting skills workshops and home visits
- Developed a Parent Advisory Council and coordinator of the Curriculum Committee.

EDUCATION & TRAINING

- Bachelor of Science, Early Childhood Education – Cum Laude
University of New Hampshire, Durham, NH
- Southern New Hampshire University Graduate School of Business
Non-Profit Management for Community Development Organizations
- Head Start Program In-Service Training
Rivier College, Nashua, NH
Perspectives of Parenting and Multi-culturism
- NH Office of Alcohol and Drug Prevention
Life Balance and Stress Solutions
National Business Women's Leadership Association
National Seminars Group, Rockhurst College
- UNH Continuing Education, Nashua, NH
Whole Language in the Early Years (K-3)
- Notre Dame College, Manchester, NH
Diagnostic and Remedial Reading
- NH Office of Alcohol and Drug Prevention
Parenting Conference

COMMUNITY INVOLVEMENT / RECOGNITIONS

- CCAP, Certified Community Action Professional
- Governor's Task Force to Study Temporary Assistance to Needy (TANF) HB1461
Served as Sub-committee – Transportation, Chairperson
- NH Works Operator Consortium Committee, Member
- New Hampshire Employment Program, Oversight Team Member
- Seniors Count Coordinating Committee, Member
- Greater Manchester Association of Social Agencies (GMASA), Executive Committee Member
- James B. Sullivan Services Leadership Award

COMMUNITY INVOLVEMENT PAST

- Seniors Count Home Maintenance Committee
- Manchester Community Resource Center, Board of Directors
- Kiwanis International

Frank Boudreau

HIGHLIGHTS OF QUALIFICATIONS

- ✓ *Over 30 years experience developing & managing workforce development programs.*
- ✓ *Proven management & supervisory skills resulting in solid record of achievement.*
- ✓ *Strong analytical skills with particular attention to detail and follow-up.*
- ✓ *Skillful problem-solver able to offer solutions and options to new challenges.*
- ✓ *Effective team member who can forge productive working relationships.*

EMPLOYMENT HISTORY

1999 - Present Southern NH Services, Inc., Manchester, NH

NH Employment Program Administrator (10 years) managing statewide programs & contracts related to the NH Employment Program, a NH Division of Family Assistance program that provides employment & training activities and post-employment services to public assistance recipients. Statewide Workforce Development Program Administrator responsible for Welfare-to-Work, NH Employment Program, and Workforce Investment Act Programs for the NH Community Action Agencies (4 years).

1984-1999 New Hampshire Job Training Council, Concord, NH

Statewide Director of Adult Training & Services (6 months); Director of Planning & Quality Assurance (3.5 years); Associate Director of Program Development (5 years); Quality Assurance Manager (3 years); Program Designer (3 years).

1977-1984 Southern NH Services, Inc., Manchester, NH

Director of Employment & Training Operations (5 Years) covering Hillsborough County NH; Program Monitoring Supervisor (2 years).

1974-1977 Hillsborough Human Development Administration, Bedford, NH

Information System Supervisor (2 years); Program Planner/Grant Developer (1 year).

PROFESSIONAL EXPERIENCE

PROGRAM PLANNING

- ◆ Researched and analyzed demographic, economic, and labor market data to construct the foundation for annual employment and training plans required by the US Department of Labor.
- ◆ Worked closely with State Agencies and community-based organizations in the preparation and writing of the annual employment and training plans and joint grant applications for Federal & State funding.
- ◆ Collaborated with senior management and staff to allocate \$7 - \$10 Million in Federal funds annually to the most effective mix of training and services resulting in achievement of annual performance goals.
- ◆ Presented program plans and policy options to the Board of Directors for their consideration and action.
- ◆ Negotiated directly with the US Department of Labor, Workforce Opportunity Council, and NH Department of Health & Human Services regarding changes to program plans and contracts.

TRAINING DEVELOPMENT

- ◆ Identified job growth opportunities for low-income families, dislocated workers, and public assistance recipients through economic research, labor market analysis, and direct work with area businesses to identify skill shortages and assess their employment and skill training requirements.
- ◆ Organized numerous business and industry consortia and coordinated delivery of 100+ skill training projects (e.g., PC Board Assembly, Welding & Fabrication, Precision Equipment Manufacturing, and Customer Service) averaging 90% Completion and resulting in hundreds of newly skilled workers for participating companies.
- ◆ Negotiated several million dollars worth of group skill training contracts with high-quality training providers throughout New Hampshire for unemployed and/or unskilled workers.

OPERATIONS MANAGEMENT

- ◆ Managed complex staffing and service contracts with NH Department of Health & Human Services valued at more than \$2,500,00 annually.
- ◆ Administered a workforce contract management system encompassing several hundred training contracts serving 1,000 trainees annually with a budget of \$2,000,000 - \$3,000,000 – without any fiscal or audit exceptions.
- ◆ Developed a fair, competitive process to secure cost-reasonable training; analyzed proposal budgets and content; and awarded contracts to 100+ training providers yearly.
- ◆ Hired and directed the work activities of more than 40 professional, technical, and management staff.
- ◆ Consistently met or exceeded yearly Federal and State performance standards and measures.
- ◆ Worked with Executive Director and the Board of Directors on workforce policy issues affecting hard-to-employ individuals and presented training projects to the Board for funding.

PROGRAM QUALITY & EVALUATION

- ◆ Established Program Quality Assurance systems and procedures to provide reliable information about contractor training performance and to monitor program operations.
- ◆ Developed and maintained organization-wide performance standards against which program success was measured.
- ◆ Contracted and collaborated with an independent research firm to collect post-program participant follow-up data to evaluate the long-term impact of training and customer satisfaction.
- ◆ Analyzed and interpreted management reports and data; formulated recommendations for policy and program improvement.

EDUCATION

Master of Public Administration, University of New Hampshire, Durham, NH
Bachelor of Arts, Government, Saint Anselm College, Manchester, NH

OTHER PROFESSIONAL TRAINING

Achieving Extraordinary Customer Service (Kaset International,1995); *Conducting a Training Analysis* (University of No.Texas, 1995); *Program Design & Evaluation for Adult Learning* (Manchester CLL, 1994); *Negotiation Skills* (University of New Hampshire, 1993); *Systematic Curriculum & Instructional Development Workshop* (Ohio State University,1993); *Total Quality Management & the Continuous Improvement Process* (Lockheed/Sanders, 1992); *Harvard Summer Institute for Employment & Training* (July ,1976). Computer literate in *Excel* and *MS-Word*; credit courses completed in *Computer Information Systems*, *Data Base Management Concepts*, *MultiMedia Applications*, *C Programming*, *Computer Networking Novell 3.x*. *Certified Workforce Development Professional*, National Association of Workforce Development Professionals.

Matthew Russell

Experience:

Southern New Hampshire Services

Regional Program Manager – Workplace Success February 2015 – Present

- Oversee the day-to-day operations of 5 offices and 17 staff members located throughout NH.
- Collaborate with regional CAP and DHHS stakeholders to ensure smooth program delivery.
- Ensure contract goals and objectives are met and accurately reported.
- Monitor reports and other data groups to identify area in need of improvement or updating.
- Provide staff with new hire and incumbent trainings to maximize the program's effectiveness.

Field Support Manager - New Hampshire Employment Program April 2013 – February 2015

- Provided statewide supervision for 16 contracted Employment Counselors working in the NHEP.
- Routinely conducted detailed analysis to measure the performance of individuals and teams.
- Ensured staff was provided with adequate training and support to meet all performance goals.
- Worked closely with DFA's Assessment and Intervention Unit and the Business and Industry Unit.

Workplace Success Program – Program Coordinator February 2011 – April 2013

- Managed the daily operations of up to 60 TANF recipients in a work-simulated environment.
- Facilitated daily work skills training lessons on topics designed to increase participants' employability in the evolving and increasingly competitive job market.
- Conducted vocational assessments to assist in career planning process.
- Assisted with curriculum development as part of Continuous Improvement Committee.

Work Opportunities Unlimited

March 2008 – February 2011

Career Resource Specialist

- Managed all aspects of the Vocational Rehabilitation programs for Manchester and Salem.
- Responsible for training new staff, report writing and billing preparation.
- Delivered high quality service and established strong professional relationships, which lead to significant growth in both School and VR programs.
- Developed Person Center Plans, Individual Education Plans, Job Analysis, Retention Plans Vocational Assessments and Employment Preparation Screenings.
- Worked with a diverse population of individuals with various disabilities such as: Learning Disabilities, Emotional Disabilities, ADHD, Autism Spectrum Disorders, and Mental Retardation, etc.

Lock Wood Technology

July 2002 – Aug. 2005

Inventory Controller

- Team leader and onsite point of contact for many substantial contracts including: Google, Avaya, British Telecom, etc.
- Executed contracts nationwide and abroad in the following European countries: Belgium, Germany, Netherlands, Switzerland, Austria, Italy and Luxemburg.

Education:

University of Massachusetts, Boston

BA Sociology

Caroline Martin

Profile

New Hampshire Employment Program (NHEP) Operations Manager with a proven record of providing creative and sensible solutions to improve NHEP operations.

Skills

- Leadership focused
- Familiar with writing rules and policy
- Experience in researching laws on Federal and State levels
- Great communication skills
- Effective problem solving skills
- Strong written and verbal communication skills
- Skilled in creating and analyzing reports
- Knowledgeable in studying client outcomes

Career Accomplishments

- Designed and supervised research project to analyze the effectiveness of a current contract
- Supervised the technical support for an online assessment tool
- Worked with management to design new communication methods for clients

Professional Development Accomplishments

- Completed the DHHS's Supervisor Certificate Program through NH DHHS Human Resources Organization Development and Training Services (ODTS), 2014
- Completed New Supervisor Training through NH DHHS ODTS, 2013

Education

Granite State College - Concord, NH
Master of Science: Leadership, 2014-Present

Granite State College
Bachelor's Degree in Human Service Administration, 2012-2013, 4.0 GPA

- Summa Cum Laude
- Awarded the Alumni Learner Association Scholarship, 2013
- Awarded the Osher Reentry Scholarship based on essay entry, 2012-2013

Professional Experience

NHEP Operations Manager 2015-Present

Southern New Hampshire Services, Manchester, NH

- Supervise the Operations Support and Contract Reports Unit for the Bureaus of Welfare to Work
- Supervise OJT Developers
- Monitor the consistency in the application of Work Experience Program (WEP) and On-the-Job Training (OJT) policy and procedures, achievement of quantitative goals, and the quality of services regarding program staff
- Oversee of the pre-screening process for all OJT referrals as well as reviewing all OJT contracts prior to submittal to NHES
- Attend local NHEP Team Partner meetings, networking events, DFA training sessions, NHEP statewide team meetings, SNHS training sessions or other events as assigned

BWW Operations Supervisor II 2014-2015

Southern New Hampshire Services, Manchester, NH

- Supervise the Operations Support and Contract Reports Unit for the Bureaus of Welfare to Work
- Attend regular meetings with management to decide best case practice for the field
- Supervise special project
- Spear-head all changes to the Field Workers Guide

BWW Operations Supervisor

2013-2014

Southern New Hampshire Services - Manchester, NH

- Supervised the Operations Support and Contract Reports Unit
- Tracked and analyzed reports related to program outcomes
- Provided feedback focused on program outcomes to Bureau of Welfare to Work Bureau Chief

BWW Operations Specialist

2013-2013

Southern New Hampshire Services, Manchester, NH

- Tracked and analyzed reports related to program outcomes
- Provided feedback focused on program outcomes to Bureau of Welfare to Work Bureau Chief
- Met with TANF administrators to discuss ideas to improve tracking of program outcomes
- Continued other duties from BWW Assistant position

BWW Operations Assistant

2011-2013

Southern New Hampshire Services, Manchester, NH

- Design and maintain various databases using Microsoft Access
- Collaborate with the Welfare to Work Bureau Chief and Field Support Managers to maintain and revise the Field Workers Guide for Employment Counselor Specialists
- Communicate changes in the Field Workers Guide to Field Support Managers, Employment Counselor Specialists, the training unit, and Division of Family Assistance employees
- Compose On The Job-Training Contracts reports for the Business and Industry Coordinator
- Process all incoming On The Job Training Contracts which includes sending a letter and original copy to the employer, creating electronic and paper files for each contract, and distributing copies of the contract to the Business and Industry Coordinator, Field Support Managers, and Employment Counselor Specialists
- Ensure OJT invoices are being received in a timely manner and send reminder letters to employees
- Liaison for employers with questions on filling out OJT Invoices
- Compose reports to highlight strengths and weaknesses regarding results of monitoring Employment Counselor Specialists and CSP surveys utilizing the information entered in the Access databases
- Provide Technical Support regarding Microsoft Office to fellow staff as needed
- Create various documents for the Welfare to Work program such as calendars and certificates for the Employment Counselor Specialists

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

Key Personnel

Name	Job Title	Salary	% Paid from this Contract	Amount Paid from this Contract
Gale F. Hennessy	Executive Director	\$191,009	0.00%	\$0.00
Michael O'Shea	Fiscal Officer	\$140,595	0.00%	\$0.00
Deborah Gosselin	Chief Operating Officer	\$113,404	0.00%	\$0.00
Frank Boudreau	NHEP Administrator	\$ 77,477	100.00%	\$77,477
Matthew Russell	CSP Regional Manager	\$ 51,924	100.00%	\$51,924
Caroline Martin	NHEP Operations Manager	\$ 46,858	100.00%	\$46,858



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION OF FAMILY ASSISTANCE

129 PLEASANT STREET, CONCORD, NH 03301-3857
603-271-9330 1-800-852-3345 Ext. 9330
FAX: 603-271-4637 TDD Access: 1-800-735-2964

Nicholas A. Toumpas
Commissioner

Terry R. Smith
Director

G&C Approved
Date 5/1/13
Item # 37B
April 15, 2013

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

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division of Family Assistance to enter into a contract with Southern New Hampshire Services, Inc., 40 Pine Street, Manchester, NH 03301 (Vendor #177198), to provide staffing, employment and training services as required by the New Hampshire Employment Program, in an amount not to exceed \$9,304,228.96, effective July 1, 2013, or date of Governor and Council approval, which ever is later, through June 30, 2015.

Funds to support this request are anticipated to be available in the following account in State Fiscal Years 2014 and 2015 upon the availability and continued appropriation of funds in the future operating budgets, with the authority to adjust amounts within the price limitation and amend the related terms of the contract without further approval from the Governor and Executive Council.

05-95-45-450010-61270000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVSC, HHS: TRANSITIONAL ASSISTANCE, DIV OF FAMILY ASSISTANCE, EMPLOYMENT SUPPORT

State Fiscal Year	Class/Account	Class Title	Current Modified Budget
2014	102-500731	Contracts for Program Services	\$4,567,197.26
2015	102-500731	Contracts for Program Services	\$4,737,031.70
Total			\$9,304,228.96

EXPLANATION

This contract will allow the Division of Family Assistance to provide staffing, employment and training services as required by the New Hampshire Employment Program. These services shall be provided by the contractor's staff to New Hampshire residents who receive funds through the Federal Temporary Assistance to Needy Families Program, as defined in 45 CFR 261 – Ensuring That Recipients Work. The goal is to move residents receiving program funds towards self-sufficiency through the dignity of unsubsidized employment. Program participants may also have no or limited English proficiency, thereby requiring additional culturally and linguistically appropriate support/service to ensure access to all aspects of the New Hampshire Employment Program.

Should Governor and Council not approve this award, the Division of Family Assistance faces a federal penalty of between \$2 million dollars and \$4 million dollars for any year in which it does not meet federal

April 15, 2013

Page 2 of 2

welfare to work participation outcomes as defined in Federal Regulation 45 CFR 261.50. This penalty can escalate if the Division of Family Assistance fails to meet outcomes in consecutive years.

The vendors for the Staffing Services and Combined Services Programs were selected through competitive bid process. The Request for Proposal #13-DFA-BWW-STAFF-03 was issued September 19, 2012 and #13-DFA-BWW-CSP-05 was issued on October 3, 2012. These Request for Proposals were posted on the Department of Health and Human Services website and bidders conferences were held. Two experienced evaluation teams, each consisting of three (3) Department of Health and Human Services employees with knowledge of the program requirements; knowledge of business and financial management; and an understanding of the State Revised Statutes Annotated, Administrative Rules and the Division of Family Assistance policy governing the operation of the New Hampshire Employment Program evaluated these proposals. Southern New Hampshire Services was the highest scoring vendor for both the Staffing Services and the Combined Services Programs. The attached bid summary identifies the evaluators and their scoring of the proposal.

The contract performance requirements will be reviewed quarterly and will be based on the following benchmarks:

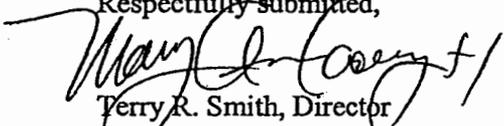
- The Division of Family Assistance shall designate the performance evaluation criteria, specific performance goals and outcome measures pursuant to RSA 167:77, New Hampshire Employment Program and Family Assistance Program and RSA 167:77-c, V, Outcome Measurement System.
- New Hampshire Employment Teams and individual members of the teams must meet no less than a 50% (fifty percent) "All Families" participation rate pursuant to RSA 167:77-a, Work Participation Rates, and 45 CFR 261.22, Work Activities.

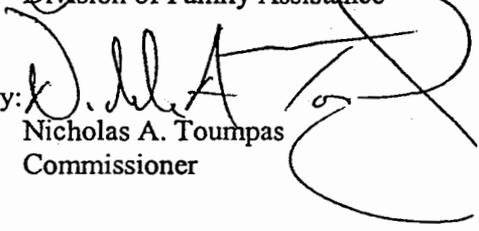
Area served: Statewide.

Source of Funds: 75% Federal Funds, 25% 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,


Terry R. Smith, Director
Division of Family Assistance

Approved by: 
Nicholas A. Toumpas
Commissioner

Bid Summary RFP # 13-DFA-BWW-STAFF-03

Evaluation Phase	Weight/Maximum Points	Southern New Hampshire Services, Inc.
I. Evaluation of Minimum Requirements	Pass/Fail	Pass
II. Corporation/Agency Organization and Project Staff	30% - 300 points	286
III. Scope of Work	50% - 500 points	428.7
IV. Cost Proposal	30% - 300 points	168.3
Total Score	100% - 1,000 points	883

RFP #13-DFA-BWW-STAFF-03 Evaluation Team

1. Karin Drewniak – Policy Writer, Division of Family Assistance, Program Operations, Policy Unit.
2. Karyl Provost – Administrator II, Division of Family Assistance, Support Services Unit.
3. Debra Bourbeau – Manager of the Data Management Unit, Division of Health and Human Services, Office of Finance.

Bid Summary RFP # 13-DFA-BWW-CSP-05

Evaluation Phase	Weight/Maximum Points	Southern New Hampshire Services, Inc.	Arbor E&T, LLC dba ResCare Workforce Services
I. Evaluation of Minimum Requirements	Pass/Fail	Pass	Pass
II. Corporation/Agency Organization and Project Staff	30% - 300 points	300	279.2
III. Scope of Work	50% - 500 points	481.7	430.3
IV. Cost Proposal	20% - 200 points	185	173.3
Total Score	100% - 1,000 points	966.7	882.8

RFP #13-DFA-BWW-CSP-05 Evaluation Team

1. Connie Manus – Business Administrator II, Department of Health and Human Services, Office of Finance.
2. Kerry Nelson – Administrator, Division of Family Assistance, Support Services Unit.
3. Lindsay Bubeau – Program Specialist II, Division of Family Assistance, Program Operations Unit.

Bid Summary RFP # 13-DFA-BWW-STAFF-03

In accordance with NH RSA 21-I:22-a and NH RSA 21-I:22-b, Requests for Proposals Section 3, Evaluation of the Proposals, details the following phases for evaluation to be considered for this proposal.

Evaluation Phase	Weight/Maximum Points	Southern New Hampshire Services, Inc.
I. Evaluation of Minimum Requirements	Pass/Fail	Pass
II. Corporation/Agency Organization and Project Staff	20% - 200 points	879
III. Scope of Work	50% - 500 points	890
IV. Cost Proposal	30% - 300 points	880
Total Score	100% - 1,000 points	2649/3 = 883

RFP #13-DFA-BWW-STAFF-03 Evaluation Team

1. Karin Drewniak – Policy Writer, Division of Family Assistance, Program Operations, Policy Unit.
2. Karyl Provost – Administrator II, Division of Family Assistance, Support Services Unit.
3. Debra Bourbeau – Manager of the Data Management Unit, Division of Health and Human Services, Office of Finance.

Bid Summary RFP # 13-DFA-BWW-CSP-05

In accordance with NH RSA 21-I:22-a and NH RSA 21-I:222-b, Requests for Proposals Section 3, Evaluation of the Proposals, details the following phases for evaluation to be considered for this proposal.

Evaluation Phase	Weight/Maximum Points	Southern New Hampshire Services, Inc.
I. Evaluation of Minimum Requirements	Pass/Fail	Pass
II. Corporation/Agency Organization and Project Staff	20% - 200 points	983
III. Scope of Work	50% - 500 points	961
IV. Cost Proposal	30% - 300 points	956
Total Score	100% - 1,000 points	2900/3 = 966.66

Evaluation Phase	Weight/Maximum Points	Arbor E&T, LLC dba ResCare Workforce Services
I. Evaluation of Minimum Requirements	Pass/Fail	Pass
II. Corporation/Agency Organization and Project Staff	20% - 200 points	853
III. Scope of Work	50% - 500 points	850.5
IV. Cost Proposal	30% - 300 points	945
Total Score	100% - 1,000 points	2648.5/3 = 882.83

RFP #13-DFA-BWW-CSP-05 Evaluation Team

1. Connie Manus – Business Administrator II, Department of Health and Human Services, Office of Finance.
2. Kerry Nelson – Administrator, Division of Family Assistance, Support Services Unit.
3. Lindsay Bubeau – Program Specialist II, Division of Family Assistance, Program Operations Unit.

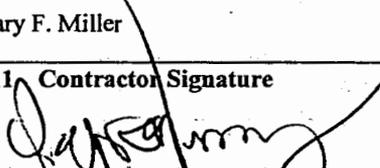
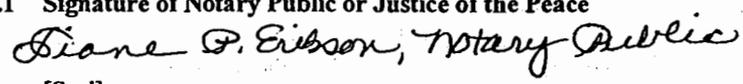
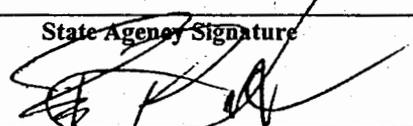
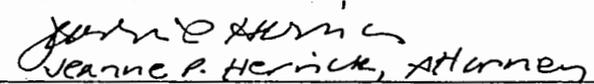
Subject: Combined Services Program and New Hampshire Employment Program Staffing

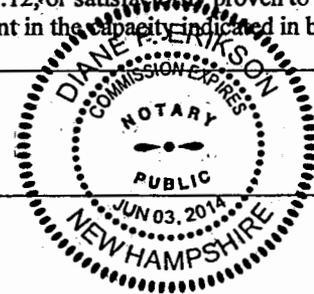
AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Department of Health and Human Services Division of Family Assistance		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301	
1.3 Contractor Name Southern New Hampshire Services, Inc		1.4 Contractor Address 40 Pine Street Manchester, NH 03103	
1.5 Contractor Phone Number 603-668-8010	1.6 Account Number 102-500731	1.7 Completion Date June 30, 2015	1.8 Price Limitation \$9,304,228.96
1.9 Contracting Officer for State Agency Mary F. Miller		1.10 State Agency Telephone Number 603-271-9330	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Gale Hennessy, Executive Director	
1.13 Acknowledgement: State of <u>NH</u> , County of <u>Hillsborough</u> On <u>4/12/13</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 Diane P. Erikson, Administrative Assistant			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory Terry R. Smith, Director	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) By:  On: <u>20 Apr. 2013</u>			
1.18 Approval by the Governor and Executive Council By: _____ On: _____			



Handwritten initials and date:
 4/12-13

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, this Agreement, and all obligations of the parties hereunder, shall not become effective until the date the Governor and Executive Council approve this Agreement ("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. 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 consent of the N.H. Department of Administrative Services. None of the Services shall be subcontracted by the Contractor without the prior written 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 \$250,000 per claim and \$2,000,000 per occurrence; and

14.1.2 fire and extended coverage insurance covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

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

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than fifteen (15) 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

Contractor Initials: GP
Date: 4-12-13

certificate(s) of insurance shall contain a clause requiring the insurer to endeavor to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than ten (10) 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.

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.



Scope of Services

Combined Staffing and Combined Services Programs Scope of Service

#13-DFA-BWW-STAFF-03

1. General Terms and Conditions of Services
 - A. All Contractor employees operating under the provisions of this contract shall in addition to their own reporting requirements, report to the individual designated by the Commissioner of the Department of Health and Human Services who shall have authority for the Bureau of Welfare to Work (BWW).
 - I. The individual identified by the Commissioner of the Department of Health and Human Services shall also be directly responsible for the operations of the New Hampshire Employment Program and shall have oversight of this contract and the performance measurements contained herein.
 - II. In accordance with RFP#13-DFA-BWW-STAFF-03 issued September 5, 2012, this contract may be extended for two (2) 2-year periods without further competitive bidding.
 1. Extension of this contract is contingent upon the satisfactory performance by the SNHS of all services required.
 2. Extension of this contract is further contingent upon approval by the New Hampshire Governor and Executive Council.
 - III. Under this New Hampshire Employment Program (NHEP) Staffing contract, the SNHS, Southern New Hampshire Services (SNHS), will provide services to participants in the NHEP who are receiving Temporary Assistance for Needy Families (TANF). The contractor will:
 1. Provide management, direct service, and administrative staff to serve under the New Hampshire Employment Program (NHEP);
 2. Provide supervision of contract services and administrative staff to operate and support all aspects of central office and field office service delivery;
 3. Provide all NHEP team members and administrative staff with a cohesive link for Temporary Assistance for Needy Families (TANF) clients to other needed services by establishing relationships with other public, private and community agencies and organizations that provide a variety of resources and services to low income individuals and families;
 4. All of the contractor staff will provide services to participants according to the State of New Hampshire calendar of business days. Hours of operation will be 8:00 AM to 4:30 PM, Monday through Friday. Only with the expressed permission of DFA Management, may any of the offices be closed early, and/or the hours of operation changed.
 5. Inherent in meeting the requirements of this contract is the ability of the contractor to bring to NHEP the expertise, experience and knowledge to established statewide community relationships that will enhance and increase the NHEP ability to move low-income individuals to financial independence through employment.
 6. The Division of Family Assistance (DFA) is the single State agency that administers NHEP and retains final authority on all policy matters and NHEP communications.
 - IV. The contractor will be required to recruit and hire individuals with professional background, experience and expertise to provide the services required in this contract. This includes but is not limited to persons with proven knowledge and experience in the area of employment, labor market information and training services with the ability to motivate and inspire participants to attain and achieve their identified occupational short and long term career goals. The contractor's staff hired for or assigned to NHEP shall have experience that demonstrates proficiency in teamwork, communication and interpersonal skills.
 1. The contractor must provide staff assigned to this program that shall, at minimum, meet the following requirements:

OSN

4/12/13



- (a) Is of a sufficient number to deliver the contracted program services and continues to do so without interruption due to vacations, sickness, or vacancies. DFA reserves the right, as needed, to make adjustments in staff allocations and worksite assignments;
 - (b) Each of the contractor's staff shall have a job title, and specified duties and responsibilities attached to program delivery, however, all contractor staff shall also demonstrate the versatility to be cross trained in all areas of program position, functions and activities.
 - (c) If in a full-time position, works thirty-seven (37) and one-half (1/2) hours per week;
 - (d) The contractor's staff whose criminal background check does not reveal violations or convictions that could adversely affect the participants served under this program;
 - (e) The contractor's staff that have read and signed a completed Statement of Confidentiality; and
 - (f) Adhere to the DFA Code of Ethics.
- V. All of the contractor's staff assigned to the NHEP will have accountability to the DFA, Bureau Chief of Welfare to Work. In all matters of performance under this contract, the BWW Bureau Chief will have the highest level of authority and supervision.
- VI. The Bureau Chief of the DFA BWW, or his or her designee, reserves the right to participate in the contractor's hiring process and/or approve all of the contractor's staff that work under this contract.
- VII. All employees operating under the provisions of this contract shall, in addition to their own reporting requirements, report to the individual designated by the BWW Bureau Chief. DFA reserves the right to remove any contracted employee from the program for unsatisfactory services.
- VIII. Any sub-contracted staff shall be identified as such by the contractor, and shall meet or exceed the staffing requirements articulated herein. DFA reserves the right, with sixty (60) days advanced notice, to disallow sub-contract use when the sub-contractor's handling of staffing concerns are not satisfactory to DFA.
- IX. The contractor is required to make every effort to fill vacancies within six (6) weeks of the date of vacancy but no longer than ten (10) weeks from the date of vacancy. The contractor will be required to make arrangements for program services to be maintained during periods when vacancies or extended absences occur, through replacement or reassignment of staff. In the case of an extended absence for more than six weeks, a replacement or a reassignment shall be made at the discretion of the BWW Bureau Chief, or his designees.
- X. The contractor will be required to develop Standard Job Descriptions (SJD's) for each of the contracted full or partial positions that are specific to the background, experience, expertise and job duties of that position. DFA shall have the right to review and make recommendations to these SJD's.

The contractor will provide and maintain staffing levels as follows:

1. Seventeen (17) Full Time Equivalent (FTE) front-line staff to serve as Employment Counselor Specialists (ECS) of the NH Employment Program interagency teams.
 - (a) Full-time employment of ECS staff is thirty-seven (37) and one-half (1/2) hours per week.
 - (b) Minimum qualifications for ECS staff will be:
 - (i) Education: Bachelor's degree from an approved college or university with major study in social work, psychology, education, human services, sociology, counseling, behavioral science or a related field; and
 - (ii) Experience: One (1) year of experience as an ECS Trainee or three years in social work, counseling, family services, education, staff training, employee development, employment counseling, recruitment, or human resources, or
 - (iii) Education: Associate's degree from an approved college or university with major study in social work, psychology, education, human services, sociology, counseling, behavioral science or a related field; and

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- (iv) Experience: Three (3) years of experience as an ESC Trainee or five (5) years in social work, counseling, family services, education, staff training, employee development, employment counseling, recruitment, or human resources; or
- (v) A combination of education and experience that demonstrates an ability to fulfill the duties of an ESC.
- (vi) This position reports directly to the Field Support Manager (FSM) with programmatic oversight by the NHEP Administrator.
- (vii) Duties of the ECS staff include:
 - 1. Provide group and one-on-one employment counseling to NHEP participants and conduct presentations at orientation sessions;
 - 2. Assess and evaluate an NHEP participant's work experience, education, aptitudes, interests, and personal characteristics to develop and write an employability plan with the participant and determine the degree of physical, social and emotional limitations to help the participant identify, understand and overcome barriers to employment;
 - 3. Provide employment focused case management services;
 - 4. Determine appropriate NHEP activities, including contracted services and referral to Workforce Investment Act (WIA) services as appropriate;
 - 5. Authorize NHEP program and support services;
 - 6. Monitor employability plans and provide case management services while the participant is eligible for NHEP and for the extended case management period after the closing of cash assistance;
 - 7. Apply the policy and procedures of the NHEP program as contained in the Precision Case Management- Field Workers Guide, training manual, policy releases, DFA Family Assistance Manual and clarifying memos;
 - 8. Attend training to maintain level of competency and expertise in policy and skills needed to effectively implement NHEP policy; keep abreast of local employment and training opportunities, labor market conditions, tools and resources; and become proficient in the use of the New HEIGHTS computer system.
 - 9. Develop and maintain ongoing working relationships with local and state agencies, community organizations, and employers to develop child care and transportation arrangements, activities supporting employment, support services and employment and training opportunities;
 - 10. Enter all NHEP activity information on the New HEIGHTS System in a timely manner;
 - 11. Support NHEP goals, objectives and team concept, and work collaboratively with other team members in the delivery of employment, training, barrier resolution, education, job preparation and support services; and
 - 12. Other duties as assigned by the Field Support Manager, NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.
- (c) NHEP ECS' will refer participants/applicants for participation in approved Federal activities. Depending on client need, program requirements and necessary federal participation hours required for clients to be in compliance, participants can engage in any and all activities for the required number of hours allowed per federal law at 42 USC 607, (c).
- 2. Three (3) FTE to serve as Field Support Manager (FSM) with oversight of one or more NHEP local teams.
 - (a) Full-time employment of FSM staff is thirty-seven (37) and one-half (1/2) hours per week.
 - (i) Minimum qualifications for FSM staff will be:
 - 1. Bachelor's degree from an approved college or university with a major study in social work, psychology, education, human services, sociology, counseling or behavioral science; and

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2. Six (6) years experience as a social worker or counselor in a public or private social service agency with three (3) years in a supervisory or management level position; or
3. A combination of education and experience that demonstrates an ability to fulfill the duties of a Field Support Manager.
 - (ii) This position reports directly to the NHEP Administrator with programmatic oversight by the Bureau Chief of Welfare to Work.
- (b) The duties of the Field Support Manager (FSM) are to:
 - (i) Communicate NHEP performance goals, standards and expectations to NHEP teams and supervisors;
 - (ii) Ensure correct application of NHEP policies and procedures;
 - (iii) Review individual and team performance and initiate corrective action to meet performance measures;
 - (iv) Provide policy support and clarification to local NHEP teams;
 - (v) Provide assistance and resources as needed for fair hearings;
 - (vi) Provide systems support to assure that New HEIGHTS procedures, work-around(s), changes, and updates are communicated to teams;
 - (vii) Consult with NHEP/New HEIGHTS Help Desk, and/or Bridges contact person, and/or Bureau of Data Management, and/or Child Development Unit;
 - (viii) Present to Program Administrators for discussion and clarification issues raised by the NHEP Local Teams; and
 - (ix) Conduct performance evaluations for ECSs and local supervisory staff.
 - (x) Act as the liaison when conducting, coordinating and facilitating communication meetings between NHEP and its contractor.
 - (xi) Other duties as assigned by the NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.
3. One (1) FTE to serve as BWW Operations Specialist (BWW-OS).
 - (a) Full-time employment of BWW-OS staff is thirty-seven (37) and one-half (1/2) hours per week.
 - (b) Minimum qualifications for BWW-OS staff will be:
 - (i) Bachelor's degree from a recognized college or university with major study in Human Services, Business, or Program Management. Each additional year of approved formal education may be substituted for one year of required work experience.
 - (ii) Three years professional or paraprofessional experience in program monitoring and evaluation. Each additional year of approved work experience may be substituted for one (1) year of required formal education; or
 - (iii) A combination of education and experience that demonstrates an ability to fulfill the duties of the BWW Operations Specialist (BWW-OS).
 - (c) This position reports directly to the NHEP Administrator, with programmatic oversight by the Bureau Chief of Welfare to Work.
 - (d) The duties of the BWW Operations Specialist is to:
 - (i) Conduct remote ECS case reviews in conjunction with the Field Support Manager, of local NHEP teams to ensure correct application of NHEP policies and procedures, effective Precision Case Management (PCM) practices & outcomes, meeting of performance measures (especially Client Participation Rates) and initiation of corrective action to meet performance measures.
 - (ii) Make recommendations for policy revisions based upon NHEP team input and Field Support Manager consensus;
 - (iii) Consult with NHEP/New HEIGHTS Help Desk, and/or BRIDGES contact person, and/or the DHHS Bureau of Data Management, and/or the DHHS Child Development Unit;
 - (iv) Address questions, and possible policy and systems conflicts through discussion within the Field Support Managers and the TANF unit, addressing

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- any identified changes that are needed with the Program Administrators, systems or policy staff as appropriate;
- (v) Review all available statistics and reports, including 'scrubbing' ECS caseloads to increase participation rates; research Exempt & Employed Reports;
 - (vi) Compare reports and statistics to performance measures and work with NHEP field staff to improve program performance, and review monitoring results from DHHS Quality Assurance Unit, if available;
 - (vii) Coordinate and organize documents & reports submitted from field staff; check for accuracy and consistency; enter data and record in designated application software (e.g., New HEIGHTS, Bridges); prepare BWW reports; and file documents appropriately;
 - (viii) Update and distribute electronically revisions to the PCM Manual. Track and report PCM outcome data;
 - (ix) Provide support to the BWW On-the-Job Training Program (OJT) supports to include: NHEP and WIA OJT contract monitoring, employer invoicing, client and employer site evaluations oversight; develop tracking sheets and other related information and disseminate identified information to NHEP field staff, compiling recidivism data and track OJT volume and outcomes. Use Word, Excel, or required database software to produce correspondence and ad hoc, monthly, and quarterly financial or program-related reports; use e-mail to communicate with internal and external customers and distribute reports and documents via same;
 - (x) Collect client caseload, exit, and outcome data (e.g., volume of Sanctions, number of open, closed, or denied cases); input transactions into Excel and/or New HEIGHTS database; and use Excel and New HEIGHTS data to update existing management reports or produce other ad hoc reports as needed;
 - (xi) Investigate and address concerns and complaints received from within DFA, outside agencies and contract agencies;
 - (xii) Other duties as assigned by the NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.
4. One (1) FTE to serve as Welfare to Work Program Assistant (WtW-PA).
- (a) Full-time employment of WtW-PA staff is thirty-seven (37) and one-half (1/2) hours per week.
 - (b) Minimum qualifications for WtW-PA staff will be:
 - (i) Associates Degree or higher and two (2) years experience as an Administrative Assistant or Project/Program Assistant; a combination of a High School Diploma (or GED) and four (4) or more years of experience as an Administrative Assistant or Project/Program Assistant may be considered; or
 - (ii) A combination of education and experience that demonstrates an ability to fulfill the duties of a WtW-PA; with
 - (iii) Knowledge of modern office practices, procedures and equipment. Knowledge of English, spelling and arithmetic.
 - (iv) Knowledge of office record keeping and reporting.
 - (v) Some knowledge of the principles and practices of public administration.
 - (c) This position reports directly to the NHEP Administrator. The duties of the WtW-PA is to:
 - (i) Coordinate production and flow of financial information between the vendor's fiscal office, the NHEP Administrator and DFA Contracts Administrator as requested;
 - (ii) Use Microsoft Word and Excel, or required database software to produce correspondence and ad hoc, monthly, and quarterly financial or program-related reports; use e-mail to communicate with internal and external agency staff and distribute reports and documents via same;

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- (iii) Design and/or update various NHEP and Statewide Reports in accordance with contractual guidelines at the start of each State Fiscal Year (SFY);
 - (iv) Provide technical support and training to program staff to ensure accurate and complete reporting.
 - (v) Collect and review local reports from NHEP staff and use excel to compile Statewide NHEP Statistical Reports on a monthly, weekly, or annual basis;
 - (vi) Use New HEIGHTS case management system to research TANF client information and support program operations; assist staff in resolving technical issues pertaining to New HEIGHTS access and use;
 - (vii) Enter and/or maintain participant-related data (such as demographic, program status changes, etc.) in the electronic customer database and produce reports as requested;
 - (viii) Maintain, revise, and distribute policies, directives, and procedures per supervisor instruction;
 - (ix) Facilitate purchase of equipment and office supplies and maintain related records.
 - (x) Process and track payments as needed.
 - (xi) Maintain and distribute the staff contact list, and other duties as assigned by the NHEP Administrator or the Bureau Chief of Welfare to Work, and/or their designee.
5. .33 FTE NHEP Administrator:
- (a) Full-time employment of the Administrator is in accordance with SNHS personnel policies governing this level of administration.
 - (b) Minimum qualifications for the Administrator will be:
 - (i) Bachelor's degree from an approved college or university with a major study in social work, psychology, education, human services, sociology, counseling or behavioral science; and
 - (ii) Six (6) years experience as a social worker or counselor in a public or private social service agency with three (3) years in a supervisory or management level position; or
 - (iii) A combination of education and experience that demonstrates an ability to fulfill the duties of the NHEP Administrator.
 - (c) The duties of the NHEP Administrator is to:
 - (i) Establish and monitor NHEP program objectives as directed by the Bureau Chief of Welfare to Work, and or his designee;
 - (ii) Make major policy decisions in collaboration with the Bureau Chief of Welfare to Work, and/or his designee;
 - (iii) Ensure interagency coordination in program development and problem resolution; Coordinate the delivery of NHEP policy and procedure training for NHEP teams;
 - (iv) Provide supervision of agency-related matters for the contract NHEP FSM, and the BWW Operations Assistant; and;
 - (v) Serve as the contract administrator and be responsible for the overall management and coordination of this contract.
 - (vi) The contractor shall oversee the contract on a day-to-day basis and shall be responsible for:
 - (vii) Ensuring that the contractor's staff carry out their functions described in this contract and the standard job descriptions, and adhere to project schedules, NH-DHHS policy and procedures, and performance measures and standards;
 - (viii) Interfacing directly with the Bureau Chief of Welfare to Work, and/or his designee, and the Contracts Administrator;
 - (ix) Providing data, information and reports to DFA as requested; and
 - (x) Other duties as agreed to through negotiation with DFA.

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2. GENERAL REQUIREMENTS

- A. The contractor must provide services described herein uniformly throughout the State of New Hampshire at locations designated by DFA.
- B. The contractor shall deliver services in accordance with the mission, goals, policies, and procedures of NHEP, along with applicable State and Federal Laws and Regulations as indicated in this contract, and the RFP, and shall train all the contractor's staff on the duties, responsibilities, requirements and provisions of this contract.
- C. The contractor will be required to accept all applicants and recipients referred by DFA in accordance with established NHEP policies.
- D. The contractor will be required to ensure that program requirements and philosophy are consistently applied to all participants and/or their families.
- E. The contractor must deliver services with a high degree of respect for the participants, sensitivity to their circumstances, and in a manner that builds self-esteem and motivation.
- F. The contractor staff will be required to attend meetings and/or training programs as required by DFA. Advance notice of meetings and training sessions, to the extent possible, shall be provided by DFA.
- G. The contractor will have the ability to maintain and preserve records and any other documentation in the SNHS' possession, that were used in the administration of the resultant contract, for a period of three years from the close of the Federal fiscal year in which the contract ends.
- H. The contractor acknowledges that all curriculums based material, employer and work experience development falls under the onus of DFA.
- I. The contractor is required to maintain the confidentiality of all participant information that is acquired, by any means including computer access, in accordance with DFA confidentiality requirements. The contractor will be required to insure that access to participant information is limited to only those contractor staff that have a need to know in order to perform their job duties. The contractor must also insure that all staff are trained on the DFA confidentiality requirements and that all of the contractor's staff sign a confidentiality statement attesting to the fact that DFA confidentiality requirements are understood and will be observed.
- J. The contractor must have the ability to respond to any state or federal audits under this contract within fifteen (15) calendar days after receiving the audit report, and initiate corrective action as necessary.

3. CONTRACT PERFORMANCE REQUIREMENTS

- A. Provision of Program Services
 - I. The contractor's staff hired under this contract are expected to administer program services as specified in the definitions of allowable activities as described in the Personal Responsibility and Work Opportunity Act of 1996 as amended by the Deficit Reduction Act of 2005 and federal regulations at 45 CFR 261.2 and adhere to any new passed federal legislation that may be enacted during the operation of a contract with DFA to provide these services. Should such legislation conflict with the Scope of Services, the parties will enter into good faith negotiations to reach mutual agreement on a contract addendum or amendment, and if applicable, seek Governor and Executive Council approval thereof;
 - II. Meet the conditions set forth under the Fair Labor Standards Act and State law found at RSA 167:77 – 167:92 and administrative rules pursuant to He-W637.
- B. Work Participation Rates
 - I. NHEP Local Teams and individual members of the teams must meet no less than a 50% (fifty percent) "All Families" participation rate pursuant to RSA 167:77a, and 45 CFR 261.21. Federal law requires adherence to these rates and failure to do so results in a substantial financial penalty to the federal TANF block grant.
 - II. Participation rates are reported quarterly to the Federal government via their prescribed reports. These reports will be used to determine compliance with this performance standard. The data comes from New HEIGHTS as identified by field staff and monitored by the local office managers and the FSM.

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- III. Verification of the participant activities and documentation of good and satisfactory progress must be present in the participant case record and entered into New HEIGHTS.
 - IV. Implementation of this standard will be effective with the implementation of this contract.
 - C. Precision Case Management – Field Workers Guide
 - I. NHEP Team members are required to refer to and follow the procedural guidelines set forth in the BWW PCM – Field Workers Guide to ensure best case practice and program implementation effectiveness.
 - II. Team members will be evaluated for adherence to a best standard of practice, no less than once every twelve (12) months in a rolling calendar year.
 - III. FSMs are required to refer to and follow the procedural guidelines set forth in the BWW PCM – Field Workers Guide, and FSM Guide when available.
 - D. Evaluation of Performance
 - I. DFA shall designate the performance evaluation criteria, specific performance goals, and outcome measures to be utilized. Any deficiencies identified shall be presented and discussed with the NHEP Teams and FSMs, in conjunction with the NHEP Administrator, and the Bureau Chief of Welfare to Work, and/or his designee as needed.
 - II. Corrective action plans, if required, shall also be requested and reviewed by the NHEP Program Administrator and the Bureau Chief of Welfare to Work. The FSM are responsible for the implementation of corrective action to ensure that performance standards are met.
 - III. A DFA standardized ranking instrument shall be utilized during the operation of this contract period. Any of the following methods may be used, but are not limited to, by the FSMs or other designated individuals to verify performance:
 - 1. On-site observation;
 - 2. Review of management reports;
 - 3. Interviews with consumers;
 - 4. Federal and State monitoring of policies, procedures and Case management; and
 - 5. Random sampling of case records.
4. QUARTERLY EVALUATION REVIEWS
- A. A quarterly contract evaluation meeting shall take place with the NHEP Administrator, BWW Bureau Chief, Contracts Administrator, or designees, following the end of each quarter. The purpose of the meeting is to review and evaluate how well the requirements of the contract are being met, what changes, if any, are needed, and to jointly develop a plan of action for the remainder of the contract.
 - B. At the end of each quarter, a formal performance evaluation meeting will be held with the NHEP Administrator, BWW Bureau Chief, and TANF Administrator, or designees. The purpose of the meeting is to review and evaluate how well the NHEP teams are meeting the federal participation rates, the federal performance criteria and the performance criteria established by DFA Bureau of Welfare to Work. It is expected that informal performance meetings will be held on the remainder of the months. Each meeting shall result in a report that rates each of the performance areas and, if there are deficiencies, provides a corrective action plan to correct the deficiencies.

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- to 4:30 PM Monday through Friday.¹ Only with the expressed permission of DFA Management, may any of the offices be closed early, and/or the hours of operation changed.
- VII. The contractor is advised that during the term of the contract, DFA reserves the right to modify services in this contract to conform to federal or state regulatory changes to the Temporary Assistance to Needy Families (TANF) Block Grant Program or the NHEP, or any other State and Federal related regulation.
 - VIII. If changes to the scope of service are necessary as a result of regulatory
 - IX. changes, the contractor and DFA will enter into good-faith negotiations of the services and the costs associated with the delivery of those services.
2. Culturally and Linguistically Appropriate Standards
- A. DHHS recognizes that culture and language have considerable impact on how individuals access and respond to health and human services. Culturally and linguistically diverse populations experience barriers in efforts to access services. To ensure equal access in all aspects of this project, DFA expects the contractor to provide culturally and linguistically appropriate services according to the following guidelines:
 - I. Assess the ethnic/cultural needs, resources and assets of their community;
 - II. Promote the knowledge and skills necessary for staff to work effectively with consumers with respect to their culturally and linguistically diverse environment;
 - III. Offer consumers a forum through which clients have the opportunity to provide feedback to the contractor regarding cultural and linguistic issues that may deserve response;
 - IV. Effective outreach and networking methods to engage and build trust with individuals with respect to their culturally and linguistically diverse home environments, if applicable; and
 - V. Provide interpretation/communication assistance services for those individuals who need it.
 - B. This section provides an overview of the allowable NHEP activities further defined at 45 CFR 261.2, and in Section 4.3: Direct Service Requirements being procured through this contract. The purpose of the provision of these activities is to ensure that the program operates within federal and state law, regulations and administrative rules. Using both quantitative and qualitative outcome measures the goal is to move clients towards self-sufficiency through the dignity of unsubsidized employment. The NHEP activities provided will be as follows:
 - I. Job readiness services to assist participants in gaining the skills necessary to obtain and retain employment.
 - II. Job readiness includes:
 - 1. A vocational assessment service to assess standardized educational attainment through testing and interpretation, to assist participants in determining vocational goals for self-sustaining employment and a career path to that goal. This vocational assessment will result in the identification of short and long-term career goals, and the existing availability of the identified occupations in the labor market. Additional job readiness curriculum, including life skills training will be provided; and
 - 2. Job search to assist participants in conducting effective job search leading to employment, to include the creation of cover letters, resumes, references, applications, job interviewing skills, job follow-up etiquette and techniques and education on the utilization of existing labor market tools and information. This activity will also include the provision of Job Club, which entails: peer support, building effective networking skills, hosting employer quest visits, appropriate use of program resources, displaying, and teaching program participants how to learning of suitable job openings which exist in their local labor market and other job search initiatives; and
 - 3. Alternative Work Experience Placement (AWEP), defined as an activity that places participants in voluntary work experience positions that are not considered community service programs. The purpose of this activity, if private sector employment is not

¹ DFA reserves the right to alter the hours of operation, with sixty (60) days advanced notice.

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#13-DFA-BWW-CSP-05

1. General Terms and Conditions of Service

- A. All Contractor employees operating under the provisions of this contract shall in addition to their own reporting requirements, report to the individual designated by the Commissioner of the Department of Health and Human Services who shall have authority for the Bureau of Welfare to Work.
- I. The individual identified by the Commissioner of the Department of Health and Human Services shall also be directly responsible for the operations of the New Hampshire Employment Program and shall have oversight of this contract and the performance measurements contained herein.
- II. In accordance with RFP#13-DFA-BWW-CSP-05 issued on October 3, 2012, this contract may be extended for two (2) 2-year periods without further competitive bidding.
- III. Extensions of this contract are contingent upon the satisfactory performance by the contractor of all services required.
- IV. Extension of this contract is further contingent upon approval of the New Hampshire Governor and Executive Council.
- B. Under this Division of Family Assistance (DFA), New Hampshire Employment Combined Services Program, herein known as CSP, the contractor, Southern New Hampshire Services (SNHS) will provide services to participants in the New Hampshire Employment Program (NHEP) that are receiving Temporary Assistance to Needy Families (TANF). Participants served may also be designated as having no or limited English proficiency to the degree that they are unable to effectively engage in general work program services, thereby requiring additional culturally and linguistically appropriate supports/services be provided that ensures equal access in all aspects of this contract.
- C. Under this Combined Service Program (CSP) the contractor will provide the following work activities per 45 CFR 261.2 and RSA 167.77 through 167.92, which include: job readiness, job search, community service program, work experience, job skills training directly related to employment, and On-the Job Training. Participants will acquire general skills, knowledge and work habits necessary to obtain and retain gainful employment, and obtain occupations in support of long term self sufficiency.
- D. The contractor shall provide these services on a statewide basis to cover up to twelve (12) geographic locations identified in Table 1 of this contract. In addition to the services described above, the contractor will operate a combined service facility where TANF-related services will be delivered to NHEP participants. The contractor will be responsible for the overall operation of the facility and the provision of the work activities as identified above.
- E. Proposed plans to sub-contract any part of this contract, if any, are to be clearly outlined.
- I. Any partnership must demonstrate mutually understood and well-articulated roles and responsibilities, as well as a collaborative process between partners to monitor program quality and to resolve differences or operational problems.
- II. The sub-contracts should describe the role(s) and responsibilities of each entity under the same guidelines established by this contract.
- III. The Contract Administrator must approve each sub-contract prior to signature. DHHS reserves the right to request changes to any contract presented for approval.
- IV. The contractor is the established single point of contact for DFA and will be responsible for all deliverables associated with this contract. Any proposed programmatic or operational changes within the partnering organizations will require prior approval by DFA. DFA reserves the right to remove any subcontracted partner from the project for unsatisfactory services.
- V. The contractor is responsible for tracking outcomes and developing or changing tracking systems to align with any requests made by DFA. It is the SNHS's responsibility to maintain detailed records of its activities and required deliverables.
- VI. All contractor staff and sites will be open and providing services to participants according to the State of New Hampshire calendar of business days. Hours of operation will be 8:00 AM

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- available, means a work activity performed in return for welfare, that provides an individual with an opportunity to acquire the general skills, knowledge, and work habits necessary to obtain employment. The purpose of the work experience is to improve the employability of those that cannot find unsubsidized employment. The expectation is that SNHS will develop sufficient and appropriate AWEF host sites in order for clients to utilize this activity. This activity shall be provided pursuant to RSA 167:82-a and 167:91a-b; and
4. Community Work Experience Placement (CWEP), defined as work performed for the direct benefit of the community under the auspices of public or nonprofit organization. This activity must serve a useful community purpose, will be available from both the contractor's worksite locations and in the community at non-profit and public organizations to improve the employability of participants. Short-term training is also permitted as long as such activities are of limited duration and are an integral part of a CWEP. The expectation is that the contractor will develop sufficient and appropriate CWEP host sites in order for clients to utilize this activity. This activity shall be provided pursuant to RSA 167:82-a and 167:91a-b; and
 5. Job Skills Training Directly Related to Employment (JSTDRE), which is defined as: training or education for job skills required by an employer to provide an individual the ability to obtain employment or advance or adapt to the changes demands of the work place; and
 6. On-the-Job Training (OJT), which is defined as: training in the public or private sector that is given to a paid employee while he or she is engaged in productive work and that provides knowledge and skills essential to the full adequate performance of the job.
- C. The Combined Services Program must be designed to provide for open enrollment and open exit by NHEP participants. Referred NHEP participants must be able to enter the program upon the contractor's receipt of referral paperwork from NHEP or be placed on the program waiting list, if appropriate. Section 4.2.C of the RFP identifies the maximum participant capacity to be served at each combined service site by activity. AWEF, CWEP and OJT placements off-site in the community are in addition to the maximum capacity identified in Table 1 of this contract.
- D. NHEP ECSs will refer participants/applicants for participation in the above six activities. Depending on client need, program requirements and necessary federal participation hours required for clients to be in compliance, participants can engage in any and all activities for the required number of hours allowed per federal law at 42 USC 607, (c). Under this same section and in federal regulations at 45 CFR 261.34, an individual's participation in job search and job readiness assistance can count for a maximum of six weeks in a fiscal year (no more than four consecutive weeks). This can be extended to 12 weeks in a fiscal year if a State meets the definition of a "needy State" under the Contingency Fund provisions of the law. At the time of this writing, NH meets this definition.
- E. All program services for NHEP activities shall:
- I. Meet the definitions of allowable activities as described in the Personal Responsibility and Work Opportunity Act of 1996 as amended by the Deficit Reduction Act of 2005 and federal regulations at 45 CFR 261.2 and adhere to any newly passed federal legislation that may be enacted during the operation of this contract with DFA to provide these services. Should such legislation conflict with the agreed upon Scope of Services in this contract, the parties will enter into good faith negotiations to reach mutual agreement on a contract addendum or amendment, and if applicable, seek Governor and Executive Council approval thereof;
 - II. Be provided in a manner to allow participants to meet the minimum participation requirements of core and secondary activities. The contracted sites will be open for the provision of program services to participants for no less than 35 hours per week, and;
 - III. Meet the conditions set forth under the Fair Labor Standards Act and State law found at RSA 167:77 – 167:92 and administrative rules pursuant to He-W 637.

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3. Organization/Agency Requirements

- A. The contractor must provide statewide services that meet the federal TANF work participation requirements as stated in the Personal Responsibility and Work Opportunity Act of 1996 as amended by the Deficit Reduction Act of 2005 and federal regulations at 45 CFR 261.2.
- B. The contractor must carry out the direct service requirements as defined in this contract.
 - I. The contractor must have the ability and experience to:
 - II. Provide job readiness and job search activities that teach job seeking and life skills to ensure participants are able to effectively prepare, seek, obtain, and ultimately retain unsubsidized employment;
 - III. Provide vocational assessment and evaluation testing that identifies potential participant deficits, barriers, and strengths that would lead to the identification of short and long-term career goals, and skills necessary to utilize labor market information in support of those goals;
 - IV. Provide community service activities while building work skills and increasing employability for participants;
 - V. Develop both AWEP and CWEP host sites and slots for participants with limited exposure to the labor market, limited work histories, and potential barriers to employment. These activities shall assist the participant to acquire the general skills, knowledge and work habits necessary to obtain employment and to improve the employability of individuals otherwise unable to obtain unsubsidized employment;
 - VI. Develop OJT opportunities that provide training in the public and private sector that is given to a paid employee while he or she is engaged in productive work. These opportunities also provide the knowledge and skills essential for a full and adequate performance of the job;
 - VII. Provide job development, employer outreach, networking, familiarity with local labor market trends and conditions, job attainment resources and tools, associated with attaching low-income individuals to the labor market;
 - VIII. Work with low income families with barriers to long-term attachment to the labor market, with the ability to support participants in work activities while providing problem-solving assistance whenever situations arise;
 - IX. Operate a program that addresses the provision of work skill attainment in order to promote success in the workplace and long-term attachment to the labor market utilizing simulated work environment construct concepts;
 - X. Develop, access, and promote the use of local community resources such as assisting participants with access to childcare, transportation providers, clothing, housing, financial literacy, substance abuse, domestic violence, and other barriers to employment, in support of program goals;
 - XI. Work with people with no or limited English proficiency; understand the concepts of cultural competency; promote effective integration and adaptation of individual cultural differences into the local labor market; recognize and respect individuals in terms of values, potential, and cultural experiences in order to advance successful workplace integration;
 - XII. Acquisition, development, and managing facilities to accommodate a variety of services within a singular setting.
- C. The contractor and its staffs must have the qualifications, educational competencies, and professional experience needed for responsible management and delivery of the activities as outlined in this scope of work.
- D. The contractor must have the ability and experience to provide services, utilizing the precepts of cultural competency, for participants with cultural barriers, and/or no or limited-English proficiency resulting in barriers to employment.
 - I. Cultural competence is defined as a set of congruent behaviors, attitudes, and policies that come together in a system or agency or among professionals that enable effective interactions in a cross-cultural framework.
 - II. Participants with no or limited-English proficiency is defined as a person who comes from a non-English speaking background and who has sufficient difficulty speaking, reading, writing, or understanding the English language and whose difficulties may deny such an individual

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- the opportunity to learn successfully in settings where the language of instruction is English or to participate fully in the dominant society.
- E. The contractor and its staff must abide by a policy developed by DFA that describes acceptable and unacceptable NHEP participant conduct and dress. This policy will be applicable to the contractor's staff delivering services at the combined service locations.
 - F. The contractor must develop marketing and recruitment strategies to achieve the agreed upon participant capacity at the twelve (12) combined service sites.
4. Program Referral Guidelines
- A. This contact will serve, through a CSP, those individuals referred by the NHEP Employment Counselor Specialist (ECS), who are low-income adults and teenage parents who have been determined eligible for FANF related programs.
 - B. Referral guidelines are for those participants who:
 - I. Have been assessed by an NHEP ECS and have an established Employability Plan. Clients will be expected to participate in vocational assessments prior to being assess by an NHEP ECS;
 - II. Would benefit from a comprehensive vocational assessment and in-depth career exploration to determine realistic and appropriate short and long-term career goals, including the identification of an appropriate career path and the steps necessary to accomplish their long-term career plan.
 - III. Would benefit from understanding appropriate workplace behaviors, including but not limited to: employer expectations, appropriate attire, and professionalism in the work place. May need training and preparation in effective job seeking, as well as life skills training to balance work and family responsibilities effectively;
 - IV. Would benefit from participation in job readiness classes designed to develop the skills necessary to effectively balance work and family, including but not limited to: time management, organizational skills, stress management, self-confidence building, etc., to prepare parents for the demands of obtaining and retaining full-time, unsubsidized employment;
 - V. Have been unsuccessful in obtaining sustained unsubsidized employment in their identified occupation and would benefit from the activities and services available under the program.
 - VI. Have been unable to demonstrate appropriate workplace protocols including, but not limited to attendance, leave notification, tardiness, and handling emergency situations as it pertains to workplace behaviors,
 - VII. Would benefit from the development of necessary job search skills including, but not limited to the creation of cover letters, resumes, personal and professional reference, sample applications, job interviewing and networking skills, etc. to prepare to seek, obtain and retain unsubsidized employment and long-term connection to the labor market;
 - VIII. Would benefit from being involved in a local support system where information about effective job search techniques, job seeking tools, job openings, local employers, labor market information and community resources can be found.
 - IX. Would benefit from obtaining and retaining unsubsidized employment and/or needs to re-enter the workforce due to, but not limited to, insufficient educational background or lack of marketable skills;
 - X. Would benefit from a work experience placement (WEP), on-the-job-training (OJT), or other appropriate work related activity;
 - XI. Would benefit from learning about what is necessary to secure long-term, dependable child care and transportation, and other alternative arrangements, to allow for long-term attachment to the labor market;
 - XII. Would benefit from local WEP development in their community due to barriers preventing attendance at a specified site; and
 - XIII. May have no or limited English proficiency.
 - XIV. The contractor will accept all referrals from the NHEP teams unless mutually agreed upon by DFA and the contractor.

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New Hampshire Department of Health and Human Services
Exhibit A

C. Capacity: The following table illustrates the number of required monthly participant slots by geographic area and combined service activity for the CSP on-site service capacity. The co-location of these services requires separate classrooms and may involve separate computer labs and the computer systems must be compatible². Off-site program capacity will vary based on participants completing on-site activities. The figures given in the below table are DFA's anticipated capacity and may vary depending on actual participation and progression of participants through the Program:

Table 1 – Capacity requirements

Locations	Total Participant On-site capacity	On-site WEP Slots	Voc. Assessment, JS/JR/Job Club & Job Skills Training Slots
Berlin	10	5	5
Claremont	29	19	10
Concord	33	21	12
Derry	10	5	5
Keene	25	17	12
Littleton	10	5	5
Laconia	29	17	12
Manchester	68	48	20
Nashua	35	20	15
Portsmouth	10	5	5
Rochester	38	23	15
Tamworth	10	5	5
Total	307	190	121

- D. The 307 participants that will receive combined services under this contract at the combined service locations listed above shall participate in the activities listed in this Scope of Service. Priority will be given to people who need to participate in core activities.
- E. The contractor shall develop on-site WEP experiences from local area organizations to provide work skills and work experiences to participants who lack skills to become immediately employable.
- F. The contractor shall maintain no less than 750 community host sites with multiple slots and of those at least 425 sites need to be active. Active is defined as having been utilized within the previous 180 days. Of the 425 active sites, no less than 400 slots will be filled on a monthly basis.

² DFA currently funds data collection systems for TANF related contracted services. DFA reserves the right to retain the current systems in place.



- G. Additional participants to receive combined services are through off-site AWEP, CWEP and OJT sites created in the community statewide. The contractor shall develop and maintain work experience placement sites for participants with limited exposure to the labor market, limited work histories, limited transportation, potential barriers to employment, no or limited-English-proficiency, have a vocational interest in a particular occupation, and/or needs experience and exposure to that work situation, and/or needs to participate in a work activity.
- H. DFA recognizes that the demand for this program may periodically exceed capacity at one or more locations. To minimize the potential for wait lists, the contractor shall develop and implement a process to ensure participants successfully move through contracted service activities or are otherwise removed from the program if non-compliant.

5. Direct Service Requirements

- A. The contractor must provide NHEP activities that meet the federal definition and parameters as defined in 45 CFR 261.2 of the following activities:
 - I. Job readiness activities (JR - core) are designed to assist participants in gaining the skills necessary to obtain and retain employment. Job readiness includes: a vocational assessment service to assess standardized educational attainment through testing and interpretation; assisting participants in determining vocational goals for self-sustaining employment; and a career path to that goal. This vocational assessment will result in the identification of short and long-term career goals, and the existing availability of the identified occupations in the labor market. Additional job readiness curriculum, including life skills training will be provided;
 - II. Job search activities (JS - core) are designed to assist participants in conducting facilitated job search leading to employment, to include the creation of cover letters, resumes, applications, job interviewing skills, and education on the utilization of existing labor market tools. This activity will also include the provision of Job Club (JC); which entails: networking, peer support; learning of suitable job openings and other job search initiatives;
 - III. Alternative Work Experience Placements (AWEP - core) are designed to place participants in voluntary work experience positions that are not considered community service programs. The purpose of this activity, if private sector employment is not available, is a work activity performed in return for welfare that provides an individual with an opportunity to acquire the general skills, knowledge, and work habits necessary to obtain employment. The purpose of the work experience is to improve the employability of those that cannot find unsubsidized employment. The expectation is that the contractor develops sufficient and appropriate AWEP host sites in order for clients to utilize this activity;
 - IV. Community Work Experience Placements (CWEP - core) are designed as work performed for the direct benefit of the community under the auspices of public or nonprofit organization. This activity must serve a useful community purpose, will be available from both the contractor's worksite locations and in the community at non-profit organizations to improve the employability of participants. Short-term training is also permitted as long as such activities are of limited duration and are an integral part of a CWEP. The expectation is that the contractor develop sufficient and appropriate CWEP host sites in order for clients to utilize this activity;
 - V. Job Skills Training Directly Related to Employment (JSTDRE - secondary), which is defined as: training or education for job skills required by an employer to provide an individual the ability to obtain employment and advance or adapt to the changing demands of the work place;
 - VI. On-the-Job Training (OJT - core), which is defined as: training in the public or private sector that is given to a paid employee while he or she is engaged in productive work and that provides knowledge and skills essential to the full and adequate performance of the job.
- B. The contractor is required to abide by policy and guidelines developed by DFA that describes acceptable and unacceptable participant conduct and dress. This will be applicable to services delivered at the CSP locations.

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Exhibit A



- C. The contractor shall:
- I. Operate the CSP as a simulated work environment which provides WEP work skills/work experience on and off-site to improve the employability of clients not otherwise able to obtain employment;
 - II. Provide information to program participants on the Earned Income Tax Credit;
 - III. Supervise and monitor clients in all activities on a daily, on-going basis;
 - IV. Implement and operate an intake process for referred participants that enter the Combined Service Program upon receipt of referral paperwork from NHEP;
 - V. Perform outreach efforts to schedule vocational assessments upon a client being determine eligible and open for TANF financial assistance;
 - VI. Hold daily client review meetings to determine the most appropriate activity in which the client will participate, either as a sole or combined service, based on the vocational assessment, employment plan, and ECS referral information, also taking into account the participants employment history, skills, interests, ability, employment goals and employment obstacles;
 - VII. Report and verify individual NHEP participant attendance/participation, and reasons for absences with verifications if obtained, submitted no less than weekly to the NHEP ECSs. Unscheduled absences shall be reported the day of the absence;
 - VIII. Provide individual progress reports to the responsible NHEP ECSs at least bi-weekly;
 - IX. Develop recommendations for services to address barriers suspected or identified for an NHEP participant for inclusion in the employment plan, and/or provide community referrals;
 - X. Ensure that all necessary paperwork for the participant is completed accurately and timely in order to determine the specific activity(s) the client will be assigned;
 - XI. Ensure that all staffs are trained and work on a rotating basis between all on-site work activities of the Combined Service Program;
 - XII. Collect from NHEP participants, verification of participation hours in this program and verification of absences, if able. Provide the verifications to the NHEP ECSs no less than weekly;
 - XIII. Make appropriate arrangements for accommodation of no or limited English proficient related barriers or disability-related issues;
 - XIV. Develop training methods that incorporate a variety of adult learning styles, practical and experiential methods that extend beyond participant self-instruction, such as reading materials or audio/visual materials using materials developed and published at the 8th grade reading level;
 - XV. Develop or adapt curriculum that will ensure full access to all contract related activities to meet the needs of no or limited English proficient or disabled participants, which may include the administration of the Learning Needs Screening Tool, when a participant is suspected of having a learning disability or lack of basic literacy;
 - XVI. Provide a plan to ensure that each participant participates in the hours specified on the referral as part of the employment plan, which could be less than a minimum of 20 hours of a core activity/work experience per week, but shall not exceed the permissible hours as specified by the Fair Labor Standard Act (FLSA). Participants may choose, or be required to, participate for additional hours per the Employability Plan, in core or secondary activities.
- D. Activity specific conditions:
- I. The contractor must design and deliver the following activities/services:
 1. Job search/Job readiness curriculum that clearly identifies the topics to be addressed in each of the below subject areas:
 - (a) General skills assessment, to include: reading, listening, writing, speaking, math, science skills and to determine an individuals educational level;
 - (b) Vocational assessment of career aptitudes and abilities, to include but not limited to, vocational interest, work values, and screening for learning disabilities and LEP;
 - (c) Career exploration to include: exploration of local labor market information specific to the chosen career goals, utilizing all available resources and tools such as ONET,



- NH Career Planning Guide, Job Match System, NH Works Job Information Center, Economic Labor Market Information, etc., career jobs, stop-gap jobs, non-traditional jobs, availability of local employment in identified career area;
- (d) The identification of short and long-term employment goals in support of a career plan that leads towards full-time unsubsidized employment and economic independence;
 - (e) Soft skill attainment (appropriate workplace behaviors) to include: understanding employer expectations relative to work ethic, personal hygiene, and proper business communications, managing childcare and transportation for employment, balancing work and family, problem resolution in the workplace, managing family issues while maintaining employment, attendance, sexual harassment, drug free workplace, financial literacy, advantages of employment and available employment transition services, etc.;
 - (f) Job search to include: identification and instruction in the use of appropriate job search tools, cover letter, résumé, references, applications, job search and interviewing skills, specific to an identified job placement and career goals;
- II. Job Club entails: networking, peer support, learning of suitable job openings and other job search initiatives. The contractor shall:
1. Offer job club group activities such as identifying employment leads, share employment resources, facilitate informational interviews, conduct networking forums, provide presentations from local businesses, conduct simulated interviews, etc.
- III. AWEP/CWEP work experience placements (WEPs) are designed to improve the employability of those that cannot find unsubsidized employment and provides participants with skills to increase employability for immediate attachment to the local labor market. The contractor shall:
1. Develop host sites and slots that meet the career goals necessary for immediate attachment to the local labor market;
 2. Develop and administer a pre-defined number of active WEP host sites and slots per service delivery area. Host sites are considered active if the WEP slot has been utilized in the last 180 days;
 3. Implement a WEP agreement process as defined by DFA and be designed for no more than 16 weeks, unless DFA has approved an extension;
 4. Ensure that all necessary enrollment paperwork for placement into a WEP is completed accurately and timely;
 5. Ensure that the participant and the WEP host site are fully informed and adhere to the attendance verification requirements;
 6. Ensure WEP host sites are informed and acknowledge participant safeguards pursuant to RSA's: 167:82-a Infringement on Rights of Other Employees Prohibited; Limited Employee Status, 167:91-a Infringement on Rights of Other Employees Prohibited, 167:91-b Work Experience and Community Service Program Participants; Workers' Compensation Eligibility;
 7. Have appropriate arrangements for accommodation of language barriers or disability issues in the WEP host site;
 8. Prepare the participant for an interview with the WEP host site by ensuring that the participant is prepared with a tailored resume and application packet specific to the placement, references, results of a criminal background check if needed, and any other materials pertinent to the specific placement;
 9. Provide the participant with an introduction to the WEP host site, provide support to both the participant and the WEP host site, and mediate any issues that arise during participant engagement at a WEP host site;
 10. Are designed to improve the employability of the participants;
 11. Be developed for both on-site and off-site CWEPs/AWEPs for participants; and
 12. For CWEPs, the activity must include structured programs, embedded activities and projects in which participants perform work that serve a useful community purpose.

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13. Job Skills Training Directly Related to Employment is a secondary activity, for up to 10 hours weekly. This activity shall include, but is not limited to, information that provides participants with education or training for skills required by an employer to provide an individual with the ability to obtain employment or to advance or adapt to the changing demands of the workplace. This can include English as a Second Language curriculum if it has been determined necessary for the participant's entrance into, advancement or success in the work force. The contractor shall:
14. Develop and provide a short-term training curriculum that contains hands-on learning incorporating a variety of adult learning styles, practical and experiential methods that extend beyond participant self-instruction such as reading materials or audio/visual materials, using materials developed and published at the 8th grade reading level.

IV. On-the Job Training means training on the public or private sector employment that is given to a paid employee while he or she is engaged in productive work and that provides knowledge and skills essential for the full and adequate performance of the job. The contractor shall:

1. Ensure that OJTs are developed for a minimum of 30 hours per week;
2. Adhere to all pre-screening criteria associated with OJT development provided by DFA;
3. Be familiar with WIA, NHEP and NHES OJT standard operation procedures and processes;
4. Be proficient in the development of OJT opportunities in the local labor market, as well as, in the marketing and executing of OJT contracts;
5. Maintain, support and monitor participants in OJT placements for the length of the contract;
6. Provide strategies for identifying participant OJT issues and bringing them forward to the OJT Developer for appropriate discussion and resolution;
7. Initiate case conferencing with NHEP to address participant attendance and performance;
8. Collaborate with agencies such as Department of Labor Workforce Investment Act, Department of Education, etc., to secure possible funding and services.

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6. **Work Experience Placement (WEP) and On-The-Job Training (OJT) Site Development**
- A. The contractor must develop and maintain a sufficient number of AWEP, CWEP and OJT sites through which participants will meet the program requirements.
 - B. The contractor must provide sufficient workplace experience host sites and slots that are developed based on the regional requirements and that meets the estimated monthly participant volume per service delivery area.
 - C. The contractor must develop and maintain 750 host sites statewide at various organizations, agencies and companies. It is expected that the SNHS will maintain no less than 425 active host sites statewide. An active host site is one that has placed a participant in an AWE or CWEP within the previous 180 days. Sites that have not had a placement within the previous 180 days will not be considered active and should be moved to a non-active list. SNHS must ensure that a list of host sites is consistently maintained, including identifying active/non-active status, and is readily accessible to NHEP staff. It is anticipated that approximately 25% of statewide NHEP caseload will be participating on a monthly basis through this contract in AWEP and/or CWEP placements necessitating that a sufficient number of active slots be available/maintained within said host sites.
 - D. The contractor must develop no less than 84 OJT placements per contract year, with no less than a 10% de-obligation rate.
 - E. The contractor will utilize a DFA verification process that provides timely, accurate, and consistent attendance verification to the NHEP ECS of the client's participation at the workplace setting.
 - F. The contractor must provide an expedited placement process for participants referred to the program for which the NHEP ECSs already identified or developed the AWEP/CWEP. An expedited placement is one that is completed within 48 hours of the NHEP participant's referral to this program. DFA reserves the right to place participants directly into an AWEP/CWEP and to submit the applicable WEP agreements and referral information to the contractor for appropriate placement follow-up after the participant enters the AWEP/CWEP.
 - G. The contractor shall develop remote AWEP/CWEP host sites and slots that meet the needs of clients that live in excessively remote locations that are not in proximity to the local labor market, community resources, etc., and/or are limited due to special circumstances.
 - H. The contractor shall ensure that host site pre-screening requirements are identified and completed prior to placement of the participant into a CWEP, AWEP or OJT, following an established DFA process.
 - I. The contractor will provide both a short-term on-site CSP and/or off-site WEP activities, as follows:
 - I. Solicit projects that serve a useful community purpose. This includes programs in fields such as: health, social service, environmental protection, education, urban and rural development, welfare, recreation, public facilities, public safety and childcare.
 - II. Solicit projects from local area organizations that provide the opportunity for work skill and work experience attainment for participants who lack skills to become immediately employable;
 - III. Projects will be indexed to specify the skills required for entry into a WEP activity, and to the extent possible consider the prior training, experience, and skills of a recipient in making appropriate WEP assignments. Projects shall enhance skills attainment and increase immediate employability.

Note: Significant changes due to factors such as changes in the NH Labor Market, which may result in either an increase or decrease in the TANF caseload, may necessitate a modification of the AWEP, CWEP and OJT development criteria as set forth in this contract. DFA reserves the right, with a sixty-day (60) notification to the contractor, to make said changes as deemed appropriate.



7. Classroom Sites and Requirements

- A. The contractor must provide twelve (12) service delivery sites³ that meet with DFA approval and the following requirements:
- I. One site per DFA district office catchment area for twelve (12) sites. The catchment areas are: Berlin, Claremont, Concord, Conway, Derry, Keene, Laconia, Littleton, Manchester, Nashua, Rochester, and Portsmouth and serve the communities identified in Attachment 3.
 - II. Ease of accessibility to NHEP participants;
 - III. Located in proximity to public transit routes, child care facilities, communities with possible concentrations of NHEP participants, or a combination thereof;
 - IV. Handicapped accessible and climate-controlled such that the program can operate without interruption. The thermal standard being between approximately 65 and 75 degrees.
 - V. Provide space and seating for activities for up to the number of participant slots as identified in Table 1 of this contract;
 - VI. Provide space for private consultations to maintain confidentiality of records and discussions that relate to individual participants.
 1. Space for private consultations will be made available to contract or other DFA staff to conduct drop-in meetings with NHEP participants, in addition to meeting the needs of the service providers located at the combined service model facility.
 2. The facility layout should provide for contiguous space (if possible) for participants, private consultations and workspace that is as flexible as possible, such as portable walls that can be reconfigured to accommodate more participants if necessary
 3. The contractor will be responsible for moving the equipment from the existing CSP sites to the twelve (12) sites (if different from current sites). The contractor's worksites must have sufficient space to house all existing equipment and materials.
 4. All sites must meet all Americans with Disabilities Act requirements for handicapped accessibility and have adequate parking for participants and staff. Each worksite shall also have conference room meeting space for the program, DHHS staff, and other individuals as appropriate, to hold participant meetings or FANF-related meetings when necessary.

8. Staffing Requirements

- A. The contractor shall provide a staffing plan that demonstrates foreign language proficiency and racial, ethnic, and cultural diversity sufficient to serve the target population. Each staff member must be able to demonstrate an understanding of and direct experience with the target population as well as a willingness to work creatively with participants to meet their needs and help them resolve their barriers.
- B. The contractor must provide staffs assigned to this program that shall, at minimum, meet the following requirements:
- I. Is of a sufficient number to deliver the contracted program services and continue to do so without interruption due to vacations, sickness, or vacancies. DFA reserves the right, on a quarterly basis, to make adjustments in staff allocations and worksite assignments;
 - II. Has a job title, and specified duties and responsibilities attached to program delivery;
 - III. If in a full-time position, works a 37.5 hour work week;
 - IV. Whose criminal background check does not reveal violations or convictions that could adversely affect the participants served under this program;
 - V. Have read and signed a completed Statement of Confidentiality; and
 - VI. Adhere to the DFA Code of Ethics.

³ DFA reserves the right to reduce the number of delivery sites with sixty (60) days advanced notice.

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- C. The contractor must provide and assign staffs, at minimum, for the following program roles and responsibilities. It is important to note that all staff will be required to provide coverage of services at the CSP on a, no less than biweekly, rotating basis in the overall operation of the CSP.
- I. .67 FTE to serve as CSP Administrator with a Masters degree in social work, psychology, education, or business/public administration or a related field and a minimum of five (5) years experience working with job readiness training, teaching, community organization/outreach, program development or administrative supervision; or Bachelor's degree in social work, psychology, education, or business/public administration or a related field and a minimum of seven years experience working with job readiness training, teaching, community organization/outreach, program development and administrative supervision.
1. The responsibilities of the CSP Administrator shall include, but not be limited to:
- (a) Providing contract development, negotiations, monitoring and program evaluation;
 - (b) Coordinating statistical, financial, program evaluation, site capacity reporting, and other reporting requirements for the program;
 - (c) Providing training and supervision for all direct service personnel, including subcontracted staff, in the conduct of the program;
 - (d) Working with NHEP teams and DFA to support and coordinate the referral process statewide;
 - (e) Providing an ongoing system of program evaluation to ensure program quality and effectiveness;
 - (f) Guiding and direct the development of effective and responsive community partnerships;
 - (g) Guiding and direct staff activities with community resources, NHEP, TANF Administration, child care resources, transportation providers and employers to ensure there is a collaborative approach to the provision of services to participants;
 - (h) Monitoring the accuracy of participant work verification; and
 - (i) Other duties as agreed to through negotiation with DFA.
- II. Two (2) FTE to serve as Combined Service Program Supervisors with a Masters degree in social work, psychology, counseling, education, or business/public administration or a related field and a minimum of five (5) years experience working with job readiness training, teaching, community organization/outreach, program development, and administrative supervision; or Bachelor's degree in social work, psychology, education, or business/public administration or a related field and a minimum of seven years experience working with job readiness training, teaching, community organization/outreach, program development, and administrative supervision. This position reports directly to the CSP Administrator.
1. The duties of the CSP Supervisor shall include, but not be limited to:
- (a) Providing statewide technical assistance to CSP Coordinators, monitor the application of policy and procedures by direct service staff, the achievement of performance goals and the quality of services provided by the CSP Coordinators;
 - (b) Providing back-up coverage for CSP Coordinators during periods of absence or need;
 - (c) Conducting annual performance evaluations in consultation with the CSP Administrator, the for CSP Coordinators and provide assistance in coordinating services between NHEP ECS and CSP Coordinators
 - (d) Assisting the CSP Administrator in the hiring and training of CSP Coordinators;
 - (e) Mediating and resolve differences or conflicts between NHEP participants and CSP Coordinators and involving the applicable NHEP ECS as needed, attend local NHEP partner meetings, networking events, DFA training sessions, statewide team meetings, or other events as assigned;
 - (f) Communicating with program and direct service staff to provide clarification of policies, introduction of program changes and to respond to questions, ensure that CSP Coordinators accurately maintain and update the New HEIGHTS computer system by adhering to NHEP requirements and other official releases.

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- (g) Ensuring that community service projects are carried out appropriately and that sponsoring agencies are satisfied with the project's outcome, and other job duties as assigned by the CSP Administrator.
- III. One (1) FTE to serve as OJT-Community Job Specialist (CJS) Supervisor with a Bachelors degree in social work, psychology, education, or business/public administration or a related field and two (2) years job development and employer outreach; with experience in supervising program staff that: assist individuals in finding employment, knowledge of the principles and methods of assessment and career counseling; experience and/or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve individuals; experience with, and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development and public relations with employers. This position reports directly to the CSP Administrator.
1. The duties of the WEP and OJT Supervisor shall include, but not be limited to:
- (a) Responsible for the overall development and coordination of OJT and WEP development and placement services, develop materials for and participate in "job fair" planning and events that offer opportunities for employers and NHEP participants to meet and discuss employment;
 - (b) Creating and submit monthly reports to the DFA Business and Industry Coordinator (BIC) to measure performance of these accountabilities, provide Statewide technical assistance to OJT-CJS, monitor the application of policy and procedures by direct service staff, the achievement of performance goals and the quality of services provided by the OJT-CJS;
 - (c) Providing back-up coverage for OJT-CJS during periods of absence or need, conduct annual performance evaluations in consultation with the DFA BIC for OJT-CJS, provide assistance in coordinating services between NHEP ECS and OJT-CJS;
 - (d) Assisting the CSP Administrator in the hiring and training of OJT- CJS, mediate and resolve differences or conflicts between NHEP participants and OJT-Community Job Specialists and involving the applicable NHEP ECS as needed;
 - (e) Attending local NHEP partner meetings, networking events, DFA training sessions, statewide team meetings, or other events as assigned, communicate with program and direct service staff to provide clarification of policies, introduction of program changes and to respond to questions, and other duties as assigned by the NHEP Program Administrator.
- IV. One (1) FTE to serve as CSP Statewide OJT Developer with a Bachelors degree in Marketing or Business Administration or related field. Minimum two (2) years experience in career counseling, recruiting candidates, marketing to employers and job development with demonstrated placement success; with experience in job task analysis; marketing of OJT Programs and various work program related services and training incentives to area private sector businesses, non-profit organizations, industries, associations, faith-based organizations, and local town/city departments through statewide presentation meetings, employment networking events and job fairs. This position reports directly to the OJT-Community Job Specialist Supervisor.
1. Job duties include but are not limited to:
- (a) Developing OJT opportunities for NHEP participants and increasing the knowledge and understanding of the NHEP goals and the need for business leadership and collaboration in this process;
 - (b) Performing cold calls and following up on any leads provided by WEP & OJT-Community Job Specialist Supervisor, DFA Business & Industry Coordinator, NHEP Program Administrator or local NHEP teams or CSP staff, conduct ongoing business outreach statewide for the purpose of matching NHEP participants with employers for On-the-Job Training opportunities;
 - (c) Attending business led meeting/functions (e.g., Chamber of Commerce meetings, breakfast forums, etc.) for the purpose of marketing NHEP participants to



prospective employers, attend employment expos, job fairs, etc., including setting up an information booth if appropriate, educate employers on the various incentive and tax relief options available to employers;

- (d) Becoming proficient with traditional employment resources, including state and/or local labor market trends as well as NHES resources to include the ELMI, ONET and NH Network online services to identify potential employment growth opportunities that may be of benefit to participants;
 - (e) Disseminating new job/OJT prospects to NHEP teams and CSP staff in order to increase employment opportunities for NHEP clients statewide, provide OJT presentations to CSP classrooms to increase OJT awareness and referrals to NHEP participants and staff, act on all referrals for placement services from the local NHEP teams and CSP staff in a timely manner;
 - (f) Marketing OJT program to local businesses and non-profit organizations in demand occupational areas to engage as NHEP OJT sites, arrange interviews with OJT employers for NHEP participants;
 - (g) Preparing and executing detailed and accurate OJT contracts with employers according to NHEP, NHES, and DOL expectations and regulations, monitoring of client progress at the OJT work site, and other duties as assigned by the OJT-Community Job Specialist Supervisor.
- V. Twenty-two (22) FTEs to serve as Combined Services Program Coordinators that have a minimum of a Bachelors degree from an approved college or university and a minimum of two (2) years of professional work experience in social work, counseling, education, staff training, employee development, or human resources; with experience in assisting individuals in finding employment, knowledge of the principles and methods of assessment and career counseling; experience or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve individuals. Experience with and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development and public relations with employers, and experience in classroom or group instruction. This position reports directly to the CSP Supervisor.
- 1. Job duties include but are not limited to:
 - (a) Providing orientation to NHEP participants entering the CSP, provide a vocational assessment for each NHEP participant and prepare a summary of the assessment results to be provided to the NHEP ECS;
 - (b) Teaching/facilitating classes and activities in the areas identified in Section 4.3 of the RFP using a variety of teaching and communication techniques including computer-based models that allow individuals to work independently and/or demonstrate proficiency by testing-out of certain competency areas;
 - (c) Identifying job ready participants and assisting them to conduct a professional job search leading to employment;
 - (d) Monitoring job search efforts of clients in the job search activity by knowing the local labor market in order to refer clients to appropriate employers, referring clients to available jobs, following up with job leads and job interviews, and participating in mock interviews aimed at increasing job interviewing skills.
 - (e) Identifying and developing on-site WEP opportunities in fields such as health, social service, environmental protections, education, urban and rural redevelopment, welfare, recreation, public safety and child care, in collaboration with local non-profit agencies, faith-based organizations, local government entities or other community agencies;
 - (f) Obtaining, executing and delivering structured programs, embedded activities and community services projects, monitor participant attendance and inform the NHEP ECS on a daily basis of any NHEP participant attendance issues or absences;
 - (g) Accurately tracking and verifying individual NHEP participant participation in program, and provide verification documentation to the NHEP ECS, prepare and

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- provide to the NHEP ECS weekly individual participant progress reports that include: written observations of the participant's performance, a summary of the participant's progress in the program, and recommendations for subsequent NHEP activities appropriate for the participant;
- (h) Facilitating participant's engagement with and use of other community resources, while assisting participants in resolving obstacles to participation that may arise during his/her attendance in the CSP;
 - (i) Completing written casework documentation as defined in the resulting contract; and attending scheduled staff training and meetings, meetings with the local NHEP team, and local partner meetings.
- VI. Ten (10) FTEs to serve as OJT-Community Job Specialists with a Bachelors degree from an approved college or university in social work, psychology, counseling, education or business administration or a related field. Minimum of two (2) years of professional work experience in counseling, teaching, social services or business involving career counseling, employee development, social work or human resources; with experience in assisting individuals in finding employment, knowledge of the principles and methods of assessment and career counseling; experience or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve. Experience with and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development and public relations with employers. This position reports directly to the OJT-CJS Supervisor position.
- 1. Job duties include but not limited to:
 - (a) Identifying, developing and marketing OJT and WEP opportunities in local non-profit agencies, faith-based organizations, local government entities, and other business and industry entities to develop work experience host sites;
 - (b) Participating and/or presenting the work skills training/work experience program orientations, work with the CSP Coordinators in assessing NHEP participant skills and interests and assist NHEP participants in selecting and securing appropriate work experience placement;
 - (c) Executing OJT and WEP agreements between NHEP participants and host sites for no more than sixteen (16) weeks unless approved by DFA, arrange NHEP participant interviews with OJT/WEP host sites, provide NHEP participant orientation to OJT/WEP host site;
 - (d) Monitoring NHEP participant progress at OJT/WEP, provide job coaching and arrange workplace mentoring for NHEP participants at the OJT/WEP host site, mediate and provide problem resolution to remedy issues experienced by the OJT/WEP host and/or the NHEP participant;
 - (e) Communicating to the NHEP ECS any NHEP participant needs for support services and to address any remedial action or sanctions needed to remediate NHEP participant behavior or performance issues experienced by the host site employer;
 - (f) Collecting and submitting weekly to the NHEP ECS NHEP participants work verification documentation, collect and review work experience host site evaluations at eight (8) weeks to assess participant progress, and at fourteen (14) weeks to determine the appropriateness of extending the WEP agreement at the same site
 - (g) Providing assistance as needed to the NHEP ECS in preparing the NHEP participants to transition from WEP to OJT or into other countable NHEP work activities to ensure continued client engagement toward meeting federal work participation requirements;
 - (h) Maintaining active WEP and OJT host site placement reports on a weekly and monthly basis, discusses career interests with NHEP participant in order to provide an appropriate and meaningful WEP or OJT placement, and other duties assigned by the OJT-CJS Supervisor.

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VII. One (1) FTE to serve as Combined Service Program Assistant with an Associates Degree or higher and two (2) years experience as an Administrative Assistant or Project/Program Assistant; or a combination of a High School Diploma (or GED) and four (4) or more years of experience as an Administrative Assistant or Project/Program Assistant may be considered. Knowledge of modern office practices, procedures and equipment. Knowledge of English, spelling and arithmetic. Knowledge of office record keeping and reporting. Some knowledge of the principles and practices of public administration. This position reports directly to the CSP Administrator.

1. Job duties include but not limited to:
 - (a) Use Microsoft Word and Excel, or required database software to produce correspondence and ad hoc, monthly, and quarterly financial or program-related reports; use e-mail to communicate with internal and external contractor staff and distribute reports and documents via same;
 - (b) Designing and/or update various CSP Statewide Reports in accordance with contractual guidelines at the start of each State Fiscal Year, provide technical support and training to program staff to ensure accurate and complete reporting.
 - (c) Collecting and reviewing local reports from CSP staff and use Excel to compile Statewide CSP statistical reports on a monthly, weekly, or annual basis, use New Heights case management system to research TANF client information and support program operations; assist staff in resolving technical issues pertaining to New Heights access and use.
 - (d) Entering and/or maintaining participant-related data (such as demographic, program status changes, etc.) in the electronic customer database and produce reports as requested, maintain, revise, and distribute CSP policies, directives, and procedures per supervisor instruction;
 - (e) Coordinate with the contractor and the NHEP staff for training logistics and to arrange conference space, travel directions and plans for the NHEP Program Administrator or assigned staff, facilitate purchase of equipment and office supplies for the CSP and maintain related records.
 - (f) Processing and tracking payments for interpreting services in the CSP, maintain and distribute the CSP staff contact list, attend NHEP staff meetings as requested, present a professional and positive image as an agency representative, perform such other work-related activities as required by the NHEP Program Administrator or their designee.



9. **No or Limited-English Proficiency Combined Service Program Component**
- A. The contractor shall provide sufficient culturally and linguistically appropriate supports/services to ensure equal access in all aspects of this contract.
 - B. In an effort to best meet the specialized need of those individuals, that are unable to effectively engage in work program services due to potential cultural or linguistic barrier, as part of the general scope of service, Statement of Work, the contractor specifically serve a culturally and linguistically diverse population. The contractor shall be responsible for the provision of these services that will be delivered as part of a combined service program.
 - C. The goal of this statewide no or limited-English proficiency component is to ensure that those individuals who have no or limited-English proficiency have the same opportunity, through a combined service program, to gain the necessary knowledge, skills, and abilities to effectively engage New Hampshire's predominately English speaking employment labor market.
 - D. In order to most effectively prepare no or limited-English proficient individuals with long term skills to navigate the employment environment in New Hampshire labor markets, the contractor will ensure the provision of curricula that both enhance client immersion in predominantly English-speaking activity environments and also provide to the extent possible for minimum on-site coaching staff. Curricula will include either individual or group activities such as CWEP, AWEP, English as a second language training, job skills training, job readiness, and other activities.
 - E. Additionally, the contractor will provide a curriculum that allows for both individual and group AWEP and CWEP emersion into a predominately English-speaking work environments that ultimately promotes self-sufficiency in local labor markets.
 - F. The contractor will ensure the provision of a statewide language assessment tool to allow for more defined case management and work program services.
 - G. The contractor will provide specialized services as relates to a no or limited-English proficiency population, and/or through a contractual agreement with a sub-contracted agency, for all or a portion of said services as described in this contract.
 - I. A sufficient number of FTEs; minimum qualifications to include:
 - 1. A Bachelors degree from an approved college or university in social work, psychology, counseling, education or business administration or a related field. A minimum of two (2) years of professional work experience in counseling, teaching, social services or business involving career counseling, employee development, social work or human resources; with experience assisting individuals in finding employment, integrating a no or limited-English proficient population into a culturally different labor market, knowledge of the principles and methods of assessment and career counseling; experience or an ability to demonstrate an understanding of working with low-income populations or hard-to-serve individuals (e.g., no or limited-English speaking, learning disabled).
 - 2. Experience working with refugees and/or immigrants and the agencies that serve them; experience with and/or a strong familiarity with local and statewide educational and social services; experience in or an ability to demonstrate skills in job development with a no or limited-English proficient population, and public relations with employers, and experience in classroom or group instruction.
 - II. Job duties include but not limited to:
 - 1. Teaching/facilitating classes and activities in the areas identified in Section 4.3 of the RFP using a variety of teaching and communication techniques including computer-based models that allow no or limited-English speaking participants to work independently and/or demonstrate proficiency by testing-out of certain competency areas, to include basic computer Skills, e.g., (keyboarding; internet; and e-mail);
 - 2. Coordinating and directing the operation of the Service Bureau, a Community Service activity, that provides participants (trainees) with on-site and off-site work assignments to gain skills for entry into the local labor market and adherence to existing cultural aspects of the local labor market skills, telephone skills, and workplace survival skills;
 - 3. Providing NHEP activity services including interviewing skills, tailored resume development & writing, networking techniques, and job search methods, conduct weekly orientation of no or limited-English speaking individuals entering the program, collects

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- baseline data on participants skill level, coordinate with CSP Coordinators and supervises no or limited English speaking individuals CSP activities;
4. Monitoring of no or limited-English speaking individual attendance and informs the NHEP ECS of any client attendance issues; accurately tracks and verifies individual no or limited- English speaking individuals work participation in the CSP;
 5. Entering select data in New Heights; and provides verification documentation to the local NHEP - ECS, tracks and documents no or limited-English speaking individual progress through the CSP and Service Bureau learning modules;
 6. Communicating with the NHEP ECS to address no or limited-English speaking individual barriers to employment requiring support services and/or to address any remedial action or sanctions needed to cure client behavior or performance issues in the CSP, review of no or limited-English speaking individual evaluations to improve effectiveness of CSP activities;
 7. Assisting the NHEP ECS in preparing the no or limited-English speaking individuals for transition into a WEP, OJT, and/or other countable NHEP work activities;
 8. Ensuring continued client engagement toward meeting federal work participation requirements, coordinate with CJS to review Orientation assessment materials, to develop a pertinent Work Activity Plan with the no or limited-English speaking individuals, and to select an appropriate WEP Host site;
 9. Administration of a language assessment to determine the level of English proficiency of no or limited-English speaking individuals;
 10. Assisting the CJS in developing and placing no or limited-English speaking individuals in appropriate area WEP or OJT opportunities that will build their occupational skills and increase their ability to enter the job market;
 11. Assisting as needed in the coordination of services between the NHEP Local Teams and the CSP, provide full coverage for and/or additional support to on-site staff, and other duties as assigned.
- H. The Bureau Chief of the DFA Bureau of Welfare to Work (BWW), or his or her designee, reserves the right to participate in the hiring process and/or approve all staff that work under this contract.
- I. All employees operating under the provisions of the resulting contract shall, in addition to their own reporting requirements, report to the individual designated by the BWW Bureau Chief. DFA reserves the right to remove any contracted employee from the program for unsatisfactory services.
 - II. Any sub-contracted staff shall be identified as such by the contractor, and shall meet or exceed the staffing requirements articulated herein. DFA reserves the right, with sixty (60) days advanced notice, to disallow sub use when the sub's handling of staffing concerns is not satisfactory to DFA.
- 10. Program Exit Guidelines**
- A. CSP participants will exit the WEP program when one of the following conditions is met:
 - I. Successful completion of all activities;
 - II. Employment of 30 hours or more per week;
 - III. Financial Assistance for Needy Families (FANF) closes; and/or
 - IV. The CSP is deemed inappropriate for the participant through consultation with the NHEP team member by whom the participant has been referred to the CSP.
 - B. Participants attendance, progress deficiencies, and/or behavioral issues that constitute noncompliance, or affect the safety or welfare of other participants, will require consultation with the NHEP ECS to determine continued participation or termination from the CSP. In the instance of disagreement between NHEP and the CSP as to the disposition of the participant, the Bureau Chief of Welfare to Work or their designee will make the final decision for termination from the CSP.
 - C. To promote the successful transition of participants from TANF assistance into long-term unsubsidized employment through the provision of Federal work activities including: vocational assessment, job readiness, job search, community service, work experience, OJT, and job skills



training directly related to employment. All performance measures reports are to include the specific data sets to substantiate the outcomes being reported. The successful bidder must meet the following performance measures outcomes of the program:

- D. All clients, including those designated as having no or limited-English proficiency, shall successfully exit contracted services. An individual that has completed all their hours as assigned, and/or has left for employment, or moved into another approved activity defines a successful exit. Individuals that have not completed the hours as assigned due to leaving the program early of their own volition, and/or have been placed in noncompliance/sanction, or have not been granted an excused absence, are not counted as part of the denominator for a successful exit.
- I. Job readiness:
1. 80% of clients shall complete a vocational assessment specifying short and long-term career plan;
 2. 80% of clients shall receive a WorkKeys certification;
 3. 80% of clients shall exit the program with the necessary job search tools, including an up-to-date resume, completed application, job search and job interviewing skills.
- II. Job search:
1. 80% of clients that complete the activity shall demonstrate the ability to conduct an individualized job search using standardized job search tools.
- III. Community service:
1. 80% of clients who have participated in community service placements shall demonstrate the obtainment of work skills to increase employability;
 2. 60% of clients in community service placement shall transition directly into an OJT or unsubsidized employment.
- IV. Work experience:
1. 80% of clients who have participated in work experience placements shall demonstrate the obtainment of work skills to increase employability;
 2. 60% of clients in work experience placement shall transition directly into an OJT or unsubsidized employment.
- V. On-the-job training (OJT):
1. 90% of clients who enter an OJT shall remain employed for the entire length of the OJT contract period;
 2. 90% of clients completing OJT contracts shall continue to be in unsubsidized employment 12 months from the end of the contract.
- VI. Job skills training directly related to employment:
1. 80% of clients who complete job skills training activity shall demonstrate the work skills necessary for the employment through completion of related curriculum and reported satisfactory performance in CSP activities.
- VII. General Program Measures
1. 80% of received client satisfaction surveys will have an overall score of 15 or above.
 2. Vocational assessment results must be completed within 5 business days from enrollment into the CSP.
 3. Maintain a minimum of 750 WEP host sites, with no less than 425 of those being active each month, for the length of the contract. An active WEP host site is defined as having been utilized within the past 180 days;
 4. Maintain a minimum of 400 clients in active WEP placement slots each month. An active WEP placement slot is defined as having been utilized within the past 180 days;
 5. Develop a minimum of 84 OJT placements over the course of the contract, with no more than 10% of placements being de-obligated.
- E. The contractor must demonstrate achievement of on-going progress towards the above performance measure outcomes, reporting on a monthly basis and otherwise meet the requirements set forth in the contract. All performance measures reports are to include the specific data sets to substantiate the outcomes being reported. In the event contract requirements are not met, the contractor shall provide DFA with a detailed corrective action plan within (30) thirty days of notification. Corrective action plans shall be subject to DFA approval. If after



approval and implementation, the contractor remains out of compliance, DFA reserves the right to take the following actions: withhold payment, amend the corrective action plan, and/or may terminate the contract, or any portion thereof, with sixty (60) days advance written notice.

11. Reporting Requirements

- A. The contractor shall develop program reporting requirements and the related timeframes necessary for meeting those requirements, as approved by DFA. A separate report shall be provided specific to those clients that have been designated as having no or limited-English proficiency. Reporting requirements for each activity shall include but not be limited to:
- I. The successful bidder shall provide the following reports to include, but not limited to:
 1. Statewide CSP Monthly Vocational Assessment Reports
 2. Enrollments for vocational assessments
 3. Completion of all vocational assessments and any related certificates earned.
 - II. Statewide CSP Attendance Report
 1. Daily to NHEP Teams
 2. Monthly to Welfare to Work Bureau Chief
 3. Statewide CSP Weekly Capacity Reports to NHEP Teams and Welfare to Work Bureau Chief
 4. Statewide CSP Monthly and year-to-date Critical Measures to include, but not limited to:
 - (a) Number of enrollments to the CSP and an accounting of activity utilization.
 - (b) Number/reason of clients exiting CSP services
 - (c) Exits from the CSP, due to employment, to include but not limited to:
 - (i) Occupation (Job title)
 - (ii) Number of weekly hours
 - (iii) Hourly Wage
 - (iv) Standard Occupational Code
 - (d) Statewide CSP Weekly WEP host sites and slots availability (active and inactive)
 - (e) Statewide CSP Monthly OJT to include but not limited to:
 - (i) Occupation (Job title)
 - (ii) Number of weekly hours
 - (iii) Hourly wage
 - (iv) Standard occupational code
 - (v) Length of the contract with costs
 - (vi) Specific vocational preparation code
 - (f) Statewide CSP on-site WEP to include but not limited to:
 - (i) Number of on-site CWEP projects monthly and year-to-date including:
 1. Number of projects (non duplicative or recurring)
 2. Number of project hours (non duplicative or recurring)
 3. Number of participants engaged (non duplicative or recurring)
 4. Name of agencies requesting projects
 5. Identification of skills to be acquired per project
 - (g) Statewide CSP WEP to unsubsidized employment report to include, but not limited to:
 - (i) Occupation (Job title)
 - (ii) Number of weekly hours
 - (iii) Hourly wage
 - (iv) Standard occupational code
 - (v) Specific vocational preparation code
 - III. The contractor shall provide monthly and year-to-date (or as otherwise stated below) program reporting to include:
 1. Reporting individual progress reports to the responsible NHEP ECS at least bi-weekly;
 2. Number of participant referrals to the program by individual NHEP ECS;

[Handwritten Signature]

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New Hampshire Department of Health and Human Services
Exhibit A

3. Number of enrolled participants identified as having a potential language barrier as well as other communication barriers;
 4. Number of enrolled participants identified as having a potential learning disability or difficulty;
 5. Summary of waiting lists by location showing the additions and deletions from the waiting list since the last reporting period.
 6. A report for participants for whom Tests of Adult Basic Education (TABE) tests are administered with the basic scores of the test identified. This report will be submitted by service location site and individual NHEP participant;
- IV. DFA reserves the right to adjust reporting requirements if such adjustments improve the documentation of program services and outcomes.
- V. All reporting requirements shall be provided to DFA in a format developed in conjunction with DFA and in a system that is developed by the contractor with DFA approval⁴.

⁴ DFA currently funds data collection systems for TANF-related contracted services. DFA reserves the right to retain the current systems and to require the contractor on-site to collaborate on their use.

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EXHIBIT B METHODS AND CONDITIONS PRECEDENT TO PAYMENT

Contractor: Southern New Hampshire Services (SNHS)

Contract Period: July 1, 2013 or date of Governor and Council Approval, whichever is later, through June 30, 2015

I. FUNDING OF CONTRACT

- A. This contract is funded, with federal funds made available under the Catalog of Federal Domestic Assistance, CFDA #93.558, Federal Agency Health and Human Services Program Title Temporary Assistance for Needy Families in the amount of \$ 9,304,228.96.
- B. Subject to the contractor's compliance with the terms and conditions of this Contract, and for services provided to eligible individuals, the Division of Family Assistance shall reimburse Southern New Hampshire Services up to a maximum total payment of \$9,304,228.96.
- C. The total amount of all payments made to the contractor for costs and expenses incurred in the performance of the Combined Staffing and Combined Services Programs during the period July 1, 2013 through June 30, 2015, shall not exceed \$ 9,304,228.96 and in accordance SFY 14 & SFY 15 budget forms.
- D. Upon receipt of monthly invoices, the Division of Family Assistance shall reimburse the Contractor when:
 - 1. Invoices submitted for reimbursement are within thirty (30) working days following the end of the month during which the contract activities were completed, and the final invoice shall be due to DFA no later than sixty (60) days after the completion date of this Contract. Failure to submit the final invoice by that date may result in non-payment.
 - 2. Payment will be made by DFA subsequent to approval of the submitted invoice and if sufficient funds are available in the budget line item submitted by the contractor to cover the costs and expenses incurred in the performances of the services.
 - 3. Payments may be withheld pending receipt of required reports as defined in Exhibit A.
- E. The contractor may amend the contract budget through line item increases, decreases or the creation of new line items provided these amendments do not exceed the contract price.
 - 1. Such amendments shall only be made upon written request to and written approval by the Division of Family Assistance.
- F. The Contractor shall invoice the Division of Family Assistance for reimbursement of expenditures in a format consistent with the agreed upon DHHS Budget Forms.

G. Invoices shall be sent to:

Financial Administrator
Department of Health & Human Services
NH Division of Family Assistance
129 Pleasant St., Brown Building
Concord, NH 03301

H. There shall be no financial costs incurred by DFA for any services or related resources that are otherwise available from Southern New Hampshire Services on a non-reimbursable basis.

Budget Form

New Hampshire Department of Health and Human Services

Bidder/Program Name: Southern New Hampshire Services, Inc.

Budget Request for: NHEP Combined Service Program (RFP# 13-DFA-BWW-CSP-05) Revision 1
(Name of RFP)

Budget Period: July 1, 2013 through June 30, 2014 (SFY 2014)

1. Total Salary/Wages	\$ 1,465,745.71		\$ 1,465,745.71	
2. Employee Benefits	\$ 500,460.05		\$ 500,460.05	
3. Consultants	\$ 5,000.00		\$ 5,000.00	
4. Equipment:	\$ 98,648.00		\$ 98,648.00	
Rental	\$ 1,548.00		\$ 1,548.00	
Repair and Maintenance	\$ 29,600.00		\$ 29,600.00	
Purchase/Depreciation	\$ 67,500.00		\$ 67,500.00	
5. Supplies:	\$ 114,312.00		\$ 114,312.00	
Educational	\$ 78,078.00		\$ 78,078.00	
Medical	\$ -		\$ -	
Office	\$ 36,234.00		\$ 36,234.00	
6. Travel	\$ 55,720.00		\$ 55,720.00	
7. Occupancy	\$ 425,312.00		\$ 425,312.00	
8. Current Expenses	\$ 49,163.68		\$ 49,163.68	
Telephone	\$ 37,557.00		\$ 37,557.00	
Postage	\$ 3,267.68		\$ 3,267.68	
Subscriptions	\$ -		\$ -	
Audit and Legal	\$ -		\$ -	
Insurance	\$ 8,339.00		\$ 8,339.00	
Meeting Expenses	\$ -		\$ -	
9. Software	\$ 10,575.00		\$ 10,575.00	
10. Marketing/Communications	\$ 11,263.00		\$ 11,263.00	
11. Staff Education and Training	\$ 2,500.00		\$ 2,500.00	
12. Subcontracts/Agreements	\$ 253,887.82		\$ 253,887.82	
13. Other (specific details mandatory)	\$ -		\$ -	
	\$ -		\$ -	
Sub-Total Direct	\$ 2,992,587.26		\$ 2,992,587.26	
Sub-Total Indirect	\$ -	\$ 278,310.62	\$ 278,310.62	Note 1
TOTAL	\$ 2,992,587.26	\$ 278,310.62	\$ 3,270,897.88	

Indirect As A Percent of Direct

9.3%

Note 1 - SNHS applied its Federally-Approved Indirect Rate of 9.3%.

Budget Form

New Hampshire Department of Health and Human Services

Bidder/Program Name: Southern New Hampshire Services, Inc.

Budget Request for: NHEP Combined Service Program (RFP# 13-DFA-BWW-CSP-05) Revision 1
(Name of RFP)

Budget Period: July 1, 2014 through June 30, 2015 (SFY 2015)

Line Item	Direct	Indirect	Total	Allocation Factor (%)
1. Total Salary/Wages	\$ 1,509,003.71		\$ 1,509,003.71	
2. Employee Benefits	\$ 564,504.50		\$ 564,504.50	
3. Consultants	\$ 2,000.00		\$ 2,000.00	
4. Equipment:	\$ 71,148.00		\$ 71,148.00	
Rental	\$ 1,548.00		\$ 1,548.00	
Repair and Maintenance	\$ 29,600.00		\$ 29,600.00	
Purchase/Depreciation	\$ 40,000.00		\$ 40,000.00	
5. Supplies:	\$ 114,492.00		\$ 114,492.00	
Educational	\$ 78,078.00		\$ 78,078.00	
Medical	\$ -		\$ -	
Office	\$ 36,414.00		\$ 36,414.00	
6. Travel	\$ 55,720.00		\$ 55,720.00	
7. Occupancy	\$ 444,575.95		\$ 444,575.95	
8. Current Expenses	\$ 50,686.68		\$ 50,686.68	
Telephone	\$ 39,037.00		\$ 39,037.00	
Postage	\$ 3,267.68		\$ 3,267.68	
Subscriptions	\$ -		\$ -	
Audit and Legal	\$ -		\$ -	
Insurance	\$ 8,382.00		\$ 8,382.00	
Meeting Expenses	\$ -		\$ -	
9. Software	\$ 10,575.00		\$ 10,575.00	
10. Marketing/Communications	\$ 11,536.00		\$ 11,536.00	
11. Staff Education and Training	\$ 4,240.00		\$ 4,240.00	
12. Subcontracts/Agreements	\$ 260,869.47		\$ 260,869.47	
13. Other (specific details mandatory)	\$ -		\$ -	
	\$ -		\$ -	
Sub-Total Direct	\$ 3,099,351.31		\$ 3,099,351.31	
Sub-Total Indirect	\$ -	\$ 288,239.67	\$ 288,239.67	Note 1
TOTAL	\$ 3,099,351.31	\$ 288,239.67	\$ 3,387,590.98	

Indirect As A Percent of Direct

9.3%

Note 1 - SNHS applied its Federally-approved Indirect Rate of 9.3%

Budget Form

New Hampshire Department of Health and Human Services

Bidder/Program Name: Southern New Hampshire Services, Inc. (SNHS)

Budget Request for: NHEP Staffing Services RFP# 13-DFA-BWW-STAFF-03 (Revised 3/18/13)
(Name of RFP)

Budget Period: July 1, 2013 through June 30, 2014 (SFY 2014)

1. Total Salary/Wages	\$ 869,905.22		\$ 869,905.22	
2. Employee Benefits	\$ 288,096.04		\$ 288,096.04	
3. Consultants	\$ -		\$ -	
4. Equipment:	\$ 2,000.00		\$ 2,000.00	
<i>Rental</i>	\$ -		\$ -	
<i>Repair and Maintenance</i>	\$ 500.00		\$ 500.00	
<i>Purchase/Depreciation</i>	\$ 1,500.00		\$ 1,500.00	
5. Supplies:	\$ 2,000.00		\$ 2,000.00	
<i>Educational</i>	\$ -		\$ -	
<i>Medical</i>	\$ -		\$ -	
<i>Office</i>	\$ 2,000.00		\$ 2,000.00	
6. Travel	\$ 20,500.00		\$ 20,500.00	
7. Occupancy	\$ -		\$ -	
8. Current Expenses	\$ 1,000.00		\$ 1,000.00	
<i>Telephone</i>	\$ 900.00		\$ 900.00	
<i>Postage</i>	\$ 100.00		\$ 100.00	
<i>Subscriptions</i>	\$ -		\$ -	
<i>Audit and Legal</i>	\$ -		\$ -	
<i>Insurance</i>	\$ -		\$ -	
<i>Meeting Expenses</i>	\$ -		\$ -	
9. Software	\$ -		\$ -	
10. Marketing/Communications	\$ -		\$ -	
11. Staff Education and Training	\$ 2,500.00		\$ 2,500.00	
12. Subcontracts/Agreements	\$ -		\$ -	
13. Other (specific details mandatory)	\$ -		\$ -	
	\$ -		\$ -	
Sub-Total Direct	\$ 1,186,001.26		\$ 1,186,001.26	
Sub-Total Indirect	\$ -	\$ 110,298.12	\$ 110,298.12	
TOTAL	\$ 1,186,001.26	\$ 110,298.12	\$ 1,296,299.38	NOTE 1

Indirect As A Percent of Direct

9.3%

Note 1 - SNHS applied its Federally-approved Indirect Rate of 9.3%

Budget Form

New Hampshire Department of Health and Human Services

Bidder/Program Name: Southern New Hampshire Services, Inc. (SNHS)

Budget Request for: NHEP Staffing Services RFP# 13-DFA-BWW-STAFF-03 (Revised 3/18/13)
(Name of RFP)

Budget Period: July 1, 2014 through June 30, 2015 (SFY 2015)

Line Item	Direct	Indirect	Total	Notes
1. Total Salary/Wages	\$ 895,116.96	\$ -	\$ 895,116.96	
2. Employee Benefits	\$ 311,434.01	\$ -	\$ 311,434.01	
3. Consultants	\$ -	\$ -	\$ -	
4. Equipment:	\$ 2,000.00	\$ -	\$ 2,000.00	
<i>Rental</i>	\$ -	\$ -	\$ -	
<i>Repair and Maintenance</i>	\$ 500.00	\$ -	\$ 500.00	
<i>Purchase/Depreciation</i>	\$ 1,500.00	\$ -	\$ 1,500.00	
5. Supplies:	\$ 2,000.00	\$ -	\$ 2,000.00	
<i>Educational</i>	\$ -	\$ -	\$ -	
<i>Medical</i>	\$ -	\$ -	\$ -	
<i>Office</i>	\$ 2,000.00	\$ -	\$ 2,000.00	
6. Travel	\$ 20,500.00	\$ -	\$ 20,500.00	
7. Occupancy	\$ -	\$ -	\$ -	
8. Current Expenses	\$ 1,070.00	\$ -	\$ 1,070.00	
<i>Telephone</i>	\$ 950.00	\$ -	\$ 950.00	
<i>Postage</i>	\$ 120.00	\$ -	\$ 120.00	
<i>Subscriptions</i>	\$ -	\$ -	\$ -	
<i>Audit and Legal</i>	\$ -	\$ -	\$ -	
<i>Insurance</i>	\$ -	\$ -	\$ -	
<i>Meeting Expenses</i>	\$ -	\$ -	\$ -	
9. Software	\$ -	\$ -	\$ -	
10. Marketing/Communications	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ 2,500.00	\$ -	\$ 2,500.00	
12. Subcontracts/Agreements	\$ -	\$ -	\$ -	
13. Other (specific details mandatory)	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	
Sub-Total Direct	\$ 1,234,620.97		\$ 1,234,620.97	
Sub-Total Indirect	\$ -	\$ 114,819.75	\$ 114,819.75	
TOTAL	\$ 1,234,620.97	\$ 114,819.75	\$ 1,349,440.72	NOTE 1

Indirect As A Percent of Direct

9.3%

Note 1 - SNHS applied its Federally-approved Indirect Rate of 9.3%

NH Department of Health and Human Services

STANDARD EXHIBIT C

SPECIAL PROVISIONS

1. 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:

2. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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 Contractor's 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:

8.1 Renegotiate the rates for payment hereunder, in which event new rates shall be established;

8.2 Deduct from any future payment to the Contractor the amount of any prior reimbursement in excess of costs;

8.3 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:

9. 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:

9.1 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.

9.2 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.

9.3 Medical Records: Where appropriate and as prescribed by the Department regulations, the Contractor shall retain medical records on each patient/recipient of services.

10. Audit: Contractor shall submit an annual audit to the Department within 60 days after the close of the Contractor 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.

10.1 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.

10.2 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.

11. 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.

12. Reports: Fiscal and Statistical: The Contractor agrees to submit the following reports at the following times if requested by the Department.

12.1 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.

12.2 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.

13. 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.

14. 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:

14.1 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.

15. 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.

16. 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.

17. 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:

- Evaluate the prospective subcontractor's ability to perform the activities, before delegating the function
- 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

- Monitor the subcontractor's performance on an ongoing basis
- Provide to DHHS an annual schedule identifying all subcontractors, delegated functions and responsibilities, and when the subcontractor's performance will be reviewed
- DHHS shall review and approve all subcontracts.

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

SPECIAL PROVISIONS – 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.

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.

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

Contractor Initials: GD
Date: 4-12-13

NH Department of Health and Human Services

STANDARD EXHIBIT C-1

ADDITIONAL SPECIAL PROVISIONS

1. The Department reserves the right to renew this contract for up to four additional years subject to continued availability of funds, satisfactory performance of services, and approval of contract renewal by the Governor and Executive Council.

NH Department of Health and Human Services

STANDARD EXHIBIT D

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

- (A) The grantee certifies that it will or will continue to provide a drug-free workplace by:
- (a) 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;
 - (b) Establishing an ongoing drug-free awareness program to inform employees about
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;

- (c) 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);
- (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will
 - (1) Abide by the terms of the statement; and
 - (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;
- (e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted
 - (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
 - (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;
- (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

(B) The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

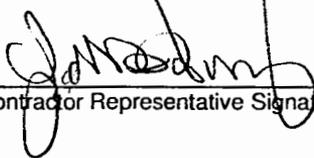
Place of Performance (street address, city, county, state, zip code) (list each location)

40 Pine Street, Manchester, NH 03103

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

Southern New Hampshire Services, Inc. From: 7/1/2013 To: 6/30/2015
 (Contractor Name) (Period Covered by this Certification)

Gale Hennessy, Executive Director
 (Name & Title of Authorized Contractor Representative)

 4/12-13
 (Contractor Representative Signature) (Date)

Contractor Initials: 
 Date: 4/12-13

NH Department of Health and Human Services

STANDARD EXHIBIT E

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**

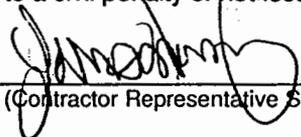
Programs (indicate applicable program covered):
*Temporary Assistance to Needy Families under Title IV-A
*Child Support Enforcement Program under Title IV-D
*Social Services Block Grant Program under Title XX
*Medicaid Program under Title XIX
*Community Services Block Grant under Title VI
*Child Care Development Block Grant under Title IV

Contract Period: 7/1/13 through 6/30/15

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 Representative Signature)

Gale Hennessy, Executive Director
(Authorized Contractor Representative Name & Title)

Southern New Hampshire Services, Inc.
(Contractor Name)

4-12-13
(Date)

Contractor Initials: GH
Date: 4-12-13

NH Department of Health and Human Services

STANDARD EXHIBIT F

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

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

INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this proposal (contract), the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this proposal (contract) is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See the attached definitions.
6. The prospective primary participant agrees by submitting this proposal (contract) that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.

Contractor Initials: CEA

Date: 4-12-13

7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties).
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

PRIMARY COVERED TRANSACTIONS

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
 - (a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
 - (b) 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;
 - (c) 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 (1)(b) of this certification; and
 - (d) 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.
- (2) 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).

Contractor Initials: GA

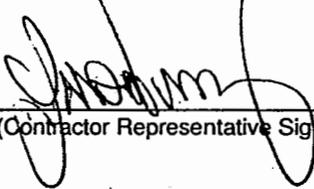
Date: 4-2-13

LOWER TIER COVERED TRANSACTIONS

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:

- (a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
- (b) 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).

The prospective lower tier participant further agrees by submitting this proposal (contract) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

 (Contractor Representative Signature)	Gale Hennessy, Executive Director (Authorized Contractor Representative Name & Title)
Southern New Hampshire Services, Inc. (Contractor Name)	4-12-13 (Date)

Contractor Initials: GH
Date: 4-12-13

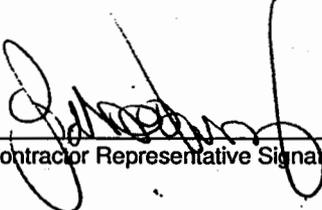
NH Department of Health and Human Services

STANDARD EXHIBIT G

CERTIFICATION REGARDING
THE AMERICANS WITH DISABILITIES ACT COMPLIANCE

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 make reasonable efforts to comply with all applicable provisions of the Americans with Disabilities Act of 1990.



(Contractor Representative Signature) Gale Hennessy, Executive Director
(Authorized Contractor Representative Name & Title)

Southern New Hampshire Services, Inc. 4-12-13

(Contractor Name) (Date)