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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

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.

75% FED 25% GEN

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

Her Excellency, Governor Margaret Wood Hassan
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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.

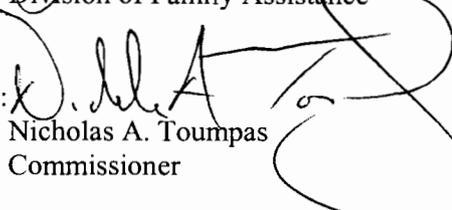
Source of Funds: 75% Federal Funds, 25% General Funds.

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	20% - 200 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.

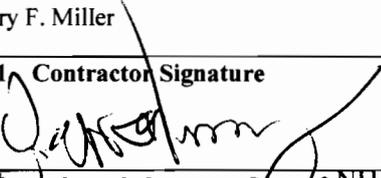
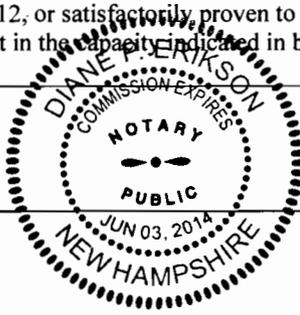
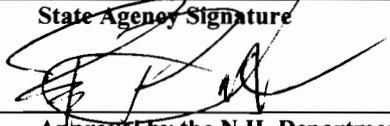
Subject: Combined Services Program and New Hampshire Employment Program Staffing

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> 4/12/13 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 <i>Diane P. Erikson, Notary Public</i> [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: <i>Jeanne P. Herrick, Attorney</i> On: <i>20 Apr. 2013</i>			
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.

Contractor Initials: 
Date: 12-13

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: GA
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.

**CERTIFICATE OF VOTE
(Corporate Authority)**

I Nancy Guthrie, Secretary of Southern New Hampshire Services, Inc.
(name) (corporation name)

(hereinafter the "Corporation"), a New Hampshire corporation, hereby certify that: (1) I
(state of incorporation)

am the duly elected and acting Secretary of the Corporation; (2) I maintain and have custody and am familiar with the minute books of the Corporation; (3) I am duly authorized to issue certificates with respect to the contents of such books; (4) that the Board of Directors of the Corporation have authorized, on 9/27/12, such authority to be in force and effect until 6/30/15.
Contract Termination Date

The person(s) holding the below listed position(s) to execute and deliver on behalf of the Corporation any contract or other instrument for the sale of products and services:

<u>Gale F. Hennessy</u>	<u>Executive Director</u>
<u>Michael O'Shea</u>	<u>Fiscal Officer</u>
<u>Denise Vallancourt</u>	<u>Accounting Manager</u>

(5) the meeting of the Board of Directors was held in accordance with New Hampshire
(state of incorporation)

law and the by-laws of the Corporation; and (6) said authorization has not been modified, amended or rescinded and continues in full force and effect as of the date hereof.

IN WITNESS WHEREOF, I have hereunto set my hand as the Secretary of the Corporation this 12th
day of April, 2013

Nancy Guthrie
Nancy Guthrie, Secretary

STATE OF New Hampshire
COUNTY OF Hillsborough

On this the 12th day of April, 2013, before me, Diane P. Erikson
the undersigned officer, personally appeared, Nancy Guthrie who acknowledged herself to be the Secretary
Secretary of Southern New Hampshire Services, Inc., a corporation, and that she as
such Secretary being authorized to do so, executed the foregoing instrument for the
purposes therein contained.

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

Diane P. Erikson
Notary Public

SEAL

My 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 9/27/12)

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, Program Operations Director/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, Work Skills and Work Experience, CSBG, and Homeless Services; Division of Public Health Services for WIC/CSFP, and Substance Abuse Treatment Services; Division for Children, Youth & Families for Child Care Resource and Referral Services; Division of Community Based Care Services for Homeless Programs. The New Hampshire Office of Energy and Planning for the Weatherization Assistance Program, Heating, Repair and Replacement Program, Senior Energy Assistance Services, Fuel Assistance Program, and English for New Americans; 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; Office of Minority Health Refugee Affairs for Refugee Social Services; the New Hampshire Department of Resources and Economic Development for the WIA Dislocated Worker, WIA Adult & Disadvantaged 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; National Grid for the KeySpan Energy Delivery Program; 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 through contractual relationships with Southern New Hampshire Services, Inc.



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:

New Hampshire Department of Health and Human Services
Exhibit A



- (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 BWV Bureau Chief will have the highest level of authority and supervision.
- VI. The Bureau Chief of the DFA BWV, 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 BWV 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 BWV 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



- 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-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. 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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#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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- 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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- 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.

(Signature)
Date 4-12-13



**New Hampshire Department of Health and Human Services
Exhibit A**

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 contract 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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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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- 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.



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.

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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.

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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

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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

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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;

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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.

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)

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
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 Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
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)

Line Item	Direct Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
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 Incremental	Indirect Fixed	Total	Allocation Method for Indirect/Fixed Cost
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.

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;

Contractor Initials:
Date: 4-12-13

- (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: GH
 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
*Socia 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.

[Handwritten Signature]
(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: GA
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: GG

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:

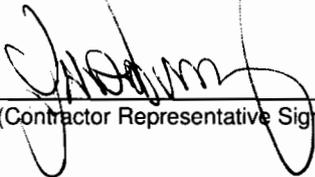
Date: 4-2-13

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: 
Date: 4-12-13

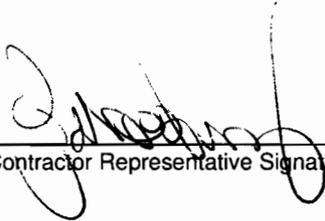
NH Department of Health and Human Services

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. 4-12-15

(Contractor Name) (Date)

Contractor Initials: 
Date: 4/12/15

NH Department of Health and Human Services

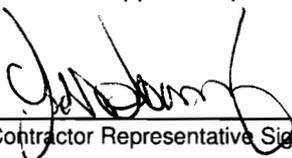
STANDARD EXHIBIT H

CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

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

1. By signing and submitting this contract, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.


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

Southern New Hampshire Services 4/2/13
(Contractor Name) (Date)

Contractor Initials: GH
Date: 4/2/13

NH Department of Health and Human Services

STANDARD EXHIBIT I
HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT
BUSINESS ASSOCIATE AGREEMENT

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

BUSINESS ASSOCIATE AGREEMENT

(1) **Definitions.**

- a. "Breach" shall have the same meaning as the term "Breach" in Title XXX, Subtitle D. Sec. 13400.
- b. "Business Associate" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- c. "Covered Entity" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- d. "Designated Record Set" shall have the same meaning as the term "designated record set" in 45 CFR Section 164.501.
- e. "Data Aggregation" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- f. "Health Care Operations" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- g. "HITECH Act" means the Health Information Technology for Economic and Clinical Health Act, Title XIII, Subtitle D, Part 1 & 2 of the American Recovery and Reinvestment Act of 2009.
- h. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162 and 164.
- i. "Individual" shall have the same meaning as the term "individual" in 45 CFR Section 164.501 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- j. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.

- k. "Protected Health Information" shall have the same meaning as the term "protected health information" in 45 CFR Section 164.501, limited to the information created or received by Business Associate from or on behalf of Covered Entity.
- l. "Required by Law" shall have the same meaning as the term "required by law" in 45 CFR Section 164.501.
- m. "Secretary" shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- n. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 164, Subpart C, and amendments thereto.
- o. "Unsecured Protected Health Information" means protected health information that is not secured by a technology standard that renders protected health information unusable, unreasonable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.
- p. Other Definitions - All terms not otherwise defined herein shall have the meaning established under 45 C.F.R. Parts 160, 162 and 164, as amended from time to time, and the HITECH Act.

(2) Use and Disclosure of Protected Health Information.

- a. Business Associate shall not use, disclose, maintain or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under Exhibit A of the Agreement. Further, the Business Associate shall not, and shall ensure that its directors, officers, employees and agents, do not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.
- b. Business Associate may use or disclose PHI:
 - I. For the proper management and administration of the Business Associate;
 - II. As required by law, pursuant to the terms set forth in paragraph d. below; or
 - III. For data aggregation purposes for the health care operations of Covered Entity.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable assurances from the third party that such PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party; and (ii) an agreement from such third party to notify Business Associate, in accordance with the HITECH Act, Subtitle D, Part 1, Sec. 13402 of any breaches of the confidentiality of the PHI, to the extent it has obtained knowledge of such breach.
- d. The Business Associate shall not, unless such disclosure is reasonably necessary to provide services under Exhibit A of the Agreement, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity has an opportunity to object to the disclosure and to seek appropriate relief. If Covered Entity objects to such disclosure, the Business Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.

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

(3) Obligations and Activities of Business Associate.

- a. Business Associate shall report to the designated Privacy Officer of Covered Entity, in writing, any use or disclosure of PHI in violation of the Agreement, including any security incident involving Covered Entity data, in accordance with the HITECH Act, Subtitle D, Part 1, Sec. 13402.
- b. The Business Associate shall comply with all sections of the Privacy and Security Rule as set forth in, the HITECH Act, Subtitle D, Part 1, Sec. 13401 and Sec.13404.
- c. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy and Security Rule.
- d. Business Associate shall require all of its business associates that receive, use or have access to PHI under the Agreement, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section (3)b and (3)k herein. The Covered Entity shall be considered a direct third party beneficiary of the Contractor's business associate agreements with Contractor's intended business associates, who will be receiving PHI pursuant to this Agreement, with rights of enforcement and indemnification from such business associates who shall be governed by standard provision #13 of this Agreement for the purpose of use and disclosure of protected health information.
- e. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement.
- f. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
- g. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.

- h. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
- i. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
- j. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within two (2) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- k. Within ten (10) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from, or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

(4) Obligations of Covered Entity

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

(5) **Termination for Cause**

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

(6) **Miscellaneous**

- a. **Definitions and Regulatory References.** All terms used, but not otherwise defined herein, shall have the same meaning as those terms in the Privacy and Security Rule, and the HITECH Act as amended from time to time. A reference in the Agreement, as amended to include this Exhibit I, to a Section in the Privacy and Security Rule means the Section as in effect or as amended.
- b. **Amendment.** Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy and Security Rule, and applicable federal and state law.
- c. **Data Ownership.** The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
- d. **Interpretation.** The parties agree that any ambiguity in the Agreement shall be resolved to permit Covered Entity to comply with HIPAA, the Privacy and Security Rule and the HITECH Act.
- e. **Segregation.** If any term or condition of this Exhibit I or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Exhibit I are declared severable.
- f. **Survival.** Provisions in this Exhibit I regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in section 3 k, the defense and indemnification provisions of section 3 d and standard contract provision #13, shall survive the termination of the Agreement.

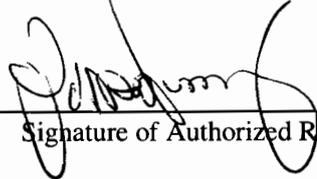
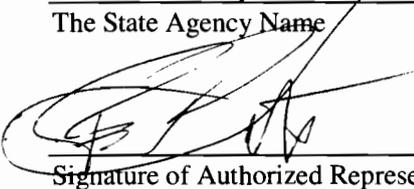
IN WITNESS WHEREOF, the parties hereto have duly executed this Exhibit I.

Department of Health and Human Services
Division of Family Assistance

Southern New Hampshire Services.

The State Agency Name

Name of the Contractor



Signature of Authorized Representative

Signature of Authorized Representative

Terry R. Smith

Gale Hennessy

Name of Authorized Representative

Name of Authorized Representative

Director of DFA

Executive Director

Title of Authorized Representative

Title of Authorized Representative

4/15/13

4-12-13

Date

Date

Contractor Initials: GH
Date: 4-12-13

NH Department of Health and Human Services

STANDARD EXHIBIT J

CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND
TRANSPARENCY ACT (FFATA) COMPLIANCE

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$25,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$25,000 or more. If the initial award is below \$25,000 but subsequent grant modifications result in a total award equal to or over \$25,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

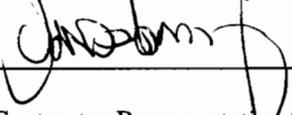
In accordance with 2 CFR Part 170 (*Reporting Subaward and Executive Compensation Information*), the Department of Health and Human Services (DHHS) must report the following information for any subaward or contract award subject to the FFATA reporting requirements:

- 1) Name of entity
- 2) Amount of award
- 3) Funding agency
- 4) NAICS code for contracts / CFDA program number for grants
- 5) Program source
- 6) Award title descriptive of the purpose of the funding action
- 7) Location of the entity
- 8) Principle place of performance
- 9) Unique identifier of the entity (DUNS #)
- 10) Total compensation and names of the top five executives if:
 - a. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
 - b. Compensation information is not already available through reporting to the SEC.

Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (*Reporting Subaward and Executive Compensation Information*), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.



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

(Contractor Name) (Date)

Contractor initials: GM
Date: 4-12-13
Page # 1 of Page # 2

NH Department of Health and Human Services

STANDARD EXHIBIT J

FORM A

As the Contractor identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The DUNS number for your entity is: 088584065

2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

NO YES

If the answer to #2 above is NO, stop here

If the answer to #2 above is YES, please answer the following:

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C.78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

NO YES

If the answer to #3 above is YES, stop here

If the answer to #3 above is NO, please answer the following:

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

Name: _____	Amount: _____

Contractor initials: GD
Date: 4-12-13
Page # 2 of Page # 2

Southern New Hampshire Services, Inc.

Single Audit Reports

July 31, 2011

Ron L. Beaulieu & Company

CERTIFIED PUBLIC ACCOUNTANTS

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

JULY 31, 2011

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Ron L. Beaulieu & Company

CERTIFIED PUBLIC ACCOUNTANTS

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INDEPENDENT AUDITORS' REPORT ON SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

April 30, 2012

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

We have audited the financial statements of Southern New Hampshire Services, Inc., as of and for the year ended July 31, 2011, and have issued our report thereon dated April 30, 2012, which contained an unqualified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Ron L. Beaulieu & Co.

Certified Public Accountants

**SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JULY 31, 2011**

Federal Grantor Pass-Through Grantor Program or Cluster Title	Federal CFDA Number	Pass-Through Identifying Number	Federal Expenditures
U.S. DEPARTMENT OF AGRICULTURE:			
Passed-through Belknap Merrimack Community Action Emergency Assistance Food Program	10.568		\$ 10,097
Passed-through State of New Hampshire Department of Health and Human Services Special Supplemental Nutrition Program for Women, Infants, and Children	10.557		863,410
Commodity Supplemental Food Program	10.565		208,813
Passed through State of New Hampshire Department of Education Child and Adult Care Food Program	10.558		326,409
Summer Food Service Program for Children	10.559		147,720
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT:			
Passed-through State of New Hampshire Division of Behavioral Health Community Development Block Grants	14.218		96,747
Passed through State of New Hampshire Division of Mental Health Emergency Shelter Grants Program	14.231		41,217
Supportive Housing Program	14.235		76,877
Passed-through Belknap Merrimack Community Action - Home Investment Partnerships Program	14.239		172,186
U.S. DEPARTMENT OF LABOR:			
Passed-through State of New Hampshire - DRED WIA Cluster			
WIA Adult Program	17.258	2009-004	1,023,227
ARRA - WIA Adult Program	17.258	2009-004	178,631
WIA - Youth Activities	17.259		155,696
WIA - Dislocated Workers	17.260	2009-004	2,115,013
ARRA - Dislocated Workers	17.260	2009-004	695,545
Total Cluster			<u>4,168,112</u>

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (CONTINUED)
FOR THE YEAR ENDED JULY 31, 2011

Federal Grantor Pass-Through Grantor Program or Cluster Title	Federal CFDA Number	Pass-Through Identifying Number	Federal Expenditures
U.S. DEPARTMENT OF ENERGY:			
Passed-through State of New Hampshire Governor's Office of Planning Weatherization Assistance for Low-Income Persons	81.042		263,421
ARRA - Weatherization Assistance for Low-Income Persons Total Program	81.042		2,679,247
			<u>2,942,668</u>
U.S. DEPARTMENT OF EDUCATION:			
Passed-through State of New Hampshire Department of Education Adult Basic Education Program	84.002		92,034
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES:			
Direct Program - Head Start Cluster			
Headstart	93.600	N/A	4,565,024
ARRA - Head Start Total Cluster	93.708	N/A	877,733
			<u>5,442,757</u>
Passed-through State of New Hampshire Office of Planning Low-Income Home Energy Assistance	93.568		8,898,093
Passed-through State of New Hampshire Department of Health and Human Services Temporary Assistance for Needy Families Family Support Payments to States Assistance Payments	93.558 93.560		2,628,662 436,860
CSBG Cluster			
Community Services Block Grant	93.569		957,087
ARRA - Community Service Block Grant Total Cluster	93.710		545,088
			<u>1,502,175</u>
Community Services Block Grant - Discretionary Awards Refugee and Entrant Assistance - Voluntary Agency Program	93.570 93.576		52,009 121,101

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (CONTINUED)
FOR THE YEAR ENDED JULY 31, 2011

Federal Grantor Pass-Through Grantor Program or Cluster Title	Federal CFDA Number	Pass-Through Identifying Number	Federal Expenditures
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (CONTINUED):			
CCDF Cluster			
Child Care and Development Block Grant	93.575		137,961
Child Care Mandatory and Matching Funds of the Child Care Fund	93.596		947,628
Total Cluster			<u>1,085,589</u>
CORPORATION FOR NATIONAL AND COMMUNITY SERVICES:			
Direct Program - Retired and Senior Volunteer Program	94.002	N/A	186,566
U.S. DEPARTMENT OF HOMELAND SECURITY:			
Passed-through Regional United Way Agency - Emergency Food and Shelter National Board Program	97.024		41,217
Total Federal Expenditures			<u>\$ 29,541,319</u>

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
JULY 31, 2011

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*. Because the Schedule presents only a selected portion of the operations of Southern New Hampshire Services, Inc., it is not intended to and does not present the financial position, changes in net assets, or cash flows of Southern New Hampshire Services, Inc..

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.

Ron L. Beaulieu & Company
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**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND
ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

April 30, 2012

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

We have audited the financial statements of Southern New Hampshire Services, Inc. as of and for the year ended July 31, 2011, and have issued our report thereon dated April 30, 2012. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control over Financial Reporting

Management of Southern New Hampshire Services, Inc. is responsible for establishing and maintaining effective internal control over financial reporting. In planning and performing our audit, we considered Southern New Hampshire Services, Inc.'s internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Southern New Hampshire Services, Inc.'s internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Entity's internal control over financial reporting.

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

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

Compliance and Other Matters

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

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

Ron L. Beaulieu & Co.

Certified Public Accountants

Ron L. Beaulieu & Company
CERTIFIED PUBLIC ACCOUNTANTS

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

April 30, 2012

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

Compliance

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

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about 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. Our audit does not provide a legal determination of Southern New Hampshire Services, Inc.'s compliance with those requirements.

In our opinion, Southern New Hampshire Services, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended July 31, 2011.

Internal Control Over Compliance

Management of Southern New Hampshire Services, Inc. is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts, and grants applicable to federal programs. In planning and performing our audit, we considered Southern New Hampshire Services, Inc.'s internal control over compliance with the requirements that could have a direct and material effect on a major federal program to determine the auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of 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 a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis.

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

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

Ron L. Beaulieu & Co.

Certified Public Accountants

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 SCHEDULE OF FINDINGS AND QUESTIONED COSTS
 JULY 31, 2011

Section I - Summary of Auditors' Results

Financial Statements

Type of auditors' report issued: unqualified

Internal control over financial reporting:

Significant deficiencies disclosed yes no

Material weakness disclosed yes no

Material noncompliance disclosed yes no

Federal Programs

Internal control over major programs:

Significant deficiency disclosed yes no

Material weakness disclosed yes no

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

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

Identification of major programs:

<u>Name of Federal Program or Cluster</u>	<u>CFDA Number</u>
WIA Cluster	
WIA Adult Program	17.258
WIA Youth Program	17.259
WIA Dislocated Worker Program	17.260
Weatherization Assistance for Low-Income Persons	81.042
Head Start Cluster	
Head Start Program	93.600
ARRA - Head Start Program	93.708
CSBG Cluster	
Community Services Block Grant	93.569
ARRA Community Services Block Grant	93.710

Dollar Threshold used to distinguish between type A and type B programs: \$ 886,240

Auditee qualified as low-risk auditee? yes no

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)
JULY 31, 2011

Section II - Financial Statement Findings

No Findings

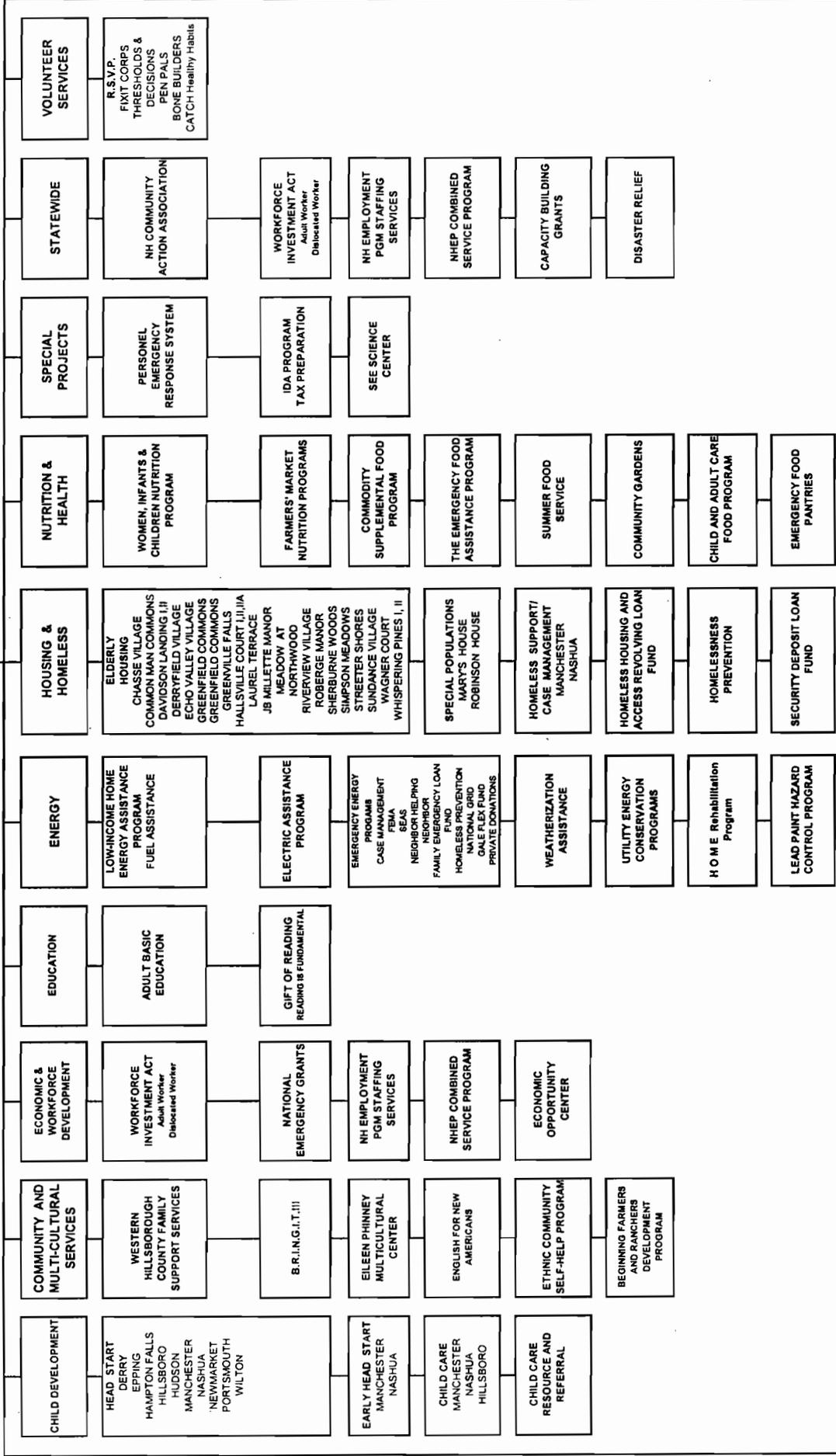
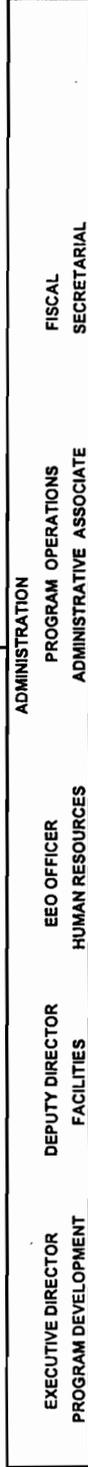
Section III - Federal Award Findings and Questioned Costs

No Matters Reported

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

40 Pine Street Manchester NH 03103

SNHS BOARD OF DIRECTORS



Southern New Hampshire Services, Inc.

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

July 31, 2011

Ron L. Beaulieu & Company

CERTIFIED PUBLIC ACCOUNTANTS

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

JULY 31, 2011

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INDEPENDENT AUDITORS' REPORT

April 30, 2012

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

We have audited the accompanying combined statements of financial position of Southern New Hampshire Services, Inc., as of July 31, 2011 and 2010, and the related combined statements of activities, functional expenses, and cash flows for the years then ended. These combined financial statements are the responsibility of Southern New Hampshire Services, Inc.'s management. Our responsibility is to express an opinion on these combined financial statements based on our audits.

We conducted our audits 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 audits to obtain reasonable assurance about whether the combined financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the combined financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of Southern New Hampshire Services, Inc. as of July 31, 2011 and 2010, and the changes in its assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated April 30, 2012, on our consideration of Southern New Hampshire Services, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audits.

Certified Public Accountants

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINED STATEMENTS OF FINANCIAL POSITION
JULY 31,

ASSETS	2011	2010
CURRENT ASSETS		
Cash	\$ 5,429,806	\$ 6,672,606
Investments	2,198,292	1,633,892
Contracts receivable (net)	5,204,746	2,764,314
Accounts receivable (net)	332,885	75,546
Prepaid expenses	323,053	287,283
Total current assets	13,488,782	11,433,641
FIXED ASSETS		
Land	5,185,679	4,426,539
Buildings and improvements	61,189,023	57,728,349
Vehicles and equipment	1,946,917	1,822,699
Construction in progress	159,500	-
Total fixed assets	68,481,119	63,977,587
Less - accumulated depreciation	(17,005,299)	(15,287,665)
Net fixed assets	51,475,820	48,689,922
OTHER ASSETS		
Restricted cash	3,060,135	2,739,804
Miscellaneous other assets	298,844	161,934
Total other assets	3,358,979	2,901,738
TOTAL ASSETS	\$ 68,323,581	\$ 63,025,301
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 642,582	\$ 2,135,115
Accrued payroll and payroll taxes	520,066	438,472
Accrued compensated absences	758,027	521,115
Accrued other liabilities	272,512	346,941
Deferred revenue	3,396,775	2,779,289
Over applied overhead	388,599	252,947
Tenant security deposits	265,336	217,027
Current portion of long-term debt	172,602	163,091
Total current liabilities	6,416,499	6,853,997
LONG-TERM DEBT, less current portion	58,720,030	55,207,385
TOTAL LIABILITIES	65,136,529	62,061,382
NET ASSETS		
Unrestricted	3,187,052	963,919
TOTAL LIABILITIES AND NET ASSETS	\$ 68,323,581	\$ 63,025,301

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

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

	<u>2011</u>	<u>2010</u>
REVENUES		
Grant/contract support	\$ 34,848,866	\$ 35,270,125
Program service fees	263,104	508,070
Local funding	70,574	109,795
Rental income	6,051,491	5,592,886
Gifts and contributions	333,403	331,521
Special events and activities	26,436	130,640
Memberships	22,983	62,622
Interest income	14,818	13,004
Unrealized gain (loss) on investments	160,288	173,193
Revenue from commercial products	8,993	66,190
In-kind	1,034,912	1,116,492
Transfer from RCA acquisition	1,582,641	-
Miscellaneous	1,534,799	1,341,400
TOTAL REVENUES	<u>45,953,308</u>	<u>44,715,938</u>
EXPENSES		
Program services:		
Child Development	6,169,774	6,295,743
Community Services	1,525,600	2,302,708
Economic and Workforce Development	10,254,199	10,374,648
Energy	13,683,598	14,432,976
Hispanic-Latino Community Services	437,761	404,235
Housing and Homeless	75,163	72,385
Nutrition and Health	1,660,271	1,471,717
Special Projects	617,939	954,234
Volunteer Services	181,568	219,943
SNHS Management Corporation	1,202,170	1,147,200
Housing Corporations	6,406,742	5,875,282
Total program services	<u>42,214,785</u>	<u>43,551,071</u>
Support services:		
Management and general	1,515,390	1,498,709
TOTAL EXPENSES	<u>43,730,175</u>	<u>45,049,780</u>
INCREASE (DECREASE) IN NET ASSETS	2,223,133	(333,842)
NET ASSETS - AUGUST 1	<u>963,919</u>	<u>1,297,761</u>
NET ASSETS - JULY 31	<u>\$ 3,187,052</u>	<u>\$ 963,919</u>

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JULY 31, 2011

	Program Services						
	Child Development	Community Services	Economic Workforce Development	Energy	Hispanic-Lat. Community Services	Housing and Homeless	Nutrition and Health
Payroll	\$ 3,128,764	\$ 862,834	\$ 2,045,485	\$ 1,313,574	\$ 263,081	\$ 49,391	\$ 816,761
Payroll taxes	304,278	74,031	183,534	126,616	28,005	5,175	81,987
Fringe benefits	698,413	119,913	282,074	263,937	27,601	12,841	124,866
Workers comp. insurance	25,466	5,086	4,318	8,193	1,306	727	10,036
Retirement benefits	133,923	54,141	99,129	72,854	3,378	-	27,621
Consultant and contractual	59,869	63,742	4,459,078	3,243,045	23,336	209	18,585
Travel and transportation	38,605	25,320	61,809	74,496	14,453	2,167	44,376
Conferences and meetings	657	14,218	7,402	19,116	385	-	675
Occupancy	378,874	26,197	753,931	65,653	49,369	1,906	105,370
Advertising	2,894	2,143	766	3,322	-	-	4,154
Supplies	142,912	30,605	50,537	36,908	3,362	43	49,877
Equip. rentals and maintenance	18,806	5,073	25,022	35,118	544	-	17,397
Insurance	8,065	46,252	2,227	20,669	-	-	5,709
Telephone	39,877	23,154	53,915	34,280	6,222	1,185	30,375
Postage	3,609	1,675	2,541	36,373	119	-	3,283
Printing and publications	6,445	5,630	-	1,103	699	-	-
Subscriptions	-	2,443	-	-	-	-	-
Program support	-	76,923	325	-	-	-	-
Interest	17,368	-	-	-	-	-	-
Depreciation	34,559	5,609	6,357	15,216	2,706	-	15,578
Assistance to clients	520	-	1,845,643	8,292,950	-	1,452	55,553
Other direct expense	85,881	28,051	366,004	19,672	-	-	242,392
Miscellaneous	5,077	52,560	4,102	503	13,195	67	5,676
In-kind	1,034,912	-	-	-	-	-	-
Loss on disposal of assets	-	-	-	-	-	-	-
Indirect costs	-	-	-	-	-	-	-
TOTAL	\$ 6,169,774	\$ 1,525,600	\$ 10,254,199	\$ 13,683,598	\$ 437,761	\$ 75,163	\$ 1,660,271

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JULY 31, 2011

	Program Services					Total Program Services	Support Services		Total Expenses	
	Special Projects	Volunteer Services	SNHS		Management Corporation		Housing Corporations	Management and General		General
			Management Corporation	Management Corporation						
Payroll	\$ 103,320	\$ 126,251	\$ 296,670	\$ 1,282,081	\$ 10,288,212	\$ 875,409	\$ 11,163,621			
Payroll taxes	10,530	11,912	20,375	122,230	968,673	69,097	1,037,770			
Fringe benefits	4,660	16,057	48,600	263,513	1,862,475	106,749	1,969,224			
Workers comp. insurance	1,132	265	3,671	36,365	96,565	4,701	101,266			
Retirement benefits	7,765	6,289	18,590	90,011	513,701	79,898	593,599			
Consultant and contractual	395,055	5,100	75,990	169,477	8,513,486	120,763	8,634,249			
Travel and transportation	5,888	2,103	117,651	19,902	406,770	7,421	414,191			
Conferences and meetings	25,098	90	40,054	2,831	110,526	844	111,370			
Occupancy	7,156	-	207,801	2,220,267	3,816,524	56,158	3,872,682			
Advertising	-	-	-	1,401	14,680	765	15,445			
Supplies	588	2,545	2,819	28,091	348,287	30,411	378,698			
Equip. rentals and maintenance	218	170	36,511	2,663	141,522	584	142,106			
Insurance	-	1,843	21,902	365,833	472,500	6,253	478,753			
Telephone	2,359	2,286	6,615	54,994	255,262	9,778	265,040			
Postage	174	1,735	538	5,778	55,825	16,046	71,871			
Printing and publications	4,700	447	-	-	19,024	1,447	20,471			
Subscriptions	-	-	-	-	2,443	-	2,443			
Program support	-	-	-	-	77,248	-	77,248			
Interest	-	-	43,248	207,648	268,264	-	268,264			
Depreciation	6,000	-	193,550	1,518,539	1,798,114	626	1,798,740			
Assistance to clients	41,190	-	44,435	-	10,281,743	-	10,281,743			
Other direct expense	-	586	25	3,806	746,417	3,941	750,358			
Miscellaneous	2,106	3,889	23,125	6,741	117,041	853	117,894			
In-kind	-	-	-	-	1,034,912	-	1,034,912			
Loss on disposal of assets	-	-	-	4,571	4,571	-	4,571			
Indirect costs	-	-	-	-	-	123,646	123,646			
TOTAL	\$ 617,939	\$ 181,568	\$ 1,202,170	\$ 6,406,742	\$ 42,214,785	\$ 1,515,390	\$ 43,730,175			

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JULY 31, 2010

	Program Services						
	Child Development	Community Services	Economic Workforce Development	Energy	Hispanic-Lat. Community Services	Housing and Homeless	Nutrition and Health
Payroll	\$ 3,006,275	\$ 1,341,405	\$ 1,971,760	\$ 1,416,850	\$ 220,344	\$ 49,387	\$ 739,570
Payroll taxes	280,331	123,955	174,242	130,176	22,861	4,794	70,174
Fringe benefits	581,143	171,383	244,317	256,114	25,518	12,026	116,435
Workers comp. insurance	28,847	12,666	5,368	11,143	1,496	917	12,082
Retirement benefits	121,828	58,914	97,586	64,841	417	114	24,257
Consultant and contractual	92,581	72,705	4,177,399	1,876,004	47,477	204	8,056
Travel and transportation	37,845	41,120	54,730	77,225	7,721	3,278	36,384
Conferences and meetings	419	31,382	8,190	19,464	1,257	50	1,120
Occupancy	478,247	30,255	340,036	68,726	46,086	62	104,079
Advertising	2,411	7,169	44	574	-	-	-
Supplies	280,389	20,080	64,757	83,648	9,580	143	54,658
Equip. rentals and maintenance	18,692	94,536	15,425	46,637	3,907	-	8,875
Insurance	8,328	40,836	480	19,166	-	-	6,676
Telephone	38,929	15,730	48,810	51,847	6,520	1,384	29,246
Postage	3,869	2,428	2,587	39,743	88	-	2,195
Printing and publications	6,871	4,692	-	2,115	655	-	149
Subscriptions	-	2,806	-	-	-	-	-
Program support	-	86,588	597	-	-	-	-
Interest	-	-	-	-	-	-	-
Depreciation	33,378	9,910	8,674	20,488	2,816	-	1,759
Assistance to clients	4,414	2,239	3,146,688	10,240,281	-	-	16,245
Other direct expense	134,333	5,944	9,638	7,471	-	-	11,973
Miscellaneous	20,121	125,965	3,320	463	7,492	26	223,119
In-kind	1,116,492	-	-	-	-	-	4,665
Loss on disposal of assets	-	-	-	-	-	-	-
Indirect costs	-	-	-	-	-	-	-
TOTAL	\$ 6,295,743	\$ 2,302,708	\$ 10,374,648	\$ 14,432,976	\$ 404,235	\$ 72,385	\$ 1,471,717

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JULY 31, 2010

	Program Services					Total Program Services	Support Services		Total Expenses
	Special Projects	Volunteer Services	SNHS		Housing Corporations		Management and General	Management and General	
			Management Corporation	Corporation					
Payroll	\$ 243,396	\$ 147,123	\$ 265,598	\$ 1,191,236	\$ 10,592,944	\$ 766,877	\$ 11,359,821		
Payroll taxes	23,286	13,748	16,868	108,965	969,400	59,992	1,029,392		
Fringe benefits	14,313	21,166	51,551	223,402	1,717,368	86,083	1,803,451		
Workers comp. insurance	3,454	396	2,925	38,501	117,795	4,542	122,337		
Retirement benefits	15,408	6,404	12,219	75,811	477,799	73,190	550,989		
Consultant and contractual	496,479	6,035	137,144	121,719	7,035,803	122,414	7,158,217		
Travel and transportation	41,792	3,067	94,144	14,882	412,188	6,163	418,351		
Conferences and meetings	28,521	2,795	35,509	2,468	131,175	745	131,920		
Occupancy	19,913	80	123,652	2,013,218	3,224,354	55,033	3,279,387		
Advertising	-	-	-	939	11,137	765	11,902		
Supplies	3,688	3,937	6,591	35,156	562,627	24,031	586,658		
Equip. rentals and maintenance	380	305	4,163	1,429	194,349	960	195,309		
Insurance	572	1,772	25,226	331,788	434,844	1,069	435,913		
Telephone	10,033	3,552	6,792	56,257	269,100	11,880	280,980		
Postage	279	1,657	791	5,803	59,440	16,457	75,897		
Printing and publications	309	500	-	-	15,291	48	15,339		
Subscriptions	-	-	-	-	2,806	145	2,951		
Program support	-	(102)	-	-	87,083	-	87,083		
Interest	-	-	-	-	263,685	-	263,685		
Depreciation	8,788	-	50,935	210,991	1,655,903	626	1,656,529		
Assistance to clients	40,920	-	171,697	1,383,907	13,476,558	-	13,476,558		
Other direct expense	383	726	30,043	11,712	393,573	3,356	396,929		
Miscellaneous	2,320	6,782	111,105	4,340	286,599	1,062	287,661		
In-kind	-	-	-	-	1,116,492	-	1,116,492		
Loss on disposal of assets	-	-	-	42,758	42,758	-	42,758		
Indirect costs	-	-	-	-	-	263,271	263,271		
TOTAL	\$ 954,234	\$ 219,943	\$ 1,147,200	\$ 5,875,282	\$ 43,551,071	\$ 1,498,709	\$ 45,049,780		

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JULY 31,

	2011	2010
OPERATING ACTIVITIES		
Change in net assets	\$ 2,223,133	\$ (333,842)
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation	1,798,740	1,656,529
Loss on disposal of assets	4,571	42,758
Unrealized (gain) loss on investments	(160,288)	(173,193)
Changes in operating assets and liabilities		
(Increase) decrease in contracts receivable	(2,440,432)	118,207
(Increase) decrease in prepaid expenses	(35,770)	(21,482)
(Increase) decrease in accounts receivable	(257,339)	42,716
Increase (decrease) in accounts payable	(1,492,533)	1,383,055
Increase (decrease) in accrued payroll and payroll taxes	81,594	59,838
Increase (decrease) in accrued comp. absences	236,912	28,561
Increase (decrease) in accrued other liabilities	(74,429)	140,707
Increase (decrease) in deferred revenue	617,486	1,289,354
Increase (decrease) in over applied overhead	135,652	-
Increase (decrease) in tenant security deposits	48,309	7,775
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	685,606	4,240,983
INVESTING ACTIVITIES		
Purchase of fixed assets	(4,589,209)	(7,338,341)
Purchase of investments	(404,112)	(200,001)
Proceeds from sale of investments	-	-
Other financing activities	(136,910)	5,338
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	(5,130,231)	(7,533,004)
FINANCING ACTIVITIES		
Proceeds from long-term debt	3,688,047	6,484,458
Payments on long-term debt	(165,891)	(132,084)
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	3,522,156	6,352,374
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(922,469)	3,060,353
CASH AND CASH EQUIVALENTS - AUGUST 1	9,412,410	6,352,057
CASH AND CASH EQUIVALENTS - JULY 31	\$ 8,489,941	\$ 9,412,410
RECONCILIATION OF CASH BALANCE TO STATEMENTS OF FINANCIAL POSITION		
Cash	5,429,806	6,672,606
Restricted cash	3,060,135	2,739,804
Total cash	\$ 8,489,941	\$ 9,412,410
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash paid during the year for:		
Interest	\$ 268,264	\$ 263,685

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 1 - ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Southern New Hampshire Services, Inc. is an umbrella agency that offers an array of services to the elderly, disabled, and low-income households in Hillsborough County, New Hampshire. The Corporation'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. Services are provided through:

Southern New Hampshire Services, Inc.	Rural Housing for the Elderly, Inc.
SNHS Management Corporation	Rural Housing for the Elderly II, Inc.
SNHS Elderly Housing, Inc.	Sundial Elderly Housing, Inc.
SNHS Elderly Housing II, Inc.	SNHS Ashland Elderly Housing, Inc.
SNHS Elderly Housing III, Inc.	SNHS Farmington Elderly Housing, Inc.
SNHS Elderly Housing IV, Inc.	SNHS Greenfield Elderly Housing, Inc.
SNHS Elderly Housing V, Inc.	SNHS North Berwick Elderly Housing, Inc.
SNHS Elderly Housing VI, Inc.	SNHS Northwood Elderly Housing, Inc.
SNHS Elderly Housing VII, Inc.	SNHS Pittsburg Elderly Housing, Inc.
SNHS Elderly Housing VIII, Inc.	SNHS Raymond Elderly Housing, Inc.
SNHS Elderly Housing IX, Inc.	

Basis of Presentation

The financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles, which recognizes revenue when earned and expenses as incurred.

Combined Financial Statements

All significant interagency items and transactions have been eliminated from the basic financial statements. The financial statements include the accounts of:

Southern New Hampshire Services, Inc.	Rural Housing for the Elderly, Inc.
SNHS Management Corporation	Rural Housing for the Elderly II, Inc.
SNHS Elderly Housing, Inc.	Sundial Elderly Housing, Inc.
SNHS Elderly Housing II, Inc.	SNHS Ashland Elderly Housing, Inc.
SNHS Elderly Housing III, Inc.	SNHS Farmington Elderly Housing, Inc.
SNHS Elderly Housing IV, Inc.	SNHS Greenfield Elderly Housing, Inc.
SNHS Elderly Housing V, Inc.	SNHS North Berwick Elderly Housing, Inc.
SNHS Elderly Housing VI, Inc.	SNHS Northwood Elderly Housing, Inc.
SNHS Elderly Housing VII, Inc.	SNHS Pittsburg Elderly Housing, Inc.
SNHS Elderly Housing VIII, Inc.	SNHS Raymond Elderly Housing, Inc.
SNHS Elderly Housing IX, Inc.	

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 1 - ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Acquisition

On July 1, 2011, Rockingham Community Action (RCA), a New Hampshire corporation, was acquired by the Corporation. The merger is classified as an acquisition by SNHS of RCA for no monetary consideration. The Corporation assumed all the assets, rights, powers, properties, debts, liabilities and obligations of RCA with the exception of the Head Start program which will be transfer to the Corporation on December 31, 2011. All other grants have been transferred or assigned to SNHS as of July 1, 2011. The acquisition will be recorded in two phases, one was recorded on July 1, 2011, and two, the balance of the assets will be transferred after the 2012 grant activities are finalized for the grants that are continuing with RCA.

The following is the fair value of the assets and liabilities that were recognized and transferred from RCA:

CURRENT ASSETS	
Cash	\$ 17,745
Accounts receivable (net)	1,589,548
Prepaid expenses	-
Total current assets	1,607,293
FIXED ASSETS	
Real estate	605,131
Vehicles and equipment	46,280
Total fixed assets	651,411
Less - accumulated depreciation	-
Net fixed assets	651,411
OTHER ASSETS	
Restricted cash	35,488
Investment in limited partnership	137,555
Total other assets	173,043
TOTAL ASSETS	2,431,747
CURRENT LIABILITIES	
Accounts payable	14,705
Accrued payroll and payroll taxes	-
Accrued expenses	1,774
Accrued compensated absences	162,951
Deferred revenue	387,594
Due to other corporations	249,287
Tenant deposits	15,556
Other reserves	17,239
Total current liabilities	849,106
TOTAL LIABILITIES	849,106
NET ASSETS	\$ 1,582,641

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 1 - ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Estimates

The preparation of 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.

None of the estimates used in preparing the financial statements are significant.

Cash equivalents

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

Allowance for Doubtful Accounts

The contracts receivable allowance for doubtful accounts is based upon management's assessment of the credit history with customers having outstanding balances and current relationships with them.

The accounts receivable allowance for doubtful accounts is based upon an analysis of the aged accounts receivable listing.

Fixed asset acquisitions

Fixed assets acquired by the Corporation are capitalized at cost and depreciated over their estimated useful lives on a straight-line method. It is the Corporation's policy to capitalize expenditures for these items in excess of \$5,000.

Fixed assets purchased with grant funds are owned by the Corporation 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.

In-kind

In-kind revenues and expenses represent fair market value of volunteer services and non-paid goods which were donated to the Corporation during the current fiscal year.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 2 - CASH

The Corporation maintains its cash balances at several financial institutions located in New Hampshire and Maine. The balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per financial institution. In addition, on October 2, 2008, the Corporation entered into an agreement with its principal banking partner to collateralize all deposits in excess of the FDIC insurance limitation. Therefore, as of July 31, 2011 and 2010, there are no uninsured cash balances. It is the opinion of management that the solvency of the referenced financial institutions is not of particular concern at this time.

NOTE 3 - 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 4 - ALLOWANCE FOR UNCOLLECTIBLE ACCOUNTS

The allowance for uncollectible contracts receivable was estimated to be \$0 and \$0 at July 31, 2011 and 2010, respectively.

The allowance for uncollectible accounts receivable was estimated to be \$0 and \$0 at July 31, 2011 and 2010, respectively.

NOTE 5 - UNRESTRICTED NET ASSETS

None of the Corporation's net assets are subject to donor-imposed restrictions. Accordingly, all net assets are accounted for as unrestricted net assets.

NOTE 6 - OPERATING LEASES

The Corporation leases various facilities and equipment under several operating leases. Total lease payments for the years ended July 31, 2011 and 2010 equaled \$950,645 and \$727,660, 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, 2011:

2012	\$ 212,917
2013	97,679
2014	89,063
2015	69,967
2016	-

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 7 - INVESTMENTS

Investments are reported at their fair value at year end. Although the Corporation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at year end.

The fair value measurement establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy has three levels which are described below.

Level 1 Fair Value Measurements

The fair values of investments are based on the quoted price reported on the active market for identical assets.

Level 2 Fair Value Measurements

The fair values of investments are based on the quoted price reported on the active market for similar assets, or they are based on the quoted price reported on a market that is not active for identical or similar assets.

Level 3 Fair Value Measurements

The fair value of certain investments is not actively traded and significant other observable inputs are not available. In this case, management decides what the best valuation technique to use is.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 7 - INVESTMENTS (CONTINUED)

The investments of the Corporation consisted of the following as of July 31,:

Description	Cost	Fair Value	2011		
			Fair value at reporting date		
			Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Significant un-observable inputs (Level 3)
Equity securities	\$2,087,825	\$2,198,292	\$2,198,292	\$ -	\$ -
Total	\$2,087,825	\$2,198,292	\$2,198,292	\$ -	\$ -

Description	Cost	Fair Value	2010		
			Fair value at reporting date		
			Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Significant un-observable inputs (Level 3)
Equity securities	\$1,687,825	\$1,633,892	\$1,633,892	\$ -	\$ -
Total	\$1,687,825	\$1,633,892	\$1,633,892	\$ -	\$ -

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

	2011	2010
Fair Value - August 1	\$1,633,892	\$1,260,698
Additions	404,112	200,001
Distributions	-	-
Realized gains (losses)	-	-
Unrealized gains (losses)	160,288	173,193
Fair Value - July 31	\$2,198,292	\$1,633,892

NOTE 8 - RETIREMENT BENEFITS

The Corporation 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 Corporation contributes 10% of their wages. The pension expense for the years ended July 31, 2011 and 2010 was \$593,599 and \$550,989, respectively.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 9 - INCOME TAXES

The Corporation qualifies as an organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code. Management believes there is no tax on unrelated business income, therefore no income tax provisions have been made in the accompanying financial statements.

NOTE 10 – 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 current value of this lien at July 31, 2011 is \$271,987.

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.

NOTE 11 – CONTINGENCIES

The Corporation receives grant funding from various sources. Under the terms of these agreements, the Corporation 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 Corporation 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 12 – TRANSFER OF ASSETS

On January 1, 2011, the Company transferred substantially all assets and operations of SEE Science Center (a Division). The Division's financial position, results of operations and cash flows were separately reported for all periods presented. The 2010 financial information was reclassified to enhance comparability with 2011 information.

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 13 - LONG-TERM DEBT

	2011	2010
<u>SNHS, Inc.</u>		
Mortgage payable to City of Manchester, secured by real estate located in Manchester, NH. \$2,255 of principal will be forgiven annually for a period of five years if SNHS can demonstrate the service objectives have been achieved.	\$ 11,275	\$ 11,275
Mortgage payable to bank, secured by real estate located on Temple St., Nashua, NH, payable in monthly installments of \$3,349 including interest through 2030. Interest is at 4.000%.	414,669	440,000
<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 7.500%.	36,858	56,030
Mortgage payable to bank, secured by real estate located on Pine St., Manchester, NH, payable in monthly installments of \$2,591 including interest through 2017. Interest is at 6.400%.	48,180	76,156
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 \$3,090 including interest through 2019. Interest is at 7.960%.	198,440	218,406
Mortgage payable to bank, secured by real estate located on Allds St., Nashua, NH, payable in monthly installments of \$3,654 including interest through 2019. Interest is at 7.500%.	308,337	327,386

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 13 - LONG-TERM DEBT (CONTINUED)

<u>Housing Corporations</u>	<u>2011</u>	<u>2010</u>
Mortgage payable between HUD and Rural Housing for the Elderly II, Inc., secured by real estate located in Nashua, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	\$ 3,167,260	\$ 3,167,260
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%.	2,552,996	2,589,782
Mortgage payable between HUD and SNHS Elderly Housing, Inc., secured by real estate located in Epping, NH, payable in monthly installments of \$7,793 including interest through 2028. Interest is at 9.000%.	833,733	851,344
Mortgage payable between HUD and Sundial Elderly Housing, Inc., secured by real estate located in Nashua, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is 0.000%.	4,278,218	4,278,218
Mortgage payable between HUD 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 40 years. Interest is at 0.000%.	3,460,700	3,460,700
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 HUD and SNHS Farmington Elderly Housing, Inc., secured by real estate located in Manchester, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,841,617	2,841,617

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 13 - LONG-TERM DEBT (CONTINUED)

	<u>2011</u>	<u>2010</u>
Mortgage payable between HUD and SNHS Elderly Housing V, Inc., secured by real estate located in Manchester, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	\$ 2,948,706	\$ 2,948,706
Mortgage payable between HUD and SNHS Elderly Housing II, Inc., secured by real estate located in Rochester, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%	2,485,859	2,485,859
Mortgage payable between HUD and SNHS Elderly Housing III, Inc., secured by real estate located in Rochester, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	3,518,900	3,518,900
Mortgage payable between HUD and SNHS Elderly Housing II, Inc., secured by real estate located in Rochester, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,966,900	2,966,900
Mortgage payable between HUD and Rural Housing for the Elderly II, Inc., secured by real estate located in Nashua, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,410,181	2,410,181
Mortgage payable between HUD and SNHS Elderly Housing IV, Inc., secured by real estate located in Nashua, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	4,412,500	4,412,500
Mortgage payable between HUD and SNHS Raymond Elderly Housing, Inc., secured by real estate located in Raymond, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	1,720,923	1,720,923

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 13 - LONG-TERM DEBT (CONTINUED)

	<u>2011</u>	<u>2010</u>
Mortgage payable between HUD and SNHS Pittsburg Elderly Housing, Inc., secured by real estate located in Pittsburg, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	\$ 1,479,700	\$ 1,479,700
Mortgage payable between HUD and SNHS North Berwick Elderly Housing, Inc., secured by real estate located in North Berwick, ME. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,016,067	2,016,067
Mortgage payable between HUD and SNHS Greenfield Elderly Housing, Inc., secured by real estate located in Greenfield, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	1,566,333	1,566,333
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%.	450,000	450,000
Mortgage payable between HUD and SNHS Ashland Housing, Inc., secured by real estate located in Ashland, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	3,426,100	3,426,100
Mortgage payable between HUD and SNHS Elderly Housing VI, Inc., secured by real estate located in Bristol, NH. Mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	2,719,738	2,711,900
Mortgage payable between HUD and SNHS Elderly Housing VII, Inc., secured by real estate located in Manchester, NH. The mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	5,143,400	4,673,233

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 13 - LONG-TERM DEBT (CONTINUED)

	2011	2010
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 mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	\$ 2,089,845	\$ -
Capital advance between HUD and SNHS Elderly Housing VIII, Inc., secured by real estate located in Campton, NH. The advance is expected to be converted into a mortgage once construction has been completed. The mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	1,020,843	-
Capital advance between HUD and SNHS Elderly Housing IX, Inc., secured by real estate located in Plymouth, NH. The advance is expected to be converted into a mortgage once construction has been completed. The mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	54,273	-
Capital advance between HUD and SNHS Elderly Housing X, Inc., secured by real estate located in Woodstock, NH. The advance is expected to be converted into a mortgage once construction has been completed. The mortgage will be forgiven if real estate remains low income housing for 40 years. Interest is at 0.000%.	45,081	-
Total Long Term Debt	\$ 58,892,632	\$ 55,370,476
Current portion	\$ 172,602	\$ 163,091
Long-term portion	58,720,030	55,207,385
	\$ 58,892,632	\$ 55,370,476

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2011 AND 2010

NOTE 13 - LONG-TERM DEBT (CONTINUED)

Principal maturities for long-term debt for the next five subsequent fiscal years from July 31, 2011, are as follows:

2012	\$	172,602
2013		144,835
2014		115,784
2015		123,523
2016		131,910

NOTE 14 - CONCENTRATION OF REVENUES

The Corporation derives approximately 63% of its total revenues from the State of New Hampshire.

NOTE 15 - ADVERTISING

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

NOTE 16 - MANAGEMENT REVIEW

Management has reviewed subsequent events as of April 30, 2012, the date the financial statements were available to be issued. At this time, there were no material subsequent events.

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INDEPENDENT AUDITORS' REPORT ON COMBINING INFORMATION

April 30, 2012

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

Our report on our audit of the combined financial statements of Southern New Hampshire Services, Inc. for the year ended July 31, 2011 appears on page 1. This audit was made for the purpose of forming an opinion on the combined financial statements taken as a whole. The combining information in Schedules A and B, for the year ended July 31, 2011, has been subjected to the auditing procedures applied in the audit of the combined financial statements and is presented for the purposes of additional analysis of the combined financial statements rather than to present the financial position and activities of the individual corporations. Accordingly, we do not express an opinion on the financial position and activities of the individual corporations. However, in our opinion, the combined information in Schedules A and B, for the year ended July 31, 2011, is fairly stated in all material respects in relation to the combined financial statements taken as a whole.

Certified Public Accountants

SCHEDULE A

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION
JULY 31, 2011

	10/15/30/40/5 0/080/081/82/ 810/845	105	110	120	
	SNHS Management Corporation	Rural Housing for the Elderly II Landing II	Rural Housing for the Elderly	SNHS Elderly Housing	
ASSETS	SNHS, Inc.				
CURRENT ASSETS					
Cash	\$ 529,978	\$ 4,074,544	\$ 48,634	\$ 129,619	\$ 19,377
Investments	-	2,198,292	-	-	-
Contracts receivable (net)	3,489,348	1,678,245	8,404	5,983	1,803
Accounts receivable (net)	-	332,885	-	-	-
Prepaid expenses	23,628	7,201	25,268	17,605	11,563
Inventory	-	-	-	-	-
Due from other corporations	3,534,536	854,108	-	-	-
Total current assets	<u>7,577,490</u>	<u>9,145,275</u>	<u>82,306</u>	<u>153,207</u>	<u>32,743</u>
FIXED ASSETS					
Land	219,849	1,214,583	2,898	166,890	58,991
Buildings and improvements	1,393,065	3,850,553	3,246,666	3,516,363	1,062,234
Vehicles and equipment	820,233	389,593	19,922	272,968	19,668
Construction in progress	-	-	-	-	-
Total fixed assets	<u>2,433,147</u>	<u>5,454,729</u>	<u>3,269,486</u>	<u>3,956,221</u>	<u>1,140,893</u>
Less - accumulated depreciation	<u>(1,077,486)</u>	<u>(2,058,718)</u>	<u>(872,731)</u>	<u>(2,140,352)</u>	<u>(623,206)</u>
Net fixed assets	<u>1,355,661</u>	<u>3,396,011</u>	<u>2,396,755</u>	<u>1,815,869</u>	<u>517,687</u>
OTHER ASSETS					
Restricted cash	-	202,494	133,558	584,788	14,462
Miscellaneous other assets	-	137,555	-	156,595	-
Total other assets	<u>-</u>	<u>340,049</u>	<u>133,558</u>	<u>741,383</u>	<u>14,462</u>
TOTAL ASSETS	<u>\$ 8,933,151</u>	<u>\$ 12,881,335</u>	<u>\$ 2,612,619</u>	<u>\$ 2,710,459</u>	<u>\$ 564,892</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable	\$ 427,834	\$ 61,140	\$ 2,087	\$ 7,940	\$ 3,675
Accrued payroll and payroll taxes	219,731	271,226	1,439	5,063	827
Accrued compensated absences	-	758,027	-	-	-
Accrued other liabilities	51,049	1,775	5,185	15,730	5,421
Deferred revenue	2,995,832	387,594	882	4,361	-
Over applied overhead	388,599	-	-	-	-
Tenant security deposits	-	41,450	16,416	20,233	6,346
Due to other corporations	3,582,718	330,523	11,587	39,474	55,358
Current portion of long-term debt	24,255	90,678	-	38,550	19,119
Total current liabilities	<u>7,690,018</u>	<u>1,942,413</u>	<u>37,596</u>	<u>131,351</u>	<u>90,746</u>
LONG-TERM DEBT, less current portion	<u>401,689</u>	<u>671,137</u>	<u>3,167,260</u>	<u>2,514,446</u>	<u>814,614</u>
TOTAL LIABILITIES	<u>8,091,707</u>	<u>2,613,550</u>	<u>3,204,856</u>	<u>2,645,797</u>	<u>905,360</u>
NET ASSETS					
Unrestricted	<u>841,444</u>	<u>10,267,785</u>	<u>(592,237)</u>	<u>64,662</u>	<u>(340,468)</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 8,933,151</u>	<u>\$ 12,881,335</u>	<u>\$ 2,612,619</u>	<u>\$ 2,710,459</u>	<u>\$ 564,892</u>

See accompanying independent auditors' report on combining information.

SCHEDULE A (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF FINANCIAL POSITION
 JULY 31, 2011

	130	140	145	146	147
	Sundial Elderly Housing	SNHS Northwood Elderly Housing	SNHS Elderly Housing VII	SNHS Elderly Housing VII	SNHS Elderly Housing VII Construction
ASSETS					
CURRENT ASSETS					
Cash	\$ 43,779	\$ 29,821	\$ 59,479	\$ 100	\$ -
Investments	-	-	-	-	-
Contracts receivable (net)	578	-	113	-	-
Accounts receivable (net)	-	-	-	-	-
Prepaid expenses	31,323	12,179	19,030	-	-
Inventory	-	-	-	-	-
Due from other corporations	-	-	-	-	-
Total current assets	<u>75,680</u>	<u>42,000</u>	<u>78,622</u>	<u>100</u>	<u>-</u>
FIXED ASSETS					
Land	311,653	75,801	662,211	-	-
Buildings and improvements	4,023,757	3,461,132	4,420,243	-	-
Vehicles and equipment	44,333	20,408	35,003	-	-
Construction in progress	-	-	-	-	16,744
Total fixed assets	<u>4,379,743</u>	<u>3,557,341</u>	<u>5,117,457</u>	<u>-</u>	<u>16,744</u>
Less - accumulated depreciation	<u>(1,503,499)</u>	<u>(479,932)</u>	<u>(117,478)</u>	<u>-</u>	<u>-</u>
Net fixed assets	<u>2,876,244</u>	<u>3,077,409</u>	<u>4,999,979</u>	<u>-</u>	<u>16,744</u>
OTHER ASSETS					
Restricted cash	285,183	60,082	46,564	100	-
Miscellaneous other assets	-	-	4,694	-	-
Total other assets	<u>285,183</u>	<u>60,082</u>	<u>51,258</u>	<u>100</u>	<u>-</u>
TOTAL ASSETS	<u>\$ 3,237,107</u>	<u>\$ 3,179,491</u>	<u>\$ 5,129,859</u>	<u>\$ 200</u>	<u>\$ 16,744</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable	\$ 1,970	\$ 6,326	\$ 1,395	\$ -	\$ 3,993
Accrued payroll and payroll taxes	3,102	1,142	1,537	-	-
Accrued compensated absences	-	-	-	-	-
Accrued other liabilities	5,421	5,422	14,962	-	-
Deferred revenue	1,167	-	-	-	-
Over applied overhead	-	-	-	-	-
Tenant security deposits	24,965	10,605	10,947	-	-
Due to other corporations	72,014	26,329	37,876	200	12,750
Current portion of long-term debt	-	-	-	-	-
Total current liabilities	<u>108,639</u>	<u>49,824</u>	<u>66,717</u>	<u>200</u>	<u>16,743</u>
LONG-TERM DEBT, less current portion	<u>4,278,218</u>	<u>3,555,700</u>	<u>5,143,400</u>	<u>-</u>	<u>-</u>
TOTAL LIABILITIES	<u>4,386,857</u>	<u>3,605,524</u>	<u>5,210,117</u>	<u>200</u>	<u>16,743</u>
NET ASSETS					
Unrestricted	<u>(1,149,750)</u>	<u>(426,033)</u>	<u>(80,258)</u>	<u>-</u>	<u>1</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 3,237,107</u>	<u>\$ 3,179,491</u>	<u>\$ 5,129,859</u>	<u>\$ 200</u>	<u>\$ 16,744</u>

See accompanying independent auditors' report on combining information.

SCHEDULE A (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF FINANCIAL POSITION
 JULY 31, 2011

	148	150	155	157	160
	OLPH II Construction	SNHS Farmington Elderly Housing	SNHS Elderly Housing V	SNHS Elderly Housing V Construction	SNHS Elderly Housing II - Roberge
ASSETS					
CURRENT ASSETS					
Cash	\$ -	\$ 29,218	\$ 21,433	\$ -	\$ 48,217
Investments	-	-	-	-	-
Contracts receivable (net)	-	644	-	6	16,450
Accounts receivable (net)	-	-	-	-	-
Prepaid expenses	-	19,624	12,408	-	16,112
Inventory	-	-	-	-	-
Due from other corporations	192,822	-	-	6,533	-
Total current assets	192,822	49,486	33,841	6,539	80,779
FIXED ASSETS					
Land	307,501	267,538	150,000	-	126,045
Buildings and improvements	1,580,209	2,700,080	2,763,653	-	2,412,849
Vehicles and equipment	-	24,778	37,300	-	35,697
Construction in progress	-	-	-	-	-
Total fixed assets	1,887,710	2,992,396	2,950,953	-	2,574,591
Less - accumulated depreciation	-	(984,451)	(404,736)	-	(1,023,792)
Net fixed assets	1,887,710	2,007,945	2,546,217	-	1,550,799
OTHER ASSETS					
Restricted cash	10,000	74,889	99,947	-	116,471
Miscellaneous other assets	-	-	-	-	-
Total other assets	10,000	74,889	99,947	-	116,471
TOTAL ASSETS	\$ 2,090,532	\$ 2,132,320	\$ 2,680,005	\$ 6,539	\$ 1,748,049
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable	\$ 687	\$ 3,275	\$ 419	\$ 6,539	\$ 643
Accrued payroll and payroll taxes	-	1,707	1,193	-	1,658
Accrued compensated absences	-	-	-	-	-
Accrued other liabilities	-	18,323	24,550	-	-
Deferred revenue	-	684	-	-	305
Over applied overhead	-	-	-	-	-
Tenant security deposits	-	12,132	9,530	-	12,323
Due to other corporations	-	16,519	19,338	-	41,844
Current portion of long-term debt	-	-	-	-	-
Total current liabilities	687	52,640	55,030	6,539	56,773
LONG-TERM DEBT, less current portion	2,089,845	2,841,617	2,948,706	-	2,485,859
TOTAL LIABILITIES	2,090,532	2,894,257	3,003,736	6,539	2,542,632
NET ASSETS					
Unrestricted	-	(761,937)	(323,731)	-	(794,583)
TOTAL LIABILITIES AND NET ASSETS	\$ 2,090,532	\$ 2,132,320	\$ 2,680,005	\$ 6,539	\$ 1,748,049

See accompanying independent auditors' report on combining information.

SCHEDULE A (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION
JULY 31, 2011

	170	175	180	185	190
	SNHS Elderly Housing III	SNHS Elderly Housing II - Chasse	Rural Housing for the Elderly II - Landing I	SNHS Elderly Housing IV	SNHS Raymond Elderly Housing
ASSETS					
CURRENT ASSETS					
Cash	\$ 77,319	\$ 54,218	\$ 47,933	\$ 34,117	\$ 52,415
Investments	-	-	-	-	-
Contracts receivable (net)	290	250	-	748	-
Accounts receivable (net)	-	-	-	-	-
Prepaid expenses	10,439	11,828	17,483	22,397	17,854
Inventory	-	-	-	-	-
Due from other corporations	-	-	-	-	-
Total current assets	<u>88,048</u>	<u>66,296</u>	<u>65,416</u>	<u>57,262</u>	<u>70,269</u>
FIXED ASSETS					
Land	288,401	7,420	7,898	163,377	118,481
Buildings and improvements	3,302,280	2,946,153	2,500,069	4,323,024	1,733,273
Vehicles and equipment	20,841	24,433	14,382	21,625	17,220
Construction in progress	-	-	-	-	-
Total fixed assets	<u>3,611,522</u>	<u>2,978,006</u>	<u>2,522,349</u>	<u>4,508,026</u>	<u>1,868,974</u>
Less - accumulated depreciation	<u>(1,092,343)</u>	<u>(604,147)</u>	<u>(746,383)</u>	<u>(629,531)</u>	<u>(619,761)</u>
Net fixed assets	<u>2,519,179</u>	<u>2,373,859</u>	<u>1,775,966</u>	<u>3,878,495</u>	<u>1,249,213</u>
OTHER ASSETS					
Restricted cash	212,914	116,706	92,952	160,429	119,977
Miscellaneous other assets	-	-	-	-	-
Total other assets	<u>212,914</u>	<u>116,706</u>	<u>92,952</u>	<u>160,429</u>	<u>119,977</u>
TOTAL ASSETS	<u>\$ 2,820,141</u>	<u>\$ 2,556,861</u>	<u>\$ 1,934,334</u>	<u>\$ 4,096,186</u>	<u>\$ 1,439,459</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable	\$ 809	\$ 2,867	\$ 539	\$ 2,147	\$ 1,279
Accrued payroll and payroll taxes	1,626	1,585	1,476	1,615	827
Accrued compensated absences	-	-	-	-	-
Accrued other liabilities	5,421	5,186	5,186	22,707	27,578
Deferred revenue	145	4,000	-	-	-
Over applied overhead	-	-	-	-	-
Tenant security deposits	17,169	11,149	11,970	17,029	8,758
Due to other corporations	32,541	18,672	8,156	9,410	29,827
Current portion of long-term debt	-	-	-	-	-
Total current liabilities	<u>57,711</u>	<u>43,459</u>	<u>27,327</u>	<u>52,908</u>	<u>68,269</u>
LONG-TERM DEBT, less current portion	<u>3,518,900</u>	<u>2,966,900</u>	<u>2,410,181</u>	<u>4,412,500</u>	<u>1,720,923</u>
TOTAL LIABILITIES	<u>3,576,611</u>	<u>3,010,359</u>	<u>2,437,508</u>	<u>4,465,408</u>	<u>1,789,192</u>
NET ASSETS					
Unrestricted	<u>(756,470)</u>	<u>(453,498)</u>	<u>(503,174)</u>	<u>(369,222)</u>	<u>(349,733)</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 2,820,141</u>	<u>\$ 2,556,861</u>	<u>\$ 1,934,334</u>	<u>\$ 4,096,186</u>	<u>\$ 1,439,459</u>

See accompanying independent auditors' report on combining information.

SCHEDULE A (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION
JULY 31, 2011

	200 Pittsburg Elderly	210 Berwick Elderly	220 Greenfield Elderly	230 Ashland Elderly	232 Ashland Elderly
ASSETS					
CURRENT ASSETS					
Cash	\$ 11,871	\$ 38,433	\$ 25,946	\$ 27,262	\$ 1
Investments	-	-	-	-	-
Contracts receivable (net)	-	1,159	-	725	-
Accounts receivable (net)	-	-	-	-	-
Prepaid expenses	11,612	7,553	16,113	5,878	-
Inventory	-	-	-	-	-
Due from other corporations	-	-	-	-	-
Total current assets	<u>23,483</u>	<u>47,145</u>	<u>42,059</u>	<u>33,865</u>	<u>1</u>
FIXED ASSETS					
Land	16,000	109,866	62,337	295,000	-
Buildings and improvements	1,586,665	1,936,086	1,975,729	2,994,796	13,125
Vehicles and equipment	11,398	27,602	20,286	48,871	-
Construction in progress	-	-	-	-	-
Total fixed assets	<u>1,614,063</u>	<u>2,073,554</u>	<u>2,058,352</u>	<u>3,338,667</u>	<u>13,125</u>
Less - accumulated depreciation	<u>(531,102)</u>	<u>(551,728)</u>	<u>(523,320)</u>	<u>(292,075)</u>	<u>-</u>
Net fixed assets	<u>1,082,961</u>	<u>1,521,826</u>	<u>1,535,032</u>	<u>3,046,592</u>	<u>13,125</u>
OTHER ASSETS					
Restricted cash	51,596	79,429	146,800	420,115	-
Miscellaneous other assets	-	-	-	-	-
Total other assets	<u>51,596</u>	<u>79,429</u>	<u>146,800</u>	<u>420,115</u>	<u>-</u>
TOTAL ASSETS	<u>\$ 1,158,040</u>	<u>\$ 1,648,400</u>	<u>\$ 1,723,891</u>	<u>\$ 3,500,572</u>	<u>\$ 13,126</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable	\$ 450	\$ 1,142	\$ 1,633	\$ 9,175	\$ -
Accrued payroll and payroll taxes	802	979	924	964	-
Accrued compensated absences	-	-	-	-	-
Accrued other liabilities	5,422	5,421	5,420	23,271	-
Deferred revenue	878	-	927	-	-
Over applied overhead	-	-	-	-	-
Tenant security deposits	4,394	7,834	6,641	9,826	-
Due to other corporations	41,337	29,505	33,364	21,647	13,126
Current portion of long-term debt	-	-	-	-	-
Total current liabilities	<u>53,283</u>	<u>44,881</u>	<u>48,909</u>	<u>64,883</u>	<u>13,126</u>
LONG-TERM DEBT, less current portion	<u>1,479,700</u>	<u>2,016,067</u>	<u>2,016,333</u>	<u>3,426,100</u>	<u>-</u>
TOTAL LIABILITIES	<u>1,532,983</u>	<u>2,060,948</u>	<u>2,065,242</u>	<u>3,490,983</u>	<u>13,126</u>
NET ASSETS					
Unrestricted	<u>(374,943)</u>	<u>(412,548)</u>	<u>(341,351)</u>	<u>9,589</u>	<u>-</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 1,158,040</u>	<u>\$ 1,648,400</u>	<u>\$ 1,723,891</u>	<u>\$ 3,500,572</u>	<u>\$ 13,126</u>

See accompanying independent auditors' report on combining information.

SCHEDULE A (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF FINANCIAL POSITION
 JULY 31, 2011

	235	237	240	242	247
	SNHS Elderly Housing VI	SNHS Elderly Housing VI Construction	SNHS Elderly Housing VIII	SNHS Elderly Housing VIII - Construction	SNHS Elderly Housing IX - Construction
ASSETS					
CURRENT ASSETS					
Cash	\$ 25,675	\$ -	\$ 50	\$ 217	\$ 50
Investments	-	-	-	-	-
Contracts receivable (net)	-	-	-	-	-
Accounts receivable (net)	-	-	-	-	-
Prepaid expenses	5,955	-	-	-	-
Inventory	-	-	-	-	-
Due from other corporations	-	-	-	20,925	-
Total current assets	31,630	-	50	21,142	50
FIXED ASSETS					
Land	309,800	3,739	-	214,720	21,680
Buildings and improvements	2,575,556	96,148	-	775,315	-
Vehicles and equipment	20,356	-	-	-	-
Construction in progress	-	8,653	-	-	67,099
Total fixed assets	2,905,712	108,540	-	990,035	88,779
Less - accumulated depreciation	(128,528)	-	-	-	-
Net fixed assets	2,777,184	108,540	-	990,035	88,779
OTHER ASSETS					
Restricted cash	20,326	3	150	10,000	-
Miscellaneous other assets	-	-	-	-	-
Total other assets	20,326	3	150	10,000	-
TOTAL ASSETS	\$ 2,829,140	\$ 108,543	\$ 200	\$ 1,021,177	\$ 88,829
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable	\$ 1,310	\$ 92,105	\$ -	\$ 334	\$ -
Accrued payroll and payroll taxes	643	-	-	-	-
Accrued compensated absences	-	-	-	-	-
Accrued other liabilities	19,062	-	-	-	-
Deferred revenue	-	-	-	-	-
Over applied overhead	-	-	-	-	-
Tenant security deposits	5,619	-	-	-	-
Due to other corporations	49,264	16,435	200	-	34,556
Current portion of long-term debt	-	-	-	-	-
Total current liabilities	75,898	108,540	200	334	34,556
LONG-TERM DEBT, less current portion	2,719,738	-	-	1,020,843	54,273
TOTAL LIABILITIES	2,795,636	108,540	200	1,021,177	88,829
NET ASSETS					
Unrestricted	33,504	3	-	-	-
TOTAL LIABILITIES AND NET ASSETS	\$ 2,829,140	\$ 108,543	\$ 200	\$ 1,021,177	\$ 88,829

See accompanying independent auditors' report on combining information.

SCHEDULE A (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF FINANCIAL POSITION
JULY 31, 2011

	250	252	Sub-Total	Elimination	Totals
ASSETS	SNHS Elderly Housing X	SNHS Elderly Housing X (Construction)			
CURRENT ASSETS					
Cash	\$ 50	\$ 50	\$ 5,429,806	\$ -	\$ 5,429,806
Investments	-	-	2,198,292	-	2,198,292
Contracts receivable (net)	-	-	5,204,746	-	5,204,746
Accounts receivable (net)	-	-	332,885	-	332,885
Prepaid expenses	-	-	323,053	-	323,053
Inventory	-	-	-	-	-
Due from other corporations	-	-	4,608,924	(4,608,924)	-
Total current assets	<u>50</u>	<u>50</u>	<u>18,097,706</u>	<u>(4,608,924)</u>	<u>13,488,782</u>
FIXED ASSETS					
Land	-	3,000	5,185,679	-	5,185,679
Buildings and improvements	-	-	61,189,023	-	61,189,023
Vehicles and equipment	-	-	1,946,917	-	1,946,917
Construction in progress	-	67,004	159,500	-	159,500
Total fixed assets	-	<u>70,004</u>	<u>68,481,119</u>	-	<u>68,481,119</u>
Less - accumulated depreciation	-	-	(17,005,299)	-	(17,005,299)
Net fixed assets	-	<u>70,004</u>	<u>51,475,820</u>	-	<u>51,475,820</u>
OTHER ASSETS					
Restricted cash	200	-	3,060,135	-	3,060,135
Miscellaneous other assets	-	-	298,844	-	298,844
Total other assets	<u>200</u>	<u>-</u>	<u>3,358,979</u>	<u>-</u>	<u>3,358,979</u>
TOTAL ASSETS	<u>\$ 250</u>	<u>\$ 70,054</u>	<u>72,932,505</u>	<u>\$ (4,608,924)</u>	<u>\$ 68,323,581</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable	\$ -	\$ 869	\$ 642,582	\$ -	\$ 642,582
Accrued payroll and payroll taxes	-	-	520,066	-	520,066
Accrued compensated absences	-	-	758,027	-	758,027
Accrued other liabilities	-	-	272,512	-	272,512
Deferred revenue	-	-	3,396,775	-	3,396,775
Over applied overhead	-	-	388,599	-	388,599
Tenant security deposits	-	-	265,336	-	265,336
Due to other corporations	250	24,104	4,608,924	(4,608,924)	-
Current portion of long-term debt	-	-	172,602	-	172,602
Total current liabilities	<u>250</u>	<u>24,973</u>	<u>11,025,423</u>	<u>(4,608,924)</u>	<u>6,416,499</u>
LONG-TERM DEBT, less current portion	-	45,081	58,720,030	-	58,720,030
TOTAL LIABILITIES	<u>250</u>	<u>70,054</u>	<u>69,745,453</u>	<u>(4,608,924)</u>	<u>65,136,529</u>
NET ASSETS					
Unrestricted	-	-	3,187,052	-	3,187,052
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 250</u>	<u>\$ 70,054</u>	<u>72,932,505</u>	<u>\$ (4,608,924)</u>	<u>\$ 68,323,581</u>

See accompanying independent auditors' report on combining information.

SCHEDULE B

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
COMBINING SCHEDULE OF ACTIVITIES
FOR THE YEAR ENDED JULY 31, 2011

		10/15/30/40/50/ 80/81/082/810/8			
		45	105	110	120
	SNHS, Inc.	SNHS Management Corporation	Rural Housing for the Elderly II Landing II	Rural Housing for the Elderly	SNHS Elderly Housing
REVENUES					
Grant/contract support	\$ 34,844,866	\$ 4,000	\$ -	\$ -	\$ -
Program service fees	170,462	508,452	-	-	-
Local funding	50,565	20,009	-	-	-
Rental income	500	440,436	297,281	914,151	260,214
Gifts and contributions	331,007	2,396	-	-	-
Special events and activities	26,436	-	-	-	-
Memberships	22,983	-	-	-	-
Interest Income	739	9,042	104	567	19
Unrealized gain (loss) on invest.	(96,640)	256,928	-	-	-
Rev. from commercial products	8,993	-	-	-	-
In-kind	1,034,912	-	-	-	-
Transfer from RCA acquisition	-	1,582,641	-	-	-
Miscellaneous	823,437	555,813	15,868	26,029	2,775
TOTAL REVENUES	37,218,260	3,379,717	313,253	940,747	263,008
EXPENSES					
Program services:					
Child Development	6,169,774	-	-	-	-
Community Services	1,525,600	-	-	-	-
Economic and Workforce Dev.	10,254,199	-	-	-	-
Energy	13,683,598	-	-	-	-
Hispanic-Latino Com. Services	437,761	-	-	-	-
Housing and Homeless	75,163	-	-	-	-
Nutrition and Health	1,660,271	-	-	-	-
Special Projects	617,939	-	-	-	-
Volunteer Services	181,568	-	-	-	-
SNHS Management Corporation Housing Corporations	-	1,202,170	-	-	-
	-	-	382,570	914,757	278,975
Total program services	34,605,873	1,202,170	382,570	914,757	278,975
Support services:					
Management and general	1,515,390	-	-	-	-
TOTAL EXPENSES	36,121,263	1,202,170	382,570	914,757	278,975
INCREASE (DECREASE) IN NET ASSETS	1,096,997	2,177,547	(69,317)	25,990	(15,967)
NET ASSETS - AUGUST 1	(255,553)	8,090,238	(522,920)	38,672	(324,501)
DONATED CAPITAL	-	-	-	-	-
NET ASSETS - JULY 31	\$ 841,444	\$ 10,267,785	\$ (592,237)	\$ 64,662	\$ (340,468)

See accompanying independent auditors' report on combining information.

SCHEDULE B (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2011

	130	140	145	146	147
	Sundial Elderly Housing	SNHS Northwood Elderly Housing	SNHS Elderly Housing, VII	SNHS Elderly Housing, VII	SNHS Elderly Housing, VII Construction
REVENUES					
Grant/contract support	\$ -	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-	-
Local funding	-	-	-	-	-
Rental income	489,730	239,592	232,673	-	-
Gifts and contributions	-	-	-	-	-
Special events and activities	-	-	-	-	-
Memberships	-	-	-	-	-
Interest Income	312	45	131	-	1
Unrealized gain (loss) on invest.	-	-	-	-	-
Rev. from commercial products	-	-	-	-	-
In-kind	-	-	-	-	-
Transfer from RCA acquisition	-	-	-	-	-
Miscellaneous	15,788	5,354	6,571	-	-
TOTAL REVENUES	505,830	244,991	239,375	-	1
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	640,414	341,625	316,796	-	-
Total program services	640,414	341,625	316,796	-	-
Support services:					
Management and general	-	-	-	-	-
TOTAL EXPENSES	640,414	341,625	316,796	-	-
INCREASE (DECREASE) IN NET ASSETS	(134,584)	(96,634)	(77,421)	-	1
NET ASSETS - AUGUST 1	(1,015,166)	(329,399)	(2,837)	-	-
DONATED CAPITAL	-	-	-	-	-
NET ASSETS - JULY 31	\$ (1,149,750)	\$ (426,033)	\$ (80,258)	\$ -	\$ 1

See accompanying independent auditors' report on combining information.

SCHEDULE B (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2011

	148	150	155	157	160
	OLPH II Construction	SNHS Farmington Elderly Housing	SNHS Elderly Housing V	SNHS Elderly Housing V Construction	SNHS Elderly Housing II - Roberge
REVENUES					
Grant/contract support	\$ -	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-	-
Local funding	-	-	-	-	-
Rental income	-	295,650	191,020	-	329,956
Gifts and contributions	-	-	-	-	-
Special events and activities	-	-	-	-	-
Memberships	-	-	-	-	-
Interest Income	-	55	66	-	2,545
Unrealized gain (loss) on invest.	-	-	-	-	-
Rev. from commercial products	-	-	-	-	-
In-kind	-	-	-	-	-
Transfer from RCA acquisition	-	-	-	-	-
Miscellaneous	-	8,938	5,660	-	8,766
TOTAL REVENUES	-	304,643	196,746	-	341,267
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	-	353,717	288,667	-	333,439
Total program services	-	353,717	288,667	-	333,439
Support services:					
Management and general	-	-	-	-	-
TOTAL EXPENSES	-	353,717	288,667	-	333,439
INCREASE (DECREASE) IN NET ASSETS	-	(49,074)	(91,921)	-	7,828
NET ASSETS - AUGUST 1	-	(712,863)	(231,810)	-	(802,411)
DONATED CAPITAL	-	-	-	-	-
NET ASSETS - JULY 31	\$ -	\$ (761,937)	\$ (323,731)	\$ -	\$ (794,583)

See accompanying independent auditors' report on combining information.

SCHEDULE B (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2011

	170	175	180	185	190
	SNHS Elderly Housing III	SNHS Elderly Housing II - Chasse	Rural Housing for the Elderly II - Landing I	SNHS Elderly Housing IV	SNHS Raymond Elderly Housing
REVENUES					
Grant/contract support	\$ -	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-	-
Local funding	-	-	-	-	-
Rental income	379,781	307,301	263,397	284,605	208,402
Gifts and contributions	-	-	-	-	-
Special events and activities	-	-	-	-	-
Memberships	-	-	-	-	-
Interest Income	198	83	71	103	70
Unrealized gain (loss) on invest.	-	-	-	-	-
Rev. from commercial products	-	-	-	-	-
In-kind	-	-	-	-	-
Transfer from RCA acquisition	-	-	-	-	-
Miscellaneous	9,110	7,391	8,082	10,315	3,872
TOTAL REVENUES	389,089	314,775	271,550	295,023	212,344
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	409,690	377,639	316,198	401,412	224,004
Total program services	409,690	377,639	316,198	401,412	224,004
Support services:					
Management and general	-	-	-	-	-
TOTAL EXPENSES	409,690	377,639	316,198	401,412	224,004
INCREASE (DECREASE) IN NET ASSETS	(20,601)	(62,864)	(44,648)	(106,389)	(11,660)
NET ASSETS - AUGUST 1	(735,869)	(390,634)	(458,526)	(262,833)	(338,073)
DONATED CAPITAL	-	-	-	-	-
NET ASSETS - JULY 31	\$ (756,470)	\$ (453,498)	\$ (503,174)	\$ (369,222)	\$ (349,733)

See accompanying independent auditors' report on combining information.

SCHEDULE B (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2011

	200	210	220	230	232
	SNHS Pittsburg Elderly Housing	SNHS North Berwick Elderly Housing	SNHS Greenfield Elderly Housing	SNHS Ashland Elderly Housing	SNHS Ashland Elderly Housing Construction
REVENUES					
Grant/contract support	\$ -	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-	-
Local funding	-	-	-	-	-
Rental income	141,518	248,827	212,289	180,341	-
Gifts and contributions	-	-	-	-	-
Special events and activities	-	-	-	-	-
Memberships	-	-	-	-	-
Interest Income	31	50	86	477	-
Unrealized gain (loss) on invest.	-	-	-	-	-
Rev. from commercial products	-	-	-	-	-
In-kind	-	-	-	-	-
Transfer from RCA acquisition	-	-	-	-	-
Miscellaneous	2,191	6,765	3,821	5,069	-
TOTAL REVENUES	143,740	255,642	216,196	185,887	-
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	201,188	273,179	242,462	281,465	-
Total program services	201,188	273,179	242,462	281,465	-
Support services:					
Management and general	-	-	-	-	-
TOTAL EXPENSES	201,188	273,179	242,462	281,465	-
INCREASE (DECREASE) IN NET ASSETS	(57,448)	(17,537)	(26,266)	(95,578)	-
NET ASSETS - AUGUST 1	(317,495)	(395,011)	(315,085)	105,167	-
DONATED CAPITAL					
NET ASSETS - JULY 31	\$ (374,943)	\$ (412,548)	\$ (341,351)	\$ 9,589	\$ -

See accompanying independent auditors' report on combining information.

SCHEDULE B (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2011

	235	237	240	242	247
	SNHS Elderly Housing VI	SNHS Elderly Housing VI Construction	SNHS Elderly Housing VIII	SNHS Elderly Housing VIII - Construction	SNHS Elderly Housing IX - Construction
REVENUES					
Grant/contract support	\$ -	\$ -	\$ -	\$ -	\$ -
Program service fees	-	-	-	-	-
Local funding	-	-	-	-	-
Rental income	133,827	-	-	-	-
Gifts and contributions	-	-	-	-	-
Special events and activities	-	-	-	-	-
Memberships	-	-	-	-	-
Interest Income	20	3	-	-	-
Unrealized gain (loss) on invest.	-	-	-	-	-
Rev. from commercial products	-	-	-	-	-
In-kind	-	-	-	-	-
Transfer from RCA acquisition	-	-	-	-	-
Miscellaneous	3,184	-	-	-	-
TOTAL REVENUES	137,031	3	-	-	-
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	244,355	-	-	-	-
Total program services	244,355	-	-	-	-
Support services:					
Management and general	-	-	-	-	-
TOTAL EXPENSES	244,355	-	-	-	-
INCREASE (DECREASE) IN NET ASSETS	(107,324)	3	-	-	-
NET ASSETS - AUGUST 1	140,828	-	-	-	-
DONATED CAPITAL	-	-	-	-	-
NET ASSETS - JULY 31	\$ 33,504	\$ 3	\$ -	\$ -	\$ -

See accompanying independent auditors' report on combining information.

SCHEDULE B (CONTINUED)

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 COMBINING SCHEDULE OF ACTIVITIES
 FOR THE YEAR ENDED JULY 31, 2011

	250	252			
	SNHS Elderly Housing X	SNHS Elderly Housing X (Construction)	Sub-Total	Elimination	Totals
REVENUES					
Grant/contract support	\$ -	\$ -	\$ 34,848,866	\$ -	\$ 34,848,866
Program service fees	-	-	678,914	(415,810)	263,104
Local funding	-	-	70,574	-	70,574
Rental income	-	-	6,051,491	-	6,051,491
Gifts and contributions	-	-	333,403	-	333,403
Special events and activities	-	-	26,436	-	26,436
Memberships	-	-	22,983	-	22,983
Interest Income	-	-	14,818	-	14,818
Unrealized gain (loss) on invest.	-	-	160,288	-	160,288
Rev. from commercial products	-	-	8,993	-	8,993
In-kind	-	-	1,034,912	-	1,034,912
Transfer from RCA acquisition	-	-	1,582,641	-	1,582,641
Miscellaneous	-	-	1,534,799	-	1,534,799
TOTAL REVENUES	-	-	46,369,118	(415,810)	45,953,308
EXPENSES					
Program services:					
Child Development	-	-	6,169,774	-	6,169,774
Community Services	-	-	1,525,600	-	1,525,600
Economic and Workforce Dev.	-	-	10,254,199	-	10,254,199
Energy	-	-	13,683,598	-	13,683,598
Hispanic-Latino Com. Services	-	-	437,761	-	437,761
Housing and Homeless	-	-	75,163	-	75,163
Nutrition and Health	-	-	1,660,271	-	1,660,271
Special Projects	-	-	617,939	-	617,939
Volunteer Services	-	-	181,568	-	181,568
SNHS Management Corporation	-	-	1,202,170	-	1,202,170
Housing Corporations	-	-	6,822,552	(415,810)	6,406,742
Total program services	-	-	42,630,595	(415,810)	42,214,785
Support services:					
Management and general	-	-	1,515,390	-	1,515,390
TOTAL EXPENSES	-	-	44,145,985	(415,810)	43,730,175
INCREASE (DECREASE) IN NET ASSETS	-	-	2,223,133	-	2,223,133
NET ASSETS - AUGUST 1	-	-	963,919	-	963,919
DONATED CAPITAL	-	-	-	-	-
NET ASSETS - JULY 31	\$ -	\$ -	\$ 3,187,052	\$ -	\$ 3,187,052

See accompanying independent auditors' report on combining information.

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CERTIFIED PUBLIC ACCOUNTANTS

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INDEPENDENT ACCOUNTANTS' COMPILATION REPORT

April 30, 2012

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, 2011. 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.

Certified Public Accountants

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF REVENUES AND EXPENSES – BY CONTRACT
FOR THE YEAR ENDED JULY 31, 2011

State of NH Governor's Office of Energy & Community Services
Headstart Program
For the Period
August 1, 2010 to July 31, 2011
Fund # 305

	Federal	State	Total
REVENUES			
Program funding	\$ 2,662,049	\$ -	\$ 2,662,049
Other revenue	4,737	-	4,737
In-kind	772,050	-	772,050
Allocated corporate unrestricted revenue	1,466	-	1,466
Total revenue	<u>3,440,302</u>	<u>-</u>	<u>3,440,302</u>
EXPENSES			
Payroll	1,553,744	-	1,553,744
Payroll taxes	152,601	-	152,601
Fringe benefits	386,815	-	386,815
Workers comp. insurance	13,730	-	13,730
Retirement benefits	64,111	-	64,111
Consultant and contractual	21,640	-	21,640
Travel and transportation	23,279	-	23,279
Conference and meetings	419	-	419
Occupancy	112,793	-	112,793
Advertising	1,216	-	1,216
Supplies	64,925	-	64,925
Equip. rentals and maintenance	4,712	-	4,712
Insurance	5,428	-	5,428
Telephone	17,464	-	17,464
Postage	1,509	-	1,509
Printing and publications	4,721	-	4,721
Subscriptions	-	-	-
Program support	-	-	-
Interest	-	-	-
Depreciation	1,467	-	1,467
Assistance to clients	56	-	56
Other direct expense	30,389	-	30,389
Miscellaneous	9,781	-	9,781
In-kind	772,050	-	772,050
Administrative costs	197,452	-	197,452
Total expenses	<u>3,440,302</u>	<u>-</u>	<u>3,440,302</u>
Excess of expenses over revenue	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

See accompanying independent accountants' compilation report.

**SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF REVENUES AND EXPENSES – BY CONTRACT
FOR THE YEAR ENDED JULY 31, 2011**

State of NH Governor's Office of Energy & Community Services
LIHEAP Program
For the Period
October 1, 2010 to July 31, 2011
Fund # 630-11

REVENUES

Program funding	\$ 8,793,421
Other revenue	356
In-kind	-
Allocated corporate unrestricted revenue	(23,313)
Total revenue	<u>8,770,464</u>

EXPENSES

Payroll	385,060
Payroll taxes	39,791
Fringe benefits	98,681
Workers comp. insurance	809
Retirement benefits	15,159
Consultant and contractual	14,433
Travel and transportation	4,794
Conference and meetings	848
Occupancy	19,694
Advertising	16
Supplies	16,931
Equip. rentals and maintenance	1,599
Insurance	312
Telephone	15,118
Postage	17,048
Printing and publications	274
Subscriptions	-
Program support	-
Interest	-
Depreciation	8,472
Assistance to clients	8,079,803
Other direct expense	321
Miscellaneous	232
In-kind	-
Administrative costs	51,069
Total expenses	<u>8,770,464</u>

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
 SCHEDULE OF REVENUES AND EXPENSES – BY CONTRACT
 FOR THE YEAR ENDED JULY 31, 2011

State of NH Governor's Office of Energy & Community Services
 LIHEAP Program
 For the Period
 August 1, 2010 to September 30, 2010
 Fund # 630-10

REVENUES

Program funding	\$ 101,909
Other revenue	113
In-kind	
Allocated corporate unrestricted revenue	<u>25,607</u>
Total revenue	<u>127,629</u>

EXPENSES

Payroll	70,792
Payroll taxes	5,521
Fringe benefits	17,591
Workers comp. insurance	149
Retirement benefits	2,768
Consultant and contractual	858
Travel and transportation	2,687
Conference and meetings	
Occupancy	2,854
Advertising	
Supplies	1,930
Equip. rentals and maintenance	
Insurance	
Telephone	2,604
Postage	3,134
Printing and publications	273
Subscriptions	-
Program support	-
Interest	-
Depreciation	
Assistance to clients	
Other direct expense	7,473
Miscellaneous	77
In-kind	
Administrative costs	<u>8,918</u>
Total expenses	<u>127,629</u>

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

**SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF REVENUES AND EXPENSES – BY CONTRACT
FOR THE YEAR ENDED JULY 31, 2011**

State of NH Governor's Office of Energy & Community Services
Early Headstart Program
For the Period
August 1, 2010 to July 31, 2011
Fund # 300

REVENUES

Program funding	\$ 952,362
Other revenue	28,952
In-kind	123,430
Allocated corporate unrestricted revenue	8,003
Total revenue	<u>1,112,747</u>

EXPENSES

Payroll	565,784
Payroll taxes	53,275
Fringe benefits	99,829
Workers comp. insurance	4,400
Retirement benefits	30,361
Consultant and contractual	3,288
Travel and transportation	4,702
Conference and meetings	238
Occupancy	85,882
Advertising	603
Supplies	23,007
Equip. rentals and maintenance	3,321
Insurance	1,070
Telephone	7,519
Postage	41
Printing and publications	1,619
Subscriptions	-
Program support	-
Interest	-
Depreciation	19,977
Assistance to clients	-
Other direct expense	11,807
In-kind	123,430
Administrative costs	72,594
Total expenses	<u>1,112,747</u>

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

SOUTHERN NEW HAMPSHIRE SERVICES, INC.
SCHEDULE OF REVENUES AND EXPENSES – BY CONTRACT
FOR THE YEAR ENDED JULY 31, 2011

Electric Energy Assistance

For the Period
August 1, 2010 to July 31, 2011
Fund # 665

REVENUES

Program funding	\$ (2,091)
Other revenue	495,750
In-kind	-
Allocated corporate unrestricted revenue	(2)
Total revenue	<u>493,657</u>

EXPENSES

Payroll	273,672
Payroll taxes	27,453
Fringe benefits	61,028
Workers comp. insurance	574
Retirement benefits	9,382
Consultant and contractual	15,665
Travel and transportation	2,843
Conference and meetings	325
Occupancy	22,382
Advertising	46
Supplies	13,624
Equip. rentals and maintenance	1,599
Insurance	312
Telephone	10,168
Postage	14,277
Printing and publications	556
Subscriptions	-
Program support	-
Interest	-
Depreciation	2,944
Assistance to clients	-
Other direct expense	304
Miscellaneous	154
In-kind	-
Administrative costs	36,349
Total expenses	<u>493,657</u>

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

Southern New Hampshire Services, Inc.
The Community Action Partnership for Hillsborough County
Helping People. Changing Lives.

MISSION STATEMENT

Southern New Hampshire Services, Inc. (SNHS) is a private non-profit corporation chartered in the State of New Hampshire, May 21, 1965 to serve as the Community Action Partnership for Hillsborough County in compliance with the Economic Opportunity Act of 1964. From 1965 through 1969, SNHS was known as the Community Action Agency for Hillsborough County and served the City of Nashua and the twenty-nine towns. In 1969 SNHS became the Community Action Partnership for the City of Manchester as well. In 1974 the agency's name was changed to Southern New Hampshire Services, Inc.

The Economic Opportunity Act of 1964 and subsequent federal legislation establishing the Community Services Block Grant define our basic mission. Under these provisions the fundamental mission of SNHS is:

- A. To provide a range of services and activities having a measurable and potentially major impact on causes of poverty in the community or those areas of the community where poverty is a particularly acute problem.
- B. To provide activities designed to assist low-income participants including homeless individuals and families, migrants, and the elderly poor to:
 - 1. Secure and retain meaningful employment
 - 2. Attain an adequate education
 - 3. Make better use of available income
 - 4. Obtain and maintain adequate housing and a suitable living environment
 - 5. Obtain emergency assistance through loans or grants to meet immediate and urgent individual and family needs, including the need for health services, nutritious food, housing, and employment related assistance
 - 6. Remove obstacles and solve problems which block the achievement of self-sufficiency
 - 7. Achieve greater participation in the affairs of the community, and
 - 8. Make more effective use of other programs related to the purposes of the enabling federal legislation.
- C. To provide on an emergency basis for the provision of such supplies and services, nutritious foodstuffs, and related services, as may be necessary to counteract conditions of starvation and malnutrition among the poor.
- D. To coordinate and establish linkages between governmental and other social service programs to assure the effective delivery of such services to low-income individuals.
- E. To encourage the use of entities in the private sector of the community in efforts to ameliorate poverty in the community.

KEY ADMINISTRATIVE PERSONNEL

NH Department of Health and Human Services
Division for Children, Youth and Families

Agency Name: Southern NH Services, Inc.

Name of Bureau/Section: _____

BUDGET PERIOD:		SFY 13-14		
Name & Title Key Administrative Personnel	Annual Salary Of Key Administrative Personnel	Percentage of Salary Paid By Contract	Total Salary Amount Paid By Contract	
Gale F. Hennessy- Exec. Director	\$176,995	0.00%	\$0.00	
Deborah Gosselin- Chief Operating Officer	\$102,994	0.00%	\$0.00	
Frank Boudreau- NHEP Administrator	\$77,477	100.00%	\$77,477.00	
Catherine Gonzalez Dunfey-CSP/Workplace Mgr.	\$46,283	100.00%	\$46,283.00	
Rachel Hamidou- Work Experience/OJT Mgt.	\$42,497	100.00%	\$42,497.00	
		0.00%	\$0.00	
TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)			\$166,257.00	

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

HIGHLIGHTS OF QUALIFICATIONS

- ✓ *Over 35 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 US Department of Labor Welfare-to-Work 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

- ◆ Budgeted and managed complex staffing and service contracts with NH Department of Health & Human Services valued at more than \$2,800,00 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.

EXPERIENCE

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

Director of Program Operations (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-culturalism
- 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 & AFFILIATIONS

- 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 & AFFILIATIONS

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

Catherine A. Roche

OBJECTIVE: To obtain a position in management or educational career planning and development utilizing my strong work ethic, organizational, managerial and career planning skills.

PROFESSIONAL QUALIFICATIONS:

Career Planning – Worked with high school students and FANF recipients individually and in small group activities related to career planning and exploration, resume and cover letter preparation, facilitated and conducted job interviews and workshops on workplace ethics, standards and best practices; assisted low income recipients and refugees in securing employment and/or training; administered a high school vocational program, college and vocational education research, and management of a Career Center; facilitated community service opportunities, job shadowing and internships; networked with local business professionals to acquire learning opportunities and experiences for my students.

Management & Administration – Managed and organized several offices including a multi-million dollar bank holding company, real estate office, and guidance office of a high school; managed and organized a For Inspiration and Recognition of Science and Technology (FIRST) Robotics Team; organized and oversaw the construction of a school playground; managed a concession stand for a recreational non-profit organization; developed databases for several projects and organizations.

Paraprofessional/Educational Coach – Worked with individuals with learning disabilities and small groups tutoring students in academic classes, organizational skills, and personal growth including career development and research; coached students in business management, organization, marketing, accounting, administration, work behaviors and generally accepted business practices.

Accounting/Bookkeeping – Maintained and administered accounting records for a bank holding company, and two property management organizations; prepared financial reports for state and federal agencies, Board of Directors and stockholders; oversaw computer conversion of accounting systems and training of personnel.

Public Relations/Communications – Wrote numerous proposals culminating in over \$60,000 in grants for a student organization; developed publicity brochures, marketing materials and operational manuals for several organizations; held high-visibility public relations positions including liaison to the Concord Regional Vocational Center, Member of Pembroke Zoning Board of Adjustment, Old Home Day Committee, Suncook Youth Soccer, Suncook Little League and PA Lacrosse Boosters Club.

EMPLOYMENT HISTORY:

Belknap-Merrimack Community Action Program Workplace Success Facilitator	Laconia, NH	Jan. 2008 – Present
Southern NH Services, Inc. Workplace Success Facilitator	Manchester, NH	Sept. 2006- Jan. 2008
Pembroke Academy Career Center Coordinator, Guidance Secretary, Paraprofessional, Advisor – FIRST Robotics Team	Pembroke, NH	Sept. 1995 – Sept. 2006
George Rose Real Estate Office Manager, Real Estate Assistant	Concord, NH	Sept. 1994 – Sept. 1995
First NH Banks, Inc. Administrative Accountant, Executive Secretary	Manchester, NH	April 1981 – Oct. 1986

EDUCATION:

Global Career Development Facilitator Certification, National Board of Certified Counselors, Center for Credentialing & Education	May 2005
Paraprofessional Certification, NH Department of Education	December 1996
Associates in Business Science, Hesser College	May 1981

Clancey O. Richter

Profile:

- ❖ Bilingual employment professional with 20 years experience working with diverse populations, including people with severe and persistent mental illness, Deaf and Hard-of-Hearing, FANF recipients, and dislocated workers.
- ❖ Dynamic presenter, experienced in developing workshops and trainings covering job search, resume and cover letter development, interviewing skills, and workplace culture and behavior.
- ❖ Fluent in American Sign Language (ASL) with an in-depth understanding of Deaf Culture.

Employment:

Southern NH Services
Workplace Success Facilitator

March 2012-present

The program goal is to provide the training and skills necessary for finding and maintaining unsubsidized employment that is personally satisfying and financially rewarding.

- Partnered with the NH Employment Program (NHEP) and the Workforce Investment Act (WIA) to provide career counseling, volunteer opportunities, and job placement services to low-income job seekers who are current Financial Assistance for Needy Families (FANF) recipients.
- Provided Work Skills Training and operated a Service Bureau that provides a variety of services to local non-profit and governmental agencies, including mailings, updating databases and special projects.

WIA Job Placement Specialist

September 2009- March 2012

- Provided job readiness workshops to job seekers and marketed On-the-Job Training (OJT) contracts to employers hiring new workers as part of NH's team that led the country in successful OJT placements.
- Our success in this program resulted in more than \$400K in additional funds being awarded to NH for OJT contracts.

Employment continued:

C&R Vocational Services, LLC

June 1999- July 2003

Owner/ Instructor

- Developed curriculum and provided a full range of employment training services to Deaf and Hard-of-Hearing clients of Vocational Rehabilitation, including on-the-job support and communication assistance.
- This was the first program in New Hampshire to present training for Deaf people directly in American Sign Language, eliminating the need for interpreters to present the curriculum, saving money for the state, and freeing up interpreters for other assignments.

Licensed ASL Interpreter

June 1999- September 2009

Independent Contractor

- Provided interpreting services to Deaf and Hard-of-Hearing residents of NH in diverse environments, including hospitals, colleges, businesses, doctors offices, and other community settings in the client's preferred linguistic mode.
- Original 2 term member of the NH Interpreter Licensure Board (NHILB).
- Member of NHILB Rules Committee that established policies and regulations governing Interpreter Licensure Regulations.

Seacoast Mental Health Center

September 1988- June 1999

Vocational Specialist, Case Manager

- Provided employment counseling, job readiness training, and support to people with severe and persistent mental illness whose goal was to find paid employment
- Served on Board of Seacoast Consumer Alliance, Seacoast Mental Health Center's Consumer Peer Support Center.

Education /Training:

Northern Essex Community College

Certificate, ASL Interpreting

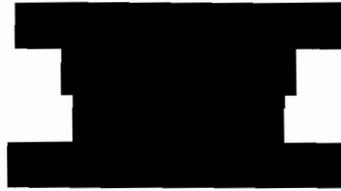
- Special Award for Proficiency and Professionalism in the Role of Interpreter
- Academic Achievement Award
- High Honors

Rutgers University

BA English Literature

References available upon request

Connie Cote



Work Experience:

Southern New Hampshire Services **Manchester, NH** **2008-present**

Workplace Success / Program Facilitator / Service Bureau Developer

- Worked with diverse groups of individuals who are on public assistance.
- Led the development and management of assigning volunteers to community – based work projects in the greater Manchester area.
- Oversaw all Service Operations for the Greater Manchester area.
- Monitored clients in Service Bureau both on and off-site.
- Developed New Service Bureau connections with community agencies.
- Diversified Service Bureau opportunities to focus on training work skills.
- Provided clients with embedded training specific to the community Service Bureau projects that they are working on.
- Maintained existing relations with community agencies.
- Assisted Employment Counselor Specialists (ECS's) in preparing the client for transition into a volunteer placement.
- Effectively communicated with ECS's to address client barriers to employment and any other concerns.

Children's Center of the Upper Valley **Lebanon, NH** **2006-2007**

Executive Director

- Wrote grants for the organization.
- Responsible for the daily operations of facility.
- Supervised staff of twenty.
- Worked with the Board of Directors.

Hesser College **Manchester, NH** **2005-2006**

High School Presenter / Admissions Representative

- High School Presenter: traveled throughout New England teaching classes on job interviewing, resume writing, budgets, credit, etc. to juniors and seniors.
- Recruited students to attend Hesser College.
- Created Power Points for the college.
- Planned open houses for the college
- Assisted College President and Director of Admissions when needed.
- Met with Guidance Department Chairs.
- Attended college fairs throughout New England.

Labor Ready**Concord, NH****2002-2005****Branch Manager**

- Put the homeless, people in transition, people on parole, etc. out to work daily.
- Drove sales to achieve targeted profit margin.
- Best Match Dispatch- Selected most appropriate worker for the job.
- Ensured that dispatch decisions were not based upon discrimination toward the individual.
- Analyzed the request and requirements of the customer in order to provide them with the best person for their temporary job assignment.
- Averaged 20 new customers per week.
- Set district records for new customers, as well as branch records for sales.

Crotched Mountain**Greenfield, NH****1999-2002****Manager of Special Events/Groups and Organizations**

- Worked with volunteers to broaden support of all special events.
- Developed special events and budgets, timelines and training materials for staff and volunteers.
- Evaluated and made recommendations to the Vice President of Income Development for possible involvement with community events.
- Managed all aspects of the Gala, Triathlon, Open Houses, and other fundraising events.
- Recruited volunteers from community and staff.

American Cancer Society**Bedford, NH****1997-1999****Regional Executive for Income Development/ Special Events**

- Supervised diverse groups of volunteers.
- Managed volunteers (recruited, trained, and delegated) to successfully implement a special event action plan, which included Making Strides against Breast Cancer, Daffodil Days, Relay for Life and other fund raising events.
- Responsible for staying within a pre-approved budget and acceptable expense guidelines to achieve maximum net income.
- Represented the Society and its mission statement in the community.
- Secured sponsorships and underwriting.
- Traveled extensively throughout the state.

Education

Plymouth State College

Plymouth, NH

Art Education

Keene State College

Keene, NH

Art

Dean's List

Skills

OSHA Flagging Trainer

Certified Flagging Trainer

Computer Software Experience: Microsoft Office & Word, Excel, PowerPoint, Outlook and Labpro.

References upon Request

Emma B. Laing

Objective: To obtain a position in a non-profit organization or the field of education in which my passion for helping others, outstanding organizational skills, administrative capabilities, and widespread experience will allow me to become an invaluable team member.

Skills & Qualifications

- Administrative Duties including Educational Administration
- Assessment Administration, Analysis, & Creation
- Classroom Management
- Communication Skills, Both Written & Oral
- Curriculum Development & Administration
- Editing of Various Methods of Written Work
- Extensive Experience with Special Populations
- Lesson Planning & Implementation
- Reporting including Attendance, Progress, & Daily Reports
- Teaching & Tutoring Multiple Subjects
- Time Management
- Volunteer Coordination & Training

Work Experience

Community Action Program, Workplace Success Facilitator 08/11-Present

Laconia, New Hampshire

- Trained adults receiving TANF in work skills through volunteer coordination and curriculum implementation. Coordinated Service Bureau projects and completed reports.

ACES Tutoring, Tutor 11/10-08/11

Concord, New Hampshire

- Tutored K-12 students in reading, writing, and math. The majority were low-income or refugee students.

Sylvan Learning Center, Test Administrator (Seasonal) 09/10-02/11

Concord & Bedford, New Hampshire

- Administered tests to K-12 students in all subjects and was also responsible for front desk/office duties.

Franklin Middle School, Title I Teacher Assistant 11/09-06/11

Franklin, New Hampshire

- Taught, assessed, and counseled Title I students in 5th through 7th grade in reading, writing, and mathematics.

EBSCO Publishing, *Test Writer*

09/03-09/07

Ipswich, Massachusetts

-Wrote and edited reading comprehension tests on subjects such as art, science, current events, English, etc.

Education

Franklin Pierce University, *Master of Education in Curriculum and Instruction with a Literacy Focus*

Concord, New Hampshire, 2011

-Graduated with a 4.0 GPA, Pi Lambda Theta Member, Praxis I & II (Secondary English Content Knowledge and Essays) Passed

New England College, *Bachelor of Arts in Theatre with a Minor in Philosophy*

Henniker, New Hampshire, 2009

-Graduated Summa Cum Laude, Creative Arts Award, Alpha Chi Member, Phi Sigma Tau President, President's Scholar, Dean's List, Class Marshall

Pingree School, *High School Diploma*

South Hamilton, Massachusetts, 2006

-Graduated Cum Laude, Diploma with Highest Distinction, High Honor Roll, Awards for Excellence in Chemistry, English, Pre-Calculus, Spanish, and Visual Arts

JOAN A. DUPUIS

PROFESSIONAL PROFILE:

- ◆ Adept in all human resource applications and general office procedures
- ◆ Proficient in most Microsoft programs
- ◆ Able to prioritize effectively to complete projects
- ◆ Skilled in cultivating relationships with colleagues and clients
- ◆ Detailed oriented and willing learner
- ◆ Work well independently or within a team environment
- ◆ Strong work ethics, dependable and goal orientated
- ◆ Well-established work history within the community

EXPERIENCE:

2008 to present

TRI-COUNTY COMMUNITY ACTION PROGRAM
Work Place Success Facilitator

Berlin, NH

- ◆ Provide instruction for the development of work place behavior skills for FANF recipients while preparing them to transition into the workplace and participate in other community activities:
- ◆ Understanding of job application protocol: resume development, cover letter, interview process and skills
- ◆ Appropriate work attire, hygiene, professionalism, behavior, employer expectations and absenteeism
- ◆ Basic computer literacy skills including e-mail and internet etiquette
- ◆ Communication and organizational skills
- ◆ Motivate individuals while setting employment goals and utilization of time and resource management
- ◆ Work in collaboration with Employment Counselor Specialists (ECS's) to access individual competencies, and assure policies and procedures are followed and services are delivered in an efficient manner
- ◆ Assist program staff to assure successful transition of clients into volunteer and paid On-the-Job Training (OJT) positions

Job Readiness Instructor (duties added 6/12)

- ◆ Provide case management, career assessment and planning services to FANF recipients that will help them to reach their potential and achieve economic self-sufficiency
- ◆ Develop work readiness and pre-employment competencies while enhancing motivation, confidence, and communication skills.
- ◆ Assist with career assessment and career planning along with job search and job-placement services
- ◆ Identify short-term and long-term career goals based on assessment while assisting in the removal of barriers to employment
- ◆ Maintain positive, professional and respectful relations with clients, community, NHEP, and ResCare staff

JOAN A. DUPUIS

- 2007 to 2008 **PJ NOYES** Lancaster, NH
HR Generalist (Temp through *The Leddy Group*)
- ◆ Review, reconcile, and process customer invoices and produce payment checks
 - ◆ Document employee trainings, and update personal records, data entry
- 2006 to 2007: **NORTHWAY BANK** Berlin, NH
HR Generalist
- ◆ Process payroll (ADP database) for 250 employees
 - ◆ Reconcile insurance billing statements
 - ◆ Review and process job applications
 - ◆ Orient new hires to company policies, procedures and benefits
 - ◆ Implement new employee paperwork and benefit plans
- 1975 to 2006: **BROWN PAPER COMPANY-FRASER PAPERS** Berlin, NH
Benefits Coordinator
- ◆ Assist employees to process benefits application, file claims, appeals and distribution of additional insurance benefits
 - ◆ Accountable for highly confidential matters and maintenance of personnel files and records management procedures
 - ◆ Process union grievances and coordinate hearings between employees and upper management while processing decisions in a timely fashion
 - ◆ Responsible for all new hire paperwork, orientation to benefits and implementation of benefit plans as well as termination responsibilities
 - ◆ Public Relations Specialist responsible for press releases and newsletters
- EDUCATION: **GRANITE STATE COLLEGE** Berlin, NH
BS, Human Resources Administration, 2007

Joyce A. Lanier

603-357-1822 (work)

SUMMARY

Highly motivated human service professional with over 10 years of experience working in managerial and direct care positions in non-profit and government organizations. Conscientious and committed professional with the ability and experience to work with all populations including FANF adults and disadvantaged disabled populations. Successfully trained in TABE testing, Resume Writing, and multiple workshops for people seeking employment while working in Massachusetts/NH at their Employment Security offices.

PROFESSIONAL EXPERIENCE

Southwestern Community Services, Keene, NH

Program Facilitator

3/02/2011 - Present

- Followed NHEP Employment Plan for each trainee at Workplace Success (WPS) and worked with Employment Counselor Specialists (ECS's) to assist in case management of each trainee
- Used embedded Workplace Success Curriculum Materials
- Completed daily, weekly and monthly reporting to ECS's and Southern NH Services using Excel spreadsheets
- Coordinated daily Service Bureau activities

Department of Health and Human Services, Claremont, NH

Employment Counselor Specialist

10/29/10 – 3/01/11

- Integrated and applied changing policies and procedures of the tri-agency collaboration to maximize services to NHEP participants
- Interviewed, assessed, and evaluated individuals aptitudes, interests, work experiences of NHEP participants to identify individual service needs
- Developed and implemented Employability Plan (EP) for each participant and provided counseling to resolve employment barriers and stabilize family functioning
- Determined program compliance that could result in the loss or increase of FANF benefits

Department of Resources and Economic Development, Concord, NH

Disability Program Navigator

9/10/07 – 7/29/11

- Assisted individuals with disabilities in accessing/navigating the programs that impact their ability to gain, return, or retain employment
- Conducted outreach and make referrals to community organizations
- Served as resource and trainer to Employment Security staff and other community-based organizations
- Assisted people with disabilities to understand how earnings affect their Social Security benefits and other support programs

Joyce Lanier
603-446-3643 (h) 603-357-1822 (w)

Work Experience (continued)

ValleyWorks Career Center, Lawrence/Haverhill, MA (3 positions)

Disability Program Navigator

3/8/04 – 10/26/06

- Assisted individuals with disabilities in accessing and navigating programs that impacted their ability to gain, return, or retain employment
- Guided and educated One-Stop staff in helping people with disabilities access and navigate various agencies and programs that impact their ability to gain/retain employment

Workshop Specialist

- Developed and presented creative workshops for customers and staff
- Critiqued resumes and cover letters to enable successful job search
- Performed mock interviews enabling successful interview experiences

Youth Career Counselor

- Recruited and enrolled youth in Workforce Investment Act training
- Referred youth to community agencies for services
- Performed case management and case follow-up with trainees and graduates

Community Action, Inc., Haverhill, MA (3 positions)

Program Director, Northern Essex WIC Program

10/16/00 – 8/1/03

- Planned, implemented, and evaluated 4 program sites to ensure compliance with federal/state regulations
- Supervised, scheduled, and evaluated 11 staff at 4 sites
- Oversaw fiscal operations and files/record keeping

Case Manager, Family Connections Project/WIC

- Assessed, counseled, and referred women for case management services of community agencies
- Maintained a system of follow-up for women with issues related to substance use, smoking, HIV/AIDS, and counseling using motivational interviewing techniques

Project Director, Think Twice Project

- Oversaw day to day management of underage drinking prevention program
- Supervised 6 staff (included youth who helped with project)
- Prepared reports for and was a liaison with CSAP, DPH and Regional Prevention Center

Greater Salem Caregivers, Salem, NH

Executive Director

1/1997 – 10/2000

- Recruited and trained between 75 – 100 volunteers in 7 towns to do friendly visiting and driving for homebound elderly
- Presented and obtained city/town funding annually to continue services to elderly/disabled clients
- Prepared annual budget and did monthly accounting of finances
- Participated in fund raising events and annual volunteer recognition

EDUCATION

Lesley College, Cambridge, MA

Bachelor of Science Degree in Human Services with Specialization in Counseling Psychology

Castle College, Windham, NH

Associate of Science Degree in Human Services

Judith A. Lowell



Email: jlowell@snhs.org

Summary of Qualifications:

- Over 30 years experience in the public and private sector working with low income and disabled individuals and families
- Strong communication and organizational skills
- Proven ability to teach low income adult learners and ability to relate to all participants
- Knowledgeable of individual learning styles and teaching individuals of varying abilities
- Excellent technology skills and ability to use and teach computer programs
- Maintain a positive and enthusiastic learning environment

Work Experience:

Workplace Success (WPS) Facilitator Southern NH Services, Manchester, NH 2008-Present

- Provided vacation and leave coverage for program facilitators statewide
- Trained four new WPS facilitators
- Implemented Combined Service Program (CSP) policies and procedures
- Cross-trained in ResCare Workforce Services
- Conducted orientations for new NHEP referred program participants
- Planned and provided work skills training to FANF recipients individually and in groups
- Conducted peer group discussions related to work skills development, job retention, professional behavior, critical thinking, communication, and ethics
- Maintained solid working relationship with NHEP teams
- Coordinated Service Bureau onsite and in the community
- Taught computer skills for the production of resumes, cover letters, references, as well as the internet and email for work purposes
- Maintained knowledge of current labor market developments and job related issues

Computer Tutor Self-employed

- Provided computer training for individuals and businesses
- Proficient in Microsoft Office, Computer Technology, Maintenance, and Keyboard Commands
- Taught senior citizens to use the Internet, Email, and keyboard commands
- Taught basic computer skills to visually impaired adults in a classroom setting at the NH Association for the Blind

Program Specialist IV NHDHHS, Division of Family Assistance Concord, NH

- Planned the development and modification of data, policies, and procedures for state and federal TANF programs
- Worked with state and federal officials to meet regulations governing TANF programs
- Prepared and analyzed statistical and fiscal reports to ensure compliance with reporting requirements
- Demonstrated skill in analyzing and interpreting policy and procedures

Paralegal NH Legal Assistance Manchester, NH

- Under the supervision of an attorney, represented low-income clients at State, Federal, and local administrative hearings
- Counseled and advised clients relative to civil poverty law issues
- Wrote legal briefs, memoranda of law, and prepared and presented oral arguments

Social Worker and Supervisor NHDHHS, Division of Family Assistance Nashua, NH

- Managed a full caseload providing protective, family, and adoption services
- Supervised the protective services unit

Education:

Kathleen Wolfe



Work Skills Training Facilitator with over 20 years experience successfully working with diverse and low-income populations in job readiness, computer training, volunteer work experience and employment skills

HIGHLIGHTS OF QUALIFICATIONS

- Outstanding skills in intake, assessment, career counseling, computer instruction and case management
- Administration and interpretation of WorkKeys, TABE, GATB, Interest Inventories, Keirsey and others
- Extensive experience in program recruitment, coordination, supervision and community connections
- Highly proficient in Microsoft Word, Excel, Publisher, PowerPoint, Outlook and Internet research
- Operational, statistical and record-keeping expertise with a strong ability to multi-task
- Conscientious, organized and flexible team player accustomed to exceeding expectations
- Requested to provide individual and group training as well as develop marketing material
- Creative leader with excellent oral and written communication skills

WORK EXPERIENCE

Work Skills Training Facilitator SNHS/Rockingham Community Action, Salem, NH 2006-2012

- Highly proficient at teaching job seeking, keeping and advancement skills
- Experienced at working with statewide social services, employers and FANF participants
- Successfully developed Workplace Success marketing materials, forms and curriculum
- Statewide Service Bureau newsletter editor and intermittent Improvement Committee Chair

Marketing Manager/Musician/Instructor New England Chamber Music, Londonderry, NH 1986-2007

- Instructed students in the complex art of bassoon and effectively marketed home business
- Performed with highly regarded orchestras across New England, the Midwest and Europe

Employment and Training Specialist NH Job Training Council, Concord, NH 1985-2002

- Provided effective training in GED/ABE and helped create "Art of Success" Program
- Delivered career counseling, maintained confidentiality and expedited training services
- Facilitated and supervised a variety of employment and training programs across New Hampshire

VOLUNTEER WORK

Corporate/Community Fundraiser Friends of Music, Londonderry, NH 2002-2008

- Solicited and coordinated donations for China Auction Fundraiser: net profit \$50,000
- Created and organized Cookbook Fundraiser for over 300 students: net profit \$9,000

Web Master, Publicity Specialist Boy Scout Troop 426, Londonderry, NH 2003-2008

- Designed and maintained Boy Scout Troop 426 website
- Created newsletters, press releases, brochures and advertised scouting to the community
- Committee member, fundraiser and organizer of community events

EDUCATION

M.A., Public Administration

University of New Hampshire, Durham, NH

M.A., Music Performance

University of Massachusetts Lowell, Lowell, MA

B.A., History *Magna Cum Laude

University of New Hampshire, Durham, NH

Computer: Microsoft Office, Photoshop, HTML

New Horizons Learning Center, Nashua, NH

AWARDS

Teamwork/Employee of the Month

NH Job Training Council, Concord, NH

Special Recognition Award

Friends of Music, Londonderry, NH

Service Award

Boy Scouts of America, Troop 426, Londonderry, NH

Experience:

Southern New Hampshire Services
Workplace Success Program

February 2011 - Present

Program Facilitator/Combined Service Program Coordinator

- Managed the daily operations of up to 60 FANF recipients in a work-simulated environment.
- Ensured participants are aware of the various community resources available to them.
- Closely monitored all participants' activities to ensure they are in compliance and showing growth.
- 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.
- Ensured that all participants establish vocational goals that are supported by extensive research.
- Assisted with curriculum development as part of Continuous Improvement Committee.
- Maintained a firm but fair work environment while providing support, motivation and guidance.
- Developed professional relationships with community organizations to increase volunteer and employment opportunities for program participants.
- Strong conflict resolution and problem solving abilities.

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.
- Assisted with on the job training and establishing natural support systems.
- Provided training and support to all staff with job development responsibilities.
- Delivered high quality service and established strong professional relationships, which lead to significant growth in both School and VR programs.
- Established and maintained positive and mutually beneficial relationships with area businesses to aide in the placement of clients in all programs.
- Taught students to become more familiar with resume development, application completion, interviewing skills, and other job readiness skills that lead to their vocational success.
- 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.

High School Transition and Vocational Services

Salem High School (2008- 2011)

- Ensured all staff was in compliance with the contracted service agreement.
- Able to achieve a 100% paid employment rate for all students served.
- Collaborated with school administration, guidance, parents and teachers
- Worked on various lessons in the community to improve life skills that have led to student's vocational success.

Pinkerton Academy (2009- 2011)

- Established a reputation for success that significantly increased the contract size.
- Conducted vocational assessments to establish appropriate vocational goals.
- Arranged job tours and job trials to gain exposure to different occupations.
- Coordinated college tours and arranged meetings with the accommodations department and academic advisors.

Manchester West High School (2008-2009)

- Worked in cooperation with Vocational Counselors, Guidance Counselors, families, and students to establish realistic vocational goals.
- Ensured that all students were achieving their established IEP transition goals and benchmarks.

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.
- Built and trained teams to execute contracts and demonstrations for sales department.
- Primary job functions included managing, coordinating and executing all aspects of physical inventory projects from beginning to completion

Mastricola Elementary School

Oct. 2002 – June 2003

Intern

- Assisted students with emotional and behavioral disabilities.
- Mentored at risk students in jeopardy of being placed out of district due to behavioral issues.
- Tutored students individually in various academics subjects
- Encouraged appropriate behaviors using positive reinforcement strategies

Education:

University of Massachusetts, Boston

BA Sociology

Other Applicable Trainings:

- The Economy: Creating Opportunities for Greater Self-sufficiency
- Maximizing Job Readiness
- Non-Traditional Jobs in New Hampshire
- NHEP On-The Job Training
- DHHS -Initial Training on Addiction
- Medicaid Compliance
- APEX Summer Leadership Institute
- Job Analysis
- Social Security Disability Benefits
- Job Restructuring and Accommodations
- Behavior Intervention Strategies

MELISSA S. CARDIN

SKILLS, KNOWLEDGE AND ABILITIES

- Strong organizational, planning, problem-solving skills.
- Excellent customer service and people skills.
- Strong management and leadership abilities.
- Ability to manage and prioritize daily work effectively.
- Can type at a net speed of 72 words per minute with 96% accuracy.
- Proficient in Microsoft Word, Excel and Power Point.

WORK EXPERIENCE

Workplace Success Program Facilitator, Southern New Hampshire Services, Rochester, NH
May 2012 - Current

- Delivered the *Work Skills Training* component of the Workplace Success Program using a variety of teaching and communication techniques.
- Coordinated and directed the operation of the *Service Bureau*, a Work Experience Placement (WEP) activity that provides participants with On-site and Off-site volunteer work assignments, including identifying and developing new *Service Bureau* and WEP sites.
- Administered orientation of participants entering the program, including requirements set by NHEP
- Accurately tracked and verified individual clients' work participation and reports it to the NHEP Counselor
- Communicated with the NHEP Employment Counselor to address any client barriers to employment requiring support services
- Prepared required weekly Workplace Success Program progress reports and other ad hoc program reports as requested in a timely and accurate fashion.
- Improved the successful outcomes of the Workplace Success program by an average of 10 per cent in the first four months.

Case Manager, Seacoast Family Promise, Stratham, NH
September 2007 – May 2012

- Interviewed clients in need of shelter assistance and assisted with determining eligibility for shelter program
- Completed paperwork in order to execute the proper assistance for clients
- Worked in connection with other Social Service Agencies in order to help the client to obtain the necessary services to carry out day-to-day living, including the Department of Health and Human Services for cash benefits and food stamps.
- Helped clients to set and carry out goals that will help them to reach self-sufficiency, including job searches, resume writing, housing searches and school enrollments.
- Maintained client statistics for organization
- Assisted in the development and implementation of a post-services program

Substitute Teacher, Laconia School District, Laconia, NH
January – December 2007

- Filled in for teachers in all subjects, as well as for paraprofessionals and one-on-one aids.

Science Teacher, Laconia School District, Laconia, NH
June – August 2007

- Taught grades 6-8 in a summer school program.
- Incorporated team building activities in curriculum.

Child Protective Service Worker, State of NH, Division of Children, Youth and Families, Portsmouth, NH
January 2006 – January 2007

- Conducted comprehensive investigations of suspected child abuse and neglect allegations
- Interviewed the victims and perpetrator of the report within prescribed time frames according to the risk to the child and validity of the report and recommended action
- Evaluated the risk to the child to remain in the home and recommended course of action
- Documented evidence to substantiate reports of child abuse and neglect
- Prepared court reports and presented direct testimony
- Worked with law enforcement, agency and provider staff, and provided references to other services, both within the Division of Health and Human Services and outside providers.

EDUCATION

University of New Hampshire, Durham, NH
Bachelor of Arts in Social Work, received 2005

ADDITIONAL TRAININGS AND CERTIFICATIONS

- Strengthening Families Summit, Concord, NH, March 2012
- Family Promise National Conference, Orlando, FL, April 2010
- “Understanding Genetics: The Social Workers Role” August 2007
- “Dealing with Difficult People” June 2006
- “How to Work with Spiritual Beliefs in a Way that is Respectful and Helpful” April 2006
- DCYF conference in May 2006
- DCYF Core Training in February – May, 2006, and other DCYF sponsored trainings throughout 2006
- 15th National Conference on Child Abuse and Neglect, Boston, MA in April 2005
- Baccalaureate Program Directors Conference, Detroit, MI in November 2004
- New Hampshire Department of Education Alternative 4 eligibility received February 2007 in the following:
 - Family and Consumer Science
 - Reading Specialist
 - World Language: Spanish
 - Middle School Math
 - General Science
 - English as a Second Language
- New Hampshire Department of Education Alternative 5 eligibility received March 2007 in the following:
 - Elementary Education (K-6)
 - Elementary Education (K-8)

HONORS AND AWARDS

- IV-E Child Welfare Training Grant, 2004 – 2005 academic year, University of New Hampshire
- President of the Student Organization of Social Workers, spring semester 2004 & academic year 2004-2005
- Kappa Kappa Psi national honorary service fraternity, inducted in April 2001, University of New Hampshire

SUMMARY OF QUALIFICATIONS

- Over twenty years experience working in the human service field.
- Ability to work in a multi-task oriented position.
- Innovative with approach to problem solving.
- Creative in program development.
- Excellent interpersonal skills.
- Team player.

SKILLS AND AREAS OF EXPERTISE

- Establish and oversee procedures to meet objectives set by management and contractual guidelines.
- Confer with clients to discuss their options and goals so that the program and plans for accessing needed services can be developed.
- Evaluate the work of program participants to ensure that resources are used effectively.
- Maintain records and files, including documentation such as clients' personal information, services provided, and relevant correspondence.
- Monitor clients' progress to ensure that goals and objectives are met.
- Maintain close contact with clients during training and volunteer work to resolve problems and evaluate placement adequacy.
- Address barriers to client such as, inflexible schedules, and transportation problems, and work with clients to develop strategies for overcoming these barriers.
- Arrange for on-site and off-site Service Bureau projects in the community to provide job skills, workplace knowledge and career experience for the participant while helping the community.
- Offer trainees an opportunity to perform work assignments on-site and off-site which include computer projects, clerical support, data entry and assembly projects.
- Provide work skills training enhances employability and includes customer service skills, written and verbal communication skills, workplace survival skills, and basic-to-advanced Microsoft applications and keyboarding skills.

EDUCATION

Springfield College
Manchester, NH
Bachelor of Science Human Services
GPA: 3.65

EMPLOYMENT HISTORY

Southern NH Services
Manchester, NH
**Combined Service Program Coordinator /
Workplace Success Facilitator in Nashua, NH** 2006-Present

Southern NH Services
Manchester, NH
Job Club Facilitator in Nashua, NH 2004-2006

State of New Hampshire
Department of Employment Security
Nashua, NH
**Interviewer I / Employer Service Representative
Assistant Resource Center Coordinator** 2000-2004

Keystone Hall
Nashua, NH
Supervisor of Women Services 1995 - 1998

Marathon House
Dublin, NH
Addictions Program Coordinator 1989 - 1995

Suzanne M. Nadeau



OBJECTIVE

Experienced professional seeking full-time position in a setting focused on utilizing high level skills to provide workplace skills training, employment development services and counseling.

HIGHLIGHTS OF QUALIFICATIONS

- Provide exceptional administrative, organizational and customer service skills
- Experience instructing work search skills to low income and unemployed individuals
- Work experience with NHEP and Employer Service Representatives (ESR) services through New Hampshire Employment Security (NHES)
- Excellent ability to instruct and train skills to varying populations
- Maintain excellent written, oral and listening skills, ability to produce correspondence in letter or email form
- Multi-task in high paced environment, maintain high level accuracy and confidentiality
- Ability to make decisions that prove to be beneficial and detail oriented
- Strong ability to manage and prioritize tasks, organize and execute functions and projects as assigned
- Proficient competency with MS Office Suite applications, Outlook, Lotus Notes, internet, constituent management databases, multi-line phones, fax, scanner and copier; ability to learn new programs
- Ability to thrive in team-based environments that require the ability to adapt to changing circumstances

RELEVANT PROFESSIONAL EXPERIENCE

Workplace Success Program Facilitator	06/2012-Present
Southwestern Community Services, Claremont, NH	
Customer Service Representative	09/2011-01/2012
Len-Tex Corporation, North Walpole, NH	
Interviewer/Employment Services Representative	04/2010-08/2011
NH Department of Employment Security, Claremont, NH	

Assistant Director Community Conservation	03/2008 – 12/2009
Student Conservation Association, Charlestown, NH	
Supervisor/Innkeeper	08/2005 – 03/2008
Sunflower Hill Luxury Inn, Moab, Utah	
Community Development	09/2000 – 03/2005
American Cancer Society, New England Division	
Assistant Recreation Director/Activities Coordinator	1993-2000
Eastman Community Association, Grantham, NH	
Office Assistant/Customer Service	1990-1993
Sigma Data, Inc., New London, NH	

EDUCATION

- **BS Outdoor Recreation/Leisure Management & Tourism** 1984-1988
Plymouth State University

PROFESSIONAL REFERENCES AVAILABLE UPON REQUEST

Theoneste B. GANZA



SUMMARY OF QUALIFICATIONS AND SKILLS

- Resourceful trainer with outstanding curriculum development expertise in areas of workforce/job readiness, human rights, communication and conflict resolution.
- Skilled professional with extensive project experience from concept to development: talents include grant writing and proposal development, project implementation, monitoring and evaluation.
- Experienced Case Manager with over five years of experience working with people with special needs and other hard-to-serve populations including refugees and other limited English users.
- Experienced Researcher with strong qualitative and quantitative research skills, good interviewing techniques, data collection and analysis, solid leadership and relationship-building skills.
- Client-focused professional with 12+ years of experience providing solutions to community members through participatory action research, policy analysis, advocacy and resource mobilization.
- Dedicated professional with solid understanding and adaptation to different work environments, and ability to work with people from different backgrounds.
- Results-oriented, multi-task oriented, detail-oriented, dependable, reliable and motivated professional with great attitude and exceptional communication skills.
- Talented computer literate with advanced knowledge of functional applications such as Word, Excel, Power Point, Spreadsheets etc.
- People oriented professional with strong interpersonal skills and international exposure.
- Skilled language professional with fluency in English, French, Swahili, Kirundi and Kinyarwanda.

EDUCATION

07/2011 – Current: *University of Aberdeen, Scotland, United Kingdom*

- **PhD Student**, Politics and International Relations (by research)

2009-2011: *Springfield College, School of Human Services, Massachusetts, USA*

- **Masters of Science** in Human Service with concentration in Organizational Management

2008-2009: *Springfield College, School of Human Services, Massachusetts, USA*

- **Bachelors of Science** in Human Services/Counseling and Case Management

PROFESSIONAL EXPERIENCE

■ *07/2011 – Current: Southern New Hampshire Services/Workplace Success, Manchester, NH, USA*

Work Skills Facilitator

- Provided work skills related training to FANF/NHEP participants to help them improve their living conditions through employment.
- Supported the Community Job Specialist (CJS) team with work experience placements for participants seeking professional experience to access paid job opportunities.
- Liaised with local communities and potential employers about the program.
- Contributed in the design of the embedded training /job readiness curriculum.
- Specifically supported Limited English Proficiency (LEP) clients with English course, work skill and safety training.
- Assisted clients in determining their career goals for self-sustaining employment opportunities.
- Regularly networked with the NHEP Employment Counselors for a better service delivery to the clients we commonly serve.

■ *03/2009 – July 2011: Lutheran Social Services of New England/Language Bank, Concord, NH, USA*

Community Outreach and Interpreter

- Assisted refugee clients with language translation and interpretation.
- Provided community orientation to refugee populations as needed.

■ *10/2007 – 07/2011: Easter Seals New Hampshire, Manchester, NH, USA*

Case Manager

- Elaborated individualized protection and treatment plans for clients with special needs.
- Collaborated with State social protection agencies for a better service delivery to clients.
- Liaised with communities for disability awareness and social protection/inclusion of disabled people.

■ *12/2006 – 05/2007: Department of International Studies/University of Wisconsin-Madison, USA*

Visiting Research Fellow

- Developed a curriculum and taught a course on human rights and governance in Africa.
- Advised students with human rights related research projects on Africa.
- Held public lectures on governance and conflict resolution in post-conflict contexts.
- Wrote articles on relevant topics in human rights in Africa.

■ *12/2004 – 12/2005: Human Rights Center, University of California, Berkeley, CA, USA*

Visiting Scholar

- Completed research projects on human rights conditions in post-genocide Rwanda.
- Co-authored articles and book chapters on human rights and social reconstruction in Rwanda.
- Held community lectures on human rights in Africa.
- Provided guidance to students with research projects on Rwanda.

■ *06/2001 – 08/2003: Human Rights Center, University of California/Berkeley - Rwanda Project.*

Country Research Coordinator

- Supervised all research activities in the country.
- Identified and set up research sites and participants.
- Collected data through individual interviews and focus group discussions.
- Participated in the data analysis and final research report writing.

REFERENCES: Available Upon Request.

Caroline Martin

Caroline.Martin@dhhs.state.nh.us

Profile

Self-motivated, forward-thinking professional with the desire to increase TANF clients' work requirement participation rates by ensuring staff is aware of case management best practice procedures. Proven record of streamlining various processes for the Bureau of Welfare to Work Program (BWW), effectively communicating with Welfare to Work Staff, and comprehending the need to change procedure based on changes to laws, policies, and rules.

Skills

- Microsoft Office Word (Advanced)
- Microsoft Office Excel (Advanced)
- Microsoft Office Access (Intermediate)
- Typing skills (Advanced)
- Impressive computer knowledge and ability to learn new programs
- Familiar with TANF policies related to BWW
- Strong written and verbal communication skills
- Effective problem solving skills
- General office skills such as scanning, coping, and filing

Accomplishments

- Streamlined the On The Job Training invoicing and reporting process by successfully creating a database, 2012
- Developed databases to track results of Employment Counselor Specialists monitoring and CSP surveys, 2012
- Assisted in organizing the BWW Statewide Training Seminar, 2012
- Developed the ECS Monitoring Tool, 2012
- Implemented new time saving procedure for creating monthly flipper packets, 2012
- Completed Microsoft Access Training Level I and II, 2012
- Award of Excellence Presented by A-1 Staffing, 2010
- Certificate of Appreciation Presented by Volunteer Memphis, 2009

Education

Granite State College

Bachelor's Degree in Human Service Administration, expected graduation 2013, 4.0 GPA

- Granite State College Dean's List, 2012
- Awarded the Osher Reentry Scholarship based on essay entry, 2012

University of Memphis

Studied Political Science, 2011-2012, 3.97 GPA

- University of Memphis Dean's List, 2011
- Awarded the Gilman Scholarship based on essay entry, 2011
- Completed 2011 European Summer Program at Lille Catholic University in France

Kaplan University

Associate Degree with a concentration in Educational Paraprofessional, graduated 2010, 4.0 GPA

- Summa Cum Laude, Honors Program
- Kaplan University President's List, 2008 - Graduation
- Article Published about Domestic Violence on Kaplan University's Web Newspaper, 2008

East Central Technical College

Studied Computer Applications, 1996-1997, 4.0 GPA

Professional Experience

Welfare to Work Operations Assistance

2011-Present

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
- Maintain paper and electronic files for the Welfare to Work Bureau Chief and the Business and Industry Coordinator
- Create various documents for the Welfare to Work program such as calendars and certificates for the Employment Counselor Specialists
- Develop tracking techniques for many projects such as changes made to the Field Workers Guide and when and what level Client Participation Certificate each Employment Counselor Specialist have received

Administrative Assistant

2010-2011

A-One Staffing, Nelson Company, Memphis, TN

- Created spreadsheets reflecting outbound orders using Excel
- Communicated with customers to resolve questions and concerns
- Coordinated meetings between workforce services and management
- Acted as liaison between office management and warehouse management
- Maintained calendar to displaying expected load arrivals
- Tracked orders using company software and generated invoices
- Performed general office duties such as filing, copying, answering phones, and greeting customers

Administrative Assistant

2010-2011

Little Angels Childcare and Preschool, Memphis, TN

- Designed monthly newsletters and calendars providing parents specific details of activities
- Organized and held periodic parent/teacher meetings
- Trained new employees in the center's safety and teaching expectation
- Planned and carried out daily activities incorporating approved curriculum

Administrative Assistant

2004-2010

Nelson Company, Memphis, TN

- Used Excel to track daily changes in inventory
- Submitted payroll for temporary employees
- Reviewed daily production count from employees to ensure their count correlated with inventory
- Assisted in tracking and purchasing office supplies

Volunteer Experience

Volunteer Memphis Library Frayser Branch, 2010

Project Coordinator Children's Purdue Center of Hope, 2008-2009

Project Coordinator Kraft Kits for Kids at St. Jude Research Hospital, 2008

BRANDON ANDERSON

KEY COMPETENCIES

- Talented, agile administrator with career-long expertise in essential skills, including interpretation of complex federal policies and regulations, monitoring and compliance
 - Creative problem-solver with excellent work ethic and reputation as team player
 - Self-motivated and organized, ensuring seamless operations in environments subject to frequent change
 - Experienced in client assessment, vocational and career planning, leading to client self sufficiency
 - Strong ability to organize and manage multiple facets of case management with minimal supervision
-

CAREER EXPERIENCE

SOUTHERN NEW HAMPSHIRE SERVICES, Rochester, NH

Employment Counselor,

9/2010 – Present

- Interpret and communicate complex federal policy and program information for participants in the Temporary Assistance for Needy Families (TANF) program
- Ensure and motivate clients to participate in an employment program designed to move clients from public assistance to self sufficiency while maintaining compliance with program requirements
- Facilitate and resolve a variety of client issues and barriers using Motivational Interview Techniques and Precision Case Management
- Utilize and interpret vocational assessment testing to create an employment plan for clients in the NHEP program and identify community resources for clients to use to develop employment skills
- Deliver complete and confidential case documentation and extensive required reporting on each TANF client, while managing a TANF caseload in multiple district offices totaling more than 55 clients at any given time

Key Contributions:

- Contributed to the local NHEP Team achieving high participation rates of 50% or higher
- Flexibility in managing caseload in multiple district offices moving seamlessly between 2 offices to deliver quality employment counseling

DEPARTMENT OF WORKFORCE SERVICES, Salt Lake City, UT

Employment Counselor,

7/2005 – 7/2010

- Managed administrative and operational requirements of multiple federal programs with goal of promoting self-sufficiency among program participants.
- Interpreted and communicated federal regulations and policies specific to each program clearly and concisely to diverse client base.

continued...

- Monitored clients with regard to employment plan and career goals.
- Tracked participation rates, created and maintained confidential documentation, supported clients during job searches.

Key Contributions:

- Served as subject-matter expert (SME) with regard to child care, applying thorough knowledge of policies and interpreting complex information.
- Developed comprehensive policy covering childcare for Metro Office, ensuring compliance with all applicable federal requirements.
- Assigned to serve as Worker in Charge during supervisor's absence, monitoring workflow and performance.
- Achieved repeated selection to Passion for Participation Club recognizing individuals who achieved 50% participation rate for 2 of every 3 months.

DEPARTMENT OF WORKFORCE SERVICES, Woods Cross, UT

Lead Employment Counselor,

12/2007 – 9/2009

- Supported supervisor in managing eight person team, ensuring smooth workflow and efficiency for administrative office.
- Provided policy and procedure updates to colleagues and trained team as necessary. Participated in employee evaluations and informed management of performance problems.
- Led staff meetings and delivered presentations; monitored caseloads.
- Interacted with customers to resolve complaints and difficult problems; prepared confidential files and reported data.

Key Contributions:

- Consistently provided leadership that assured smooth, efficient administrative operations.
- Leveraged knowledge of resources and information to facilitate effective problem solving for management, staff and customers.

EDUCATION AND CREDENTIALS

Master of Public Administration (MPA), 2009

UNIVERSITY OF UTAH – Salt Lake City, UT

GPA 3.7 ~ Pi Alpha Alpha National Honor Society

Bachelor of Science in Marketing, 2005

UTAH STATE UNIVERSITY – Logan, UT

Volunteer Activities

Strafford Regional Planning Commission: Commissioner

Amy S Belanger

WORK EXPERIENCE

**Southern NH Services
NH Employment Counselor**

**Manchester, NH
4/2004-Present**

- Conduct one-on-one employment counseling with TANF population
- Perform group and individual orientations for new and returning NHEP participants
- Determine NHEP participants' achievements, difficulties and barriers through vocational assessment and employment planning, evaluating work history, education and client barriers
- Educate and refer NHEP participants to appropriate partner agencies, including WIA, for additional services to remove participant barriers and promote self sufficiency
- Ensure client compliance with NHEP rules, policy and procedures
- Provide case documentation in the New Heights and Bridges software systems
- Complete special duties assigned by Field Support Manager, NHEP Administrator and the Bureau Chief of Welfare to Work
- Responsible for scheduling Service Determination Appointments for NHEP participants statewide that no longer hold an exempt status, i.e. *Flipper Project*
- Maintain ongoing working relationships with local and state agencies, community organizations, and employers to develop child care, transportation arrangements, activities supporting employment, support services and employment and training opportunities

**Northern NH Mental Health Services
Community Outreach Specialist**

**Berlin, NH
10/1999-4/2004**

- Supervised individuals with mental and physical health disabilities in work atmosphere
- Administered assignment to groups of landscaping and janitorial crewmembers
- Assigned administrative activities including progress notes, billing, light bookkeeping, logs, chats, quality control reports, time cards and attendance
- Explained rules and regulations to new hires
- Completed monthly status reports for participants' quarterly progress evaluations

EDUCATION

Bachelor of Science in Human Services

Springfield College 2003

JENNIFER CARR

SUMMARY OF QUALIFICATIONS

Human Service professional demonstrating exceptional case management, motivational skills, public relations, career counseling, crisis intervention within the **Employment and Healthcare Industries**. Highly skilled, ethical, reliable and organized professional with excellent communication skills. Extraordinary ability to maintain positive working relationships, excellent problem solving skills with an ability to work independently in highly stressful environments. Flexible professional with an uncanny ability to adapt to new situations.

PROFESSIONAL EXPERIENCE

Southern NH Services, Manchester, NH
Employment Counselor Specialist

2010-2012

Providing timely and effective counseling services to **TANF clients** under the **DHHS/ NH Employment Program**. Offering assistance with the development and implementation of **creative and responsive employment plans, resolving barriers** to employment, **authorizing and monitoring funds for appropriate training** and support services, planning and conducting **motivational orientations** to inform participants of program benefits and requirements, documenting and maintaining accurate case notes and records.

Accomplishments: Maintaining excellent relationships with clients and referral sources served, achieving a 50% or above participation rate, managing high case loads, offering a dedicated and committed counseling service to clients and their families.

John Stark Regional High School, Weare, NH
Paraprofessional

2006-2007

Provided exemplary and proficient assistance to **developmentally challenged students** in the Special Education Department. Presented quality **support services to classroom teachers** with challenged students.

Accomplishments: Stellar student assessment skills that complemented the beneficial education programs for student progression.

Concord Hospital, Concord, NH
Medical Social Worker

2002-2005

Provided professional Social Work skills for patients and families in conjunction with physicians in an effort to provide information regarding community support, discharge planning, financial

services, and cost effective patient hospitalizations. **Facilitation of family and team meetings** and exceptional case management skills. **Certified Notary Public, offered education and assistance to patients in the completion of their Medical Durable Power of Attorney for Healthcare and Living Wills.*

Accomplishments: Exemplary results with clinically complex patients, homelessness assistance and planning, drug and alcohol abuse, social and psychosocial issues.

Integrated Health Services, Manchester, NH
Director of Admissions and Marketing

2000-2002

Provided clinical evaluations of potential patients in community and hospital settings. **Coordinated all admissions** and conducted educational admission's meetings, servicing staff and **community outreach**. Strategizing marketing plans and materials to educate healthcare facilities and physicians of all quality services offered by IHS. **Equipped facility with Certified Notary Public qualifications.*

Accomplishments: Maintained a high census/customer service profitability margin due to excellent marketing and follow-up skills.

Catholic Charities Mount Carmel Nursing Home, Manchester, NH 1997-2000
Director of Admissions/Discharges

Provided quality admission assessments and education to potential patients and families with excellent **case management and discharge planning coordination**. Committed advocacy and extraordinary support in the areas of counseling, services, financial issues, patient issues and care planning. **Equipped facility with Certified Notary Public qualifications.*

Accomplishments: Provided clinical patient evaluations and assessments and the ability to provide effective social work. Maintained exemplary relationships with patients, families and staff.

VOLUNTEER WORK

- Families In Transition, Manchester, NH
- Concord Cold Weather Shelter-First Congregational Church, Concord, NH
- NH Food Bank, Manchester, NH

EDUCATION

Springfield College, Manchester, NH ~ Bachelors Degree/Human Services

**References upon request*

KATHLEEN COLON

PROFILE OF KEY COMPETENCIES

Talented, highly experienced employment counselor with career long expertise in working with TANF population, including adherence to federal and state policies, client advocacy and compliance. Highly organized with the ability to multi task a large caseload with attention to detail. Excellent work ethic, team player and highly adaptive to the constantly changing environment of the Welfare to Work Program ensuring seamless delivery of services, to both clients and administration while achieving or exceeding performance goals.

WORK EXPERIENCE

09/01-Present

Southern NH Services Inc. Manchester, NH

Employment Counselor Specialist for NHEP

- Responsible for advising participants about employment training, education, job preparation, and support services to aid them in financial sufficiency
- Work collaboratively with team members to assist individuals with their goals for employment to close TANF assistance
- Maintain ongoing working relationships with state and local agencies, community organizations, and employers to provide support for clients in preparing for work
- Develop and monitor individual employment plans to outline financial independence
- Provide effective case management to individuals along with implementing NHEP policy, procedures, and rules
- Plan and conduct weekly group orientations and 1 on 1 informational sessions on NHEP
- Proficient in New Height Computer system
- Monitor participation to ensure federal guidelines are met

08/98-09/01

Seacoast Mental Health Center, Portsmouth, NH

Intake Admissions Coordinator

- Responsible for supervising and managing high volume calls for counseling services
- Created and maintained a scheduling database for 20 clinicians
- Verified individual insurances and maintained authorizations for services
- Operated office equipment and data entry on a daily basis

- Worked closely with other departments to ensure quality services for prospective and on-going clientele
- Member of the Quality Improvement Committee

Seacoast Mental Health Center, Portsmouth, NH

Case Manager

- Provided direct guidance services to over 30 clients and their families. Assisted clients by linking them to community resources and monitored their treatment plans to promote independent living skills
- Collaborated weekly with treatment team to establish goals, parameters, and services that contribute to the improvement of individual success
- Responsible for maintaining all clinical paperwork including; summary reviews, treatment plan modifications and daily progress contact notes
- Assisted in resolving symptom management by involving clients in community interaction to ensure their basic living skills progress

08/93 –08/98

American Training Co., Work Choice Division, Lawrence, MA

Employment Specialist

- Provided jobsite supervision and training to consumers
- Created and organized the daily work schedule for these individuals, as well as educated them on different job tasks and assisted them in finding employment
- Specialized and worked as a team member to assess the progress of individual success
- Responsible for the reviewing and maintaining of all the treatment plans
- Established and maintained solid working relationships with local businesses, job shadowing, job coaching, and mediated problem situations by communicating daily

EDUCATION:

1989-1993

University of New Hampshire Durham, NH
Bachelor of Arts, Psychology

Nichole E. Desclos



Summary: A determined, ambitious individual ready for further experiences and challenges in working with various populations of people in the community. Demonstrated ability to quickly learn and perform a variety of responsibilities in a fast paced environment. A dedicated team player, willing to help clients and other staff members reach the common goals set by the organization.

Education:

Indiana University
Gary, Indiana

Bachelor of Science in General Studies, May 2007, GPA 3.9

Concentration: Social and Behavioral Studies

Minors: Psychology and Sociology

Major Coursework:

Psychology I & II, Sociology I & II, Anatomy & Physiology I & II, Abnormal Psychology, Child Growth and Development, The Changing Family, Ethics in the Workplace, Pathology, Stress Management, Nutrition, Child Psychology, Drugs and the Nervous System, Human Relations, Human Sexuality

Work Experience:

Southern NH Services Inc., Nashua, NH

Employment Counselor, February 2009-Present

- Develop and implement an employment plan for each NHEP participant
- Determine individual program compliance that could result in the loss or increase of TANF benefits
- Plan and conduct orientations to inform NHEP participants of program responsibilities
- Authorize expenditures of appropriate training and support services that support the employability plan
- Create detailed case files for all participants
- Maintain accurate case notes using New Heights
- Work with agencies in the community to learn about services they can offer participants of NHEP
- Refer clients to appropriate agencies for assistance dealing with barriers related to child care, mental health, transportation, housing, domestic violence and drug abuse/addiction

Shriver Job Corps, Devens, Massachusetts

Career Counselor, July 2008–February 2009

- Case managed 68 + disadvantaged youth
- Established supportive/mentoring relationships with students throughout their enrollment
- Supervised and disciplined students and held them accountable for their behaviors
- Provided personal and career counseling for enhancing student employability and ensuring continued participation in the job corps program
- Transported students in 12 person passenger vans to and from meetings and special events
- Conducted new student intakes, morning report follow up, attendance accountability, AWOL retrieval and leave/separation services
- Conducted sex education and physical education classes
- Counseled students on various topics including mental health, drug abuse, sexually transmitted infections
- Ensured proper hygiene practices were being followed
- Coordinated required student support services with other center departments, parents/guardians and off center resources

Blackwell Job Corps, Laona, Wisconsin

Residential Living Advisor, September 2007–June 2008

- Acted as a mentor and role model to disadvantaged youth
- Supervised and disciplined students in residential living setting
- Performed security checks around campus and in the dormitories
- Counseled students on issues ranging from academics to home life
- Gave students prescription and non-prescription medications
- Held focus groups for up to 60 students on relevant topics
- Inspected lockers and incoming luggage for drugs, alcohol and other contraband
- Provided an/or arranged transportation for students

Indiana University Northwest, Gary, Indiana

Career Office Intern, August 2006-May 2007

- Organized job fairs held at the university
- Recruited students and employers to participate in job fairs
- Assisted students with resume and cover letter writing
- Researched employment and internship opportunities for students
- Created and posted advertisements for job fairs and information sessions

Mary.P.Fowler-Huston



OBJECTIVE: Employment Counselor Specialist

QUALIFICATIONS:

Diplomatic team player with excellent communication skills individually and in group settings, knowledge of DFA policy and Precision Case Management procedures, able to solve problems, make decisions, meet deadlines and be creative.

EMPLOYMENT COUNSELOR SPECIALIST

9/96 to present

Southern NH Services, Manchester, NH

NH Job Training Council, Concord, NH

- Conduct interviews and assessments to identify client needs and barriers, develop ongoing Employability Plans with specific goals and objectives.
- Make appropriate referrals to NHEP partners and local Community Support Agencies.
- Provide ongoing case management and authorize Employment/ Training Support Services as needed and eligible.
- Utilize Precision Case Management techniques, and the Field Workers Guide/ training manual.
- Process billing; resolve bounced bills by utilizing NH Bridges computer system.
- Present NHEP initial Group Orientations, as well as SDA's, follow up appointments and individual counseling sessions with participants.
- Knowledge of local employment and training opportunities.
- Enter all data/ hours into New Heights in a timely manner.
- Generally meet and exceed required Federal monthly participation rates.
- Work with individuals who have become displaced from employment, lack of job skills or education, or are unable to participate in work activities.
- Provide guidance and support to individuals in crisis and make referrals to appropriate agencies as needed.
- Determine compliance with mandatory requirements based on Federal and State guidelines of the NH Employment Program.

CLERK INTERVIEWER:

NH Employment Security, Laconia, NH

3/96 to 9/96

- Greeted claimants and individuals using the Job Information Center (JIC) in a positive and friendly manner.
 - Provided forms and instructions to claimants.
 - Spoke with employers and placed job orders in JMS.
 - Conducted Eligibility Review Interviews.
 - Provided computer assistance for individuals in the JIC.
-

EDUCATION:

Lakes Region Community College, Laconia, NH: Human Services and Accounting courses

Goddard College, Plainfield, VT: Education and Counseling courses

Professional Profile

- More than 15 years experience working with low income individuals and families
- Education advocate – offering educational experiences for adults regarding multiple social issues including parenting, adult basic education, grief experiences and domestic violence
- Created and implemented federal compliance plans for Tri-County CAP Head Start
- Served as community volunteer for various non-profit agencies

Employment History

Employment Counselor Specialist

07/2011 – present

Southern New Hampshire Services, Manchester, NH

- Provide employment focused case management services to TANF clients in the New Hampshire Employment Program.
- Skilled in the use of specialized software, the state of NH's New Heights software system, to provide electronic record keeping and documentation of client services
- Provide one to one employment counseling to NHEP participants, facilitate quarterly partner meetings and conduct weekly NHEP orientations sessions
- Develop and maintain relationships with social service agencies, child care providers, employers, state and local agencies in order to support self sufficiency efforts of NHEP participants

Career Development Specialist

10/2006 – 06/2011

Working Futures, Conway, NH

- Instructed groups of up to 15 adult students in vocational job readiness topics
- Performed individual case management and instruction based on specific client needs
- Administered and interpreted vocational assessments for TANF clients
- Provided community resource guidance to TANF clients
- Administered Test of Adult Basic Education, Career Development Manager, Keirseay Temperment Sorter and oversee CHOICES adult learner web accounts

Family Lifeskills Program Coordinator

11/2000 – 10/2006

UNH Cooperative Extension, Carroll County, NH

- Taught life skill curriculum classes for adults receiving assistance from the State of NH
- Acquired appropriate donated classroom facilities; supervised relevant field trips
- Worked in collaboration with NH DHHS Division of Family Assistance, NHEP Team and Carroll County UNH Cooperative Extension staff

Education

Master of Education 2006
Plymouth State University, Plymouth, NH

Bachelor of Science 2000
College for Lifelong Learning/Granite State College, Conway, NH

Training Certifications & Facilitator Experience

Global Career Development Facilitator 2007
National Career Development Association

Certified Workforce Development Professional 2007
National Association of Workforce Development Professionals

Conversations on Loss and Grief Workshop Series 2006

- Designed and delivered workshop series for adults struggling with grief issues

Parenting the Young Child Workshop Series 2006

- Taught evening workshop series for parents of young children based on approved curriculum and parent need

Out of School Youth program 1996 - 1997

- Designed and implemented GED program for Kennett High School drop outs ranging in ages 16 – 24 yrs in collaboration with The Mount Washington Valley Academy

Starting Point 1986 – 1995

- Designed and delivered workshop series for women healing from childhood sexual assault

Volunteer Experience

Special Advocate
 Starting Point, North Conway, NH. 1986 – present

Board of Directors
 Jen's Friends Cancer Foundation, North Conway, NH. 2007 – 2010

Board of Directors
 Northern United Way, Berlin, NH. 2001 - 2004

Cecile Leonard

SUMMARY OF QUALIFICATIONS

- Experienced, caring and conscientious employment counselor
- Strong verbal and personal communication skills with clients and partner agencies
- Extensive knowledge of federal and state policies and procedures
- Professional public speaking, presentation experience to small groups
- Trained in Motivational Interviewing Techniques

EMPLOYMENT HISTORY

Southern New Hampshire Services, Inc.
Manchester, NH 03108

Employment Counselor Specialist

2008 - present

- Manage a rotating caseload of over 60 recipients of Temporary Assistance for Needy Families (TANF).
- Assist low-income clients with integration into the community and self-sufficiency by providing life skills for employment, job readiness skills, job referrals, childcare resources, and referrals to counseling, educational, legal, and other social service programs.
- Collaborate with community agencies including providers of ESOL, Adult Basic Education, Vocational Rehabilitation, Division of Youth and Family Services, family intervention, clothing closets, food pantries, homelessness, housing assistance, crisis intervention, domestic violence prevention, emergency assistance, and other appropriate community referrals.
- Interview, assess and evaluate individual aptitudes, interests, abilities, work experience and education. Counsel individuals to identify and overcome barriers to employment.
- Develop, implement and monitor an Employability Plan to outline steps needed to achieve financial independence and self-sufficiency.
- Authorize and monitor expenditures of federal funds for training and support services.
- Plan and conduct orientations to inform participants of program rules and responsibilities.
- Train and assist new team members to supplement formal training in NHEP.
- Maintain individual case records to comply with state and federal regulations and policies.
- Issue determinations regarding compliance that result in the loss or increase of TANF benefits.
- Develop and maintain positive public relations with employers, service providers and community.

Head Start Program
Manchester, NH

Family Worker

1999 - 2008

- Related professionally and tactfully with all parents and kept family records up to date

- Conducted home/center visits with each family and a caseload of 25 families.
- Acted as family advocate at all times eliciting family opinions, perspectives, concerns.
- Referred families for services when needed and followed up as necessary.
- Produced and distributing a monthly newsletter to parents.
- Recruited and encouraged family participation in the program.
- Assisted with volunteer training and encouraged community volunteerism.
- Attended and participated in weekly family reviews and staff meetings.
- Assisted with providing a variety of parenting programs as appropriate to meet families' needs.
- Demonstrated adequate knowledge of agency program and gathered sufficient information from families to make referrals to other programs beneficial to the client or his/her family.

Head Teacher

1989 – 1999

- Managed operations of preschool Center.
- Developed and instructed age appropriate lessons that encouraged physical, emotional, social and academic growth.
- Maintained students' records.
- Showcased children's work to build their self-esteem and keep them motivated.

**Greater Manchester Childcare/VNA Childcare
Manchester, NH**

Operations Director/Teacher Coordinator

1984 - 1989

- Administrative duties of increasing responsibility in managing Center operations.
- Facilitated the successful development of the New Infant Toddler Center while coordinating functions and working relationships among all staff.

**Hillsborough County Welfare
Manchester, NH**

Intake/Case Worker

1983 - 1984

- Conducted in-depth interviews and case investigations to determine applicants' eligibility for assistance.
- Referred clients to appropriate services.

EDUCATION

**Bachelor of Arts Degree in Human Services
New Hampshire College**

1972

**National Child Development Associates Certification
Rivier College**

1992

Danielle M Love

Career Objective: To utilize my skills in human services and strength in working with people in need to assist NH families in becoming self-sufficient and productive through vocational planning and employment counseling.

Work Experience:

Employment Counselor Specialist

New Hampshire Employment Program

Southern NH Services, Inc.

40 Pine Street

Manchester, NH

2010 - present

- Provides effective one-on-one employment counseling to TANF clients resulting in TANF clients entering employment, returning to school and developing their own potential towards self sufficiency.
- Coordinates employment-focused case management services for TANF clients with a caseload of between 50 – 60 clients at any given time including substantial paperwork to support each client's multiple activities.
- Develops relationships with local community service providers for client referrals as appropriate, utilizing knowledge of those services to benefit the TANF client.
- Maintains organized and accurate case notes and files for each client.
- Applies necessary NHEP federal and state guidelines in working with the TANF population for accurate and necessary compliance in administering the NHEP Program.
- Motivated to achieve optimum performance objectives for this position through training and full utilization of "best practice" techniques offered by the State of NH.
- Skilled in the use of the State of NH specialized software programs necessary to manage and document all activities in the NHEP program, specifically New Heights and Bridges software.

Paraprofessional – Teaching Assistant

Winchester School District

Winchester, NH

08/2009 – 2/2010

- Worked with special needs students on an individual basis.
- Collaborated with special education team and classroom teacher to develop an *Individual Education Plan* (IEP) and structured schedule.
- Followed up on the implementation of the IEP to ensure the education plan for the student continued to be viable and useful for the student's continued progress.

Store Clerk and Cashier

Minute Mart

Troy, NH

01/2003 – 08/2007

- Maintained accurate balance of accounts and cash at end of each shift.
- Handled customer inquiries and dealt directly with vendors and inventory.
- Frequently closed store and secured building independently.

Cashier

Hannaford Markets

Machias, ME

04/2001 – 06/2002

- Handled all cash, credit and other transactions for individual till.
- Performed customer service duties, including customer inquiries and store returns.

Education

**Bachelor of Arts Degree in Sociology with
Concentration in Women's Studies**

Keene State College

Keene, NH

May 2008

- 3.1 GPA

**Volunteer
Activity:**

- Volunteer of the Month: Volunteers for Justice Program 2001

Tamela McMann

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

OBJECTIVE: To obtain a challenging position in Social Services field

PROFESSIONAL EXPERIENCE

Southern New Hampshire Services

Littleton, NH *Employment Counselor Specialist*

2/27/06-Present

- Provide training, barrier resolution, community referrals, support services, and counseling to recipients of TANF cash assistance
- Enforce and apply federal policy guidelines to participants in the New Hampshire Employment Program
- Daily documentation and maintenance of case notes using New Heights and Bridges software to track client progress and compliance with mandatory federal guidelines
- Use Motivational Interviewing to develop and implement employability plans for NHEP participants to meet their employment goals while effectively resolving barriers
- Consistently exceed a monthly 50% TANF participation rate of clients entering into employment or employment related activities

Riverbend Community Mental Health

Concord, NH *Case Manager*

5/01/03-2/26/06

- Participated in all steps of mental health crisis intervention including crisis plans and assessing treatment options with the client, families and clinical staff
- Part of an on call twenty-four hour emergency crisis intervention/stabilization team
- Engaged clients in building solid treatment plans to achieve their goals while effectively managing their mental illness

- Conducted routine home visits and reported cases of self-neglect and hoarding behaviors to NH Protective Services, state appointed guardians, and client's psychiatrist
- Collaborated with families, social service agencies and the clients to help promote understanding and communication within the client/family structure
- Routinely communicated with local police departments and mental health agencies when either voluntarily or involuntarily admitting clients to NH State Hospital

Northeast Kingdom Human Services

St.

Johnsbury, VT *Employment Counselor/Case Manager*

10/25/97-3/01/03

- Managed all aspects of assisting chronically mentally ill adults in obtaining and maintaining employment through barrier and skill assessment, employment search, and on the job support
- Performed intensive case management to over 30 clients weekly, assisting them in self-care, transportation, crisis intervention, and daily living skills to continue to live independently
- Compiled and utilized information from businesses to assist clients find what skills, trainings, and experience they needed to obtain employment
- Networked businesses through face to face contacts, phone contacts, and business gatherings to build strong relationships and develop employment opportunities for clients

EDUCATION

- University of Vermont, B.A. Psychology, 1997

References available upon request

Gail M. Russell



Key Skills and Attributes

- More than twelve years experience in social work and client advocacy
- Skilled at working with target populations such as TANF clients and veterans returning from service
- Comprehensive and vast knowledge of local community resources
- Ability to network within the community, building strong relationships with advocacy agencies
- Strong facilitation skills in developing relationships between families and school systems
- Ability to work independently as well as collaboratively, adapting as priorities or situations change
- Excellent communication skills with clients of both socioeconomic and ethnic diversity

Professional Work Experience

Southern New Hampshire Services, Inc. Nashua, NH **Employment Counselor Specialist**

2011 – present

Deliver employment counseling, job readiness and support services to a diverse TANF population in the State of NH's New Hampshire Employment Program (NHEP)

- Interview, assess and evaluate individual attitudes, interests, abilities and education along with emotional limitations and barriers to identify client strengths and individual service needs
- Develop and implement an employment plan with clients leading to self sufficiency
- Authorize and monitor expenditure of funds for appropriate training and support services in conjunction with the employment plan and in compliance with federal and state rules and policies
- Manage a caseload of between 45 – 60 TANF clients utilizing both the State's New Heights and Bridges software system
- Conduct group orientations on NHEP program for TANF applicants
- Trained in the use of the NHEP program's Precision Case Management Guide for compliance and procedural standards

U.S House of Representatives **Community Relations Representative**

2009 –2011

Managed casework correspondence and verbal communications with constituents. Specialized in working with veterans, helping them connect to federal agencies which allowed them to obtain the benefits they had difficulty receiving.

- Acted as representative for the Member within his area of responsibility including answering casework correspondence, meeting with constituents, verbal communication with constituents
- Served as liaison with federal, district and local agencies.
- Informed the Member and the District Director of all happenings in his assigned issue areas by screening district media sources, attending public functions and interacting with constituents.

Nashua Community College **Coordinator, Project Redirection**

2008 –2009

The Coordinator was responsible for directing federally funded program of assistance for financially disadvantaged single parents in non-traditional career programs in an academic setting leading to economic self sufficiency through vocational training and workforce development.

- Recruited, screened, interviewed and accepted qualified candidates
- Provided personal, academic and career counseling to assist students toward successful completion of their college program
- Established and maintained contact with appropriate community agencies and resources
- Maintained program compliance with various federal and state rules required by the funding source including Health and Safety policies, Sexual Harassment policy, Civil Rights policy and compliance with Administrative rules

Adult Learning Center, Nashua NH
Parent Center Coordinator/Family Literacy Educator

1999 –2008

Responsibilities included providing parents with adult education services, GED, ESOL, parenting education and vocational counseling. Provided home visits, referrals to childcare and community resources, leadership training, advocacy, and workshops on topics that address barriers to success. Specific responsibilities included:

- Promoted The Family Connection to Adult Learning Center clients and the Nashua community
- Conducted literacy-based home visits
- Developed specialized adult education materials for client home visits
- Assisted in organizing and facilitating Parent and Child Together (PACT) activities
- Guided parents in learning problem-solving techniques to set achievable goals
- Connected families to social services in the greater Nashua community
- Provided client advocacy for families when appropriate
- Coordinated volunteer and internship activities
- Acted as liaison between parents and school administration

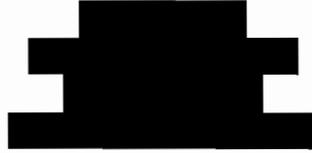
Education

- **Master of Science, Community Counseling Psychology**
Springfield College
- **Bachelor of Science, Human Services**
Springfield College
- **Associate Degree, Human Services**
Nashua Community College

Community Involvement

- Vice President, Alumni Association, Nashua Community College
- Member, Granite State Organizing Project (GSOP)
- Member, Nashua Network
- Member, Nashua Community College Human Service Advisory Board
- Member, Positive Behavior Intervention System (PBIS) at Dr. Crisp School
- Member, Parent Information Resource Center Team (PIRC) at Dr. Crisp School
- Ross Grant Task Force on Literacy
- Nashua Hispanic Network member

Stephanie Bailey Sluder, M.A.



Summary of Qualifications

Over 20 years of solid experience evaluating and managing individuals in employment and career transition. Specific expertise in working with individuals in the Federal Welfare to Work Program. Exceptional talent for developing rapport, creating trust, maintaining an above average level of participation among welfare clients, staying within set timelines and budgets. Dynamic leadership, presentation, team-building and interpersonal communication skills with reputation for integrity and success. Areas of expertise include:

Vocational Assessment , Employment Focused Case Management, Client Barrier Resolution
Individual Employment Plans, Conflict Resolution, Solution-based Problem Solving,
One on One Interviewing, Presentation and Facilitation Skills

Professional Experience

Southern NH Services Inc,

Employment Counselor Specialist,

2007-current

Manage caseload of 60+ Federal Welfare Employment Program recipients transitioning employment. Work with recipients to resolve issues creating barriers to employment and develop job skills. Evaluate and assess to ensure recipients meet program requirements for continued eligibility.

- Assess clients' progress on a daily basis, providing encouragement, support, reality counseling and motivation to help them gain confidence, overcome obstacles and achieve success.
- Manage FANF Recipients in a Welfare to Work program including initial assessment, marketplace analysis and research, development of objectives, career coaching and placement.
- Assist clients in crisis situations including physical disabilities, homelessness, transportation, finances, communication, and psychological disorders.
- Apply the policy and procedures of NHEP program as outlined in Precision Case Management.
- Consistently achieve and surpass required client participation rate of 50%. Achieved highest monthly rate in state, August 2011.
- Collaborate with other state agencies, programs and employers to maximize efficiency and effectiveness of all participants' activities and support services.

Manpower, Inc Boston, Mass

Direct Hire Recruiter,

2005-2006

Managed full-cycle recruiting process including generating job orders through cold and warm calls, sourcing, screening and placing candidates.

- Recognized as "Fast Start Qualifier for first quarter 2006, based on fees generated
- Established business practice in dynamic environment

Rehab West, Inc San Diego, Cal
Vocational Rehabilitation Consultant,

1988 to 2005

Private firm specializing in re-employment services and workplace disability, health and safety management, with 30 offices statewide.

Case Management:

- Researched career paths and directed clients on how to best utilize their talents, skills and abilities within set time frame. Strategized action plans and set goals with each client at each meeting. **Result:** 95% client participation in program to completion.
- Determined transferable skills of clients by analyzing career background and conducting a full battery of career interest inventories and aptitude tests including Myers Briggs Type Inventory.

Presentation and Facilitation:

- Facilitated Reasonable Accommodation Meetings in an interactive process between companies and employees to strategize accommodating employees with disabilities. **Result:** Increased employer compliance with state work comp laws, avoiding potential lawsuits.
- Facilitated workshops on job search skills including resume writing, job application, skill identification, success stories, networking, interviewing skills and salary negotiation.

Regulatory Compliance:

- Administered outplacement benefits for client corporations to assure compliance with California Worker's Compensation Labor Code and the Fair Employment Housing Act
- Performed detailed, on-site Job Function Analysis outlining essential and non-essential job functions for companies in a range of industries including retail, warehouse, medical, construction and manufacturing. **Result:** Increased employer compliance with Federal ADA laws.
- Exhibited consistent technical expertise. **Result:** Product met changing state and federal labor and employment laws, rules and regulations.

PROFESSIONAL AFFILIATIONS

National and California Association of Rehabilitation & Employment Professionals (NARRP/CARRP)

EDUCATION / CERTIFICATION

Master of Arts, Counseling, National University, San Diego, CA

Bachelor of Arts, Psychology, Kalamazoo College, Kalamazoo, MI

Advanced Psychometric Testing – Certificate of Completion, National University, San Diego, CA

Disability Management Courses, Insurance Education Association, San Diego, CA

Irina Lopukhina von Becker

Summary of Qualifications:

- ◆ Decisive, energetic employment counselor/teacher with expertise in developing and implementing programs, curriculum, and lessons, and achieving desired results
- ◆ 5 years of successful case management of over 110 clients with a consistent record of meeting the NHEP 50% participation rate requirement and exceeding into the mid. 60%
- ◆ 15 years of professional experience in teaching, interpreting, tutoring and career/job counseling with a diverse students and clients (10-65 years old)
- ◆ Skilled leader within work community and the classroom, adept at building high-performance groups, utilizing technology to assess clients/students, analyzing and storing data, and tracking outcomes
- ◆ Awareness of and compassion for diverse body of clients, promotes a culture of proactive improvement, innovation, creativity and learning
- ◆ Articulate presenter with strong written, verbal and interpersonal skills
- ◆ Multilingual (English, Russian, Ukrainian, German)

Professional Experience:

Employment Counseling

2008 to Present **State of NH DHHS NHEP /Southern NH Services, Manchester, NH**
Employment Counselor Specialist

2007 to 2008 **Workforce Investment Act/ Southern NH Services, Manchester, NH**
Employment Counselor

- Assessed and evaluated individuals' skills, aptitudes, work experience, education, personality traits, cultural factors, language barriers, and degree of physical, social and emotional limitations
- Evaluated, integrated and applied changing policies and procedures of NHEP and WIA to maximize services to participants
- Conducted intakes, orientations, applications, interviews, eligibility determination and ongoing case management services for diverse population of Refugees, TANF, Dislocated and Food stamp customers
- Administered, interpreted and scored standardized tests of NHEP and WIA participants to determine their abilities and skills
- Developed and maintained relationships with employers, training vendors, service providers, educational institutions and community organizations to coordinate services to customers
- Entered and maintained accurate and up-to-date data on all participants and program services using New Heights, Bridges, Eteams (the computerized data management system), tracking individual progress and compliance with the state and federal regulations and requirements
- Conducted workshops on employment related topics (job search, interviewing, resume writing)

Marie Cappello

SUMMARY OF QUALIFICATIONS

- A workforce development professional with 30 years experience
- Proven grant writer with positive outcomes of grants awarded
- Strong ability to Organize, Prioritize, and Work Efficiently
- Excellent Verbal, Written, Communication and Presentation Skills
- Creative, Innovative, Energetic, Self-taught, Ability to Assimilate quickly
- A strong coordinator who can bring a variety of resources together
- Excellent supervisory skills in managing diverse and/or difficult populations

PROFESSIONAL WORK EXPERIENCE

Southern NH Services, Inc.
Manchester, NH

2010 - present

Field Support Manager (FSM)

As a supervisor for the NH Employment Program (NHEP), the *State of NH's Welfare to Work Program*, The FSM is responsible for the oversight and supervision of teams of employment counselors in various locations around the state. The FSM provides daily supervision to between 8-12 employees, conducting annual performance reviews, monitoring reviews, compliance reviews for adherence to federal and state policies governing the welfare to work program.

The FSM represents field operations and reports to the management authority at the state office acting as liaison and representative of both parties in essential communications between management and field operations. The FSM works to ensure quality programming with the goal of meeting or exceeding the federal performance standards of participation in the work program. The FSM will plan, prepare and conduct meetings for staff and other agency partners to ensure smooth operations and teamwork.

The FSM mediates all client complaints and attempts to resolve all conflicts among the involved parties to everyone's satisfaction while motivating both counselors and clients to successful outcomes.

Independent Consultant

2008 – 2010

Hired to write state tax credit grant application for *Workforce Designs, Inc. and Elliot Hospital*
Hired to review *US Dept of Labor* competitive national ARRA grants for workforce development

Rockingham Economic Development Corp.
Exeter, NH 03833

1996 - 2008

Executive Director

Managed a regional non-profit planning and lending corporation whose mission is to foster economic growth & sound industrial development, through lending to small business and job creation for expanding companies. Regional strategic planning, land development, assistance to municipalities are some of the services available through the organization.

- Managed and reported to a 10 member Board of Directors and provided oversight to all aspects of the corporation from start-up to self-sufficiency.
- Supervised staff, providing annual performance reviews, staff training, and hiring
- Developed a successful regional loan fund from start up to a fund totalling over \$4,000,000
- Organized and facilitated the Regional Strategic Economic Plan for Rockingham County under federal guidelines set forth by the US Dept of Commerce.
- Developed and financed the build out of a Corporate Park in Exeter, NH from donated raw land into an 8 lot industrial subdivision creating over 500 new jobs in the region
- Designed, planned and presented over 50 training events, workshops and forums as part of the strategic planning process
- Partnered with numerous federal and state agencies on grants, initiatives and lending

NH Job Training Council, Inc.
Concord, NH 03301

1989 –1996

Program Design/Contract Specialist/Quality Assurance

- Designed customized training curriculums for corporate clients to include new hire training programs, core skills training in manufacturing, professional, medical, trades and non-traditional occupation areas;
- Developed contracts for over 75 occupational training programs including the highly successful Project Self-Start (an entrepreneurial training program);
- Organized employer consortiums, analyzed labor market information and researched skill and wage surveys;
- Formulated and taught workshops on relevant topics;
- Participated in the State of NH sponsored Business Visitation Program;
- Performed monitoring of sub-grantees, including written reports;
- Evaluated and provided oversight to Summer Youth Program operators.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Merrimack College 1976

Bachelor of Science Degree Allied Health Sciences with a minor in Psychology

**Economic Development Finance Certification Training
 National Development Council**

Completed ED 101 1997 Economic Development General

Completed ED 201 1998 Business Credit Analysis

Completed ED 301 1999 Real Estate Development

Workforce Skills Training 1994-1995

Achieving Extraordinary Customer Relations

Job Skills Task Analysis Training; Certified DACUM Facilitator

Training Evaluation Methods

Monitoring and Oversight: Tools and Techniques.

HIGHLIGHTS

- ◆ Over 20 years working with welfare recipients, 16 with New Hampshire Employment Program (NHEP)
- ◆ Excellent interpersonal, organization, decision-making and communication skills
- ◆ Strong Motivational Interviewing and Mediation skills
- ◆ Participates as strong member of various workplace and community teams
- ◆ Works effectively and develops relationships with diverse populations

EMPLOYMENT HISTORY

11/11-
Present

New Hampshire Employment Program (NHEP) Field Support Manager
Southern NH Services Manchester NH

- ◆ Trains and supports staff and ensures compliance with policies and procedures
- ◆ Reviews caseload information and actions and provides corrective action plans as needed
- ◆ Acts as a liaison between field staff and other State divisions for child care, billing and computer issues
- ◆ Provides information to and from Welfare to Work Bureau Chief and SNHS NHEP Administrator and NHEP Employment Counselor Specialists
- ◆ Prepares and conducts performance reviews for Employment Counselor Specialists
- ◆ Researches and presents workshops to field staff at statewide trainings

11/09-
11/11

Statewide Workplace Success Program Manager
Southern NH Services Manchester NH

- ◆ Provided oversight to 22 professional staff in 12 locations throughout New Hampshire
- ◆ Established and monitored Workplace Success Program (WPS) policies and procedures
- ◆ Coordinated program activities and processes with NHEP staff & Division of Family Assistance (DFA) Management
- ◆ Ensured effective program operations and achievement of planned WPS objectives and goals

10/96-
11/09

Employment Counselor Specialist
NH Job Training Council (Concord NH) &
Southern NH Services(Manchester NH)

- ◆ Provided case management services for welfare recipients
- ◆ Assisted clients in barrier resolution, job search and career exploration activities
- ◆ Made referrals to appropriate community agencies
- ◆ Developed Employment Plans with the goal of financial independence

- 10/92-
10/96 **Case Counselor/ABE Instructor**
NH Job Training Council Concord NH
- ◆ Assisted welfare recipients in exploring educational, training and employment options via group and individual instruction
 - ◆ Administered and interpreted assessment tools
 - ◆ Identified barriers to employment; worked with clients on barrier resolution and job readiness
 - ◆ Provided remedial instruction for GED and college preparation
- 09/90-
06/92 **Tutorial Program Coordinator**
Seafield Pines Hospital Keene NH
- ◆ Tutored all school subjects
 - ◆ Supervised tutorial staff of 5 teachers and aids
 - ◆ Led lectures/discussions on topics related to addiction
- 06/89-
03/90 **Program Specialist**
Work Options Network Alstead NH
- ◆ Worked with 16 – 21 year old high school drop-outs in the areas of pre-employment/work maturity, personal skills, vocational training and remedial work to pass the GED exam
 - ◆ Developed curriculum and led group meetings
- 08/78-
06/85 **Teacher of English**
Fall Mountain Regional High School SAU # 60 Langdon NH

COMMUNITY INVOLVEMENT

- 8/2010-
Present **Community Building Committee Chair and
Organizing Committee Member**
Harrisville 2020 Visioning Conference
Town of Harrisville Harrisville NH
- 1/2003-
Present **Parent and Youth Mediator**
Cheshire Mediation Keene NH

PROFESSIONAL DEVELOPMENT/EDUCATION

- Roundtable Mediation** Bedford NH
NH Certified Family Mediation Training
- Cheshire Mediation** Keene NH
Basic & Intermediate Mediation Training
- University of Hartford** West Hartford CT
BA, Secondary Education/English

Summary of Qualifications:

- Excellent written and verbal communications skills
- Proficient in Microsoft Word, Excel, PowerPoint, Internet and Email
- Demonstrated ability to maintain confidentiality and professionalism
- Bachelors Degree in Communications
- Able to work both independently and as an effective team player
- Strong organizational skills and ability to multi-task in a fast pace environment

Experience:

2011-Present

Welfare to Work Program Assistant Southern New Hampshire Services, Inc., Manchester, NH

- Design and update local and statewide reports in accordance with contractual guidelines at the start of each State Fiscal Year
- Collect and review local reports from 12 program sites
- Compile and distribute weekly and monthly statewide program reports
- Compile statewide expense reports
- Maintain, revise and distribute program policies and procedure manuals
- Train and support staff in regards to program reports
- Facilitate the purchase of program equipment and office supplies and maintain related records
- Process and track payments for interpreting services
- Maintain and distribute staff contact list
- Provide switchboard coverage as requested

WIC Clinic Technician Southern New Hampshire Services, Inc., Manchester, NH

2010-2011

- Performed and completed required client intake
- Verified client eligibility
- Issued benefits to recipients

Families@Work Report Assistant Southern New Hampshire Services, Inc., Manchester, NH

2010

- Reviewed, compiled and distributed weekly and monthly statewide program reports
- Compiled monthly financial reports
- Processed financial support services
- Maintained client files and entered client information into database
- Provided switchboard coverage as requested

Commercial Loan Documentation Specialist III TD Bank, Manchester, NH

2002-2009

- Promoted from Collateral Control Unit Specialist within two years
- Entered customer data in the loan documentation system
- Created loan documentation: promissory notes, mortgages, assignments, and other related collateral security documents
- Completed credit reference verifications for commercial customers
- Pulled credit bureau and Dun and Bradstreet reports
- Tracked flood insurance requirements for commercial loans secured by property
- Completed and maintained UCC continuations
- Created and maintained the upkeep of customer files, including filing and paid loan processing

- Sorted mail and delivered faxes
- Copied and documented files
- Conducted routine deliveries to various courthouses and law firms
- Deposited banking funds
- Stocked and ordered supplies
- Prepared conference room set-ups

Education:

Graduate Certificate: Forensic Criminology
Bachelors of Art: Communications

University of Massachusetts, Lowell, MA
Southern New Hampshire University, Manchester, NH

FRANCES QUINN

SUMMARY OF QUALIFICATIONS

- 20 years staff supervision, staff hiring, staff evaluations, and conflict resolution.
- Program management experience includes reading proposals, writing contracts; grant writing, accurate collection of data, and tracking program delivery to ensure compliance with federal guidelines.
- Ability to effectively assess individual's strengths and needs for development of realistic career plans.
- Strong team player that brings commitment, motivation, and understanding to the team.

PROFESSIONAL EXPERIENCE

Management Skills:

- Supervised staff, reviewed paperwork, contract signatory authority, and provided technical assistance to vendors.
- Chaired proposal committees and compiled scoring for funding purposes.
- Consistently assisted staff in obtaining program performance goals.

Communication Skills:

- Developed strong and positive relationships with local community based agencies such as: Vocational Rehabilitation, Employment Security, and WIA
- Trained staff on paperwork, policies and procedures, and performance standards.
- Attended conferences and workshops to enhance knowledge of separate funding sources requirements, and additional teaching techniques.

Case Management Skills:

- Conduct staff supervision, yearly evaluations, and implement NHEP policies and procedures.

Computer Skills:

- Working knowledge of Microsoft Office, Internet & Outlook.
- Trained on New Heights, Bridges, and E-Teams.

EMPLOYMENT HISTORY

Southern New Hampshire Services, Inc.
Manchester, NH 03108

2003 - present

Field Operations Manager

2011 - present

Conducts Statewide staff monitoring of all aspects of Precision Case Management to guarantee Quality Assurance. Responsible for updating revisions to the PCM manual and alerting the field to these changes. Reviews staff statistic information to determine performance measures. Responsible for researching and writing Fair Hearing requests.

Sends monthly and mid month rate information to staff. Responsible for monthly administrative reports and bi-weekly payroll approval.

Field Support Manager

2006-2011

Supervise Staff that administers the New Hampshire Employment Program at designated District Offices. Responsibilities include staff evaluations, team performances, administering of policies and procedures, and continual training of staff. Administrative duties include staff supervision, any corrective actions, and an accurate bi-weekly approval of staff payroll.

New Hampshire Employment Program Counselor

2003-2006

Responsible for a case load to place clients in training and or employment activities to become self sufficient

**Jobs for New Hampshire's Graduates
Manchester, NH 03101**

July 2000 – July 2003

Program Manager

Responsibilities included supervision of staff and data collection to meet federal guidelines. Helped conduct National Jobs for American Graduates audits. Assisted with the request for proposal funding process.

**New Hampshire Job Training Council
Concord, NH 03301**

April 1985 – July 2000

Regional Youth Coordinator

Duties included staff supervision, proposal reading, contract writing, and supervision of Summer Youth programs in the state. Resolved any corrective actions noted from field monitoring visits.

EDUCATION & TRAINING

Bachelor of Education

Keene State College

1972

Certified CASAS Trainer – Workforce Development

Meyers/Briggs Learning Styles – Workforce Development

Motivational Interview Techniques – State of NH

Supervision Training – State of NH

Jennifer Buteau



PROFESSIONAL EXPERIENCE

May 2012 – present

Tri-County Community Action Program, Berlin, NH
Community Job Specialist

- Coordinated meaningful work experiences (WEPs) through creating and matching volunteer opportunities to individuals receiving FANF in an effort to increase their likelihood of acquiring gainful employment.
- Worked closely and effectively with NHEP teams in both the Berlin and Littleton District Offices to oversee appropriateness of placement with career path and intervene when issues / potential conflict arise. Provided job coaching and reinforcement to clients.

2005– 2012

Northern Human Services, Berlin, NH
Case Manager

- Through community based services, assisted people with a major mental illness manage their social, emotional, housing, financial, legal, vocational and medical needs through assessment, coordinating services, advocacy, crisis intervention, referrals, service monitoring and outreach.
- Facilitated evidence based practice group, “Illness, Management and Recovery.” This site was awarded highest fidelity in state with this pilot group.
- Carried a niche caseload of clients who historically were unsuccessful of engaging in traditional treatment by effectively employing interventions based on evidence based practices specific to the individuals.

2000 – 2005

The Wentworth, Jackson, NH
Director of Sales, 2002-2005
Dining Room Manager 2000-2002

- Oversaw the execution of successful, quality events by effective coordination and supervision of multiple departments. Developed marketing strategies to brand hotel as an elegant country inn and premiere venue for luxurious weddings and upscale corporate retreats.
- Hired, trained and managed all dining room, event and bar staff. Developed and implemented appropriate training procedures to acquire and maintain prestigious four diamond status restaurant.
- Responsible for controlling labor and costs while providing exceptional product and outstanding customer service
- Exceeded aggressive budgeted revenues across all categories every year while achieving many record months and years.

1998 – 2000

Center of Hope, Conway, NH
Support Facilitator II

- Mentored direct care staff. Handled crisis situations. Supervised and supported staff in a residential behavioral unit while providing direct support. Created schedules. Assisted in developing and implementing behavior change plans. Responsible for accounts payable and receivable, invoices and purchasing. Interfaced with community agencies and individuals on behalf of clients.

1994 – 1998

Rivier College, Student Life and Housing Vice President, Nashua, NH
Office Assistant

- Provided conflict mediation for residents, meeting and event planning, managed database, reviewed / filed documents

Jennifer Buteau

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SUMMARY OF QUALIFICATIONS

- Active listener with excellent interpersonal skills
- Well versed in always providing exemplary customer service
- Motivated and reliable employee. Dependable and prompt
- Strong and proven sales and marketing background
- Ability to lead and motivate team members
- Self starter and quick learner
- Expert advocacy, communication and case planning skills
- Effective leadership and managerial experiences
- Ability to multi-task, be versatile and deal with crisis situations while maintaining excellent time-management skills and professionalism
- Creative and innovative with a track record of designing and implementing programs where there is a need, such as the Holiday Shoppe, Social Skills Group, Team Building Sessions, Boundaries Trainings, etc
- Sensitivity to and clinical experience with people struggling with addiction, mental health issues, poverty, diversity, cognitive impairments, or otherwise marginalized individuals
- In-depth knowledge and clinical use of Motivational Interviewing and Dialectical Behavior Therapy

EDUCATION

B.A., Psychology, Rivier College, Berlin, NH, 1998

Seminars: Motivational Interviewing Dialectical Behavior Therapy
 Supported Employment Assertive Community Treatment
 Illness Management and Recovery Social Role Valorization

Elizabeth J. Corell

Objective: To secure a mid-level position with a progressive, well-administered organization that assists in creating positive change in the lives of NH people with less opportunity.

Employment History:

Community Action Program Belknap-Merrimack Counties, Inc.; Community Job Specialist, January 2007 to present.

- Developed rapport with clients to assess skills and interests toward gaining workplace experience through successful intern opportunities, with many leading directly to employment.
- Established numerous new intern sites at non-profit organizations, businesses and public sector offices and developed positive working relationships with current placements.
- Worked with NHEP case managers and Workplace Success facilitator to match client needs and skill levels with appropriate Work Experience Program (WEP).
- Successfully established On the Job Training (OJT) contracts with numerous businesses leading to long-term employment.

NH Commission on the Status of Women; Editorial Consultant, "Guide to Getting Appointed to State Boards and Commissions", 2006.

- Researched document for accuracy by coordinating with government appointing authority.
- Edited document to present clear, user-friendly message.

Beech Street School, Manchester; Home-School Coordinator, 1998-2002.

- Created no-cost literacy program for low-income population using local contacts.
- Established good relations with teachers and administration.
- Trained parent leaders for school volunteer efforts.
- Gained practical experience working with minority and low-income population.

UNH Cooperative Extension – Manchester; Youth Opportunities Unlimited Program Coordinator, 1994 – 1997.

- Presented research-based program to potential community partners.
- Identified well-established community organization to administer program and assisted with the transition.
- Supervised and evaluated staff to achieve measurable program goals.
- Promoted program by presenting an accurate, objective message through educational videotape.

NH Department of Agriculture; Director, Division of Agricultural Development, 1979 – 1992.

- Testified before legislature on policy issues.
- Developed, planned and carried out annual 3-day educational, indoor fair event for the farmer and consumer audience.
- Collaborated with commodity groups on specialized promotional events.
- Communicated regularly with the print and broadcast media to present comprehensive information.
- Expanded marketing program through innovative matching grant initiatives.
- Supervised staff to produce weekly publication.
- Answered multiple written and phone queries from constituents and consumers.

Central NH Regional Planning Commission; Planner, 1976 – 1979.

- Facilitated master plan process with committee of townspeople and community leaders.
- Prepared presentations on researched topics, introducing new planning ideas.

Education:

Bachelor of Science Degree, Natural Resources with emphasis on land use planning; University of Massachusetts, Amherst, MA, 1976.

Boards and Affiliations:

Concord Feminist Health Center; Board member, 2009 - present.

Farm Viability Task Force; Governor appointment, 2005 - 2006.

NH Commission on the Status of Women; Governor appointment, 1998 – 2004.

'For Manchester' Leadership Committee; Committee member, 1997 - 1998.

Leadership New Hampshire; Associate, 1996.

New Hampshire Women's Lobby; Board member and Chair, 1989 – 1995.

Hillsboro County Cooperative Extension Advisory Council; Board member, 1993 – 1994.

NH Breast Cancer Coalition; Founding member, 1992 – 1993.

Bedford Planning Board; Elected, 1986 – 1988.

Gwen L. Erley

Experience

Community Action Partnership of Strafford County
Community Job Specialist – Workplace Success Program Rochester, NH
2006 to Present

- Promoted and developed volunteer and On-the-Job Training opportunities in Strafford County for TANF recipients preparing to re-enter the workforce through the Workplace Success Program
- Maintained aggressive marketing program for area non-profit agencies and businesses, contacting by phone, letter, email, on-site visits and group presentations
- As of FYE 6/30/12: Maintained 221 volunteer sites with 446 positions; Achieved over 50% successful outcomes for my clients; developed 14 new volunteer sites
- Conducted weekly orientation of volunteers and match them to their sites based on logistical needs and career goals
- Communicated weekly with NHEP team, community partners and agencies regarding client progress and connect clients with area resources
- Provided management, direction, advice and coaching for to up to 70 volunteers
- Acted as liaison between volunteers, their sites, NH Employment Program, Community Action and NH Dept. of Health and Human Services
- Office liaison for equipment and communications needs; ongoing supply management
- Set up Excel tracking reports to follow all volunteers until fully employed or leave the program
- As of 7/31/12: Developed 24 On-The-Job Training contracts resulting in over 74K in employer incentives for the volunteers they hired
- Proficient in Microsoft Office Suite (Word, Excel, Publisher, PowerPoint & Access), New Heights (DHHS database) & CSST (Community Action database)

Erley Solutions
Proprietor/Owner Barrington, NH
2005 to 2011

- Set up organizing business specializing in home office and residential organization
- Provided emergency secretarial and notary services for individuals, business and government, including complete file reorganization for local realty company
- Updated and maintained catalog of organizing products
- Enhanced organizing skills through extensive reading, research and networking
- Completed bookkeeping program and QuickBooks training
- Member of NAPO (National Association of Professional Organizers) 2005-2010

Gwen L. Erley
(Continued)

• Barrington, NH 03825
• erleyg@yahoo.com

City of Somersworth
Human Services Director

Somersworth, NH
1999 to 2005

- Administered all aspects of welfare assistance (emergency and on-going) and provided referrals to other agencies
- Interviewed applicants, entered information on specialized database, reviewed all budget items and rendered assistance in accordance with City Guidelines and NH RSA 165
- Negotiated with and paid vendors based on a voucher system
- Set up repayment plans and/or Workfare for applicants; sought reimbursements from state agencies, Medicaid and insurance settlements
- Prepared monthly budget reports and comprehensive summary for the City's annual report
- Managed annual budget in excess of 200K

Awards & Certificates

NH Community Action Association (Statewide):

- 11/5/10-Highest % of WEP Placements
- 11/5/10-Largest Increase in WEP Slots Filled
- 12/4/09-Largest Increase in WEP Slots Filled
- 12/4/09-Largest Number of CJS-Developed OJTs

Professional Credentials

Notary Public 1991-Present

National Association of Professional Organizers Member 2005-2010

Charter Member and Treasurer of seacoast organizers group 2005

Board Member and Secretary of NH Welfare Administrators Assoc. 2002-2005

Vice-Chair, Board of Directors, Strafford County Community Action 2000-2006

Justice of the Peace 1997-2002

Past President, Seacoast Insurance Women, Licenses in Life, Accident and Health Insurance

Education

Michigan State University

E. Lansing, MI

BA Anthropology

Bachelor of Arts in Anthropology with Honors

Certificate in Asian Studies

Independent, accredited studies in Archaeology; cataloged artifacts at MSU museum

Golden Key National Honor Society

Peace Corps, Fiji Islands, Secondary Science Education

Wayne State University

Detroit, MI

Transferred to MSU

Undergraduate Studies in Psychology and Linguistics

Lettered in Fencing

Rebecca B. Holland



Professional Human Services Administrator

Professional human services administrator skilled in project management, financial management, public relations, customer service and product development with excellent communication skills, organization and innovative problem-solving expertise.

Professional Summary

2011-Present **Southwestern Community Services**
Community Job Specialist

Assisted FANF recipients in securing meaningful volunteer work to support employment goals and educational goals. Developed specific Work Experience (WEP) sites to ensure participants' skills are further developed. Worked with nonprofit agencies and businesses to develop on the job training assistance for the employee and employer to become a paid employee. Maintained paperwork to follow programmatic and federal guidelines for each participant and volunteer job site.

2010-2011 **Southwestern Community Services** Keene, NH
Program Director

Responsible for developing outreach sites in Cheshire and Sullivan Counties to promote SCS programs to low and moderate income individuals. Interfaced with Town Officials to identify and secure individuals who may qualify for services. Developed 20 community sites to allow for easier access to services.

2005-2010 **Southwestern Community Services** Keene, NH
1994-2005 **NFI North Incorporated** Keene, NH
Program Director

Oversaw three community based state-wide programs that provide support for youth and families that were court involved due to abuse/neglect issues. Supervised a staff of 35 statewide. Assigned case loads, provided supervision and coordinated visits with children and families. Assured court ordered treatment goals were being met and provided support to DCYF in reporting of visits and monitoring safety of children. Maintained budgets and followed State Statutes for certification. Offered client counseling related to employment assessment and job readiness. Hired and terminated staff as needed.

1993-1994

Monadnock Developmental Services
Individual Service Options Coordinator

Keene, NH

Responsible for staffing six homes that were owned by adults with disabilities. Coordinated staff and day programs to assure State standards were followed. Participated in ISP development, found employment for individuals and monitored all community based activities that led to a better quality of life.

1987-1993

SCS/New Hope New Horizons
Job Developer

Keene, NH

Located and marketed local employment opportunities for adults with developmental disabilities. Responsible for training the Job Coach to ensure the success of individual placements. Assisted clients with locating other outside activities in their communities.

Education

Keene State College	Bachelor of Arts/Psychology	1985
Keene State College	Associates in Alcohol Studies	1985
RTT Associates	Domestic Abuse Training	2007
RTT Associates	Sexual Abuse Training	2007

Affiliations

Member	Governor's Committee on Domestic Violence	2008
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Patricia Leavitt

Profile

Able to handle challenges, with proven history of increased productivity. Commits to quality customer service. Confident, articulate, seasoned professional with exceptional speaking abilities. Consistent record of forging strong professional relationships with staff, faculty and community resources. Dynamic, results-oriented problem solver.

Selected Achievements

- ❖ 3 years +, Highest New Hampshire Job Placement Rate for clients exiting the Workplace Success Program; Job Placement Rates significantly increased with innovative strategies and fresh ideas.
- ❖ Established relationships of trust with clients and host work sites to ensure highest levels of clientele satisfaction and retention.
- ❖ Elevated standards of quality by establishing planned activities and strong community linkages.
- ❖ Spearheaded and coordinated a project for all of Maine's Job Corps Centers to be able to issue high school diplomas through the Maine Department of Education.

Experience

- Aug. 2007-Current *Work Skills Training Facilitator & Community Job Specialist, Tri-County Community Action Program, Inc., Tamworth, NH*
Develop Work Experience (WEP) Host Sites; Actively Engage Employers/Host sites; Monitor Client Progress; Interview Skills Trainer; Accountability Reports; Employment Barrier Assessments and Resolution; Presentation (large groups & one-on-one); Evaluate Client Needs; Classroom Instruction; Employment Retention Education; On the Job Training (OJT) Development; Client Based Community Service Project Development and Implementation.
- Nov. 2005-Current *Proprietor/Operator, Brain Squalls, Moultonborough, NH*
Assess Market Opportunities; Create, Produce and Promote Merchandise/Artwork.
- July 2006-June 2007 *Health & Insurance Representative, Fidelity Investments, Merrimack, NH*
Review Health and Insurance Needs; Educate Clients on Benefits, Eligibility, COBRA, HIPAA, Retirement; Troubleshoot/Resolve Questions And Concerns; Provide Quality Customer Service.
- Aug. 2004-Oct. 2005 *Admissions Representative, Hesser College, Manchester, NH*
Admissions Representative, Mountain West College, Salt Lake City, UT
Recruitment; Interview; Staff Training; Accountability Reports; Assessments (staff & clientele); Marketing; Advertising; Building Strong Community Linkages; Tours; Presentations (large groups & one-on-one); Evaluating Applications; Assisting with Special Projects and Programs.

Patricia Leavitt

* Moultonborough, NH 03254 *

*** * pleavitt@tccap.org

May 2000-2004

*Proprietor/Operator, Island Epiphany,
Harswell, ME*

Assess Market Opportunities; Create; Develop; Produce And
Market Merchandise To Local Retail Establishments.

1994-2002

*Admissions Representative and Placement Field Coordinator, Job Corps,
UT, NH and ME*

Responsibilities Included: Managing A Territory Of Prospective
Students Through Activities Such As High School Visits & Presentations;
Meetings With Guidance Counselors; Public Speaking; Marketing;
Building Strong Community Linkages; Organizing And Running
Education Trade Shows, College And Career Fairs; Maintaining An
Aggressive Campaign Of Written And Telephone Communication With
Prospective Students And Parents; Interviewing And Evaluating
Applications For Admission; Assisting With Special Projects And
Programs.

1993-1994

*Family Service/Advocate Worker, Head Start,
UT and ME*

Needs Assessments and Support of Enrolled Families; Develop
Linkages with Families and Community Resources; Intervention
Strategies of Families in Crisis and Coordinate Social Service Activities
with Resource Providers.

Computer Skills

❖ MS Office, Excel, New Heights, Campus 2000 (Proficient)

Education

1985-1988

University of Maine, Farmington/ Augusta

1979-1980

Wells College, Aurora, NY

Activities

- ❖ Board Member of Maine Youth Council 2000-2002
- ❖ Board Member of Utahns' Against Hunger 1993-1994
- ❖ BBB Consumer Advocate 1982-1983
- ❖ ESL and Literacy Teacher

VICTORIA MCIVER

PROFESSIONAL EXPERIENCE

- 2009-Present Southern New Hampshire Services – Workplace Success Nashua, NH
Community Job Specialist
- Coordinated Work Experience Program (WEP) opportunities for persons receiving cash assistance through the FANF program
 - Monitored clients and verify weekly attendance for NHEP
 - Liaised with area agencies and businesses to develop new volunteer opportunities
 - Advocated for all Community Action Programs within Southern New Hampshire Services
- 2005-Present Adult Learning Center at Milford High School Milford, NH
GED Instructor
- Provided multi-level instruction to individuals in order to prepare them for the GED exam
- 2001-2009 Adult Learning Center Nashua, NH
ABE/GED Instructor
- Provided multi-level instruction to clients receiving TANF in order to prepare them for the GED exam
- 2000-2009 *American Sign Language Instructor, Levels I - III*
- Developed curricula
- 2001-2002 Networks, Inc. Nashua, NH
Employment Placement Coordinator
- Networked with area agencies and businesses to provide employment opportunities to persons with disabilities
 - Provided job placement and job retention support to persons with disabilities

Victoria McIver

Page 2

1999-2000 Reading Area Community College Reading, PA

American Sign Language Instructor

- Developed Interpreter Training program
- Wrote curricula for ASL classes, levels I – IV
- Taught ASL, Level I

1993-2000 Berks Deaf and Hard of Hearing Services Reading, PA

Programs and Services Coordinator/Staff Interpreter

- Coordinated all interpreting requests for Berks County, PA
- Managed one other staff interpreter and fifteen contract interpreters
- Billed all interpreting invoices
- Acted as liaison between Deaf, Hearing and Business communities
- Developed, marketed, and conducted workshops
- Provided customer service support for walk-ins
- Wrote and published monthly newsletter

EDUCATION AND SKILLS

Computer Literate:

- Microsoft Word
- Excel
- Adobe Pagemaker

1972-1977 Roberts Wesleyan College Rochester, NY

B.A. English and Elementary Education

AWARDS RECEIVED

1981 Maine State “Adult Educator of the Year”

Elizabeth Valenzuela

PROFESSIONAL EXPERIENCE

Statewide On-The-Job Training Specialist / NH Employment Program, 08/2012-current

Southern New Hampshire Services—Manchester, NH

- Identified hiring needs of employers throughout the State of New Hampshire while marketing NH Employment Program On-the-Job Training (OJT) activities that provide employer incentive to hire program participants
- Developed connections with companies statewide based on local labor market conditions and foster relationships with employers so that adult members of low-income families obtain full time employment
- Collaborated with Workplace Success Program staff and Employment Counselors to identify participant career interests, review skills assessments, discuss barriers and core job search activities so that participants can transition seamlessly into a job via an OJT or Work Experience Program (WEP) job opportunity
- Marketed the mission of the New Hampshire Employment Program to program participants as well as to employers to foster economic self-sufficiency and competitive employment for individuals receiving public assistance

WorkFirst Employment Counselor, 08/2009-08/2012

Pine Street Inn, IMPACT Employment Services—Boston, MA

- Actively worked among team of three in spearheading a pilot program, *WorkFirst*, designed to demonstrate the value of introducing employment and job training to 140 newly housed, formerly chronically homeless, men and women of Boston early on in the transition stages
- Exceeded Workfirst membership / enrollment goals within the first month of final year of program
- Placed 75% of clients in permanent or transitional job settings
- 80% of clients on caseload enrolled or completed a job training, certificate or post-secondary educational program
- Successfully engaged 129 members in WorkFirst program's features/services both on-site and through outreach efforts in the community
- Voluntarily participated as a member of IMPACT job development team in an effort to increase job placements for clients served agency-wide
- Utilized harm-reduction methods and principles such as motivational interviewing to engage and counsel clients who identify with any of the *Five Stages of Vocational Change*
- Facilitated workshops covering all areas of job readiness and review practical interviewing methods
- Served as lead facilitator for employment workshops in a women's recovery program tailoring discussion groups based upon participant barriers, skill level, and desired job industry
- Collaborated with housing programs and case managers in an effort to support clients in transition from homelessness to housing; apply a holistic approach towards self sufficiency through use of wrap-around services

Transitions Youth Counselor, *Projects With Industries (PWI)*, Boston Public Schools, 08/2008-08/2009

Easter Seals Massachusetts Employment and Training—Boston, MA

- Assumed role and responsibilities of Youth Transitions Counselor for PWI program serving youth in special education or alternative (high-risk) programs within 8 of the Boston Public High Schools
- Worked closely with Special Education Departments to identify candidates for School-to-Work program
- Networked with local area businesses to develop partnerships; honored employers who have partnered with Easter Seals and hired individuals by hosting ceremonial and recognition events
- Successfully promoted mission of Easter Seals while also informing businesses of benefits/incentives to hiring individuals with disabilities
- Educated Boston Public School special education students on all aspects of school to life transition planning
- Exceeded all placement goals set by PWI grant standards

Employment Specialist/Vocational Evaluator, 12/2006-8/2008

Easter Seals Massachusetts Employment and Training—Boston, MA

- Provided comprehensive workplace readiness services to unemployed individuals with disabilities; ensured job and training placement tailored to individual skills and support needs
- Effectively performed vocational evaluations for clients referred from state vocational rehabilitation agencies using standardized aptitude testing materials and scoring methods
- Conducted intake assessments; analyzed results of VOC evaluations based upon career interests and skills; researched appropriate job matches
- Utilized assistive technology computer programs and/or devices for individuals with visual or hearing impairments
- Developed job placements in communities of Boston and developed collaborative relationships with employers in order to identify and ensure an appropriate job match
- Provided ongoing follow up job retention support

Career Resource Specialist, 05/2004-12/2006

Work Opportunities Unlimited—Woburn, MA

- Successfully delivered individualized privately funded career services and workforce preparation training to adults and students with disabilities within the Greater Boston Area
- Developed jobs in the competitive job market for adults and youth throughout communities and schools of geographical area spanning 100 miles
- Delivered unique services to employers such as trial period work assessments, job match analyses/job discrepancy analyses, and job retention supports; created long-lasting relationships; exceeded projected job placement rates for the company as a whole
- Collaborated with schools and state agencies promoting use of student-centered career planning which involved active participation in their own career planning and job search
- Organized Transitional Forums designed to introduce services available to students in the Turning 22 program and help create a seamless transition into the workforce
- Given a Success at Work achievement awarded by founder of the organization for accomplishing professional development goals in 2006 and designing creative job placements in the community for students in special education programs

EDUCATION

Wheelock School of Social Work – Boston, MA

Completed 20 credits towards Master's Degree Program, 2008-2009

College of Charleston—Charleston, SC

Bachelor of Science in Sociology, December 2001

PROFESSIONAL DEVELOPMENT AND TRAINING

- Three year member of Massachusetts Commonwealth Workforce Coalition
- Job Development Technique and Applied Practice
- Harm Reduction Principles
- Trauma Informed Care
- Motivational Interviewing; Applied Motivational Interviewing
- NARCAN Training: Opiate Overdose Prevention & Recognition / Overdose Rescue, Application of Narcan
- Non-Violent Crisis Intervention, *Crisis Prevention Institute*

SOUTHERN NEW HAMPSHIRE SERVICES, INC.

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

The Community Action Agency for Hillsborough and Rockingham Counties

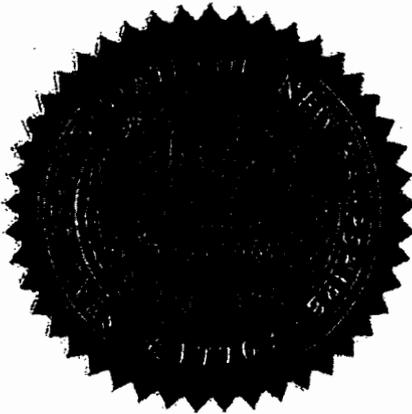
BOARD OF DIRECTORS ~ SEPTEMBER 2012

Public Sector	Private Sector	Low-Income Sector	HS Policy Council
Representing Manchester Lou D'Allesandro	Representing Manchester German J. Ortiz <i>Term: 9/12-9/15</i>	Representing Manchester James Brown <i>Term: 9/12-9/15</i>	Julie Stokes <i>Term: 12/11-12/13</i>
NH State Senator	Hispanic/Latino Community Services		
<i>Work: 271-2117</i>	<i>Work: 668-5100</i>	Nancy Guthrie <i>Term: 9/12-9/15</i>	
Peter Ramsey	Sarah Jacobs <i>Term: 9/11-9/14</i>		
NH State Representative Hillsborough-District 08	Southern NH University	Representing Nashua Janet Allard <i>Term: 9/11-9/14</i>	
Representing Nashua Constance J. Erickson, <i>Treasurer</i>	<i>Work: (603)314-7965</i>		
	Representing Nashua Dolores Bellavance, <i>Vice-Chairman</i> <i>Term: 9/12-9/15</i>		
Representing Shirley Santerre (Clerk of Ward 4 Nashua)		Shirley Pelletier <i>Term: 6/12-9/14</i>	
<i>Work: 595-1925</i>	United Way, Nashua		
Arthur T. Craffey, Jr.			
	Wayne R. Johnson <i>Term: 9/12-9/15</i>	Representing Towns Martha Verville <i>Term: 9/10-9/13</i>	
Alderman, City of Nashua			
Representing Towns Thomas Mullins	National Association for the Advancement of Colored People		
	Representing Towns Richard Delay, Sr., <i>Chairman</i> <i>Term: 9/12-9/15</i>	* <i>Vacant Position</i>	
Greenfield Town Moderator		Representing Rockingham County Jennifer O'Neil <i>Term: 9/11-9/13</i>	
<i>Work: 357-9806</i>			
Linda T. Foster	NH Grocers Association		
Representing Howard Brown (Secretary, Souhegan Cooperative School Board)	Mary M. Moriarty, Secretary <i>Term: 9/12-9/15</i>	* <i>Vacant Position</i>	
Representing Rockingham County Donna Schlachman	St. John Neumann Church		
NH State Representative Rockingham-District 13	Representing Rockingham County Thomas Meissner <i>Term: 9/11-9/14</i>		
Jill McLaughlin	Unitil		
Representing Denise Neale (Town Clerk/Derry, NH)	Dan McKenna <i>Term: 12/11-9/14</i>		
<i>Work: 432-6753</i>			
	Representing Mark Buttaro (Committee Chair, Troup 402 Boys Scouts of America/ Derry, NH)		

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 1st day of April A.D. 2013

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

William M. Gardner
Secretary of State



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
1/7/2013

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 Ins-Manchester 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 INSURER A: Philadelphia Ins Co INSURER B: MEMIC Indemnity Company INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 11030	

COVERAGES **CERTIFICATE NUMBER:** 12-13 All lines **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		PBPK959421	12/31/2012	12/31/2013	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					DAMAGE TO RENTED PREMISES (Per 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
	DENTL AGGREGATE LIMIT APPLIES PER:					PRODUCTS - COMP/OP AGG \$ 2,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC					\$
A	AUTOMOBILE LIABILITY		PBPK959421	12/31/2012	12/31/2013	COMBINED SINGLE LIMIT (Per 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	PHUB406269	12/31/2012	12/31/2013	EACH OCCURRENCE \$ 5,000,000
	<input type="checkbox"/> EXCESS LIAB	<input type="checkbox"/> CLAIMS-MADE				AGGREGATE \$
	<input type="checkbox"/> DED	<input type="checkbox"/> RETENTION \$				\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		3102801290 (3a.) ME & NH All officers included	12/31/2012	12/31/2013	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N N				E.L. EACH ACCIDENT \$ 500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				E.L. DISEASE - EA EMPLOYEE \$ 500,000
						E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Crime		PBPK959421	12/31/2012	12/31/2013	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/JSC

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

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).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.