



OPIOID GRANT FUND REVIEW COMMITTEE AGENDA

Thursday August 27, 2026, 7:00 pm
Hartford Town Hall, 171 Bridge Street,
White River Junction, VT 05001

This meeting will be conducted in person at Town Hall in Room 2

Live stream the meeting on YouTube: <https://www.youtube.com/@junctionartsandmedia>

- I. Call to Order
- II. Order of Agenda
- III. Public Comment
- IV. Review Applications
- V. Adjourn the Meeting

Agenda Memorandum

Submitted By: Ida Griesemer and Miranda Dupre

Subject: Opioid Settlement Funds Request for Proposals (RFP)

Background:

Hartford has \$217,908 remaining in Opioid Settlement Funds. The funds are intended to support programs that prevent opioid misuse, reduce overdose deaths, expand treatment access, and support recovery. [This article from Vermont Public](#) includes information on how other VT towns have used their funds.

So far, Hartford has received one request for use of Opioid Settlement Funds. In May 2024, the Hartford Community Coalition (HCC) requested \$5,500 to invite a former professional athlete and wellness advocate to Hartford High School to speak about his personal experience with addiction. The event was part of HCC's evidence-based *Talk, They Hear You* campaign. The Selectboard approved the request. *HCC has since relinquished the funds back to the Town so that they can apply for a more significant amount of funding through the RFP process for a project they feel will be more impactful on the students.*

In an effort to encourage more local entities (e.g., organizations, Town departments, or collaborative partnerships) to develop programs for prevention, treatment, and recovery, we developed the attached draft Request for Proposals (RFP).

Discussion:

We are seeking input from the Selectboard on 1) the language in the RFP, and 2) the proposed application cycle and process described in the RFP, and 3) the proposed grant committee review structure, outlined below. If the Selectboard is amenable to moving forward with this process, we would also request input on how to disseminate the RFP, and strategies to encourage local entities to apply for these funds.

Proposed Grant Review Committee structure:

- 2 Selectboard members
- 3 affected community members (lived experience with substance use disorder or supporting a loved one with substance use disorder)
 - Both adults and youth are welcome to apply
- 3 public health professionals (e.g., community nurse, social worker, mental health professional, state public health agency employee)

Application for Grant Review Committee:

- Name & Contact Information
- Why are you interested in joining this committee?
- What personal or professional experience would you bring to the committee?

Applications for the Grant Review Committee will be due by May 18, 2026. The Selectboard will review applications and make decisions in executive session by June 1, 2026.

Plan for disseminating RFP: Town staff and Selectboard members will circulate the final RFP to local outlets and organizations, including but not limited to:

- Town Newsletter
- Town Website

- Town Listserv
- Press Release to Valley News
- Hartford Police Department
- Hartford Fire Department
- Hartford Community Nurse
- Hartford Community Coalition
- Hartford School Board
- Turning Points Recovery Center
- Clara Martin Center
- Second Growth
- Upper Valley Haven
- Good Neighbor Health Clinic
- HCV/HIV Resource Center

Review process: The Grant Review Committee will review applications, meet as a group, and make recommendations to the Selectboard about the applications to fund and award amounts. The Selectboard will vote on whether to accept the Committee's recommendations. If an applicant receives Selectboard approval, their proposal will be reviewed by an attorney to ensure that it aligns with approved settlement uses. Once attorney review is complete, applicants will be granted the approved funds.

Financial Impact:

If we follow the proposed process, the Selectboard might disburse up to \$100,000 of the Opioid Settlement Funds in cycle 1 (to two or more applicants, depending on the amounts requested), and disburse the remaining funds in cycle 2. The Selectboard would reserve the right to deny funds to applicants if they do not sufficiently address the goals described in the RFP. Additional application cycles could be instated if needed.

Recommendation:

Suggested motion: The Selectboard approves the Opioid Settlement Funds Request for Proposals, application process, and review committee structure as discussed, and directs the Town Manager to work with staff to disseminate the RFP.

Town of Hartford

Request for Proposals (RFP)

National Opioid Settlement Funds — Prevention, Treatment, and Recovery Programs

I. Overview and Purpose

The Town of Hartford invites proposals from nonprofit organizations, healthcare providers, educational institutions, community-based organizations, public agencies, and Town departments to implement evidence-based and evidence-informed programs that prevent opioid misuse, reduce overdose deaths, expand treatment access, and support recovery.

Funding is made available through the National Opioid Settlement and must be used for opioid remediation activities consistent with the Allowable Activities listed in Section IV. The Town seeks proposals that will measurably reduce opioid-related harms and improve outcomes for individuals, families, and communities impacted by opioid use disorder (OUD) and co-occurring substance use or mental health conditions.

Programs may focus on prevention, harm reduction, treatment, recovery support, connections to care, criminal justice diversion, maternal and child health, workforce development, or data and evaluation initiatives, provided they align with approved settlement uses.

Resources for Applicants:

[CDC ENGAGE: Evidence-Based Strategies to Prevent Youth Substance Use](#)

[John Hopkins Primer on Spending Funds from the Opioid Litigation](#)

Applications should be submitted as a single PDF file, sent via email to: selectboard@hartford-vt.org

II. Funding and Deadlines

- **Award amounts:** Applicants may request up to \$50,000 per application cycle. *Funding should be used to supplement existing programs or support new initiatives. Funds should not replace existing or future funding sources.*
 - **Deadlines:** Applications will be considered in two funding cycles. The deadlines are:
 - July 1, 2026 (cycle 1)
 - February 1, 2027 (cycle 2) *If an organization received an award in the first funding cycle, they must show that they have used at least 80% of the first award prior to receiving additional funding.*
 - **Reporting:** Awardees will be required to submit a brief quarterly update (no longer than 1 page), and give a 10 minute presentation to the Selectboard one year after receiving the funds. Presentation guidelines will be provided to awardees.
 - **Renewal:** Not guaranteed; continuation dependent on performance and available funds.
-

III. Eligible Applicants

Eligible applicants include:

- Nonprofit organizations
- Behavioral health and healthcare providers
- Community-based organizations
- Educational institutions and school districts
- Faith-based organizations
- Public agencies
- Town departments
- Tribal organizations
- Collaborative partnerships

Applicants must demonstrate the organizational capacity to implement and manage funded programs.

IV. Allowable Activities

Proposals must support one or more approved opioid remediation strategies, including but not limited to:

Treatment and Recovery

- Expansion of Opioid Use Disorder (OUD) treatment and Medication Assisted Treatment (MAT) access
- Telehealth treatment services
- Recovery housing and peer support
- Case management and recovery navigation
- Trauma-informed treatment services
- Treatment for justice-involved populations

Harm Reduction

- Naloxone purchase and distribution
- Overdose response training
- Syringe services programs
- Infectious disease testing and linkage to care
- Fentanyl test strip distribution where permitted

Connections to Care

- Screening, Brief Intervention, and Referral to Treatment (SBIRT) screening and referral programs
- Emergency department bridge programs
- Warm hand-off models
- Post-overdose outreach teams
- Recovery coaching and peer navigation

Special Populations

- Pregnant and parenting women with OUD
- Families impacted by Neonatal Abstinence Syndrome (NAS)
- Individuals transitioning from incarceration
- Rural or underserved populations

Prevention

- Evidence-based school prevention programs
- Youth and family prevention education
- Prescriber education and safe prescribing initiatives
- Community prevention coalitions
- Drug disposal and take-back programs

System Capacity

- Workforce development and training
 - Cross-system coordination
 - Data systems and program evaluation
 - Technical assistance and implementation support
-

V. Proposal Submission Requirements

Applicants must submit a complete proposal including the following sections.

1. Organization Information (1 page max)

- a. Contact information
 - i. Organization name
 - ii. Contact person
 - iii. Email address

- iv. Website
- v. Phone number
- vi. Address
- b. Mission statement
- c. Organizational history
- d. Current programs and activities
- e. IRS EIN number
- f. Key staff involved with the project

2. Proposal Overview (1 page max)

- a. Brief description of the proposal
- b. Purpose and key anticipated outcomes
- c. Individuals or communities served
- d. Amount of funding requested
- e. Summary budget overview
- f. Project timeline

3. Proposal Details (3 pages max)

- a. Description of the problem or need addressed
- b. Purpose and measurable objectives
- c. Describe evidence-informed nature of the program, which may include:
 - i. Examples of similar programs or strategies that have been shown to prevent or reduce the harmful impacts of substance use disorder
 - ii. Description of how this proposal is directly informed by community input and needs
- d. Program design and implementation strategy
- e. Partner organizations and defined roles
- f. Sustainability plan after settlement funds are expended (if applicable)
- g. Detailed itemized budget and budget justification
 - i. Budgets must:
 - 1. Be itemized and justified
 - 2. Include personnel, program, and operational costs
 - 3. Clearly connect expenses to approved opioid remediation uses
 - 4. Exclude non-allowable expenses unrelated to opioid abatement
 - 5. Demonstrate cost reasonableness
 - 6. Include a statement of sustainability (i.e., describe if this funding is for a one-time need or how it will aid in securing future funding)
 - ii. The Town reserves the right to request budget revisions

4. Supplementary Materials (optional)

- a. Optional supporting materials may include:
 - i. Letters of support
 - ii. Partnership agreements
 - iii. Evidence-based program documentation
 - iv. Prior evaluation reports
 - v. Organizational financial statements
 - vi. Staff resumes or qualifications

VI. Proposal Evaluation Criteria

Proposals will be evaluated based on:

- Alignment with opioid settlement approved uses
- Demonstrated community need
- Evidence-based or evidence-informed design
- Strength of partnerships
- Measurable outcomes
- Organizational capacity
- Sustainability plan
- Data and evaluation approach
- Budget reasonableness

Proposals will be evaluated using the following scoring rubric:

Evaluation Criterion	Max Points	Excellent	Good	Fair	Poor
Alignment with Opioid Settlement Approved Uses	15	15 pts – Fully aligns with approved uses and clearly demonstrates understanding of allowable activities	10 pts – Mostly aligns with minor clarification needed	5 pts – Partial alignment; some activities unclear	0 pts – Does not align with approved uses
Demonstrated Community Need	15	15 pts – Strong data and clear evidence of significant community need, esp.serving high need or underserved populations	10 pts – Adequate evidence supporting need	5 pts – Limited data or explanation of need	0 pts – Need not demonstrated
Evidence-Based/ Evidence-Informed Design	15	15 pts – Strong evidence-based or research-supported approach	10 pts – Some evidence or best practices cited	5 pts – Limited supporting evidence	0 pts – No evidence supporting design
Strength of Partnerships	15	15 pts – Strong partnerships with clearly defined roles	10 pts – Partnerships identified but roles somewhat unclear	5 pts – Limited collaboration	0 pts – No meaningful partnerships

Measurable Outcomes	10	10 pts – Clear, specific, measurable outcomes with defined indicators	7 pts – Outcomes identified but measurement methods partially defined	3 pts – Outcomes vague or difficult to measure	0 pts – No outcomes defined
Organizational Capacity	10	10 pts – Experience, staffing, and infrastructure aligned with level of funds requested	7 pts – Adequate capacity to manage level of requested funds with minor gaps	3 pts – Limited experience or staffing concerns to manage level of funds requested	0 pts – Insufficient capacity to manage requested funds
Sustainability Plan	10	10 pts – Clear and realistic plan to sustain program beyond funding	7 pts – Some sustainability planning identified	3 pts – Limited sustainability considerations	0 pts – No sustainability plan
Data and Evaluation Approach	5	5 pts – Clear and practical data collection and evaluation plan	3 pts – Basic evaluation approach present	1 pt – Minimal evaluation strategy	0 pts – No evaluation plan
Budget Reasonableness	5	5 pts – Detailed, realistic budget aligned with program activities	3 pts – Mostly reasonable with minor questions	1 pts – Lacks detail or contains questionable costs.	0 pts – Unrealistic or poorly justified



May 19, 2026

Town of Hartford
Hartford Town Hall
171 Bridge Street
White River Junction, VT 05001
Attn.: manager@hartford-vt.org

RE: Town of Hartford RFP – National Opioid Settlement Funds, Prevention, Treatment and Recovery Programs application

To whom it may concern:

Clara Martin Center is submitting the following application for funding under the Town of Hartford National Opioid Settlement Funds RFP for Prevention, Treatment and Recovery Programs to expand the care we are currently providing for individuals we serve. We appreciate this opportunity to enhance our services for individuals with opioid concerns that this grant provides.

If you are in need of additional information on our proposal beyond what is included in the application, please let me know and thank you for your consideration of our application.

Sincerely,

Christie Everett, LICSW
Director of Operations
Clara Martin Center
(802) 728-4466 x563

P.O. Box G
Randolph, VT 05060-0167
802-728-4466
fax: 802-728-4197

P.O. Box 278
Bradford, VT 05033-0278
802-222-4477
fax: 802-222-3242

P.O. Box 816
Wilder, VT 05088-0816
802-295-1311
fax: 802-295-1312

Town of Hartford National Opioid Settlement Funds – Prevention, Treatment and Recovery Programs
Clara Martin Center Application for Phase 1 Funding

1. Organization Information (1 page max)

a. Contact information	
i. Organization Name	Clara Martin Center
ii. Contact Person	Christie Everett, Director of Operations
iii. Email address	ceverett@claramartin.org
iv. Website	www.claramartin.org
v. Phone number	(802) 728-4466 x563
vi. Address	Mailing: 11 N. Main Street, P.O. Box G, Randolph, VT 05060 Wilder site: 39 Fogg Farm Road, Wilder, VT 05088
b. Mission Statement	Clara Martin Center supports people to lead fulfilling lives by providing high quality mental health (MH) and substance use (SU) services.
c. Organizational History	Clara Martin Center (CMC) was established in 1966 as part of the State of VT Designated Agency (DA) community mental health system. CMC provides outpatient mental health services as a DA, and outpatient substance use services as one of Vermont's Preferred Providers of substance use care. In 2025, CMC became one of the first two DA's in VT to become certified by the State as a Certified Community Based Integrated Health Center (CCBHC), providing integrated MH and SU care, case management, primary care screenings, and other supports.
D. Current Programs and Activities	CMC provides the following programs and services: • Access Program – serves individuals who are seeking support for MH or SU challenges. • Acute Care Program – immediate access to emergency support • Adult Integrated Services – serves individuals 18+ years of age experiencing challenges related to MH or SU concerns. Specific SU programming includes harm reduction, outpatient group and individual therapy, Intensive Outpatient Programming (IOP), contingency management programs, and Medication-Assisted Treatment (MAT). • Justice Involved Services – supports individuals under supervision within the criminal justice system across Orange, Windsor, Rutland and Addison counties. • Primary Care Integration Services – through partnerships with local Federally Qualified Health Centers (FQHCs), Primary Care Providers, and Support and Services at Home (SASH), we provide support to adults in the community who are experiencing mental health challenges compounded by physical health concerns • Peer Services – serves individuals across all programs using their own lived experience with mental health or substance use challenges to model recovery and recovery management skills • Child and Family Services – serving children from 0 - 22 and their families who are navigating emotional, social, MH and SU challenges. • School Services – supports students who experience MH challenges.
e. IRS EIN Number	03-0220733
f. Key Staff involved with the project	• Christie Everett, Director of Operations • Gretchen Pembroke, Director of Adult Integrated Services • Jenny Beaudin, Assistant Director of Adult Integrated Services • Case management staff person to be identified following grant award

Town of Hartford National Opioid Settlement Funds – Prevention, Treatment and Recovery Programs
Clara Martin Center Application for Phase 1 Funding

2. Proposal Overview (1 page max)

a. Brief description of the proposal	CMC proposes utilizing funds to provide a case manager based at the Wilder site to work with individuals who are receiving substance use or justice involved services to provide mental health, substance use and community support. Case management works to support an individual's coordination of health care needs among community providers, ensuring providers are working together to provide the best care, and the varying needs of the individual are addressed. Since case management support is often a service not covered by commercial insurance and may not be easily attainable by those who are uninsured or underinsured, this grant will allow a larger population of individuals to access this level of care.
b. Purpose and key anticipated outcomes	This grant funded position would assist with linkage to appropriate services and benefits, supporting ongoing engagement in substance use treatment, and eliminate barriers to care. Case Management staff work to address areas outlined in the Social Determinants of Health (SDOH), including housing instability, lack of transportation and limited access to care. Anticipated outcomes include: • Decreased no show/cancellation rates • Increased number of individuals served • Increased duration of treatment for OUD
c. Individuals or communities served	Clara Martin Center serves residents of Orange County and the greater Upper Valley in Windsor County. CMC provides outpatient services in offices in Randolph, Bradford, Chelsea and Wilder. CMC provides Justice Involved services for individuals in Rutland and Addison Counties.
d. Amount of funding requested	\$50,000 for Phase 1, with potential for an additional \$50,000 for Phase 2 to continue the work under the grant if outcomes and spending limits are successfully achieved as per the grant information.
e. Summary budget overview	• Case Management salary - \$34,709 • Fringe Benefits at 29.65% - \$10,291 • Agency indirect (10% de minimis) - \$5,000
f. Project Timeline	Recruitment efforts for the identified case management position would begin once grant application is approved, with an anticipated start date within the first quarter of the grant period. Relevant training topics would be identified and a plan for training and orientation would be developed. Development of outcomes reporting in the Electronic Health Record will be completed within the first quarter. Services will begin starting in the second quarter of the grant period and continue through the end of the grant period.

3. Proposal Details (3 pages max)

a. description of the problem or need addressed	There are currently 51 individuals enrolled in services at CMC that have an active opioid use diagnosis and would be eligible for case management services under this grant. As there is a high overlap of individuals who use cocaine and experience overdoses due to adulterants in the drug supply, we would expand case management services to individuals who use stimulants as well. Per the VT Department of Health Substance Use Dashboard, the rate of EMS calls involving naloxone administrations in Windsor County was 12.4 per 10,000 residents in 2024, compared to 11.2 per 10,000 residents for the State of Vermont. The percent of adolescents in grades 9-12 who misused any prescription medication in the last 30 days was 6% in 2023.
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Town of Hartford National Opioid Settlement Funds – Prevention, Treatment and Recovery Programs
Clara Martin Center Application for Phase 1 Funding

b. purpose and measurable objectives	CMC's proposal supports several approved opioid remediation strategies as outlined in the RFP. As a direct treatment provider, our proposal would support the following Treatment and Recovery strategies: • Case management and recovery navigation • Trauma-informed treatment services • Treatment of justice-involved populations CMC is embedded in the region and supports community efforts to address need of individuals served. These collaborations support the remediation strategy to provide care to rural or underserved populations as outlined in the RFP. In addition, case management support as outlined in this application supports the remediation strategy of cross-system coordination. CMC incorporated a Results Based Accountability framework in 2014, and measures agency programs within this framework annually. Program specific metrics, as well as client satisfaction data is used to determine efficacy of programs, and impacts on individuals served. This information is reviewed for areas of improvement, development of a Continuous Quality Improvement (CQI) plan, and annual strategic and operating plans. Measures can be built into our Electronic Health Record which allows data to be captured and queried as needed to monitor implementation and progress of agency goals. Measurable objectives under the grant will include: • Increased # of case management services provided to identified population • Documented abstinence or reduction in frequency or opioid use via toxicology reports – individual will provide urine toxicology screens that are negative for illicit substances at least three times within 3 months • Increased treatment adherence – individual will attend 75% of scheduled sessions within a 90-day period
c. describe evidence-informed nature of the program, which may include 1. Examples of similar programs or strategies that have been shown to prevent or reduce the harmful impacts of substance use disorder	As part of the statewide VT Blueprint for Health's Hub and Spoke approach to treating Opioid Use Disorder (OUD), CMC is an identified spoke provider of opioid services. The MAT program at CMC offers harm reduction and recovery support using medications, combined with psychiatry, therapy and nursing support for people with OUD. At a minimum of once per month, clients receive an individual or group therapy service, a toxicology screening, and a nursing support meeting. The goal of the MAT program is to support clients in reducing or eliminating cravings for substances, reduce risk adverse health outcomes such as overdose, and support clients in living a self-directed life. The provision of Medications for Opioid Use Disorder (MOUD) is one of the identified evidence-based practices that CMC is required to provide to individuals as part of our CCBHC services. In 2023 through the use of Opioid Settlement Funds awarded to VT's designated agencies, CMC began working with the Hartford Police Department and embedded a Substance Use Responder with that department to support outreach and engagement efforts. This position focuses on people experiencing concerns about substance use. Much of the work of this role occurs in the field, responding with police to community members experiencing SUD-related crises, visiting locally unhoused encampments to offer harm reduction and treatment resources, as well as connecting folks with CMC services in the Wilder office for ongoing substance use concerns.
ii. Description of how this proposal is directly informed by community input and needs	Per the 2023 VT Department of Health Mental Health Counselor Workforce Census report, the availability of Licensed Clinical Mental Health Counselors in Windsor County is 69.2 per 100,000 population, and 72.8 per 100,000 population in Orange County. These numbers compare to other counties in VT which have much higher availability (Washington County 139.7 per 100,000, Chittenden County 122.5 per

Town of Hartford National Opioid Settlement Funds – Prevention, Treatment and Recovery Programs
Clara Martin Center Application for Phase 1 Funding

	As of September 2023, Windsor County ranked third for the highest opioid overdose mortality rate in VT overall per the VDH Monthly Opioid Morbidity and Mortality Report. Per the VT Department of Health Substance Use Dashboard, the rate of EMS calls involving naloxone administrations in Windsor County was 12.4 per 10,000 residents in 2024. The percent of adolescents in grades 9-12 who misused any prescription medication in the past 30 days (2023) was 6%.		
d. Program design and implementation strategy	In response to the growing complexity of co-occurring mental health and substance use challenges, Clara Martin Center actively aligned our outpatient services under a unified Integrated Services model. CMC provides comprehensive outpatient substance use services that support individuals through their recovery journey. With a person-centered, harm reduction approach, we offer individual and group services. Our integrated care model treats the whole person through cross-disciplinary collaboration and supported weekly team meetings. With the expansion of case management capacity to assist individuals with substance use and justice involvement, expanded support is provided to address needs identified as individuals navigate recovery. Case managers can assist an individual with applying for eligible benefits, assisting with transportation needs to support attendance at appointments, and providing outreach in the community if an individual fails to attend scheduled appointments to encourage connection and relinkage with services.		
e. Partner organizations and defined roles	CMC maintains strong community partnerships to support the provision of outpatient mental health and substance use care. Select community partners that we would continue to work with through the grant period include: • West Lebanon Comprehensive Treatment Center– provides outpatient treatment and MAT services for adults age 18 and older who are struggling with opioid use disorder. • HIV/HCV Resource Center – provide HIV, Hepatitis C testing and support. • Hartford Police Department – CMC maintains an Embedded Substance Use Responder position with the Hartford Police Department who conducts outreach and connects individuals with care. • Veteran’s Affairs – White River Junction location – provide coordinated MH and SUD care for veterans and members of the armed forces		
f. Sustainability plan after settlement funds are expended (if applicable)	Individuals who present for services and are uninsured will be assisted with applying for Medicaid, which would allow services to be provided under the CCBHC model and funded under our approved CCBHC cost report from the Department of Mental Health and the Department of Health, Division of Substance Use Services.		
g. Detailed Itemized Budget and Budget Justification – funding identified will support ongoing costs during the grant period and will assist in developing sustainability under the CCBHC approved cost report at the conclusion of the grant.			
Budget Item	Budget Justification	Approved Opioid Remediation Uses	Cost
Salaries	Case management staff are allocated to this grant to provide individual services.	• Case management and recovery navigation • Trauma-informed treatment services • Treatment for justice-involved populations • Serving rural or underserved	\$34,709 for Phase 1 funding

Town of Hartford National Opioid Settlement Funds – Prevention, Treatment and Recovery Programs
 Clara Martin Center Application for Phase 1 Funding

		• Cross-system collaboration	
Fringe Benefits	CMC uses a standard calculation for determining fringe benefits when applying that cost to a grant funded project. This calculation is based off historical expense for this category and is not specific to an employee that has salary and benefit expense charged to a grant. The specific calculation for this is to apply 29.65% to the salary expense, determined by the following numbers: • FICA: 7.65% • Social Security: 6% • Health Insurance: 12% • Retirement: 4% • TOTAL: 29.65% This calculation is reviewed periodically to ensure it remains accurate, and updates are applied when needed.	Supports the case management position and the work under the approved opioid remediation uses as outlined above.	\$10,291
Indirect Cost	10% de minimis calculation		\$5,000
TOTAL			\$50,000

CHANGING THE NARRATIVE: A Documentary to Prevent Substance Use and Reduce Stigma

a. Contact Information

Organization Name: Connecticut Valley Addiction Recovery (CVAR)

Contact Person/Applicant: Caitlin Sabins, Outreach and Engagement Coordinator

Email: caitlin@cvarinc.org

Website: www.cvarinc.org

Phone: (802) 674-9400

Address: 220 Holiday Drive, Suite A, White River Junction, VT 05001

b. Mission Statement

Connecticut Valley Addiction Recovery (CVAR) serves individuals affected by substance use disorders, primarily but not limited to opioid use disorder, by providing medication assisted treatment, counseling, nursing intervention, case management, and recovery support services regardless of ability to pay.

c. Organizational History

Founded in 2007 by Dr. Frederick Lord as CT Valley Recovery Services, CVAR has grown into a nonprofit organization providing integrated substance use treatment and recovery services throughout the Upper Valley region. Following consolidation of services into the White River Junction location, CVAR continues expanding access to care and support for underserved populations through clinical treatment and community outreach efforts.

d. Current Programs and Activities

CVAR provides outpatient medication assisted treatment (MAT), individual and group counseling, contingency management for stimulant use disorders, nursing support, case management, peer recovery engagement, and community outreach services. The organization collaborates with healthcare providers, recovery organizations, and community partners to reduce barriers to care and strengthen long term recovery support systems.

e. IRS EIN Number 84-2890232

f. Key Staff Involved with the Project

- Caitlin Sabins- Project Lead and Co-Director
- Nicholas Natale- Co-Director, Videographer and Editor
- Samantha Davidson Green- Production Mentor and event planning, and screening logistics for Lyman Point Park.
- Dr. Frederick Lord, Clinical and Medical Director- Clinical oversight and ensuring evidence based educational content.
- Community partners and recovery professionals including representatives from Valley Court Diversion, TLC Family Resource Center, HIV/HCV Resource Center, Upper Valley Turning Point, Dismas House, JAM, and Lisa Olivieri, award-winning documentary filmmaker and director of "Recovery City," providing mentorship and consultation support throughout the project.

2. Proposal Overview (1 page max) a. Brief description of the proposal b. Purpose and key anticipated outcomes c. Individuals or communities served d. Amount of funding requested e. Summary budget overview f. Project timeline

Proposal Overview

Proposal Title:

Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma

Brief Description:

Connecticut Valley Addiction Recovery (CVAR) seeks funding to produce and distribute a 30-minute documentary designed to reduce stigma surrounding substance use disorder, increase public understanding of addiction as a treatable health condition, and strengthen awareness of prevention, treatment, harm reduction, and recovery resources throughout Hartford, Windsor County, and the Upper Valley region.

Purpose and Anticipated Outcomes:

- *Reduce stigma surrounding substance use disorder
- *Increase addiction literacy
- *Increase awareness of local resources
- *Strengthen community partnerships
- *Increase community engagement

Communities Served:

Residents of Hartford, Windsor County, and the Upper Valley region, including individuals affected by substance use disorder, families, youth, recovery communities, and the general public.

Amount Requested:

\$17,505

Budget Summary:

Funding will support documentary production, editing, outreach materials, participant stipends, website development, screening equipment, distribution, and community engagement activities.

Timeline:

July 2026 – August 2027

- Summer/Fall 2026: Filming and production
- Winter 2026–2027: film screening and conversations
- Spring/Summer 2027: Film screening and conversations, Lyman Point Park

3. Proposal Details (3 Page Max)

a. Description of the Problem or Need Addressed

b. Purpose and Measurable Objectives

c. Evidence-Informed Nature of the Program

- i. Examples of similar programs or strategies shown to reduce SUD harms
- ii. Description of how the proposal is informed by community input and needs

d. Program Design and Implementation Strategy

e. Partner Organizations and Defined Roles

f. Sustainability Plan After Settlement Funds Are Expended (if applicable)

g. Detailed Itemized Budget and Budget Justification

- i. Budgets must: Be itemized and justified, Include personnel, program, and operational costs, Clearly connect expenses to approved opioid remediation uses, Exclude non-allowable expenses, Demonstrate cost reasonableness. Include sustainability statement ii.
- The Town reserves the right to request budget revisions

a. Description of the Problem or Need Addressed

The Town of Hartford, Vermont, Windsor County, and the broader Upper Valley continue to experience significant impacts from substance use disorder (SUD), overdose, and barriers to treatment engagement. Vermont continues to report elevated overdose mortality rates, with synthetic opioids—particularly fentanyl and its analogs—remaining the primary driver of overdose deaths statewide and nationally. (1,2,8,13)

Recent surveillance also shows increasing polysubstance use involving stimulants such as cocaine and methamphetamine in combination with opioids, raising overdose risk and complicating prevention and treatment in rural communities. (2,3)

Nationally, an estimated 48.7 million people aged 12 and older met criteria for SUD in the past year, yet only a fraction accessed treatment. (12) This gap reflects structural barriers including transportation limitations, workforce shortages, limited-service availability, and stigma.

Stigma remains one of the most significant barriers to care. Addiction is still often viewed as a moral failing rather than a chronic, treatable medical condition, reducing treatment engagement and public support for evidence-based care. (4,10) As noted by Jessica Hulseley of the Addiction Policy Forum, stigma influences help-seeking, healthcare experiences, and long-term recovery outcomes, and can lead to discrimination in housing, employment, and social reintegration. (15)

Rural communities face additional barriers including limited transportation, workforce shortages, and reduced access to prevention and recovery services. (14)

b. Purpose and Measurable Objectives

Changing the Narrative is a documentary and community engagement project designed to reduce stigma surrounding SUD while increasing awareness of prevention, treatment, harm reduction, and recovery resources.

The project will produce a **30-minute documentary** featuring individuals with lived experience, individuals in various stages of recovery, healthcare providers, recovery professionals, and community leaders. Following completion, the film will be shared through community screenings and facilitated discussions.

Objectives and Anticipated Outcomes

Produce one 30-minute documentary focused on prevention, recovery, and stigma reduction, Conduct community screenings and facilitated discussions from Fall 2026–Summer 2027, Host screenings in schools, libraries, healthcare settings, recovery organizations, and community events, including Lyman Point Park in Hartford, VT, and Strengthen awareness of local services and referral pathways

Expected outcomes include: reduced stigma, increased addiction literacy, improved awareness of resources, increased engagement with services, and stronger cross-sector collaboration.

Data and Evaluation Approach

Evaluation will include: Number of screenings conducted, Attendance totals, Number of participating organizations, Pre/post surveys using Addiction Policy Forum SUD Knowledge

and Prevention Scales, Changes in knowledge and attitudes, Referrals or resource connections generated, Participant satisfaction and qualitative feedback, Findings will be shared with stakeholders to inform future prevention and engagement efforts.

c. Evidence-Informed Nature of the Program/i. similar strategies

This project is grounded in evidence showing that narrative-based and contact-based interventions reduce stigma and improve understanding of substance use disorder.

Research demonstrates that storytelling and film-based approaches increase empathy and reduce stigma by humanizing lived experience. (Holden et al., 2025; McGinty et al., 2018). (5,10) The RCORP Rural Center of Excellence also identifies storytelling and community engagement as effective rural strategies. (14) The Addiction Policy Forum's enCompass model shows measurable improvements in addiction literacy and stigma reduction through structured education and facilitated discussion. (6,7,9)

Community input:

The project was informed by ongoing conversations with individuals in recovery, providers, and regional partners across Hartford and the Upper Valley, who consistently identified stigma, low addiction literacy, and limited awareness of resources as key barriers.

The project integrates: Lived experience storytelling, Evidence-based education, and Resource awareness and navigation support.

ii. Community input and needs

This proposal is informed by ongoing engagement with community members, providers, and regional partners across Hartford, Windsor County, and the Upper Valley. Consistent feedback identified stigma, limited addiction literacy, and lack of awareness of resources as primary barriers to care, supporting the need for a documentary-based education and engagement model.

d. Program Design and Implementation Strategy

The project will be implemented through documentary production, community screenings, and facilitated discussions designed to increase addiction literacy and reduce stigma.

Activities include Conducting interviews with individuals with lived experience and subject matter experts, producing a 30-minute documentary, Hosting community screenings and facilitated discussions in libraries, healthcare settings, recovery organizations, schools, and a final community screening at Lyman Point Park. Evaluation will track screenings, attendance, participating organizations, referrals generated, and participant feedback.

Pre/post surveys using Addiction Policy Forum tools will measure changes in knowledge and attitudes. Results will be compiled and shared with stakeholders.

e. Partner Organizations and Defined Roles

Community partners will support implementation through interview participation, access to lived experience networks, and subject matter expertise.

Key partners include: Valley Court Diversion, TLC Family Resource Center, HIV/HCV Resource Center, Upper Valley Turning Point, Dismas House, JAM, CVAR, and Lisa Olivieri, award-winning documentary filmmaker and director of *Recovery City*, will provide mentorship and consultation throughout the project.

f. Sustainability Plan

This project represents a one-time investment in a lasting public education resource. Upon completion, the documentary and supporting materials will remain available for ongoing community use.

Ten DVD copies and digital access versions will be distributed to schools, libraries, healthcare providers, recovery programs, and community organizations. These materials will continue supporting prevention education, stigma reduction, and facilitated community engagement beyond the grant period with minimal ongoing cost.

g. Detailed Itemized Budget and Budget Justification/i. Budget Narrative Summary

Production Filming (5 days) – \$8,250: Videography, interviews, coordination

Editing & Post-Production – \$4,000: Editing, sound, accessibility, final production

Travel Expenses – \$200: Interview and filming transportation

Film Festival Submission – \$45: Green Mountain Film Festival entry

Lived Experience Stipends – \$150: Participation support

Outreach & Marketing – \$400: Flyers, ads, social media, outreach materials

Website Development – \$500: One-year public access platform

Music Licensing – \$1,500: Soundtrack licensing (Benjamin Lerner)

Educational Resource – \$25: Supporting discussion materials, book

Documentary Distribution – \$250: DVDs and digital copies (10 units)

Equipment & Event Production – \$1,035: Screening setup and support (Lyman Point Park)

Event Insurance – \$400: Liability coverage (Lyman Point Park)

Permits & Licensing – \$100: Public event requirements

Engagement Materials – \$250: Surveys, guides, handouts

Volunteer Training – \$150: Orientation materials and support

Contingency Reserve – \$250: Weather/equipment continuity

Total Funding Requested: \$17,505

Cost Reasonableness

Costs reflect standard documentary production and community engagement rates. In-kind partner contributions further extend project impact and cost efficiency.

ii. Budget Revision Statement

CVAR acknowledges the Town's right to request budget revisions and will collaborate to adjust expenditures as needed while maintaining alignment with opioid remediation goals and project objectives

4. Supplementary Materials (optional)

a. Optional supporting materials may include:

i. Letters of support

ii. Partnership agreements

iii. Evidence-based program documentation

iv. Prior evaluation reports

v. Organizational financial statements

vi. Staff resumes or qualifications:

iii. Evidence-Based Program Documentation

Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma is grounded in evidence-informed public health strategies and supported by research demonstrating the effectiveness of narrative-based education and contact-based interventions in reducing stigma and improving public understanding of substance use disorder (SUD).

Research shows that storytelling and documentary-based interventions can reduce stigma, increase empathy, and improve attitudes toward individuals affected by substance use disorder. Holden et al. (2025) found that digital storytelling and film interventions improved perceptions of individuals with SUD by humanizing lived experiences, while McGinty et al. (2018) found that narrative-based communication strategies reduce stigma and increase support for treatment and recovery-oriented policies. (5,10)

The RCORP Rural Center of Excellence identifies contact-based storytelling, community engagement, and public education as evidence-informed approaches that strengthen recovery-oriented attitudes and reduce barriers to treatment access in rural communities. (14) The project is additionally informed by the Addiction Policy Forum's enCompass model, which demonstrated measurable improvements in addiction literacy and reductions in stigma through structured education and facilitated discussion. (6,7,9)

Addiction Policy Forum founder Jessica Hulsey further identifies stigma as a major barrier to prevention, treatment engagement, and long-term recovery outcomes, contributing to discrimination and barriers within healthcare, housing, employment, and justice settings. (15) Consistent with these principles, *Changing the Narrative* pairs documentary storytelling with facilitated community conversations that utilize person-centered language, recovery narratives, and educational strategies designed to increase understanding and reduce misconceptions surrounding addiction.

Documentary interviews will feature individuals with lived experience related to substance use disorder, recovery, housing instability, and justice-system involvement from Hartford, Windsor County, and the Upper Valley region, alongside expert perspectives from treatment, recovery, harm reduction, prevention, and diversion professionals including Dr. Frederick Lord, Laura Byrne, Dan Wargo, Andrew Grenier, and regional partners.

Together, these approaches combine: (1) empathy-building lived experience storytelling, (2) evidence-based addiction education, and (3) community resource awareness and navigation support to strengthen access to prevention, treatment, harm reduction, and recovery services. (7,11,14)

References

1. Vermont Department of Health. (2025). *Substance use data reports and statewide surveillance data*. Retrieved from <https://www.healthvermont.gov/alcohol-drugs/substance-use-data-reports/data-and-reports>
2. Centers for Disease Control and Prevention. (2025). *Overdose prevention: Data and research (SUDORS dashboard and fatal overdose data access)*. Retrieved from <https://www.cdc.gov/overdose-prevention/data-research/facts-stats/sudors-dashboard-fatal-overdose-data-accessible.html>
3. Green Mountain Justice. (2025). *The numbers behind the numbers: What Vermont's 2025 overdose data really tells us*. Retrieved from <https://greenmountainjustice.org/blog/the-numbers-behind-the-numbers-what-vermonts-2025-overdose-data-really-tells-us/>
4. Addiction Policy Forum & Gallup. (2025). *National survey on public understanding of addiction as a health condition and attitudes toward treatment and recovery support*.
5. Holden, J., Dion, K., Kuhnly, J., & Davis, J. (2025). Using a film of digital storytelling and art to decrease stigma toward those with substance use disorder. *Journal of Addictions Nursing*, 36(1), 61-66. <https://doi.org/10.1097/JAN.0000000000000610>
6. Addiction Policy Forum. (2025). *Study results show enCompass reduces stigma, increases knowledge*. Retrieved from <https://www.addictionpolicy.org/post/study-results-show-encompass-reduces-stigma-increases-knowledge>
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9. Earnshaw, V. A., Sawyer-Morris, G., Kelly, B., Collier, Z. K., Qiu, X., Shadwick, A., & Hulse, J. (2026). enCompass: Evaluation of a community-based substance use disorder stigma intervention. *Journal of Addictive Diseases*, 44(1), 78-82. <https://doi.org/10.1080/10550887.2024.2431374>

10. McGinty, E. E., Goldman, H. H., Pescosolido, B. A., & Barry, C. L. (2018). Communicating about mental illness and substance use disorders: What works to reduce stigma? *Health Affairs*, 37(8), 1361-1369.
11. National Institute on Drug Abuse. (n.d.). *Drugs, brains, and behavior: The science of addiction*. Retrieved from <https://nida.nih.gov/publications/drugs-brains-behavior-science-addiction>
12. Substance Abuse and Mental Health Services Administration. (2024). *Key substance use and mental health indicators in the United States: Results from the 2023 National Survey on Drug Use and Health*. Retrieved from <https://www.samhsa.gov/data/report/2023-national-survey-drug-use-and-health-nsduh>
13. Vermont Department of Health. (2025). *Overdose prevention dashboard and data reporting*. Retrieved from <https://www.healthvermont.gov/stats/data-reporting-topic/overdose-dashboard>
14. RCORP Rural Center of Excellence on Substance Use Disorder Prevention. (n.d.). *Stigma reduction and prevention strategies*. Retrieved from <https://preventrural.org>
15. Hulse, J. (n.d.). *Understanding addiction stigma and the importance of stigma reduction*. Addiction Policy Forum. Retrieved from <https://www.addictionpolicy.org>

4. SUPPLEMENTARY MATERIALS

Attached:

- **Letters of Support/
Partnership Agreements**
- **Event Planning Materials**
- **Evaluation Tools/Survey for Community Evaluation**
- **Staff Resumes and Qualifications**
- **Production Estimates**



Letter of Support and Partnership

Valley Court Diversion

Hartford, Vermont

501(c)(3) Organization

May 14, 2026

Dear Hartford Selectboard / Grant Review Committee,

I am writing in my capacity as Executive Director of Valley Court Diversion to express strong support for the Prevention and Stigma Reduction Initiative led by Caitlin Sabins, Outreach and Engagement Coordinator at Connecticut Valley Addiction Recovery in Hartford, VT.

This initiative, which includes the development and community dissemination of the documentary *Before the Train Stops*, represents an important and timely effort to address substance use disorder through lived experience storytelling, expert insight, and visual media.

We recognize the value of community education, facilitated screenings, and dialogue-based engagement as powerful tools to reduce stigma, increase understanding of addiction, and improve pathways to treatment and recovery. We also believe that elevating lived experience narratives is essential to building trust and engagement among individuals who may otherwise be disconnected from services.

In addition, Valley Court Diversion will assist in identifying and connecting Caitlin Sabins with a client (with appropriate consent) who may be interested in sharing their experience in a way that supports community education and recovery-oriented messaging. We also support sharing information about the benefits of court diversion programs as part of broader stigma reduction and prevention efforts.

We believe this collaboration will strengthen community understanding, reduce barriers to treatment, and support more compassionate and effective responses to substance use in the Town of Hartford and surrounding communities.

Please feel free to contact me should you require any additional information or clarification.

Sincerely,

Dan Wargo

Dan Wargo
Executive Director
Valley Court Diversion



April 3, 2026

Town of Hartford

Attn: National Opioid Settlement Funds Review Committee

Re: Letter of Support for “*Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma*”

Dear Review Committee,

On behalf of our production team, we are writing to express our strong support for the project titled “*Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma*” (also referred to as “*Before the Train Comes*”), being submitted through Connecticut Valley Addiction Recovery (CVAR).

We are committed to using music and storytelling to amplify important social messages, and this documentary presents an innovative approach to addressing substance use by combining evidence-based education with real stories of lived experience. The project aligns closely with our work in using music and media to reduce stigma and support recovery.

We hope to contribute to the film by composing (and/or scoring) the soundtrack for the documentary and collaborating to ensure that the emotional impact of the music reinforces the project’s prevention and recovery goals. We see this work as a way to support early intervention, community engagement, and awareness of recovery pathways for individuals and families affected by substance use.

We are excited about the potential impact of this documentary in Hartford and the surrounding communities. We strongly support funding for this project and look forward to contributing our creative expertise to help achieve its mission.

Please do not hesitate to reach out with any questions or concerns – and thank you for your consideration.

Best,

Benjamin Lerner

Composer / Recovery Advocate

Joshua Sherman, M.D.

Producer / Physician



62 Pleasant Street, PO Box 1098
Claremont, NH 03743
Phone: 603-542-1848
Fax: 603-542-1846

4/2/2026

Dear Review Committee,

On behalf of TLC Family Resource Center, I am writing to express our strong support for the project titled “Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma,” being submitted through Connecticut Valley Addiction Recovery (CVAR).

TLC Family Resource Center provides peer recovery support, group services, and community-based programs for individuals impacted by substance use. Our mission is to create pathways to recovery by offering compassionate, evidence-based support, fostering connection, and reducing stigma in the community. We see this documentary as closely aligned with our mission and as an important opportunity to advance substance use prevention, recovery support, and community education.

The project presents an innovative approach by combining prevention education—particularly regarding substance use and the developing brain—with real stories of lived experience. This combination humanizes substance use, reduces stigma, and demonstrates the importance of community support, peer recovery services, and harm reduction strategies. We believe this approach will serve as a valuable tool for public engagement, education, and outreach, particularly in supporting early intervention and recovery in Hartford.

TLC welcomes the opportunity to collaborate on this initiative and contribute our expertise in recovery support and community engagement. We anticipate that the documentary will strengthen public awareness, promote harm reduction, and highlight recovery pathways for individuals and families affected by substance use.

We strongly support funding for this project and are confident it will have a meaningful and lasting impact on the Hartford community and the surrounding region.

If you need any further information, please contact me at 603-558-4398 or andrew@tlcfamilyrc.org.

Sincerely,

Andrew Grenier, CRSW 0437
Lebanon Site Director,
TLC Recovery Programs
24 Hanover St, Lebanon, NH 03766
603-558-4398 (cell)
Andrew@tlcfamilyrc.org

Connecticut Valley Addiction Recovery Inc.

A 501C3 corporation dedicated to the support and treatment of individuals with Substance Use and Related Disorders

C. Frederick Lord, MD, DFASAM, Medical Director

Karen Lavoie MSN, APRN, FNP-C

Mark E. Logan MD.

Peter Deutsch MA, CMHC, LADC; Anne Marie Kelly MA, LICSW;

Megan Gaudette MSW, LADC ; Heather Janos RN

Barbara Welch, Executive Director

3/30/2026

Hartford Opioid Settlement Review Committee

Town of Hartford, Vermont

Re: Letter of Support for "Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma"

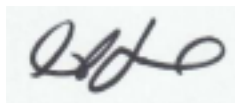
Dear Review Committee,

On behalf of Connecticut Valley Addiction Recovery, Inc. (CVAR), we are pleased to support Caitlin Sabins' grant application for Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma, a 30-minute film exploring substance use, homelessness, resilience, and community recovery in White River Junction, Vermont.

CVAR endorses this project as a vital educational and outreach tool to prevent substance use, reduce stigma, and promote recovery. The documentary will feature interviews with individuals with lived experience, community stakeholders, and recovery professionals. Dr. Lord, CVAR's founder, will explain how addiction rewires the brain, paired with visuals illustrating these changes, alongside school-based prevention curriculum highlighting early risk factors.

Supporting this project through Hartford Opioid Settlement funding will bring a community centered initiative to life that humanizes addiction, increases prevention and recovery education, and strengthens local recovery networks. CVAR is committed to assisting in production, outreach, and dissemination efforts to maximize the project's impact and expand access to meaningful community resources and conversations surrounding substance use, recovery, and stigma reduction.

Thank you for your consideration. We are happy to provide additional information if needed. Respectfully,



C. Frederick Lord, MD, DFASAM

Medical Director

Clinical Assistant Professor of Psychiatry

Geisel School of Medicine

220 Holiday Drive, Suite A, White River Junction, VT. 05001

[www. CVARinc.org](http://www.CVARinc.org)

Phone: (802)674-9400 Fax: (802)674-9410

141 Etta Frasier Drive

Windsor VT 05089

Phone: 802-674-9400

Fax 802-674-9410



P O Box 174,
1673 Maple Street
Hartford, Vermont 05001
www.dismasofvt.org

May 26, 2026

Dear Hartford Opioid Settlement Grant Review Committee,

I am writing in strong support of "Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma," a documentary initiative led by Caitlin Sabins in partnership with Connecticut Valley Addiction Recovery (CVAR), focused on prevention, stigma reduction, and community education related to substance use disorder in the Upper Valley.

As House Director of Dismas House in Hartford, VT, I work directly with individuals re-entering the community from incarceration. Many of the men in our program are engaged in recovery services, including treatment through CVAR.

I support this project's effort to elevate lived experience and strengthen public understanding of substance use disorder as a treatable health condition. If residents choose to participate, I am open to supporting opportunities for voluntary storytelling that may contribute to recovery-oriented community education.

I fully support this initiative as a meaningful contribution to prevention, stigma reduction, and recovery support efforts in our region.

Sincerely,

Tom Grillo

Dismas House, Hartford, VT

*Our mission is to reconcile the Previously Incarcerated with Society and
Society with the Previously Incarcerated.*

BOARD OF DIRECTORS

Sarah Lord
Chair

David de Gijssel
Treasurer

John Morris
Secretary

Elizabeth Eccles

John Sanders

Richard Waddell



March 26, 2026

Town of Hartford

Attn: National Opioid Settlement Funds Review Committee

Re: Partnership Support for "Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma"

Dear Review Committee,

On behalf of the HIV/HCV Resource Center, I am writing to express our strong support for the project titled "Changing the Narrative: A Documentary to Prevent Substance Use and Reduce Stigma." This project aligns with the Town of Hartford's priorities for National Opioid Settlement Funds by advancing prevention, harm reduction, education, and community-based approaches to substance use and its related public health impacts.

The HIV/HCV Resource Center works to reduce the transmission of HIV and Hepatitis C and improve community health through evidence-based harm reduction services, public health education, and outreach. We focus on meeting individuals where they are and providing low-barrier, non-judgmental services that reduce immediate health risks while increasing engagement with care, treatment, and recovery supports.

This documentary represents an evidence-informed, community-based prevention strategy that uses storytelling and lived experience to reduce stigma and increase understanding of substance use as a public health issue. Its focus on substance use and the developing brain, combined with real stories, aligns with best practices in prevention by increasing knowledge, shifting perceptions, and supporting early intervention.

The project also highlights harm reduction as a critical component of the continuum of care. Harm reduction strategies reduce overdose risk, prevent transmission of infectious diseases such as HIV and Hepatitis C, and serve as an effective pathway to treatment and recovery. By elevating this message, the project supports engagement with individuals who may not otherwise access traditional services, particularly in rural and underserved communities.

We anticipate this documentary will serve as a practical tool for prevention education, community engagement, and outreach, including with youth, individuals at risk of substance use, and community stakeholders. It reflects a prevention-focused, evidence-based, and community-informed approach that aligns with the goals of opioid settlement funding.

We strongly support this project and believe it has the potential to create meaningful and measurable impact within the community.

Sincerely,


Laura Byrne
Executive Director

Event Plan: Community Film Screening & Facilitated Discussion at Lyman Point Park

Overview

This event is a large-scale outdoor community screening of a documentary, *Changing the Narrative*, focused on opioid use disorder prevention, recovery education, and stigma reduction. The program will include film presentation followed by a facilitated community discussion with local partners and recovery-informed professionals. The event is expected to serve up to 500 attendees and will take place at Lyman Point Park in White River Junction, VT, a publicly accessible site provided at no cost.

The event is designed to promote prevention education, reduce stigma around substance use disorder, and strengthen awareness of local treatment, harm reduction, and recovery resources.

Event Setup Plan (Day of Event – 3–5 hours prior to start)

Setup will be led by the JAM production team in coordination with technical staff, volunteers, and community partners.

1. Site Preparation & Layout

- Establish designated zones for:
 - Screen and projection area
 - Audience seating/blanket zones
 - Accessible seating area (ADA-compliant viewing space)
 - Resource and information tables (treatment, harm reduction, recovery services)
 - Volunteer coordination and check-in point
- Set up clear signage for entry, exit, and safety routes

2. Audio/Visual Installation

- Inflate and secure outdoor screen structure
- Install projector, sound system, microphones, and generator (if needed)
- Conduct full technical sound and video test prior to doors open

- Ensure captioning or accessibility display is integrated into screening format when available

3. Community Resource & Engagement Setup

- Arrange tables for partner organizations (e.g., treatment providers, recovery centers, harm reduction services)
- Distribute printed educational materials, crisis resources, and QR codes linking to services
- Set up discussion area for post-film facilitated dialogue

4. Safety & Accessibility Measures

- Establish clear pathways for emergency access
 - Confirm lighting placement for dusk/evening visibility
 - Ensure ADA-accessible viewing and seating area is clearly marked
 - Brief volunteers on emergency procedures and de-escalation protocols
-

Event Execution Plan (During Screening)

1. Check-In & Community Engagement (60–90 min before screening)

- Attendees arrive and are welcomed by trained volunteers
- Distribution of resource materials and program overview
- Community partners engage attendees at information tables

2. Film Screening

- Introduction by event facilitator or community partner
- Screening of documentary focused on opioid prevention, lived experience, and recovery education
- Audio and visual monitored continuously by technical team

3. Post-Film Facilitated Discussion (30–45 min)

- Guided conversation led by facilitator(s) with lived experience and/or professional expertise
- Focus areas:
 - Prevention and early intervention

- Reducing stigma around substance use disorder
 - Available local treatment and recovery supports
 - Optional open community sharing depending on safety and time
-

□ Cleanup & Breakdown Plan (Immediately following event)

1. Equipment Breakdown (1–2 hours)

- Safely power down and dismantle projection and sound equipment
- Deflate and secure inflatable screen
- Pack all technical equipment for transport and storage
- Remove all extension cords, lighting, and staging materials

2. Site Restoration

- Remove all signage, tables, and temporary structures
- Collect and dispose of trash and recyclables
- Conduct full sweep of park area to ensure no materials are left behind
- Restore park to original condition in compliance with municipal expectations

3. Volunteer & Partner Wrap-Up

- Debrief with volunteers and partners
 - Collect feedback on attendance, engagement, and logistics
 - Document any issues or improvements for future events
-

□ Operational Notes

- All event operations will follow a trauma-informed, harm-reduction-centered approach.
 - The event prioritizes accessibility, community safety, and dignity for individuals impacted by substance use disorder.
 - Coordination with local partners ensures alignment with regional prevention, treatment, and recovery systems.
-



HARTFORD PARKS & RECREATION DEPARTMENT

Park/Facility Special Use Application

July 1, 2025 to June 30, 2026

171 Bridge Street, White River Junction, VT 05001 • 802-295-5036 • blester@hartford-vt.org

APPLICANT AND SPONSORING ORGANIZATION INFORMATION

Your application will be reviewed, and a separate Park/Facility Use Permit will be forwarded to you.

Please plan well in advance to assure the success of your event/activity. Applications may take up to two weeks for the review process to be completed. Complete all information required to eliminate any potential delays.

Name of Organization/Individual Connecticut Valley Addiction Recovery

Applicant First & Last Name Caitlin Sabins

Mailing Address 220 Holiday Drive, Suite A City White River Junction State VT Zip 05001

Daytime Phone Number 802 674-9400 Cell Phone Number 802 299 0368

Email Address caitlin@cvarinc.org

Manager/Individual On-Site Day of Event Caitlin Sabins

SPECIAL EVENT INFORMATION

Complete all information as required for an event of any size.

Type of Event

☐ Run/Walk ☐ Rally ☐ Parade ☐ Wedding Ceremony/Photos ☐ Craft Fair ☐ Concert
☐ Picnic ☐ Birthday ☒ Other (Specify): 30min screening of documentary followed by conversation.

Event screening & conversation Title Changing the Narrative: A Documentary to Reduce Stigma

Event July 9, 2027 Date Estimated Attendance 100-500

Specific Site Requested (please check all that apply)

Erwin Clifford Park	☐	Fred Briggs Park & Engine 494	☐	Frost Park	☐	George Ratcliffe Park	☐
Kilowatt North	☐	Kilowatt South	☐	Lyman Point Park	☒	Quechee Falls Park	☐
Quechee Green Gazebo	☐	Sherman Manning Aquatic Facility	☐	Veterans Memorial Park	☐	Watson Memorial Park	☐
Wendell A. Barwood Arena	☐	Hurricane Hill & Wildlife Refuge	☐	Other	☐	Other	☐

Maxfield Outdoor Sports Complex (please check all that apply)

Basketball Court 1	☐	Basketball Court 2	☐	Richard G. Grassi Field	☐	Softball Field	☐
Pickleball Court A-1	☐	Pickleball Court A-2	☐	Pickleball Court A-3	☐	Pickleball Court A-4	☐
Pickleball Court B-1	☐	Pickleball Court B-2	☐	Pickleball Court B-3	☐	Pickleball Court B-4	☐
Little League Field 1 - 70'	☐	Little League Field 2 - 60' or 70'	☐	Little League Field 3 - 60'	☐	Little League Field 4 - 60'	☐
Multi-Purpose Field Section - C	☐	Multi-Purpose Field - D	☐	Multi-Purpose Field - E	☐	Pavilion A	☐
Pavilion B	☐	Pavilion C	☐	Tennis Court A-1	☐	Tennis Court A-2	☐
Tennis Court B-1	☐	Tennis Court B-2	☐	Walking Path	☐	Youth Soccer Field 1	☐
Youth Soccer Field 2	☐						

DATES & TIMES REQUESTED

Actual Hours of Event 1 hour and 15min AM/PM to 8:30pm-9:45pm AM/PM

Setup Time 5:30PM, 3 hours before AM/PM Tear Down Time 9:45PM AM/PM

Description of event and setup and cleanup plan: Please attach additional sheets as necessary, including plans, drawings, maps, etc.

EVENT SPECIFICS *Please indicate whether the following items pertain to your event.*

Yes	No	Item
☐	☒	Will there be food concession and/or food preparation area(s)? <i>If you need to cook food in the event area, please specify method: Gas/Electric/Charcoal/Other: _____</i>
☐	☒	Will alcohol be served? If yes, please see Alcohol Guidelines below.
☐	☒	Will you need a first aid facility? EMT? Police? Fire?
☐	☒	Will you set up tables(s) and/or chairs(s)?
☐	☒	Will you be using fencing, barrier(s), and/or barricade(s)?
☒	☐	Does your event require electricity? Source: <u>movie screening, lights, mic, sound</u>
☐	☒	Will you be using booth(s), exhibit(s), displays, and/or enclosure(s)?
☐	☒	Will you be using tents? Please include quantity and size: _____
☐	☒	Will you be using a pavilion and/or bandstand?
☐	☒	Will vehicles and/or related trailers be used? How many? _____
☐	☒	Trash/Recycling/Composting: Our parks are carry in/carry out? What is your plan? <u>I will clean up garbage</u>
☐	☒	Will you be using staging? Please include dimensions? _____
☒	☐	Will you be providing entertainment? Please describe. <u>30min documentary</u>
☒	☐	Will amplified sound/PA system be used? If yes, please indicate start time <u>8:30</u> / end time <u>9:45PM</u>
☐	☒	Will inflatable device(s), climbing walls, amusement be used?
☒	☐	Will banner(s) be hung?
☐	☒	Will there be VIP/Dignitaries at your event? Please specify: <u>No formal VIP guests are currently planned.</u>
☐	☒	Will there be any additional security controls for this event?
☐	☒	Will sponsorship/vending or promotional activity be used? Please describe. <u>No vending or sales activities are planned.</u>

OTHER PERMITS

Please note that all components of the event are subject to Hartford Parks & Recreation Department approval and may require approval by and/or permits from other Town departments. **It is the responsibility of the applicant to secure all necessary Town of Hartford permits. Public Assemblies Permit required for events with 2,000 or more people.**

ALCOHOL GUIDELINES

Alcohol consumption is not allowed in town parks, however, permits may be authorized for alcoholic beverages from the Town Manager's Office. All caterers must provide the Town of Hartford with a valid off premises liquor license and insurance upon request. Please refer to <https://liquorcontrol.vermont.gov/login>

INSURANCE REQUIREMENTS

Certificate of General Liability Insurance with per occurrence and aggregate limits of not less than \$1,000,000. The Certificate of General Liability must list the Town of Hartford as additionally insured by endorsement. The Town has the right to increase per-occurrence liability limits and require certificate of an accident insurance policy with limits determined by the Town of Hartford.

Additional endorsement requirements when using the Hartford Parks & Recreation Department managed facilities: Wendell A. Barwood Arena, Sherman Manning Aquatic Facility, Kilowatt North, Kilowatt South:

- Hartford School District, 73 Highland Avenue, White River Junction, VT 05001
- Great River Hydro, US Northeast-Main Office, 110 Turnpike Road, Westborough, MA 01581

PARK ORDINANCES

For more information, and to view the Town of Hartford Park Ordinances, visit <https://www.hartford-vt.org>

SIGNATURE OF APPLICANT

Name of Applicant (print) Caitlin Sabins

Signature of Applicant _____

Date 6-25-2026

Office Use Only: Application Received _____

SUD Prevention Knowledge Scale and SUD Knowledge Scales

Substance Use Disorder Prevention Knowledge Scale (Earnshaw & Hulseley et al., 2026)

Instructions: Please indicate whether each statement is true or false. You can choose unsure if you are not sure if the statement is true or false.

Item	Age-Related Risk Factors	True	False	Unsure
1	Delaying the onset of substance use is key to preventing addiction.	T	F	U
2	Using drugs during adolescence has more potential to disrupt brain function in areas critical to motivation, memory, learning, judgment, and behavior control than using drugs during adulthood.	T	F	U
3	Preventing early use of drugs or alcohol reduces the risk of developing a substance use disorder.	T	F	U
4+	Early involvement with alcohol, tobacco, and drug use does not increase the risk of drug dependency later in life.	T	F	U
5	The age at which a teen begins alcohol or drug use is a risk factor for substance use disorder.	T	F	U
6	Most people with a substance use disorder began using substances before the age of 18.	T	F	U
Item	Other Risk Factors	True	False	Unsure
7	Inadequate parental supervision is a risk factor for substance use disorder.	T	F	U
8	Learning disabilities and differences are risk factors for substance use disorder.	T	F	U
9	Poorly defined and poorly communicated rules and expectations about substance use is a risk factor for substance use disorder/addiction.	T	F	U
10	Parents providing alcohol to teens can increase unsafe behaviors and alcohol use long-term	T	F	U
11+	Genetics is not a risk factor for the development of a substance use disorder.	T	F	U
12	People who live in places with greater drug availability have a higher risk of developing a substance use disorder.	T	F	U
Item	Protective Factors	True	False	Unsure
13	Parental involvement can prevent the development of substance use disorder.	T	F	U
14	Parents and caregivers can reduce the risks of developing a substance use disorder by communicating their concerns about substance use.	T	F	U
15	Parents and caregivers can reduce the risks of developing a substance use disorder by setting clear expectations for behavior. T	T	F	U
16+	There is nothing that parents and caregivers can do to prevent substance use among teens.	T	F	U

Note: +item is false

Substance Use Disorder Knowledge Scale (Earnshaw & Hulseley et al., 2026)

Instructions: Please indicate whether each statement is true or false. You can choose unsure if you are not sure if the statement is true or false.

Item	Characteristics	True	False	Unsure
1	Substance use disorder is a health condition.	T	F	U
2	People with a substance use disorder often want to cut down on substance use but are not able to.	T	F	U
3+	People with a substance use disorder can easily choose to stop using substances if they experience problems with their substance use.	T	F	U
4	Substance use disorder is a chronic illness.	T	F	U
Item	Treatment and Recovery	True	False	Unsure
5+	Individuals with a substance use disorder need only 28 days of treatment to be cured.	T	F	U
6	Substance use disorder is treatable by healthcare providers.	T	F	U
7+	It's best to wait for rock bottom to get help for a substance use disorder.	T	F	U
8	Getting an assessment is recommended to determine the severity of the illness and recommended level of care for an individual with a substance use disorder.	T	F	U
9	There are many different pathways to recovery available.	T	F	U
Item	Medications	True	False	Unsure
10	There are medications available to treat opioid use disorder.	T	F	U
11+	People who take some medications to treat opioid use disorder aren't truly in recovery.	T	F	U
12	Medications can be an effective treatment for people with a substance use disorder.	T	F	U
13+	There are no medications available to treat alcohol use disorder.	T	F	U
14+	Medications for addiction treatment are just substituting one drug for another.	T	F	U
15	There are multiple FDA-approved medications to treat alcohol use disorder.	T	F	U
16+	It's harmful to take medications for addiction treatment long-term.	T	F	U

Note: +item is false

Citation: Earnshaw, V. A., Mousavi, M., Kelly, B., Kawislak, K., Fox, A. B., & Hulseley, J. (2026). Development and psychometric evaluation of two substance use disorder knowledge scales. *Drug and alcohol dependence*, 282. <https://doi.org/10.1016/j.drugalcdep.2026.113095>

Scoring: Responses include true, false, and unsure. Participants receive 1 point for each correct answer. Composite scores can be created by summing the number of correct answers (i.e., responding true to a true item, or false to a false item), dividing by the total number of items, and multiplying by 100 to yield a percentage of correct responses. Composites can be created for the total SUD Prevention Knowledge Scale and SUD Knowledge Scale, as well as the subscales.

Caitlin Sabins

Outreach & Engagement Coordinator | Recovery Coach | Filmmaker | Community Advocate

Professional Summary

Outreach and engagement professional, recovery coach, and filmmaker with experience in substance use disorder (SUD) services, community-based prevention, stigma reduction initiatives, and educational media production. Skilled in building partnerships across healthcare, recovery, and community systems to improve access to treatment, strengthen recovery supports, and increase public understanding of addiction as a treatable health condition. Combines lived experience advocacy, storytelling, and public health education to support prevention-focused community engagement.

Professional Experience

Connecticut Valley Addiction Recovery (CVAR) - White River Junction, VT

Outreach and Engagement Coordinator | March 2025 – Present

- Lead community outreach initiatives to expand awareness of substance use disorder (SUD) treatment, recovery, and harm reduction services
 - Develop and maintain partnerships with regional healthcare providers, recovery organizations, and community stakeholders
 - Support public education initiatives focused on addiction literacy, stigma reduction, and recovery support pathways
 - Coordinate engagement efforts across prevention, treatment, and recovery systems to improve service accessibility
 - Contribute to community-based education campaigns and stakeholder communication, including newsletter development and outreach materials
-

Dartmouth Hitchcock Medical Center (DHMC) — Lebanon, NH

Behavioral Intervention Team – Recovery Coach | March 2024 – March 2025

- Provided recovery coaching support for individuals with substance use disorder in clinical and hospital settings

- Assisted patients in navigating treatment options, recovery supports, and community-based services
 - Supported behavioral health interventions aimed at stabilizing individuals and reducing barriers to care
 - Collaborated with interdisciplinary clinical teams to improve continuity of care and recovery outcomes
-

Media, Film & Performance Experience

Filmmaker, performer, and community advocate with experience in directing, producing, acting, and supporting film and video productions. Work focuses on educational storytelling, prevention messaging, and public awareness campaigns.

Film & Video Production Experience

“The Apple” (1999)

Director & Producer

- Directed and produced a music video project submitted as part of film program application portfolio (accepted into Rockport College Film & Video Program)

“Who’s Fault Is It Anyways?” (2003)

Director & Producer

- Created educational prevention video through Valley Court Diversion (White River Junction, VT)
- Focused on youth alcohol awareness and consequences of impaired driving

“The Robbery” (2005)

Director, Producer & Actor

- Produced and performed in a short film audition piece inspired by television drama formats
 - Submitted for casting and performance development purposes
-

Production Experience

Production Assistant — *Creatures of Hollywood* (Feature Film, New Hampshire)

- Supported on-set production operations and assisted crew during feature film production
-

Training

New York Film Academy

Film & Video Acting – One-Month Intensive Program

- Training in on-camera performance, scene study, audition technique, and acting for film
-

Education

Hesser College

Associate of Science (A.S.), Psychology – 2008

Keene State College

Corporate & Instructional Video Studies – 2000

Additional Professional Experience

- SabinsCBD LLC — developed brand strategy, website, and digital marketing systems
- Community-based outreach and peer recovery project development in Windsor, VT
- Documentary development and pitching for substance use prevention and stigma reduction initiatives
- Newsletter author and distributor for Connecticut Valley Addiction Recovery (CVAR)
- Digital marketing experience including social media campaigns, landing pages, and audience engagement strategy
- Promotional model and brand ambassador (3+ years), representing national consumer brands through direct outreach and product demonstrations
- Early entertainment industry experience, including acting roles in film and television production environments

Key Achievements

- Secured funding and strategic support from Center for Advancing Rural Health Equity and Dartmouth Hitchcock Medical Center through community-based project pitching
- Increased community engagement and attendance for recovery-focused film screening events in Windsor, VT
- Created and distribute monthly newsletter for CVAR, improving stakeholder communication and engagement
- Built digital marketing systems including websites, funnels, and social media outreach strategies
- Developed strong public engagement and communication skills through experiential marketing and brand representation

Affiliations

- Outreach & Engagement Coordinator, Connecticut Valley Addiction Recovery (CVAR)
- Advisory Member, Windsor Recovery Organization with Center for Addressing Rural Health Equity at Dartmouth Hitchcock Medical Center
- Collaborator, Center for Advancing Rural Health Equity
- Community partner with regional recovery, harm reduction, and treatment organizations across Vermont and New Hampshire

Nicholas Natale

nick@northeastsoundmixer.com

181 Brothers Rd, Hartland, VT 05048
(907) 987-0985

Work Experience

Northeast Sound Mixer LLC	Owner	Hartland, VT	Jan '20 – Present
- Film production for films / commercial https://northeastsoundmixer.com			
Vano Projects	Location Sound Mixer	Southampton, MA	OCT '16 – Present
- Audio recording for films / commercial https://www.vanoprojects.com/			
Amazon - AWS Elearning	Video Editor	Hartland, VT	May '23 – Jan -25
- Video editor for AWS training videos https://aws.amazon.com/			
Costar Group	Video Editor	Boston, MA	Mar '22 – Nov '22
- Video editor for Homes.com https://costargroup.com/			
Above Summit Studios	Location Sound Mixer	Somerville, MA	Nov '15 – Present
- Audio recording for films / commercial https://abovesummit.com/			
Harvard University	Media Tech / Mix Engineer	Cambridge, MA	Sept '12 – Jan '22
Avid systems support / Film and Video sound mixing			

Selected Projects

Redbull Heavy Metal Snowboarding Competition	Post Sound Mixer	Hartland, VT	Apr '26
Shawdowlion x Spindrift Commercial	Location Sound Mixer	Newton, MA	Mar '26
Hermosa Digital x MSMS Event Coverage	Director / DP	Napa, CA	Mar '26
Woodstock Area Jewish Community Livestream Coverage	Technical Director	Woodstock, VT	Mar '26
Warden x MWAC Avalanche Awareness Doc	Post Sound Mixer	Hartland, VT	Mar '26
MotionBazzar x JBL New Product Release	Post Sound Mixer	Hartland, VT	Feb '26
Warden x MWO Mount Washington Doc	Location Sound Mixer	Jackson, NH	Feb '26
Warden x NH National Guard Documentary	Location Sound Mixer	Concord, NH	Feb '26
Warden x NH Fish & Game Documentary	Location Sound Mixer	Jackson, NH	Feb '26
Redbull Heavy Metal Snowboarding Competition	Location Sound Mixer	Boston, MA	Feb '26
Vox Television x Edutopia Classroom vignettes	Director / DP	Detroit, MI	Feb '26
DogTV Family documentary	Cam OP	Franklin, MA	Jan '26
Aspire x MGH Autism awareness video series	Location Sound Mixer	Newton, MA	Jan '26
MotionBazzar x JBL x Zeb Powell Product release	Post Sound Mixer	Hartland, VT	Jan '26
Stept Studios x Peacock Qualified Series USA Ski team	Location Sound Mixer	Waterville Valley, NH	Jan '26
Hartford Justice Center Website vignettes	Director / DP	WRJ, VT	Jan '26
Warden x Pinned Golf Product release	Location Sound Mixer	Palm Beach, FL	Jan '26

Warden x JBL x Zeb Powell • Product release	Location Sound Mixer	Winter Park, CO	Dec '25
Big Picture Learning • MET school Podcast	Location Sound Mixer	Providence, RI	Dec '25
Vox Television x Edutopia • Classroom vignettes	Director / DP	Delta, CO	Nov '25
Warden x Visit NH • Tourism series	Location Sound Mixer	Littleton, NH	Nov '25
DogTV • Family documentary	Location Sound Mixer	Franklin, MA	Nov '25
Hermosa Digital • Designer Draperies promo	Director / DP	Boston, MA	Nov '25
Bottle Tree x Berklee College of Music • Flashmob	Location Sound Mixer	Boston, MA	Oct '25
Warden x Visit NH • Tourism series	Location Sound Mixer	Concord, NH	Oct '25
Warden x Visit NH • Tourism series	Location Sound Mixer	Laconia, NH	Oct '25
Vox Television x ATE NSF • Classroom vignettes	Director / DP	Brigham City, UT	Oct '25
Strillogy x INC Films • Children's programming	Location Sound Mixer	Woodstock, VT	Oct '25
Concussion Foundation • Documentary	Location Sound Mixer	Boston, MA	Sept '25
Warden x New Balance • Corporate Promo	Location Sound Mixer	Boston, MA	Sept '25
Bottle Tree x Consigli Construction • Podcast	Cam OP	Boston, MA	Sept '25
Charles River Media x Saucony • Running commercial	Location Sound Mixer	Boston, MA	Sept '25
MGH Walk for a cure • Fundraiser video	Cam OP	Boston, MA	Sept '25
Salt Project x Harris Center • Historical documentary	Location Sound Mixer	Hancock, NH	Sept '25
Grace Potter • Grand Point Festival	Director / Cam OP	Burlington, VT	Sept '25
Tracksmith • Running commercial	Post Sound Mixer	Hartland, VT	Sept '25
AboveSummit x National Trust • Corporate interviews	Location Sound Mixer	New York, NY	Sept '25
Otis MTN Getdown • Live music recordings	Location Sound Mixer	Elizabethtown, NY	Sept '25
Warden Co x Tom Irwin • Corporate interviews	Location Sound Mixer	Gloucester, MA	Aug '25
Novo Nordisk • Pharma Keynote Livestream	Technical Director	Lebanon, NH	Aug '25
BarnArts • Summer concert series	Live Sound Mixer	Barnard, VT	Aug '25
SJH house x Uberbinder • Construction promo	Location Sound Mixer	Waltham, MA	Aug '25
DogTV • Family documentary	Location Sound Mixer	Franklin, MA	Aug '25
Tracksmith • Running commercial	Location Sound Mixer	Craftsbury, VT	Aug '25
Dresden School District • Glacial lake drone pickups	Cam OP/ Drone	Hanover, NH	Aug '25
Vox Television x Facing History • Corporate interviews	Location Sound Mixer	West Palm Beach, FL	Jul '25
Redbird Media x Camp Fernwood	Cam OP/ Drone	Poland, ME	Jul '25

• Camp documentary Warden x Outside TV	Location Sound Mixer	Killington, VT	Jun '25
• Killington MTN film Vox Television x Edutopia	Director / DP	Frederick, MD	Jun '25
• Classroom vignettes Vox Television x Edutopia	Director / DP	New York, NY	May '25
• Classroom vignettes BarnArts x Feast & Field	Location Sound Mixer	Barnard, VT	May '25
• Summer concert series Novo Nordisk	Technical Director	Lebanon, NH	May '25
• Pharma Keynote Livestream StageEdge x Bain Capitol	Editor	Boston, MA	May '25
• Corporate conference post Vanoprojects	Location Sound Mixer	Boston, MA	May '25
• TV pilot Bottle Tree x MGH	Location Sound Mixer	Boston, MA	Apr '25
• Healthcare promo Vox x Turners Falls HC	Director / DP	Turners Falls, MA	Apr '25
• Health center promo The Marcs	Location Sound Mixer	Mt Washington, NH	Mar '25
• Backcountry ski film Warden x MWVAC	Location Sound Mixer	Mt Washington, NH	Mar '25
• Backcountry ski film Fondue x Bhakta Spirits	Location Sound Mixer	Poultney, VT	Mar '25
• Commercial Deep Vibe x Studio Lab	Location Sound Mixer	Derry, NH	Mar '25
• Commercial Vox Television x Facing History	Director / DP	New York, NY	Mar '25
• Interviews NHL Films x 4Nations	Location Sound Mixer	Boston, MA	Jan '25
• ENG Venue audio team CLI Conservatory	Camp OP	Southampton, MA	Jan '25
• Student performances Novo Nordisk	Technical Director	Lebanon, NH	Jan '25
• Pharma Keynote Livestream Vox Television x Edutopia	Director / DP	Boise, ID	Dec '24
• Classroom vignettes Evan Burke x Wollen Mill	Director / DP	Bridgewater, VT	Dec '24
• Comedy special Fondue x Bhakta Spirits	Location Sound Mixer	Poultney, VT	Nov '24
• Short doc Vox Television x ATE	Director / DP	Providence, RI	Nov '24
• ATE conference StageEdge x PSG	Editor	Hartland, VT	Nov '24
• Corporate video Mad Trees x REI	Location Sound Mixer	Boston, MA	Oct '24
• Short doc Vox Television x NSF	Director / DP	Washington, DC	Oct '24
• ATE conference Novo Nordisk	Technical Director	Lebanon, NH	Oct '24
• Pharma Keynote Livestream Loveless Films x Autocamp	1st A.C	Falmouth, MA	Oct '24
• Campground commercial Vox Television x MGH	Location Sound Mixer	Boston, MA	Sept '24
• Vaccine commercial Eden Gallery	Location Sound Mixer	Hinsdale, NH	Sept '24
• Artist profile doc National Geographic	Cam OP	N Conway, NH	Sept '24
• Ash Harvest Documentary			

VanoProjects x Jon Bon Jovi • “The Peoples House”	1st AD	Nashville, TN	Sept ’24
BarnArts x Feast & Field • Summer concert series	Location Sound Mixer	Barnard, VT	Aug ’24
Novo Nordisk • Pharma Keynote Livestream	Technical Director	Lebanon, NH	Aug ’24
Warden Co x Tom Irwin • Corporate interviews	Location Sound Mixer	Gloucester, MA	Aug ’24
Childe x Cabot • Short doc series	Location Sound Mixer	Bradford, NH	Jul ’24
Redbird Media x Trust Public Land • Short doc series	Location Sound Mixer	Millinocket, ME	Jul ’24
National Geographic • Ash Harvest Documentary	Location Sound Mixer	Newburyport, MA	Jul ’24
BarnArts x Feast & Field • Summer concert series	Location Sound Mixer	Barnard, VT	Jun ’24
Marbull Wagu Beef • How to cooking series	Director / DP	Newton, MA	Jun ’24
George Washington University • Company keynotes	Location Sound Mixer	Washington, DC	May ’24
Novo Nordisk • Pharma Keynote Livestream	Technical Director	Lebanon, NH	May ’24
StageEdge x Bain Capital • Company keynotes	Post Editor	Hartland, VT	May ’24
Edutopia • Classroom vignettes	Director / Cam OP	Portland, ME	May ’24
Shadowlion x Boston Celtics • All In: Boston Celtics Series	Location Sound Mixer	Boston, MA	Apr ’24
Team O’Neil • Podcast / Livestream build	Audio Consultant	Littleton, NH	Apr ’24
Rowland Institute • Short documentary	Location Sound Mixer	Cambridge, MA	Apr ’24
OESIS Conference • Corporate streaming / audio	Live Sound Mixer	Hanover, NH	Apr ’24
Oofos x Boston Marathon • Shoe branded content	Location Sound Mixer	Boston, MA	Apr ’24
Redbull Media House x Zeb Powell • Slide in tour Bonus Content	Location Sound Mixer	Killington, VT	Mar ’24
MGH x Aspire • Fundraiser video	Location Sound Mixer	Boston, MA	Mar ’24
Bottle Tree x Consigli Construction • Podcast	Post Editor	Hartland, VT	Mar ’24
Bluecadet x Ken Burns • Library of congress film	Location Sound Mixer	Walpole, NH	Oct ’23
Vox Television x Northeastern • Computer science series	Director / Cam OP	Seattle, WA	Oct ’23
Vox Television • Edutopia classroom content	Director / Cam OP	Louisville, KY	Oct ’23
Novo Nordisk • Pharma Keynote Livestream	Location Sound Mixer	Lebanon, NH	Oct ’23
Vox Television x Northeastern • Computer science series	Director / Cam OP	Boston, MA	Sept ’23
Bottle Tree Pictures x Berklee College • BPMI Documentary	Location Sound Mixer	Louisville, KY	Sept ’23
MGH • Adolescent care video	Location Sound Mixer	Boston, MA	Sept ’23
MGH Walk for a cure • Fundraiser video	Cam OP	Boston, MA	Sept ’23
Holler Film x Otis Mountain	Location Sound Mixer	Elizabethtown, NY	Sept ’23

• Music series			
Vox Television	Location Sound Mixer	Waltham, MA	Aug '23
• The basics series			
Novo Nordisk	Location Sound Mixer	Lebanon, NH	Aug '23
• Pharma Keynote Livestream			
Eight8 creative x Dartmouth hospital	Director / Cam OP	Manchester, NH	Aug '23
• Infectious Disease marketing			
Warden Co	Location Sound Mixer	Gloucester, MA	Aug '23
• Corporate interviews			
Bottle Tree Pictures x Berklee College	Location Sound Mixer	Chicago, IL	Aug '23
• BPMI Documentary			
Vox Television x ATE	Director / Cam OP	Mission Viejo, CA	Jul '23
• Saddleback college ATE			
Bottle Tree Pictures x Berklee College	Location Sound Mixer	Detroit, MI	Jul '23
• BPMI Documentary			
Vox Television x ATE	Location Sound Mixer	Lander, WY	Jul '23
• CWC ATE grant			
National Geographic	Location Sound Mixer	North Conway, NH	Jun '23
• Ash Harvest Documentary			
Deep Vibe x Brown University	Location Sound Mixer	Providence, RI	Jun '23
• Promo video			
Novo Nordisk	Location Sound Mixer	Lebanon, NH	Jun '23
• Pharma Keynote Livestream			
Bottle Tree Pictures x Berklee College	Location Sound Mixer	New York, NY	Jun '23
• BPMI Documentary			
Salt Project x Shaker Village	Location Sound Mixer	Canterbury, NH	Jun '23
• Canterbury Shaker Village doc			
Biogen	Location Sound Mixer	Weston, MA	Jun '23
• Pharma internal video			
BarnArts x Feast & Field	Location Sound Mixer	Barnard, VT	May '23
• Summer concert series			
GYKantler	Post Sound Mixer	Hartland, VT	May '23
• Commercial audio mix			
Harvard Business School	Location Sound Mixer	Allston, MA	May '23
• Corporate interviews			
Harvard Business School	Cam OP	Allston, MA	May '23
• ConneXt'23 live event			
Vano Projects x Ramy Brook	Location Sound Mixer	New York, NY	May '23
• Virtual Sales Catalog			
TedX Boston	Location Sound Mixer	Boston, MA	May '23
• Live Event			
Novo Nordisk	Location Sound Mixer	Lebanon, NH	May '23
• Pharma Keynote Livestream			
Eight8 creative x Dartmouth hospital	Director / Cam OP	Hanover, NH	May '23
• Infectious Disease marketing			
Big Brick Productions x VisitNH	Location Sound Mixer	Keene, NH	May '23
• Corporate marketing			
Shadowlion x Cross Insurance	Location Sound Mixer	Allston, MA	May '23
• Corporate marketing			
Vox Television	Director / Cam OP	Ellington, CT	Apr '23
• Edutopia classroom content			
HBO - Castle Island Films	Location Sound Mixer	Boston, MA	Apr '23
• Charles Stuart Documentary			
Vox Television	Director / Cam OP	Lawrence, MA	Apr '23
• NE Health Center Doc			
Warden Co x Visit NH	Location Sound Mixer	Jackson, NH	Apr '23
• Tourism doc series			
Alliance	Post Sound Mixer	Hartland, VT	Apr '23
• Nonfiction Documentary			

Novo Nordisk Pharma Keynote Livestream	Location Sound Mixer	Lebanon, NH	Apr '23
Bottle Tree Pictures x Berklee College BPMI Documentary	Location Sound Mixer	Allston, MA	Apr '23
Bottle Tree Pictures x Berklee College BPMI Documentary	Location Sound Mixer	Boston, MA	Mar '23
TedX Boston Live Event	Location Sound Mixer	Boston, MA	Mar '23
Warden Co x Visit NH Tourism doc series	Location Sound Mixer	North Conway, NH	Mar '23
Woodstock Area Jewish Community Livestream Coverage	Technical Director	Woodstock, VT	Mar '23
Debo Ray Music Documentary	Location Sound Mixer	Boston, MA	Mar '23
Aspire Fundraiser video	Cam OP	Boston, MA	Mar '23
TedX Boston Live Event	Location Sound Mixer	Boston, MA	Mar '23
HBO - Castle Island Films Charles Stuart Documentary	Location Sound Mixer	Roxbury, MA	Feb '23
SALT Project Hydropower Documentary	Location Sound Mixer	Keene, NH	Feb '23
Novo Nordisk Pharma Keynote Livestream	Location Sound Mixer	Lebanon, NH	Jan '23
Woodstock Area Jewish Community Livestream Coverage	Technical Director	Woodstock, VT	Jan '23
Pre-foreclosure Pro Masterclass	Location Sound Mixer	Southhampton, MA	Jan '23
Defectors Nonfiction Documentary	Post Sound Mixer	Boston, MA	Dec '22
Encore Boston Harbor Internal promotional video	Location Sound Mixer	Boston, MA	Dec '22
Encore Boston Harbor Feed the funnel fundraiser coverage	Location Sound Mixer	Boston, MA	Dec '22
Woodstock Area Jewish Community Livestream Coverage	Technical Director	Woodstock, VT	Dec '22
Hhbrown Chippewa Show Commercial	Location Sound Mixer	Andover, MA	Nov '22
Ramy Brook Virtual Sales Catalog	Location Sound Mixer	New York, NY	Nov '22
TedX Boston Live Event	Location Sound Mixer	Boston, MA	Nov '22
The Collective Tier 0 Feature film	Location Sound Mixer	Boston, MA	Nov '22
Paramount - Nickelodeon Interview for series	Location Sound Mixer	Worcester, VT	Nov '22
NAI Global Summit 22 Corporate Event Coverage	Location Sound Mixer	Boston, MA	Oct '22
SALT Project Hydropower Documentary	Drone Operator	Keene, NH	Oct '22
Deep Vibes Corporate Live Stream	Switch Operator	Cambridge, MA	Oct '22
SALT Project Hydropower Documentary	Cam OP/ Audio OP	Enfield, NH	Oct '22
Debo Ray Music Video	Gaffer / 1 st A.C	Southampton, MA	Oct '22
Tekto Knives Corporate Sales Video	Location Sound Mixer	Southampton, MA	Oct '22
EF - Education First	Director/Cam OP	Cambridge, MA	Oct '22

Corporate Event Coverage	Location Sound Mixer	Boston, MA	Oct '22
Bear Fruit			
Men of Color Conference	Technical Director	Woodstock, VT	Sept '22
Woodstock Area Jewish Community			
Service Livestream Coverage	Camera Operator	Boston, MA	Sept '22
MA General Hospital			
5K Road Race Coverage	Location Sound Mixer	Boston, MA	Sept '22
MA General Hospital			
Doctor Interviews	Technical Director	Manchester, VT	Aug '22
VT Digger			
Political Debate Livestream	Location Sound Mixer	New York, NY	Aug '22
Ramy Brook			
Virtual Sales Video	Location Sound Mixer	Pomfret, CT	Aug '22
Timber & Frame			
Pomfret School documentary	Location Sound Mixer	Cambridge, MA	Aug '22
Bottle Tree Productions			
Spot Studio music production	Location Sound Mixer	Saranac Lake, NY	Aug '22
SALT Project			
Northeast Land Trust Documentary	Location Sound Mixer	Southampton, MA	Aug '22
Dunsworth			
Short film period piece	Technical Director	Lebanon, NH	Jul '22
Novo Nordisk			
Pharma Keynote Livestream	1 st A.C	New York, NY	Jun '22
Hood Celebrity – The Signs			
Music Video	Location Sound Mixer	Keene, NH	Jun '22
SALT Project			
Hydropower Documentary	Location Sound Mixer	Waterbury, CT	Jun '22
Novartis Pharma			
Kasqali Pharma Commercial	Post Sound Mixer	Cambridge, MA	Jun '22
Wisdom In Fashion			
Feature Film	Location Sound Mixer	New York, NY	Jun '22
Ramy Brook			
Virtual Sales Catalog	Location Sound Mixer	Boston, MA	May '22
TedX Boston			
Live Event	Location Sound Mixer	Woonsocket, RI	May '22
CVS Corporate			
Testimonial Videos	Location Sound Mixer	Keene, NH	May '22
SALT Project			
Nature Documentary	Location Sound Mixer	Boston, MA	May '22
MA General Hospital			
Doctor Interviews	Location Sound Mixer	Norwich, VT	May '22
Peter Welch VT Congressman			
TV Commercial	Location Sound Mixer	Medford, MA	Apr '22
ATTN x World Jewish Congress			
Documentary	Gaffer / 1 st A.C	Easthampton, MA	Apr '22
Millyz – “Closure”			
Music Video	Location Sound Mixer	New York, NY	Apr '22
Ramy Brook			
Sax’s Fifth Ave Video	Technical Director	Cambridge, MA	Apr '22
Sharon Harper			
Multichannel Projection Installation	Camera Operator	Boston, MA	Mar '22
Parkinson’s Fundraiser			
Event Coverage	Location Sound Mixer	New York, NY	Jan '22
Ramy Brook			
Virtual Sales Video	Location Sound Mixer	Malden, MA	Jan '22
Mystic Valley Charter School			
Live Stream	Location Sound Mixer	Boston, MA	Dec '21
Legal Zoom			
Corporate Promo			

ThermoFischer	Location Sound Mixer	Chelmsford, MA	Dec '21
• Corporate Promo			
Chance Films	Location Sound Mixer	Dartmouth, MA	Oct '21
• Feature Documentary			
Bending Branches	Location Sound / Drone	Allagash, ME	Oct '21
• Commercial			
New Shoes	Location Sound Mixer	Southampton, MA	Sept '21
• Short Film			
MA General Hospital	Location Sound Mixer	Boston, MA	Sept '21
• Patient Portrait			
Ramy Brook	Location Sound Mixer	New York, NY	Aug '21
• Virtual sales catalog			
DataRobot 10k Casts	Director/Cam/Audio/ Drone	Jackson Hole, WY	Aug '21
• Data Science Fly fishing expedition			
Autodesk	DIT	Boston, MA	Aug '21
• Corporate Interviews			
Sammy Wilks – “Mexico”	Gaffer / 1 st A.C	Brooklyn, NY	July '21
• Music Video			
Hulu – “Your Attention Please”	Drone operator	Farley, MA	June '21
• Short film			
Aqua Bound	Location Sound Mixer	Boston, MA	May '21
• Commercial			
Shadow Lion	Location Sound Mixer	Boston, MA	May '21
• Suvie Customer Testimonial			
Daisy	Gaffer / 1 st A.C	New York, NY	Apr '21
• Music Video			
Boston Drone Film Festival	Live Stream Coordinator	Boston, MA	Mar '21
• Technical live stream setup			
Daisy	Gaffer / 1 st A.C	Southhampton, MA	Jan '21
• Music Video			
Jl	1 st A.C	New York, NY	Jan '21
• Music Video			
Ramy Brook	Location Sound Mixer	New York, NY	Jan '21
• Virtual sales catalog			
Atlantic TV	Location Sound Mixer	Cambridge, MA	Dec '20
• FQM iLearn virtual course			
Mystic Valley Charter School	Location Sound Mixer	Malden, MA	Dec '20
• Enrollment Lottery Livestream			
Trustees of Reservations	Video Editing	Boston, MA	Oct '20
• End of year summary video			
Ramy Brook	Location Sound Mixer	New York, NY	Nov '20
• Virtual sales catalog			
Bait film	Location Sound Mixer	Haverhill, MA	Oct '20
• Short horror film			
Vano Projects	Gaffer / 1 st A.C	Boston, MA	Oct '20
• Smoke music video			
Atlantic TV	Location Sound Mixer	Cambridge, MA	Oct '20
• Ted Talk – Health Conference			
Trustees of Reservations	Location Sound Mixer	Canton, MA	Oct '20
• Interviews			
Trustees of Reservations	Location Sound Mixer	Lincoln, MA	Sept '20
• Band live stream			
Ramy Brook	Location Sound Mixer	New York, NY	Sept '20
• Virtual sales catalog			
Boston Harbor Now	Location Sound Mixer	Boston, MA	Aug '20
• Fundraiser video			
Jon Bon Jovi – “Do What You Can”	1 st A.C	New York, NY	Jul '20
• Music Video			
Trustees of Reservations	Location Sound Mixer	Stockbridge, MA	Jun '20

• Naumkeag live stream			
Disney Channel	Gaffer / 1 st A.C	New York, NY	Jun '20
• Sky Katz Dance Promo			
Sky Katz – Back at It	Gaffer / 1 st A.C	New York, NY	Jun '20
• Music Video			
Vano Projects	Location Sound Mixer	Amherst, MA	May '20
• Amherst MA Promo			
Aspire	Location Sound Mixer	Allston, MA	Mar '20
• Fundraiser video			
ShadowLion	Location Sound Mixer	Boston, MA	Feb '20
• Boston Bruins Chara Documentary			
ShadowLion	Location Sound Mixer	Boston, MA	Feb '20
• Keith Lockhart Boston Pops Interview			
Sullivan & McLaughlin Co	Location Sound Mixer	Boston, MA	Feb '20
• Corporate Interview			
Aspire	Location Sound Mixer	Allston, MA	Feb '20
• Autism awareness video series			
Hannaford	Location Sound Mixer	Boston, MA	Feb '20
• Healthy Eating video series			
Sullivan & McLaughlin Co	Location Sound Mixer	Boston, MA	Jan '20
• Corporate Interview			
Milliz – Stay For A While	Gaffer / 1 st A.C	Southhampton, MA	Jan '20
• Music Video			
ShadowLion	Location Sound Mixer	Boston, MA	Dec '19
• HarbourVest Interview			
Audible	Location Sound Mixer	Boston, MA	Nov '19
• Michael Palin Interview			
Boston Drone Film Festival	Live Sound Engineer	Boston, MA	Nov '19
• Film Festival			
DHL Shipping	Location Sound Mixer	Boston, MA	Oct '19
• Flashmob / live event			
Harvard Music School	Director / Producer	Boston, MA	Oct '19
• Artist interviews			
MA Trustees	Location Sound Mixer	Andover, MA	Oct '19
• Volunteer video			
PSG	Location Sound Mixer	Boston, MA	Oct '19
• Corporate culture video			
Evan Giia – Sidelines	Gaffer / 1 st A.C	New York, NY	Oct '19
• Music Video			
Jeffrey Miller – 2 Enemies	Gaffer / 1 st A.C	New York, NY	Oct '19
• Music Video			
Raindrop Rum	Gaffer / 1 st A.C	New York, NY	Oct '19
• Product shoot			
Ateaz Organic Coffee Tea	Gaffer / 1 st A.C	New York, NY	Oct '19
• Product shoot			
Tom Brady TB12	Location Sound Mixer	Boston, MA	Oct '19
• Interview			
Syfy Wire - AtlanticTV	Location Sound Mixer	Salem, MA	Sept '19
• Short film series			
Hood Celebrity - BumPonIt	Gaffer / 1 st A.C	New York, NY	Sept '19
• Music Video			
Beverly Boy	Location Sound Mixer	Boston, MA	Sept '19
• Master class livestream			
Jeffrey Miller - 3000	Gaffer / 1 st A.C	Northampton, MA	Sept '19
• Music Video			
Audible – AtlanticTV	Location Sound Mixer	Boston, MA	Sept '19
• Author Interview			
Hey Day	Location Sound Mixer	Boston, MA	Sept '19
• Short film series			

New England Conservatory	Gimbal / Dolly Operator	Boston, MA	Sept '19
• 360 VR campus tour			
Milliz - Reload	Gaffer / 1 st A.C	New York, NY	Sept '19
• Music Video			
Wounded Warrior Project	Location Sound Mixer	Hanson, MA	May '19
• 360 VR Documentary			
Deathspray	Location Sound Mixer	Winchester, MA	May '19
• Documentary			
Frawley	Gaffer / 1 st A.C	New York, NY	May '19
• Music Video			
Berklee College of Music	Gimbal / Dolly Operator	Boston, MA	May '19
• 360 VR campus tour			
Virgin Pulse	Location Sound Mixer	Providence, RI	Apr '19
• Corporate idea reveal video			
Milliz - Blanco	Mix Engineer	Cambridge, MA	Apr '19
• Music artist spotlight documentary			
Jeffrey Miller – Elias – Then They Go	Gaffer / 1 st A.C	Allston, MA	Apr '19
• Music Video			
On Way Down	Location Sound Mixer	Cambridge, MA	Apr '19
• Short Film			
Bellevex - Cool	Gaffer / 1 st A.C	Somerville, MA	Mar '19
• Music Video			
Jeffrey Miller – Elias – She's with Me	Gaffer / 1 st A.C	Easthampton, MA	Mar '19
• Music Video			
Raiche - Drive	Gaffer	New York, NY	Feb '19
• Atlantic Records music video			
Disco Paws	Gaffer / 1 st A.C	New York, NY	Feb '19
• Commercial			
Mass Port	Drone Spotter	Boston, MA	Feb '19
• Land survey			
Knives Out	1 st A.C Drone Crew	Western, MA	Dec '18
• Feature Film - Dir. Rian Johnson			
Aspire	Location Sound Mixer	Allston, MA	Dec '18
• Autism awareness video series			
Frank Gioia	A.C / Projection	Allston, MA	Dec '18
• Music video			
Jason Stone Law	Location Sound Mixer	Allston, MA	Nov '18
• Law TV commercial			
Peter Berg / Tom Brady	Location Sound Mixer	Chestnut Hill, MA	Oct '18
• Headmasters Day Video			
Jeffrey Miller – Elias – Friends Go	Gaffer / 1 st A.C	Easthampton, MA	Oct '18
• Music Video			
Partners Healthcare	Location Sound Mixer	Boston, MA	Oct '18
• Internal Commercial			
Vonage Telephones	Location Sound Mixer	Boston, MA	Oct '18
• Commercial			
Milliz	Location Sound Mixer	New York, NY	Sept '18
• Music artist spotlight documentary			
Ariel over Boston	Camera Operator	Boston, MA	Sept '18
• Helicopter gimbal operator			
Tom Brady TB12	Location Sound Mixer	Allston, MA	Sept '18
• Promotional content for TB12 and Aston Martin Cars			
WEIO Documentary	Director / Camera	Fairbanks, AK	Jul '18
• 25 min film about the World Eskimo Indian Olympics			
Bosnia Documentary	Location Sound Mixer	Sarajevo, Bosnia	June '18
• Film about Bosnian war / refugee children			
Hampshire College	Location Sound Mixer	Amherst, MA	May '18
• Promoting new student center for architecture magazine			
Perkins School for the Blind	Location Sound Mixer	Watertown, MA	Apr '18

6 videos to promote fundraising and tech investment			
Aarons Furniture	Location Sound Mixer	Manchester, NH	Apr '18
Promotional videos working with Boys & Girls Clubs			
Ahmir – My Love	Assistant Camera	New York, NY	Feb '18
Short Film / Music Video			
MCA Entertainment	Mix Engineer	New York, NY	Feb '18
Music documentary about depression			
Milliz – Sped School	Assistant Camera	New York, NY	Dec '17
Short Film / Music Video			
Captain Sensitivity	Mix Engineer	New York, NY	Nov '17
Short Film / Series			
Boerni – See You At The Top	Mix Engineer	New York, NY	Oct '17
Music Video			
Family Education	Location Sound Mixer	Boston, MA	Oct '17
Series on motivational moms			
Aspire	Location Sound Mixer	Allston, MA	Oct '16 – '17
Autism awareness video series			
Karthik Pandian	Director Photography	Cambridge, MA	Sept '17
Phantom Flex Camera shoot			
Jason Stone Law	Location Sound Mixer	Allston, MA	June '17
Commercial			
Shire	Location Sound Mixer	North Reading, MA	August '16
Commercial			
Sky Map Games	Mix Engineer	Methuen, MA	June '15
Bacon Man video game trailer			
Unifirst Corp	Location Sound Mixer	Austin, TX	Mar '15
Audio recording for internal videos			
B&H Photo Video	Location Sound Mixer	New York, NY	Oct '13
Developed official B&H iPad app commercial			
Intrepid Labs	Location Sound Mixer	Cambridge, MA	Mar '13
Shorts for Leaf POS Systems, Tiny Tycoons Video game, Timbre app			
Gary Gulman – Comedy Central	Location Sound Mixer	Boston, MA	May '12
Protools recording of live show for a Comedy Special on Comedy Central			
Chimani Apps	Location Sound Mixer	Cambridge, MA	Mar '12
Traveled to Grand Canyon for App Commercial			

Education

Harvard Extension School	Cambridge, MA	Jan '14 – May '19
Master of Liberal Arts, Digital Media Design		
New England Institute of Art	Brookline, MA	Jul '10 – Aug '12
Bachelor of Science in Sound and Motion Picture Technical Arts		

Equipment list available by request.



ESTIMATE

Northeast Sound Mixer LLC

181 Brothers Road
Hartland, Vermont 05048
United States

9079870985
northeastsoundmixer.com

BILL TO**Connecticut Valley Addiction Recovery, Inc.**

Caitlin Sabins
220 Holiday Drive
Suite A
Hartford, Vermont 05001
United States

(802)674-9400
caitlin@cvarinc.org

Estimate Number: CVAR Documentary**Estimate Date:** May 8, 2026**Valid Until:** June 7, 2026**Grand Total (USD):** \$8,250.00

Items	Quantity	Price	Amount
Flat Production Package / Labor Multicam & Audio	5	\$1,650.00	\$8,250.00
Camera Package Sony FX6, Sony FX3, Sony FX30	1	\$0.00	\$0.00
Lens Package 16-24mm, 35mm, 50mm, 85mm, 70-200mm, 28-75mm, Laowa probe	1	\$0.00	\$0.00
Lighting Package Aputure 200xS (2), Aputure LSC120dii, Aputure 60x, Aputure Nova P300c, Aputure MC, Support	1	\$0.00	\$0.00
Monitoring Teradek Bolt 4K RX/TX, SmallHD Cine7, Atomos Ninja V, Support	1	\$0.00	\$0.00
Audio Kit Rental Sound Devices 833 w SL2, Wisycom MTP60 (2), Wisycom MPR52, Wisycom MCR54, DPA 4060 (2), Schoeps miniCMIT, Schoeps CMC141, Sanken CMS-50, Remote Audio Breakaway	1	\$0.00	\$0.00
Support Package Sachtler FSB, DJI Ronin RS3, EasyRig, Monopod	1	\$0.00	\$0.00



ESTIMATE

Northeast Sound Mixer LLC

181 Brothers Road
Hartland, Vermont 05048
United States

9079870985
northeastsoundmixer.com

Items	Quantity	Price	Amount
Additional Interrotron	1	\$0.00	\$0.00
Grand Total (USD):			\$8,250.00

Notes / Terms

Subject to change, equipment requests / additional days may be necessary

JAM - Junction Arts & Media

P.O. Box 141, 5 S Main St, 1st Floor
White River Jct., VT 05001 US
(802) 295-6688
samantha@uvjam.org



Estimate

ADDRESS	ESTIMATE	1089
Caitlin Sabins	DATE	06/23/2026

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
	Pre-Production	Event production services	2	55.00	110.00
	Event Production (3 Producers)		5	185.00	925.00

Mail check to:
JAM - Junction Arts & Media
P.O. Box 141
White River Junction, VT 05001
Contact info@uvjam.org for alternative payment options.
Scope of Work:
JAM will provide media event production services to support an outdoor screening at Lyman Point Park. 3 event producers will be tasked with accessing power, erecting a large, inflatable outdoor screen, setting up a high lumen projector capable of screening after dark, setting up a sound board to project both movie sound and microphones for speaker projection, and subsequent teardown.

TOTAL

\$1,035.00

Equipment rentals included in the estimate:

- Panasonic Projector
- Outdoor Inflatable Screen
- Audio Mixing Board
- Large Speaker system
- Wireless Microphones
- Laptop

Substantive changes to this scope of work can be made with written agreement between JAM and the client.

Accepted By

Accepted Date

Town of Hartford National Opioid Settlement Funds
Prevention, Treatment, and Recovery Programs
Grant Application
Hartford Community Coalition, Inc.

Organization Information

Name: Hartford Community Coalition, Inc.
Grant Contact: Kyle Seibert, Director of Development
KyleS@hccvt.org
Website: hccvt.org
Phone Number: 802-280-1988
Mailing Address: PO Box 4343
White River Junction, VT 05001

Mission Statement: The Hartford Community Coalition is a collaborative group of community members working to promote mental health and prevent youth substance use and summer food insecurity in support of a healthy, inclusive, vibrant, and resilient Hartford.

Organizational History: The Hartford Community Coalition (HCC) was founded in 2013 to improve the health and well-being of residents in Hartford, Vermont, and the surrounding Upper Valley. HCC brings together schools, healthcare providers, social service agencies, businesses, parents, youth, and municipal leaders to address substance misuse, mental health challenges, and food insecurity. Through prevention, education, advocacy, and direct community support, HCC works to reduce stigma and strengthen community resilience. Major initiatives include youth substance use prevention, food access programs, and the annual Block Party. Since receiving a federal Drug-Free Communities grant in 2019, HCC has expanded its evidence-based prevention efforts and strengthened cross-sector partnerships. Today, HCC serves as a trusted convener and catalyst for community wellness, leveraging strong collaborations and local leadership to create a healthier, safer, and more connected community for all residents.

Current Programs: Our programming centers prevention work with [Take A Bite Out Of Hunger](#) (Summer Meals Program), [Drug Take Back Days](#), [Annual Hartford Block Party](#), [Hartford High School Project Graduation](#), and Youth Programming that includes: [Getting to Y](#), [Our Voices Exposed](#), [Hope Happens Here](#), [Teen Pool Parties in partnership with Hartford Parks and Recreation Department](#), Engagement with [PreventionWorks!VT](#), Vermont Prevention Day at the Statehouse, and education programs that include: [You and Me Vape Free](#), [Smart Talk](#), [Sparks!](#), [Mental Health First Aid](#), and more.

EIN:82-4272638

Key Staff Involved: Emily Zanleoni, HCC Executive Director
Kelly Clements, HCC Program Director
Keisha Desnoyers, HCC Education and Projects Coordinator
Kyle Seibert, HCC Director of Development

***Special Note:** \$5,000 of Town of Hartford National Opioid Settlement Funds were previously allocated to Hartford Community Coalition in May of 2024. This application assumes that \$5,000 could be included in this request, for a total of \$50,000.

Proposal Overview

Brief Description of the Proposal

Prevention is the pathway out of the addiction crisis. The Hartford Community Coalition (HCC) is uniquely positioned to support prevention work in our community by partnering with schools and other organizations to increase strategic collaboration, coordination, and community/regional capacity to prevent youth substance use/misuse, create belonging, and initiate connection between our youth, families, community members, and providers. Primarily, we hope to continue to sustainably fund the work of our Education and Projects Coordinator to continue to serve in schools, partner organizations, and in the community to include, but not limited to: evidence-based prevention programming in schools, substance free events, naloxone education and outreach, and summer food insecurity.

Purpose and Key Anticipated Outcomes

HCC's existing evidence-based work in our schools and with our youth makes us uniquely positioned to do effective prevention work and deliver on key outcomes that align with best practices, including the CDC ENGAGE: Evidence-Based Strategies to Prevent Youth Substance Use Practices.

- Enhance knowledge and skills: Flowing directly from our work in local schools and with our community's youth, this work is natural to what we do every day.
- Give youth access to resources and activities: This is at the core of this initiative as we seek to provide extracurricular activities, and eventually a space imbued with natural mentorship during and after school.
- Amplify protective community environments: Our strong community partnerships are at the core of our coalition. Strengthening these to serve youth in this way adds additional layers of protective factors for our community.
- Guard efforts to lessen immediate and long-term harms: The most recent Youth Risk Behavior Survey (YRBS) data shows that 12% of students have witnessed somebody be beaten, shot, or stabbed. Providing these supports through our youth center can be invaluable. This was a data point that our Getting to Y students identified as something they wanted to change and they continue to find their voice with other youth and adults with their message of prevention. The strategies used by HCC are designed to reduce the immediate and long-term harms by strengthening protective factors, reducing risk factors, delaying substance use initiation, and improving health and well-being.
- Increase protective factors: Specifically by addressing summer food insecurity for our youth through our summer meals program, we will increase food security and familial wellbeing.

HCC also plans to directly address two of the nine core abatement strategies described in the settlement agreements with opioid distributors and the opioid manufacturer Johnson & Johnson:

- Broaden access to naloxone: Part of this position's work includes partnering with other community organizations to broaden access and education about naloxone to diverse populations.
- Enrich prevention strategies: At our core, this work is delivered across childhood and adolescence in a coordinated fashion, aimed at promoting positive youth development and preventing risk factors for both substance use and mental health problems, implemented in settings that serve youth, including schools, inclusive of parents and other caregivers, and implemented in a way that is trauma informed, culturally sensitive, and equitable.

Individuals or Communities Served

Much of our work is centrally located in Hartford through the schools and partner organizations. While we serve mostly Hartford youth and residents, our work also expands, at times, beyond the borders of Hartford to neighboring schools, knowing that prevention work does not stop at municipal borders. We also know that youth prevention work impacts more than the youth directly served by programming. The subsequent benefits to our families, community, partnerships, regional resiliency, and prevention capacity would stretch far beyond only the youth directly engaged in programming.

Summary Budget & Amount of Funding Requested: \$50,000

HCC has been funding this position from other sources of unrestricted funding. Since the scope of this position fits well with this funding opportunity, we will shift our funding sources around to be able to create increased capacity for our organization. With the freed funds, we hope to continue to explore the possibility of a Hartford/Upper Valley Teen Center, among other priorities. We are also undergoing a leadership transition this year as our Executive Director steps down and we will must focus some current funds on succession and sustainability planning with this staff changeover. We also will have an eye towards sustainability, as our Director of Development continues to broaden and deepen our funding so that all of our prevention work is sustainable.

Project Timeline

July 2026 to Mid-August 2026	HCC, including the Education and Projects Coordinator, operates our Summer Meals Program, providing over 27,000 meals to local youth, increasing protective factors and leading to a healthier, more resilient Hartford and Upper Valley Community.
Mid-August 2026 to June 2027	Engage in our programmatic year, deploying evidence-based prevention programming in schools, partnering with local organizations to increase access to naloxone, providing opportunities for substance-free events and activities.
February 2027	Evaluate program's impact, continue to make changes as necessary, and apply for a second round of funding from Hartford Opioid Settlement Funds to sustain our work.
June 2027 to Mid-August 2027	HCC, including the Education and Projects Coordinator, operates our Summer Meals Program, providing over 27,000 meals to local youth, increasing protective factors and leading to a healthier, more resilient Hartford and Upper Valley Community.

Proposal Details**Description of the problem or need addressed**

The most recent data available on the Vermont Department of Health's Substance Use Dashboard¹ reports that the rate of opioid-related deaths per 100,000 Vermonters is 28. Similarly, the rate of EMS calls involving naloxone administrations per 10,000 residents is 11.2. The 2023 results of the Youth Risk Behavior Survey reported at 12% of youth have misused prescription opioids.² We know, without a doubt, that these numbers are higher than we would like them to be for a safe, healthy, and resilient community. We also know that opioid use, among other substance use, has an early onset in adolescent years. The Hartford Community Coalition is convinced that the pathway out of the opioid crisis is through prevention, and particularly prevention work with youth.

One of the greatest challenges in youth substance use prevention is establishing consistent access to young people in settings where evidence-based prevention strategies can be delivered effectively. Through longstanding partnerships with schools, municipal departments, youth-serving organizations, healthcare providers, and community partners, Hartford Community Coalition (HCC) has built trusted relationships that provide sustained access to youth and families throughout our community.

These partnerships position HCC to implement evidence-based primary prevention strategies that strengthen protective factors, reduce risk factors, and delay or prevent the initiation of substance

¹ <https://www.healthvermont.gov/alcohol-drugs/substance-use-data-reports/substance-use-dashboard>

² Centers for Disease Control and Prevention. Youth Risk Behavior Survey Data Summary & Trends Report: 2013–2023. U.S. Department of Health and Human Services; 2024.

use—including opioid use—before misuse begins. By engaging youth early and consistently, HCC is able to deliver prevention programming that aligns with national best practices while fostering resilience, healthy decision-making, and positive youth development.

While HCC's primary focus is upstream prevention, we also recognize the importance of reducing the harms associated with substance use. As part of our comprehensive prevention approach, HCC provides community education on overdose prevention and supports access to naloxone, helping to reduce immediate risks while complementing our long-term efforts to prevent substance misuse before it starts.

Purpose and measurable objectives

The purpose of our programming is primarily to decrease substance use among youth, increase protective factors, and decrease risk factors when possible. HCC is able to employ evidence-based practices that have a robust body of research behind them, to ensure that our interventions are effective and leading to measurable outcomes. Each of our evidence-based programs has slightly different measurable objectives and particular purposes and outcomes, as backed by the research. Thankfully, HCC does not need to author all of our own interventions and we can rely on the researched interventions provided.

If awarded these funds, clear and measurable objectives would be set and outcomes evaluated such as: the number of students that received education and participated in our programming, qualitative feedback from program participants, opioid-related resources and naloxone education provided, etc.

Describe evidence-informed nature of the program

As prevention professionals, we embrace the best evidence-based practices so that our work can be effective within our community. HCC's prevention work aligns both with an evidence-based approach to prevention and the state of Vermont's approach. Monica Hutt, Vermont's Chief Prevention Officer says this:

*"I celebrate the work that VT has done to create and support a robust structure of programs for our children and youth, and I look forward with hope as we build towards a future where we can offer that layer of protection universally. When it comes to protection and prevention, more is truly better."*³

We are grateful to be able to align our initiative here in Hartford with a movement across our state to collectively work together to prevent substance use disorder. Not only does this align with the state's strategy, but this is also objectively evidence-based. Again, Vermont Chief Prevention Officer Monica Hutt writes,

"School programs are preventative – they are, in fact, one of the core prevention strategies for children and youth.... In fact, the idea of a community-based approach to prevention, enhancing protection through engagement in programming that builds connections, skills and passions, came from Iceland and is commonly referred to as the Icelandic Prevention Model (IPM). It is wildly successful..."

"And the data from our own Vermont Youth Risk Behavior Survey (YRBS) and the Vermont Department of Health Young Adult Survey shows us that this is a critical time for Vermont to focus on prevention for our youth. National data confirms that the majority of adolescents initiate engagement in substance use between the ages of 12-21. And 74% of individuals between the ages of 18-30 in treatment for substance use disorder initiated their use before the age of 17."

As HCC continues our prevention work in Hartford, the evidence is clear: this is a proven and effective strategy for preventing substance misuse within our communities, and focusing on youth prevention will yield important results for generations to come.

³ <https://governor.vermont.gov/governor-scotts-blog/chief-prevention-officer-hutt-when-it-comes-afterschool-programs-more-better>

Program design and implementation strategy & Partner organizations and defined roles

At its core, HCC is a collaborative coalition. We know that our success is not for us alone, but can only be accomplished by launching this initiative *with* our community, not only *for* our community. As such, the design and implementation of our prevention programming can only be done in partnership with other organizations. We do not intend to design our programming, and then invite others to partner with us. Instead, as we will describe, partnerships are at the core of our design.

HCC will collaborate with a variety of stakeholders including school districts, Student Assistance Providers (SAPs), administrators, partner organizations (just as LISTEN Community Services), and others to ensure that our program design and implementation is strategic, clear, and meeting our desired outcomes. This assessment will be conducted through surveys, community meetings, small-group discussions, and individual conversations with partnering organizations, community members, providers and other stakeholders.

HCC will also focus on capacity building by continuing our work with various community sectors invested in establishing a youth center. Anticipated representation from both sides of the Connecticut River include schools, parks and recreation, HCRS, West Central Behavioral Health, Clara Martin Center, Second Growth, Valley Court Diversion, Restorative Justice and Diversion programs, medical providers, Police, EMS/Fire, civic groups, fraternal organizations, and religious and spiritual communities.

Sustainability plan after settlement funds are expended

Sustainability is an important part of our planning for this initiative, and HCC has been intentionally crafting our own organizational sustainability models. We know that grant-funded programs are not the best that they can be unless they can outlive the grant funding. As such, we plan to ask our Director of Development to intentionally work on sustainability for these programs. Our hope is also that this grant funding releases the current unrestricted funding source we are using for this work to direct to other places of our prevention work together - capacity building, exploration of a youth center, and strengthening other programming - so that we come out with stronger and more sustainable partnerships into the future. Certainly, we are hopeful for a second round of funding from Hartford's settlement funds.

Detailed itemized budget and budget justification

Below is a brief budget overview of how we would plan to spend the Hartford Opioid Settlement Fund Grant. As you can see, it would primarily support our Education and Projects Coordinator, and then some sustainability work. It is important to note that this funding of a \$50,000 grant does not cover the entire scope of our Education and Project Coordinator's work or the total cost to HCC, and the same for our Director of Development. Instead, these are the portions of their total costs to the organization that we would be able to cover with these funds, as well as the time that they would be able to definitely devote to prevention work related to this grant and sustainability work for the organization moving forward to sustain this work.

Hartford Community Coalition	
Hartford Opioid Settlement Funds Project	
REVENUE	
Hartford Opioid Settlement Funds	\$50,000.00
Total Revenue	\$50,000.00
EXPENSES	
PERSONNEL	
HCC Education and Projects Coordinator (salary and fringe)	\$43,500.00
HCC Director of Development (partial)	\$6,500.00
Total Personnel Costs	\$50,000.00

HARTFORD MEMORIAL MIDDLE SCHOOL

245 Highland Avenue - White River Junction, Vermont 05001
Phone (802) 295-8640 - Fax (802) 295-8641

Annmarie Hall
School Counselor
Teams Nebula, Eclipse & Phoenix
(802) 295-8640 Ext. 3308

Cody Tancreti
Principal
(802) 295-8640 Ext. 3304

William MacDonald
School Counselor
Teams Atlas & Polaris
(802) 295-8640 Ext. 3309

June 11, 2026

To Whom It May Concern;

I am writing this letter of support at the request of Hartford Community Coalition ("HCC"). I have been involved with HCC since it's inception in response to the suicide death of multiple youth in the summer of 2013, as I served as the mental health crisis clinician for the Hartford community through the HCRS Crisis Team at that time. I later became a board member and avid supporter of the program, as it applied for Drug Free Communities funding to formalize the work it was doing in prevention within our community. Since HCC's formal start in 2019, it has been a strong prevention provider in our area, helping offer consultation, expertise and support with prevention activities in the schools and broader community.

It is the creative partnerships and support of HCC that have allowed for a drastic reduction of youth substance use in our community, per Youth Risk Behavior Survey data:

- Past 30 day alcohol use for youth in 2019 was 31%, by 2023 that rate has dropped to 5%
- Past 30 day nicotine use for youth in 2019 was 28%, by 2023 that rate has dropped to 8%
- Current cannabis use for youth in 2019 was 27%, by 2023 that rate has dropped to 4%
- Lifetime use by youth has dropped at significant rates—10% or more for all substances between 2019–2023
- Youth perception of harm has increased drastically for all substances, in conjunction with parental disapproval rates nearly doubling!

These numbers are not uncorrelated, and not by chance. HCC has been a faithful partner with the school district to increase protective factors in the community by:

- providing food insecure households food over summers, breaks and COVID lockdowns,
- Providing social media and newsletters to the community with resources,
- Partnership with the parks and recreation program to provide safe and substance free events for youth and families to include movie nights, teen pool parties, block parties, ice cream socials and more,
- Supporting and sponsoring youth advocates to attend national CADCA trainings in Washington DC and also be a part of statewide advocacy efforts like OVX and Vermont Youth Council,
- Coordinating monthly prevention events at the schools throughout our district,
- Coordinating OVX (Formerly Vermont Kids Against Tobacco) and Getting to Y programming to youth in middle and high school,
- Implementation of the evidence-based Stanford 'You and Me Vape Free ' curricula to elementary through high school age youth,
- Planning efforts with multiple community partners to try and secure safe and sober teen spaces in the community,

This list of successes and collaborations is certainly not exhaustive. Everyday I know that I can rely on Hartford Community Coalition and its staff to be available to help navigate community concerns and issues with creativity, kindness and professionalism. It is my hope that this program can continue indefinitely to be a resource, support, and beacon of hope for our community.

If you have any questions or want more examples of our successes, feel free to reach out anytime.

Sincerely,



Janet Potter, LADC, MLADC (NH), QMHP, LMFT

Student Assistance Provider (SAP)

Hartford Memorial Middle School



Hartford Community Restorative Justice Center

Proposal to the Town of Hartford
National Opioid Settlement Funds
Recovery & Health Navigation Pilot

I. Organization Information

Organization Name: Hartford Community Restorative Justice Center
Contact Person: Larry Blake Harvey, Executive Director
Email: bharvey@hartfordjusticecenter.org
Website: hartfordjusticecenter.org
Phone: 802-291-7173
Address: 58 N. Main Street, Suite 102, White River Junction, VT 05001
IRS EIN: 47-2708030

Mission Statement

The Hartford Community Restorative Justice Center strengthens community safety and repair by supporting accountability, healing, and connection for people impacted by crime, harm, incarceration, and conflict.

Organizational History and Current Programs

HCRJC has served Hartford and surrounding communities for more than 15 years. HCRJC provides restorative justice, reentry support, transitional housing, Circles of Support and Accountability, reparative panels, community conflict support, and support for people returning from incarceration.

HCRJC works closely with the Vermont Department of Corrections, Hartford Probation and Parole, local providers, volunteers, participants, victims and survivors, and community members. HCRJC supports justice-involved people who are often navigating substance use, recovery, untreated health needs, trauma, housing instability, and barriers to care at the same time.

HCRJC maintains naloxone and test strips, and all current staff are certified in CPR, First Aid, and AED use.

Key Staff Involved

Larry Blake Harvey, Executive Director, will oversee the project, supervise implementation, coordinate with partners, and ensure reporting requirements are met. HCRJC will hire a part-time Recovery & Health Navigator to deliver the pilot, with support from existing reentry, housing, and community-based staff.

II. Proposal Overview

Proposal Title: Recovery & Health Navigation Pilot

Amount Requested: \$50,000

Project Period: November 2026 through November 2027

Brief Description

HCRJC requests \$50,000 to launch a one-year Recovery & Health Navigation Pilot for justice-involved people in Hartford impacted by opioid use disorder, substance use, co-occurring mental health needs, incarceration, housing instability, or barriers to healthcare.

The pilot will fund a part-time Recovery & Health Navigator and related program costs. The Navigator will support people connected to HCRJC's reentry, transitional housing, Circles of Support and Accountability, and restorative justice programs, as well as appropriate referrals connected to community supervision.

This is not a request to fund housing costs or replace existing DOC-funded services. This is new capacity outside DOC funding to help participants connect to recovery supports, healthcare, treatment, harm reduction resources, and community-based support through warm handoffs, appointment support, overdose prevention education, and partner coordination.

Purpose and Key Outcomes

The purpose is to reduce opioid-related harm by helping high-risk, justice-involved individuals access recovery support, healthcare, treatment, harm reduction, and stabilizing community resources.

Key outcomes include warm handoffs rather than passive referrals; stronger support during the high-risk period after incarceration or while under community supervision; increased connections to recovery, healthcare, treatment, harm reduction, or peer support; stronger coordination between reentry, probation, healthcare, treatment, harm reduction, and recovery supports; and data to support future funding.

Individuals or Communities Served

This pilot will serve justice-involved individuals in Hartford, including people returning from incarceration, people on probation, people living in HCRJC transitional housing, and people connected to HCRJC reentry or restorative justice programming.

Budget: Recovery & Health Navigator, \$42,000; program costs and participant support, \$4,000; training, supplies, and harm reduction materials, \$2,000; data, evaluation, and administration, \$2,000. **Total request: \$50,000.**

Timeline: Nov.–Dec. 2026: hire Navigator, confirm referral process, develop tracking tools, and formalize partner coordination. Jan.–Aug. 2027: deliver navigation services, warm handoffs, partner coordination, harm reduction education, and outcome tracking. Sept.–Nov. 2027: evaluate outcomes, prepare final report, identify sustainability funding, and present findings to the Selectboard.

III. Proposal Details

A. Problem, Need, and Objectives

People leaving incarceration or living under community supervision face a high-risk period for relapse, overdose, untreated health needs, and disconnection from care. Many are managing recovery, housing, probation requirements, employment, mental health, transportation, healthcare, and family responsibilities all at once.

HCRJC sees this need every day through its reentry, restorative justice, transitional housing, and community-based support programs. Many participants are willing to seek help but struggle to follow through when support is limited to a referral or phone number. Participants may need help making an appointment, understanding options, reconnecting with primary care, accessing medication-assisted treatment, attending a recovery meeting, obtaining naloxone, or connecting to support before a situation becomes a crisis.

This pilot addresses a local gap: a trusted bridge between justice-involved individuals and existing healthcare, treatment, recovery, and harm reduction resources. HCRJC is not seeking to become a treatment provider or medical clinic. HCRJC seeks to add dedicated navigation capacity so people are more likely to connect to care and stay connected.

Objectives for the one-year pilot: HCRJC will serve at least 35 justice-involved individuals; complete at least 50 recovery, healthcare, treatment, or harm reduction referrals or warm handoffs; connect at least 25 participants to ongoing supports such as primary care, recovery coaching, medication-assisted treatment, outpatient treatment, peer support, harm reduction services, or recovery resources; provide overdose prevention and harm reduction education to at least 25 participants; develop a referral pathway with Hartford Probation and Parole and HCRJC programs; and track needs, referrals, completed connections, barriers to care, and outcomes.

B. Evidence-Informed Design and Implementation

This proposal is evidence-informed and directly aligned with the Town's approved opioid remediation strategies, including case management and recovery navigation, treatment for justice-involved populations, warm handoff models, recovery coaching and peer navigation, harm reduction, support for individuals transitioning from incarceration, cross-system coordination, and data/evaluation.

Warm handoffs and navigation are important because many high-risk individuals do not successfully connect to care through passive referrals alone. People are more likely to engage when support is relationship-based, practical, and available during moments of transition or crisis.

HCRJC will hire a part-time Recovery & Health Navigator for a one-year pilot. The position is budgeted at approximately 20 hours per week at approximately \$40 per hour, including program delivery, coordination, documentation, and follow-up.

The Navigator will work with HCRJC participants and appropriate referrals from Hartford Probation and Parole. The Navigator will provide recovery navigation, healthcare navigation, warm handoffs to treatment

and recovery supports, harm reduction education, support during the high-risk period after incarceration, partner coordination, and documentation of participant needs, referrals, completed connections, barriers, and outcomes.

The program will be voluntary and participant-centered. The Navigator will not provide medical treatment, clinical counseling, or legal advice.

C. Partners, Sustainability, Budget, and Evaluation

Hartford Community Restorative Justice Center will manage the pilot, hire and supervise the Navigator, provide program oversight, track outcomes, and submit reports.

Hartford Probation and Parole / Vermont Department of Corrections: HCRJC has an established working relationship with Hartford Probation and Parole and the Vermont Department of Corrections, and expects this pilot to support appropriate coordination and referrals for individuals under community supervision.

Dartmouth Health may serve as a healthcare coordination partner and referral destination. **Good Neighbor Health Clinic** may serve as a healthcare access partner for uninsured or underinsured participants. **Health Care and Rehabilitation Services (HCRS)** may serve as a behavioral health and mental health referral partner. HCRJC will include a letter of support from Hartford Dismas House as supplementary material.

This pilot is designed as a one-year demonstration project. Settlement funds will allow HCRJC to test the model, document need, collect outcomes, and build the case for future funding. If successful, HCRJC will seek ongoing support through healthcare, recovery, criminal justice, private foundation, municipal, and state funding sources.

Total Request: \$50,000

Recovery & Health Navigator: \$42,000

Funds will support a part-time Navigator for one year, estimated at approximately 20 hours per week at approximately \$40 per hour for 52 weeks.

Program Costs and Participant Support: \$4,000

Funds will support program costs connected to engagement and follow-through, including recovery support materials, appointment-related support, and limited participant support tied to connection to care.

Training, Supplies, and Harm Reduction Materials: \$2,000

Funds will support staff training, harm reduction materials, naloxone-related education materials, test strip education materials, printing, outreach, and supplies. HCRJC already maintains naloxone and test strips and will use this pilot to expand overdose prevention education and connection to care.

Data, Evaluation, and Administration: \$2,000

Funds will support data tracking, reporting, evaluation time, and administrative costs associated with managing the pilot and meeting Town reporting requirements.

HCRJC will track participants referred and served, referral source, participant needs, referrals made, warm handoffs completed, connections to healthcare/treatment/recovery/harm reduction/peer support,

overdose prevention education, naloxone and test strip education, barriers to care, participant follow-up, and partner feedback. HCRJC will submit quarterly updates and provide a 10-minute presentation to the Selectboard one year after receiving funds.

The proposed budget is reasonable for a one-year pilot. The majority of funds support direct service capacity through the Navigator role. Program and administrative costs are limited and directly tied to approved opioid remediation uses, including recovery navigation, care coordination, harm reduction, support for justice-involved populations, and connections to care.

D. Conclusion

The Recovery & Health Navigation Pilot will create a practical, community-based bridge between justice-involved individuals and recovery, healthcare, treatment, and harm reduction supports.

This proposal builds on HCRJC's existing relationships with participants, Hartford Probation and Parole, the Vermont Department of Corrections, volunteers, housing programs, healthcare providers, behavioral health providers, and community partners. It creates new capacity outside DOC funding and supports opioid remediation by helping high-risk individuals access care, reduce overdose risk, strengthen recovery, and remain connected to community support.

HCRJC respectfully requests \$50,000 from the Town of Hartford's National Opioid Settlement Funds to implement this one-year pilot.



P O Box 174,
1673 Maple Street
Hartford, Vermont 05001
www.dismasofvt.org

To the Town of Hartford,

I am writing in support of the Hartford Community Restorative Justice Center's application for opioid settlement funding to launch a one-year Recovery & Health Navigation Pilot.

Hartford Dismas House serves men returning to the community after incarceration by providing supportive, sober transitional housing. Our mission is to reconcile former prisoners with society and society with former prisoners.

Hartford Dismas House and HCRJC both work with justice-involved individuals who are rebuilding their lives in the community. Many people returning from incarceration are also navigating substance use, recovery needs, healthcare barriers, housing instability, and other challenges that can make it difficult to stay connected to support.

HCRJC's proposed pilot would create dedicated capacity to help justice-involved individuals connect to recovery supports, healthcare, treatment, harm reduction resources, and other community-based services. This kind of support is especially important for people who may struggle to follow through with referrals on their own or who need a trusted bridge to existing systems of care.

HCRJC is well positioned to provide this support because of its strong relationships with participants, probation and parole, community partners, and people returning from incarceration. This pilot would strengthen local reentry and recovery support in Hartford and help address opioid-related harms among a high-risk population.

Hartford Dismas House supports this proposal and believes it would be a valuable addition to the community's recovery and reentry resources.

Respectfully,

Tom Grillo
House Director
Hartford Dismas House

*Our mission is to reconcile the Previously Incarcerated with Society and
Society with the Previously Incarcerated.*



P O Box 174,
1673 Maple Street
Hartford, Vermont 05001
www.dismasofvt.org

June 2026

Opioid Settlement Fund Committee
Town of Hartford
Hartford, Vermont

Dear Members of the Opioid Settlement Fund Committee:

On behalf of Dismas of Vermont, I am pleased to submit the enclosed proposal, Integrated Behavioral Health Support Initiative, for funding through the Town of Hartford's Opioid Settlement Fund.

Founded in 1986, Dismas of Vermont is a qualified 501(c)(3) nonprofit organization dedicated to supporting underserved individuals transitioning from incarceration to successful community reintegration, particularly those living in rural areas where access to housing, treatment, and recovery supports is limited. For nearly 40 years, Dismas has provided housing, recovery support, case management, and community-based services that address the complex needs of individuals at high risk for substance use, overdose, homelessness, and recidivism.

Hartford Dismas House serves as a critical community resource for individuals returning to Hartford following incarceration. By providing stable housing and a structured recovery-oriented environment, Hartford Dismas House helps residents address barriers to recovery, employment, healthcare access, and long-term stability. The proposed initiative will expand access to behavioral health services, recovery support, care coordination, and transportation assistance for residents at elevated risk of substance use relapse and overdose during the critical period of community reentry.

We have recently been certified as a Level 2 Recovery Residence by the Vermont Alliance for Recovery Residences (VTARR), further demonstrating our commitment to evidence-based recovery housing standards and continuous quality improvement.

We appreciate the Committee's consideration of our proposal and the Town's commitment to addressing the impact of opioid use disorder within our community. Should you have any questions or require additional information, please do not hesitate to contact me.

Sincerely,

Jim Curran, Executive Director
Dismas of Vermont
jim@dismasofvt.org | 802.798.2157

Enclosures:

- Narrative Request and Detailed Budget,
- Letters of Support and Support Documents

Our mission is to reconcile the previously incarcerated with society
and
society with the previously incarcerated.

Town of Hartford Opioid Settlement Funding Proposal: Hartford Dismas House – Dismas of Vermont

1. Organization Information:

a. Contact Information

i. Organization Name:	Dismas of Vermont – Hartford Dismas House
ii. Contact Information:	Jim Curran, Executive Director; Tom Grillo, Director, Hartford Dismas House
iii. Email:	jim@dismasofvt.org tom@dismasofvt.org
iv. Website:	www.dismasofvt.org
v. Phone:	802.798.2157 (State Office) 802-698-8661 (Local)
vi. Address:	Dismas of Vermont (State Office) P.O. Box 156, Hyde Park, VT 0565

b. Mission Statement: Reconciling the formerly incarcerated with society and society with the formerly incarcerated since 1986.

c. Organizational History: Founded in 1986, Dismas of Vermont provides family-style, supportive, sober transitional housing that empowers individuals at high risk for incarceration with the tools and self-sufficiency necessary to live meaningful, sober lives. Through housing, case management, recovery support, workforce development, and community engagement, Dismas addresses barriers to the social determinants of health among highly vulnerable and stigmatized populations. Dismas currently operates five transitional living homes and a growing number of Step-Down Housing apartments that support individuals in achieving long-term stability, recovery, employment, and independent living. Since its founding, Dismas has served more than 2,300 individuals and provided over 387,000 nights of housing. Established in 2014, Hartford Dismas House is the only Department of Corrections-approved congregate reentry housing provider in Windsor County. The program has served more than 200 residents, provided over 30,000 nights of housing, and delivered more than 20,000 hours of individualized case management and recovery support services for individuals transitioning from incarceration.

d. Current Programs and Activities: Dismas of Vermont serves rural and underserved populations, with a particular focus on individuals transitioning from incarceration to successful community reintegration. The American Society of Addiction Medicine recognizes that “people in recovery need safe and stable living environments to develop recovery skills.” Dismas addresses this need through transitional housing, designed to help residents achieve long-term stability and recovery. Dismas currently operates five family-style transitional living homes to help people achieve a crime-free life through (1) substance use disorder recovery, (2) financial independence via improved job readiness, training, employment opportunities, and financial literacy, (3) improved physical and mental well-being and connections to healthcare, counseling, and community-based providers, (4) reintegration with and contributions to community, not just as residents but as neighbors, employees, volunteers, parents, and mentors to foster social inclusion and self-value, (5) healthy relationships with loved ones and (6) independent living. As of June 25, 2026, each congregate house is certified as a Level 2 Recovery Residence with VTAAR

e. EIN Number: 03-0369442

f. Key Staff: Jim Curran, Executive Director, Amy Daviarz, Program Director, Tom Grillo, Hartford Dismas House Director, Gale Nadeau, Assistant House Director (Resumes and Staff Bios are attached.)

2. Proposal Overview

a. Brief Description of the Proposal: Hartford Dismas House respectfully requests \$50,000 from the Town of Hartford's Opioid Settlement Funds to partner with a licensed Addiction Recovery and Behavioral Health Clinician to expand access to evidence-informed treatment, recovery support, and care coordination for individuals transitioning from incarceration. The clinician will provide on-site services within Hartford Dismas House's transitional recovery housing program, reducing barriers to care and supporting a population at exceptionally high risk for opioid-related harm. In alignment with National Opioid Settlement priorities and approved opioid remediation strategies, funding will support trauma-informed services designed to reduce opioid-related harms, including relapse, overdose risk, housing instability, and recidivism. Through counseling, care coordination, transportation assistance, and recovery-focused activities, the project will strengthen long-term recovery, community reintegration, and overall community wellness.

b. Purpose and Key Anticipated Outcomes: The purpose of this initiative is to increase access to addiction recovery and behavioral health services for justice-involved individuals transitioning from incarceration in Hartford, Vermont. Key anticipated outcomes include:

- Increased participation in behavioral health treatment, recovery services, and Medications for Opioid Use Disorder (MOUD)
- Reduced relapse incidents, overdose risk, and recidivism.
- Improved housing stability, healthcare access, and employment readiness.
- Strengthened care coordination and engagement with community-based recovery supports.

c. Individuals or Communities Served: This initiative serves justice-involved individuals in Hartford and the surrounding region who are transitioning from incarceration and living with opioid use disorder and co-occurring behavioral health conditions. Hartford Dismas House serves individuals with exceptionally high levels of need:

- 91% of residents have a history of substance use disorder, including 69% with opioid use disorder.
- All residents are justice-involved, and most have experienced repeated incarceration.
- Many residents face co-occurring health conditions, housing instability, and barriers to care.

d. Amount of Funding Requested: \$50,000

e. Summary Budget Overview: The proposed budget reflects reasonable and necessary costs to provide addiction recovery, behavioral health, and care coordination services for up to 20 residents annually. Clinician and case management personnel costs support counseling, recovery planning, crisis support, referrals, and care coordination. Transportation, program expenses, and grant administration support access to treatment, healthcare, recovery programming, and prosocial community engagement. All expenditures directly support approved opioid remediation activities. This investment represents a cost-effective strategy to reduce opioid-related harms while improving recovery outcomes, housing stability, and community safety.

f. Project Timeline: Upon award notification, Hartford Dismas House will finalize a service agreement with a licensed Addiction Recovery and Behavioral Health Clinician and establish referral, documentation, and reporting procedures. Direct resident services are expected to begin within 45 days of award and continue throughout the 12-month grant period. Program outcomes will be monitored quarterly and reported to the Town of Hartford in accordance with grant requirements.

Town of Hartford Opioid Settlement Funding Proposal: Hartford Dismas House – Dismas of Vermont

3. Proposal Details

a. Description of the Problem or Need Addressed: Windsor County and the Town of Hartford continue to experience significant challenges related to opioid use disorder (OUD), overdose mortality, housing instability, behavioral health needs, and barriers to treatment access. Individuals transitioning from incarceration are disproportionately impacted by opioid use disorder, co-occurring mental health conditions, trauma, unemployment, and homelessness, placing them at significantly elevated risk of relapse, overdose, and recidivism. Research indicates that individuals released from incarceration face an overdose risk up to 129 times greater than the general population during the first weeks following release.

Current Hartford Dismas House resident data indicate that approximately 91% have a history of substance use disorder and 100% have experienced significant trauma. Many also face co-occurring mental or physical health conditions, unstable housing histories, limited financial resources, and gaps in access to treatment and recovery services. Rural provider shortages, transportation barriers, long wait times, and fragmented systems of care often prevent residents from receiving timely treatment, increasing the risk of relapse, overdose, housing instability, and recidivism.

In May 2026, Hartford Dismas House residents identified on-site behavioral health services, stronger coordination among treatment and recovery providers, participation in prosocial recovery activities, and safe transportation as important supports for their recovery. These findings demonstrate a clear community need for expanded treatment, recovery support, and connections-to-care services for justice-involved individuals transitioning from incarceration.

b. Purpose and Measurable Objectives: The purpose of this initiative is to reduce barriers to treatment and recovery services, improve behavioral health outcomes, and reduce opioid-related harms for justice-involved individuals by integrating recovery and behavioral health services directly into Hartford Dismas House programming.

Objectives include:

- Increase participation in behavioral health treatment, counseling, and recovery support services;
- Improve engagement in Medication for Opioid Use Disorder (MOUD) and behavioral health treatment;
- Reduce opioid-related harms, including relapse incidents, overdose risk, and emergency interventions;
- Improve housing stability, healthcare access, and long-term recovery outcomes; and
- Strengthen care coordination among treatment providers, recovery organizations, healthcare systems, and criminal justice partners.

Measurable objectives include:

- Serve 15–20 residents through behavioral health and recovery support services.
- Ensure 100% participation in counseling, recovery support, Contingency Management, or prevention programming.
- Reduce barriers to treatment and healthcare through transportation assistance.
- Increase engagement with treatment, recovery supports, and community resources through care coordination.
- Monitor participation, referrals, transportation assistance, and service utilization to measure outcomes.

c. Evidence-Informed Nature of the Program: For nearly 40 years, Dismas of Vermont's approach has been grounded in evidence-informed practices shown to improve outcomes for justice-involved individuals living with substance use disorder, including trauma-informed care, individualized case management, recovery-oriented programming, Contingency Management, and community reintegration supports.

The proposed clinician partnership expands this model by incorporating a licensed clinician directly within the residential setting, increasing access to counseling, relapse prevention, crisis support, behavioral health consultation, and care coordination for residents who may otherwise face significant barriers to treatment.

Hartford Dismas House will monitor participation in counseling, recovery support services, referrals, transportation assistance, and treatment engagement, as well as indicators related to housing stability, employment, and recovery progress. Program outcomes will be reviewed quarterly to assess progress toward measurable objectives, identify opportunities for continuous quality improvement, and inform future program development and sustainability efforts.

i. Examples of similar programs or strategies that have been shown to prevent or reduce the harmful impacts of substance use disorder: Similar approaches have been implemented through Forensic Assertive Community Treatment (FACT) programs, which integrate behavioral health services and care coordination for justice-involved individuals. Evaluations of these models demonstrate improvements in treatment engagement, housing stability, healthcare access, social connectedness, and reductions in recidivism and emergency interventions.

ii. Description of how this proposal is directly informed by community input and needs

Community Input and Need: The proposed clinician partnership is directly informed by findings from the FY2025 Community Health Needs Assessment conducted by Dartmouth Hitchcock Medical Center, Alice Peck Day Memorial Hospital, and Visiting Nurse and Hospice for Vermont and New Hampshire. The assessment identified mental health care, substance use treatment, housing instability, and barriers to behavioral health services as significant concerns throughout the Upper Valley, citing provider shortages, long wait times, limited treatment capacity, and opioid overdose mortality rates in Windsor County that exceed state averages. The assessment further emphasized the importance of stable housing, access to care, and recovery supports in promoting community health and wellness.

In May 2026, Hartford Dismas House surveyed nine residents regarding the proposed initiative. All respondents supported access to an on-site behavioral health clinician and prosocial recovery activities, while seven identified integrated care coordination and safer transportation options as important to their recovery success.

This proposal responds directly to these identified needs by expanding access to trauma-informed behavioral health and addiction recovery services within a supportive transitional housing environment. The licensed clinician will provide counseling, relapse prevention, care coordination, and recovery support designed to reduce overdose risk, strengthen long-term recovery, and improve successful community reintegration.

d. Program Design and Implementation Strategy: Hartford Dismas House will contract with a licensed clinician to provide approximately 200 hours of on-site behavioral health and addiction recovery support annually. Services will include:

- Individual counseling and relapse prevention planning;
 - Behavioral health consultation and crisis support;
 - Screening and referral to treatment;
 - Warm hand-offs to treatment and recovery providers;
 - Recovery coaching coordination and peer support navigation;
 - Care coordination among providers, probation and parole officers, and community partners;
 - Group recovery support and relapse prevention programming;
 - Recovery-focused and prosocial activities; and
 - Transportation assistance to treatment, recovery, healthcare, and employment-related appointments.
- The clinician's services will be integrated into Hartford Dismas House's existing case management model, strengthening continuity of care and reducing barriers to recovery.

e. Partner Organizations and Defined Roles:

Vermont Department of Corrections – Resident referrals, reentry planning, and supervision coordination.

Dartmouth Hitchcock Medical Center and regional healthcare providers – Medical care, behavioral health referrals, and healthcare coordination.

Valley Vista – Residential substance use disorder treatment services.

Better Life Partners and Groups Recover Together – Medication for Opioid Use Disorder (MOUD), recovery support, and care coordination.

Health Care and Rehabilitation Services (HCRS) and Clara Martin Center – Behavioral health treatment, counseling, crisis intervention, and mental health services.

Upper Valley Turning Point and Vermont Recovery Network – Peer recovery support, recovery coaching, and community-based recovery navigation.

f. Sustainability Plan: Dismas of Vermont has maintained financially and operationally sustainable reentry housing and recovery support services for nearly 40 years. This funding is intended as a pilot investment to establish and evaluate the model. Program outcomes, utilization data, and evaluation findings will be used to pursue future funding from foundations, healthcare partners, government agencies, and private donors to sustain successful components of the initiative beyond the settlement funding period.

g. Detailed Budget:

Integrated Addiction and Behavioral Health Clinician	\$20,000	(200 hours at \$100 per hour)
Case Management Personnel x 2	18,000	(225 hours for salaries and benefits)
Grant Administration	5,000	(Evaluation, Compliance, Reporting)
Transportation	4,000	(Treatment Access)
Program Costs-		
Group Sessions & Materials	1,000	(Education and Skill Building)
Meetings & Recovery Activities	2,000	(Pro-social, peer support, community)
Total Request:	\$50,000	



STATE OF VERMONT
SENATE CHAMBER
115 STATE STREET
MONTPELIER, VT 05633

6/15/2026

Dear Hartford Opioid Settlement Fund Committee,

As a member of the Vermont Legislature, I voice our support for Dismas of Vermont's Hartford Opioid Settlement Funds RFP response to create additional opportunities in Vermont for the previously incarcerated.

Understanding the intersection of corrections, housing, poverty, and Substance Use Disorder, I recognize the critical need for more supportive housing for those coming out of incarceration, a transition that cannot be understated in its significance. Without adequate supports, the risk of new criminal behavior and relapse is very high. Community-based substance use disorder services for individuals reentering the community, as Dismas is proposing, is a vital piece of the puzzle.

Dismas of Vermont's restorative justice approach to re-entry is commendable and I respect their long-time contributions to safer, more cohesive, and healthier communities here in Vermont. A funded project would enable Dismas to extend the runway for successful integration back into society, hence contributing to lower recidivism rates and higher success rates of living in recovery from Substance Use Disorder.

There are inadequate pathways for the previously incarcerated to participate in progressively more independent housing: namely, a lack of affordable rentals, a need for longer-term supports, and a lack of protections against discrimination of those with a history of involvement with the corrections system. Dismas of Vermont's approach to congregate recovery housing is a means to make supportive housing available to an extremely high-risk population while encouraging further reintegration and recovery.

We urge you to seriously considering the request.

On behalf of our Upper Valley Community and the State of Vermont, thank you for your consideration.

Sincerely,


Joe Major
Vermont State Senator
Windsor District
Vice Chair Senate Agriculture Committee
Senate Institutions Committee
Canvassing Committee
Judicial Nominating Board



May 27, 2026

To Whom it May Concern,

Please accept this Letter of Support from the **Clara Martin Center** regarding Dismas of Vermont's proposal for Substance Use Disorder Recovery Residences funding. With this letter, the **Clara Martin Center** attests that it will provide access to services to residents of **Hartford Dismas House**. As one of Vermont's Preferred Providers and a spoke in Vermont's Blueprint for Health, the **Clara Martin Center** will provide Dismas residents access to:

(1) medically necessary, American Society of Addiction Medicine (ASAM), outpatient substance uses disorder services at **39 Fogg Farm Rd. Whiter River Jct.** or other Clara Martin site and;

(2) mental health screening and services such (as individual or group psychotherapy), and crisis services at **39 Fogg Farm Rd. White River Jct.** or other Clara Martin site.

The **Clara Martin Center** has been a trusted provider for more than **50** years, with more than **11** years of experience providing the services outlined above and working with Dismas of Vermont residents.

Sincerely,

Gretchen Pembroke
Adult Integrated Services Director
Gpembroke@claramartin.org
802-728-4466 x 350

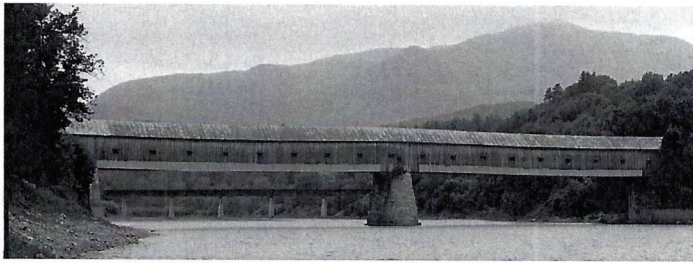
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Wilder, VT 05088-0816
802-295-1311
fax: 802-295-1312

www.claramartin.org

The Clara Martin Center
<https://www.claramartin.org/>
39 Fogg Farm Rd. White River Jct.



Connecticut Valley Addiction Recovery, Inc.
220 Holiday Drive, Suite A, WRJ, VT
[www. CVARinc.org](http://www.CVARinc.org)
Phone: (802)674-9400 Fax: (802)674-9410

BOARD OF DIRECTORS

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Richard Marasa MD

Earle Rugg Esq

Justin Rampino

C.F. Lord MD, FASAM
CEO/Medical Director

Barbara L. Welch
Executive Director

To Whom it May Concern,

Please accept this Letter of Agreement from the **Connecticut Valley Addiction Recovery** regarding Dismas of Vermont's proposal for Substance Use Disorder Recovery Residences funding. With this letter, **Connecticut Valley Addiction Recovery** attests that it will provide services for residents at **Hartford Dismas House**. As one of Vermont's Preferred Providers and a spoke in Vermont's Blueprint for Health, **Connecticut Valley** will provide Dismas residents with access to:

(1) medically necessary American Society of Addiction Medicine (ASAM) outpatient substance uses disorder services at 220 Holiday Dr. White River Jct.

(2) coordination of medications for MAT (Medication-Assisted Treatment) services and related mental health support to patients impacted by Opioid Use Disorder at Connecticut Valley Addiction Recovery inc. at 220 Holiday Dr. White River Jct.

Connecticut Valley Addiction Recovery Inc. has been a trusted provider for more than 19 years, with more than 6 years of experience providing the services outlined above and working with Dismas of Vermont residents.

Sincerely,

C. Frederick Lord, MD, DFASAM

Diplomate, American Board of Preventive Medicine-Addiction Medicine

CEO/Medical Director

Barbara Welch

Executive Director

Barbara@cvarinc.org

From: Kaitlin George <kgeorge@claramartin.org>

Sent: Tuesday, May 26, 2026 2:37 PM

To: Tom Grillo <tom@dismasofvt.org>

Subject: letter of support

Dear Hartford Opioid Settlement Committee,

My name is Kaitlin George, and I am the Substance Use Responder at the Clara Martin Center in Wilder, Vermont, also embedded at the Hartford Police Department. As a member of this community, I want to voice my support for the Dismas of Hartford, Vermont's Opioid Settlement Funds RFP response to create additional opportunities in Vermont for the previously incarcerated. Understanding the importance of support, these individuals need help with housing, substance use, and poverty. I recognize the critical need for more supportive housing for those coming out of incarceration. Without these supports, the risk of new criminal behavior and relapse is very high. The Dismas house, staff, and the support that is provided are a crucial part in aiding in the success of these individuals. Hartford Dismas House is a very crucial part that contributes to the success of these individuals reentering the community. Dismas of Vermont's restorative justice approach to re-entry is incredibly commendable, and I have great respect for their long-time obligation to the community and its members. The risk of relapse is very high, and without Dismas, the risks are heightened without a doubt. Pathways for formally incarcerated individuals are far and few between, to name a few, affordable housing and rentals, long-term supports, and a lack of protection against discrimination of those with a history that involves cases within the correctional system. Dismas of Vermont's approach to bring together recovery housing is a means to make supportive housing available to an extremely high-risk population, and at the same time, encourages these individuals to integrate into their community and foster recovery.

Sincerely,

Kaitlin George

802-369-9534

The Clara Martin Center, Wilder, Vermont

The Hartford Police Department Letter,, Letter,



Phone: 802-222-5201
Fax: 855-945-4315
valleyvistarecovery.com
23 Upper Plain, Bradford, VT 05033

April 10, 2026

To Whom It May Concern:

Please accept this letter expressing Valley Vista Recovery's support for and interest in collaborating with Dismas of Vermont regarding its proposal for Substance Use Disorder Recovery Residences funding.

Valley Vista Recovery has an established history of working collaboratively with Dismas of Vermont and is open to continuing discussions and coordination regarding potential service access for residents of the Rutland Dismas House, the Women's Dismas House, and the East Allen Dismas House, as clinically appropriate and subject to availability.

As part of a collaborative care approach, Valley Vista Recovery is able to offer access to medically necessary American Society of Addiction Medicine (ASAM)-aligned substance use disorder services, including medically managed intensive inpatient and low-intensity inpatient treatment, when appropriate. Valley Vista Recovery participates in the Vermont Preferred Provider Network. Services are provided at our locations in Bradford, Vermont, and Vergennes, Vermont.

With more than 20 years of experience delivering substance use disorder treatment and many years of collaboration with Dismas of Vermont, Valley Vista Recovery values opportunities to partner with community organizations to support individuals in recovery and promote continuity of care.

We look forward to continuing communication and exploring how our organizations may work together to support individuals served by Dismas of Vermont.

Sincerely,

Kevin Hamel BSN, RN

VP Medical and Clinical Services

Valley Vista



Hartford Community Restorative Justice Center

58 N. Main Street, Suite 102

White River Junction, VT 05001

We are a 501(c)(3) nonprofit organization, EIN 47-2708030.

June 3, 2026

Hartford Opioid Settlement Fund Committee

Hartford Town Hall

171 Bridge Street

White River Junction, VT 05001

Dear Hartford Opioid Settlement Fund Committee,

On behalf of the Hartford Community Restorative Justice Center, I am pleased to offer this letter of support for Dismas of Vermont's application for opioid settlement funding to expand recovery-focused support services for justice-involved individuals returning to the community.

At HCRJC, we work closely with individuals navigating reentry, restorative justice, transitional housing, and community-based support after incarceration or justice system involvement. We see every day how closely housing stability, recovery, accountability, and community connection are linked. When people return home without stable housing and recovery-centered support, the risk of relapse, isolation, and further justice system involvement increases significantly.

Dismas House plays a vital role in addressing these challenges. Its model offers more than a place to stay. It creates a structured, supportive environment where people can rebuild trust, strengthen recovery, and take meaningful steps toward long-term stability.

As an organization also engaged in transitional housing and reentry support, HCRJC understands the importance of investing in community-based solutions. Expanding Dismas House's recovery-focused services would strengthen the local continuum of care and provide critical resources for people at a vulnerable point in their lives.

I respectfully urge the committee to give strong consideration to Dismas of Vermont's request. This investment would support important reentry and recovery work that benefits both the individuals served and the broader Hartford community.

Thank you for your consideration.

A handwritten signature in black ink, appearing to read "Larry Blake Harvey", with a stylized flourish at the end.

Larry Blake Harvey

Executive Director

bharvey@hartfordjusticecenter.org

June 1, 2026

Response to the Town of Hartford, Vermont
National Opioid Settlement Funds
— Prevention, Treatment, and
Recovery Programs

Re: Letter of Support for Hartford Dismas House

Dear Members of the Review Committee:

My name is AJ, and I am a resident at Hartford Dismas House. I arrived at Dismas House on July 15, 2025, after serving a prison sentence. I had an extremely difficult time finding resources and housing. I was lucky enough to be accepted at Hartford Dismas House, and even though this solved my housing issue, I had other difficulties upon release. One issue was transportation to appointments. In addition, I also thought there were not many options for treatment, or that the enrollment process was complicated, including the location of those services.

As someone who experienced these struggles, I feel that all of the residents at Hartford Dismas House would benefit GREATLY from an on-site clinician for both mental and physical health issues. Improved access to a clinician will also assist with preventing stigma and providing a sense of belonging while helping us reintegrate into society and bridging the gaps.

Sincerely,

AJ

A handwritten signature in black ink, appearing to be the initials 'AJ' followed by a stylized flourish.

Evidence-Based Data Report

Reporting Period: July 1, 2025 – June 26, 2026

Deliverables: During the reporting period, Hartford Dismas House achieved the following measurable outcomes:

- Provided congregate housing to 26 residents transitioning from incarceration, creating a stable, recovery-oriented environment that supports successful community reintegration.
- Delivered 2,898 congregate housing bed nights, maintaining an average occupancy rate of 77%.
- Developed 100% of resident Housing Plans within 30 days of admission, with all plans reviewed and updated monthly to support individualized goals and long-term housing stability.
- Provided 1,761 hours of individualized case management, connecting residents with housing, employment, healthcare, treatment, and other essential community resources.
- Offered 44 structured pro-social and community engagement activities designed to strengthen recovery, build healthy relationships, and foster successful reintegration.
- Assisted 74% of residents in accessing healthcare services and managing physical and behavioral health conditions.
- Helped 58% of residents secure employment or obtain other earned or unearned income, supporting financial stability and independence.
- Supported 63% of residents in accessing education, vocational training, and workforce development opportunities.
- Served 26 residents, 80% of whom successfully completed probation without returning to jail.
- Achieved an 80% successful parole completion rate among eligible residents.
- Served 8,694 volunteer-prepared meals during 225 family-style community dinners, strengthening community, accountability, and healthy daily routines.
- Engaged more than 200 volunteers from throughout Windsor County who contributed nearly 2,000 hours of service in support of resident recovery, reintegration, and long-term success.

Our mission is to reconcile the previously incarcerated with society and society with the previously incarcerated.

Hartford Dismas House Resident Survey Narrative:

In May 2026, Hartford Dismas House surveyed nine current residents regarding the need for enhanced behavioral health and recovery support services. The survey was conducted to better understand resident experiences, barriers to recovery, and priorities for additional programming. Responses demonstrated strong support for the proposed initiative and highlighted the importance of accessible, on-site services.

All nine residents agreed that access to an on-site behavioral health clinician would benefit their recovery and overall well-being. Residents reported that counseling services available within the residence would reduce barriers related to transportation, scheduling, and stigma while providing timely support during periods of increased stress or vulnerability. Seven of the nine respondents indicated that collaboration among the clinician, case management staff, probation and parole officers, treatment providers, and other community partners would strengthen their recovery efforts and improve continuity of care. Residents noted that coordinated support would help them navigate complex systems and maintain accountability to their recovery goals.

Residents also expressed strong support for recovery-focused community engagement and pro-social activities. All respondents agreed that participation in structured recreational, educational, and volunteer opportunities contributes positively to recovery by reducing isolation, building healthy relationships, and strengthening connections to the broader community.

Transportation emerged as another significant barrier. Seven of the nine respondents indicated that improved access to transportation for treatment, medical appointments, employment, and recovery-related activities would support their recovery. Several residents noted that reliance on public transportation or rides can increase exposure to environments, individuals, or situations associated with substance use.

Survey findings demonstrate clear resident support for expanded behavioral health services, enhanced care coordination, recovery-oriented programming, and transportation assistance. These findings directly informed the development of the Integrated Behavioral Health Support Initiative and reflect the priorities identified by residents themselves.

Dismas of Vermont, Inc.
Profit & Loss Budget vs. Actual HDH
July 2025 through May 2026

	<u>Jul '25 - May 26</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense				
Income				
4005 · Donations - Unsolicited				
4010 · Cash	9,972.64	4,000.00	5,972.64	249.32%
4050 · Matching Gifts	34,103.09			
4060 · Memorium/Honoraria	133.09	1,000.00	-866.91	13.31%
4070 · Recurring Monthly Donations	2,388.92	2,264.44	124.48	105.5%
Total 4005 · Donations - Unsolicited	46,597.74	7,264.44	39,333.30	641.45%
4008 · Misc Fundraising	262.00	5,000.00	-4,738.00	5.24%
4100 · Fundraising				
4110 · Auction/Dinner				
4111 · Auction Sales	0.00	2,264.90	-2,264.90	0.0%
4115 · Raffle	0.00	3,000.00	-3,000.00	0.0%
4116 · Sponsorships	14,303.09	10,000.00	4,303.09	143.03%
4118 · Ticket Sales	3,980.49	5,370.78	-1,390.29	74.11%
4119 · Special Projects/Tear Offs	0.00	1,359.60	-1,359.60	0.0%
Total 4110 · Auction/Dinner	18,283.58	21,995.28	-3,711.70	83.13%
4120 · Campaigns				
4121 · Annual Appeal	96,695.94	111,192.79	-14,496.85	86.96%
4166 · Newsletter	11,626.96	8,762.58	2,864.38	132.69%
Total 4120 · Campaigns	108,322.90	119,955.37	-11,632.47	90.3%
4200 · Grants	114,944.35	49,000.00	65,944.35	234.58%
Total 4100 · Fundraising	241,550.83	190,950.65	50,600.18	126.5%
4500 · Earned Income				
4230 · State of VT	192,175.61	192,175.61	0.00	100.0%
4510 · Program Fees	18,053.60	26,329.60	-8,276.00	68.57%
Total 4500 · Earned Income	210,229.21	218,505.21	-8,276.00	96.21%
Total Income	498,639.78	421,720.30	76,919.48	118.24%
Gross Profit	498,639.78	421,720.30	76,919.48	118.24%
Expense				
6100 · PAYROLL EXPENSES				
6110 · Salaries/Wages	151,263.03	151,050.13	212.90	100.14%

Dismas of Vermont, Inc.
Profit & Loss Budget vs. Actual HDH
July 2025 through May 2026

	<u>Jul '25 - May 26</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
6120 · Other Payroll Expenses				
6122 · PR Taxes	14,310.33	14,146.99	163.34	101.16%
6124 · Prof. Development/Training	2,499.00	3,666.63	-1,167.63	68.16%
6129 · Recruitment/Other PR Fees	0.00	1,845.91	-1,845.91	0.0%
Total 6120 · Other Payroll Expenses	<u>16,809.33</u>	<u>19,659.53</u>	<u>-2,850.20</u>	<u>85.5%</u>
6150 · Employee Benefits				
6151 · Health Reimbursement/Opt-Out	1,846.24			
6152 · Insurance - Health	29,683.90	33,297.33	-3,613.43	89.15%
6155 · Retirement	4,537.94	4,531.45	6.49	100.14%
Total 6150 · Employee Benefits	<u>36,068.08</u>	<u>37,828.78</u>	<u>-1,760.70</u>	<u>95.35%</u>
Total 6100 · PAYROLL EXPENSES	<u>204,140.44</u>	<u>208,538.44</u>	<u>-4,398.00</u>	<u>97.89%</u>
6300 · FACILITIES				
6310 · Equipment/Furnish under \$500	1,034.25	422.51	611.74	244.79%
6330 · Repairs/Maintenance	11,453.35	11,458.37	-5.02	99.96%
6390 · Utilities				
6391 · Cable/Internet	5,916.49	7,425.00	-1,508.51	79.68%
6392 · Electricity	6,515.83	6,816.70	-300.87	95.59%
6393 · Heating Fuel	3,893.84	5,067.26	-1,173.42	76.84%
6394 · Water & Sewer	3,247.74	3,662.34	-414.60	88.68%
6397 · Trash & Other Utilities	882.00	1,420.87	-538.87	62.08%
Total 6390 · Utilities	<u>20,455.90</u>	<u>24,392.17</u>	<u>-3,936.27</u>	<u>83.86%</u>
Total 6300 · FACILITIES	<u>32,943.50</u>	<u>36,273.05</u>	<u>-3,329.55</u>	<u>90.82%</u>
6500 · PROGRAM EXPENSES				
6510 · Groceries	13,558.51	18,333.37	-4,774.86	73.96%
6550 · Programs for Residents	14,374.34	18,333.37	-3,959.03	78.41%
Total 6500 · PROGRAM EXPENSES	<u>27,932.85</u>	<u>36,666.74</u>	<u>-8,733.89</u>	<u>76.18%</u>
6700 · FUNDRAISING/OUTREACH				
6710 · Special Events Expense	5,268.85	10,000.00	-4,731.15	52.69%
6750 · Advertising	504.00	916.63	-412.63	54.98%
6790 · Other Fundraising	4,473.75	916.63	3,557.12	488.07%
6968 · Printing Fundraising	4,116.70	8,500.00	-4,383.30	48.43%
Total 6700 · FUNDRAISING/OUTREACH	<u>14,363.30</u>	<u>20,333.26</u>	<u>-5,969.96</u>	<u>70.64%</u>

Dismas of Vermont, Inc.
Profit & Loss Budget vs. Actual HDH
July 2025 through May 2026

	<u>Jul '25 - May 26</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
6900 · OPERATIONS				
6920 · Computer Expense				
6922 · Purchase/Repair	0.00	372.13	-372.13	0.0%
6923 · Software Support	630.00	1,833.37	-1,203.37	34.36%
Total 6920 · Computer Expense	<u>630.00</u>	<u>2,205.50</u>	<u>-1,575.50</u>	<u>28.57%</u>
6930 · Contracted Services	2,133.00			
6960 · Other Operations expenses				
6963 · Dues/Subscriptions	234.89	151.91	82.98	154.62%
6966 · Miscellaneous/Other Expense	1,893.88	2,633.40	-739.52	71.92%
6967 · Postage/Shipping	3,174.39	4,053.28	-878.89	78.32%
6970 · Office Supplies/Expenses	2,342.84	2,016.41	326.43	116.19%
Total 6960 · Other Operations expenses	<u>7,646.00</u>	<u>8,855.00</u>	<u>-1,209.00</u>	<u>86.35%</u>
6980 · Travel Expense				
6981 · Meals/Lodging	411.56	142.89	268.67	288.03%
6983 · Mileage Reimbursement	954.96	2,876.50	-1,921.54	33.2%
Total 6980 · Travel Expense	<u>1,366.52</u>	<u>3,019.39</u>	<u>-1,652.87</u>	<u>45.26%</u>
Total 6900 · OPERATIONS	<u>11,775.52</u>	<u>14,079.89</u>	<u>-2,304.37</u>	<u>83.63%</u>
6992 · Program Indirect	29,001.41	23,923.23	5,078.18	121.23%
6995 · ADMIN ALLOCATION	<u>46,922.90</u>	<u>40,285.68</u>	<u>6,637.22</u>	<u>116.48%</u>
Total Expense	<u>367,079.92</u>	<u>380,100.29</u>	<u>-13,020.37</u>	<u>96.57%</u>
Net Ordinary Income	131,559.86	41,620.01	89,939.85	316.1%
Other Income/Expense				
Other Expense				
8210 · Depreciation	16,613.70	0.00	16,613.70	100.0%
Total Other Expense	<u>16,613.70</u>	<u>0.00</u>	<u>16,613.70</u>	<u>100.0%</u>
Net Other Income	-16,613.70	0.00	-16,613.70	100.0%
Net Income	<u><u>114,946.16</u></u>	<u><u>41,620.01</u></u>	<u><u>73,326.15</u></u>	<u><u>276.18%</u></u>

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-

20⁰⁰⁴⁷24

Open to Public Inspection

A For the 2024 calendar year, or tax year beginning 07-01-2024 , and ending 06-30-2025

B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Final return/terminated ☐ Amended return ☐ Application pending	C Name of organization Dismas of Vermont Inc		D Employer identification number 03-0369442	
	Doing business as		E Telephone number (802) 655-0300	
	Number and street (or P.O. box if mail is not delivered to street address) 103 East Allen Street	Room/suite	G Gross receipts \$ 2,160,647	
	City or town, state or province, country, and ZIP or foreign postal code Winooski, VT 05404			
F Name and address of principal officer: Jim Curran 103 East Allen Street Winooski, VT 05404			H(a) Is this a group return for subordinates? ☐ Yes ☒ No H(b) Are all subordinates included? ☐ Yes ☐ No If "No," attach a list. See instructions. H(c) Group exemption number	
I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527				
J Website: www.dismasofvermont.org				
K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other			L Year of formation: 2001	M State of legal domicile: VT

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: Reconciling prisoners with society and society with prisoners.		
	2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	15
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	14
5 Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	21	
6 Total number of volunteers (estimate if necessary)	6	363	
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0	
b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b		
Revenue		Prior Year	Current Year
	8 Contributions and grants (Part VIII, line 1h)	1,611,070	1,874,408
	9 Program service revenue (Part VIII, line 2g)	81,774	86,705
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	74,715	130,627
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	70,925	45,071
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,838,484	2,136,811
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	1,255,039	1,521,321
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0
	b Total fundraising expenses (Part IX, column (D), line 25) <u>198,231</u>		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	625,472	766,270
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	1,880,511	2,287,591
	19 Revenue less expenses. Subtract line 18 from line 12	-42,027	-150,780
Net Assets or Fund Balances		Beginning of Current Year	End of Year
	20 Total assets (Part X, line 16)	4,574,117	4,234,695
	21 Total liabilities (Part X, line 26)	662,747	497,872
	22 Net assets or fund balances. Subtract line 21 from line 20	3,911,370	3,736,823

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer Jim Curran Executive Director			Date 2026-01-29	
	Type or print name and title				
	Print/Type preparer's name		Preparer's signature		Date 2026-01-29
Paid Preparer Use Only			Check ☐ if self-employed		PTIN P00533236
	Firm's name Wishart Wimette Associates PLC			Firm's EIN 26-4046110	
	Firm's address 159 River Road Essex Junction, VT 05452			Phone no. (802) 879-1055	

May the IRS discuss this return with the preparer shown above? See Instructions. . . . ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2024)

Statement of Program Service Accomplishments



1 Briefly describe the organization's mission:

Reconciling prisoners with society and society with prisoners through a family setting.

☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **2,089,778** including grants of \$) (Revenue \$ **86,705**)

Integration of former prisoners back into society through a family setting with homes in Burlington, Rutland and Hartford, Vermont.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O.)
(Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)

4e	Total program service expenses	2,089,778
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Part IV

Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A 	1	Yes
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions. 	2	Yes
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III	5	No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? If "Yes," complete Schedule D, Part V	10	No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI. 	11a	Yes
b	Did the organization report an amount for investments—other securities—in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII 	11b	Yes
c	Did the organization report an amount for investments—program related—in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX 	11d	Yes
e	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X 	11e	Yes
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)?	11f	Yes
12a	If "Yes," complete Schedule D, Part X  Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII 	12a	Yes
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions.	17	No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II 	18	Yes
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	No

Part IV

Checklist of Required Schedules (continued)

		Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23	No
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	24a	No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a	No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b	No
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons?	26	No
27	If "Yes," complete Schedule L, Part II. Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III	27	No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV	28a	No
b	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	28b	No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If "Yes," complete Schedule L, Part IV	28c	No
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29	Yes
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions?	30	No
31	If "Yes," complete Schedule M. Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31	No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32	No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3?	33	No
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	34	No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	No
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36	No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37	No
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	Yes

Part V

Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	8
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes

Part V		Statements Regarding Other IRS Filings and Tax Compliance (continued)		
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		2a	21	
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b	Yes	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?		3a		No
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O		3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a		No
b If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)				
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .		5a		No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		No
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a		No
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
7 Organizations that may receive deductible contributions under section 170(c).				
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		7a		No
b If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		No
d If "Yes," indicate the number of Forms 8282 filed during the year		7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e		No
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		No
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?				
9 Sponsoring organizations maintaining donor advised funds.				
a Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10 Section 501(c)(7) organizations. Enter:				
a Initiation fees and capital contributions included on Part VIII, line 12		10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		10b		
11 Section 501(c)(12) organizations. Enter:				
a Gross income from members or shareholders		11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)		11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?				
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.		12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.				
a Is the organization licensed to issue qualified health plans in more than one state?		13a		
Note. See the instructions for additional information the organization must report on Schedule O.				
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		13b		
c Enter the amount of reserves on hand		13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?		14a		No
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?		15		No
16 Is the organization subject to the section 4968 excise tax on net investment income?		16		No
b If "Yes," complete Form 4720, Schedule O.				
17 Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953?		17		
If "Yes," complete Form 6069.				

Part VI

Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
1b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		No
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
8a	The governing body?	Yes	
8b	Each committee with authority to act on behalf of the governing body?	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No	
10a	Did the organization have local chapters, branches, or affiliates?	Yes	
10b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	Yes	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		No
11b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	Yes	
12b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		No
12c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	Yes	
13	Did the organization have a written whistleblower policy?	Yes	
14	Did the organization have a written document retention and destruction policy?		No
15a	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official	Yes	
15b	Other officers or key employees of the organization		No
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		No
16b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed

18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records:

Jim Curran 103 East Allen Street Winooski, VT 05404 (802) 655-0300

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- 1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization’s tax year.
- List all of the organization’s **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

List all of the organization’s **current** key employees, if any. See the instructions for definition of "key employee."

List the organization’s five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

List all of the organization’s **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

List all of the organization’s **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.
- ☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.
- | (A)
Name and title | (B)
Average hours per week (list any hours for related organizations below dotted line) | (C)
Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D)
Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E)
Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F)
Estimated amount of other compensation from the organization and related organizations |
|--|--|---|------------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee; | Officer | Key employee | Highest compensated employee | Former | | | |
| (1) Jim Curran
.....
Executive Director | 40.00
..... | X | | X | | | | 110,913 | 0 | 33,549 |
| (2) Tracy Dustin-Eichler
.....
President | 1.00
..... | X | | X | | | | 0 | 0 | 0 |
| (3) Steve Gronlund
.....
Vice President | 1.00
..... | X | | X | | | | 0 | 0 | 0 |
| (4) Samantha Pause
.....
Secretary | 1.00
..... | X | | X | | | | 0 | 0 | 0 |
| (5) Chris Babb
.....
Treasurer | 1.00
..... | X | | X | | | | 0 | 0 | 0 |
| (6) Nancy Snyder
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (7) Will Hunter
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (8) Gabrielle Lucke left during FY25
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (9) Timothy Stickle
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (10) Gina Kelly
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (11) John Crabbe Jr
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (12) Lisa Sharp
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (13) Alec Ewald left during FY25
.....
Former Vice President | 1.00
..... | X | | X | | | | 0 | 0 | 0 |
| (14) Drew Rockwell
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (15) Kate Lark left during FY25
.....
Former secretary | 1.00
..... | X | | X | | | | 0 | 0 | 0 |
| (16) Nathan Davidson
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
| (17) Alexander Garrison Jr
.....
Member | 1.00
..... | X | | | | | | 0 | 0 | 0 |
- Form 990 (2024)

Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee;	Officer	Key employee	Highest compensated employee			
(18) Cal Hale Member	1.00	X					0	0	0
(19) Ian Carlton left during FY25 Member	1.00	X					0	0	0

1b Sub-Total			
c Total from continuation sheets to Part VII, Section A . . .			
d Total (add lines 1b and 1c)	110,913		33,549

2	Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 1			
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4		No
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5		No

Section B. Independent Contractors		
1	Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.	
(A) Name and business address	(B) Description of services	(C) Compensation
2	Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization	

Part VIII

Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants, and Other	1a Federated campaigns		1a		
Amt Similar Amounts	b Membership dues		1b		
	c Fundraising events		1c451,196		
	d Related organizations		1d		
	e Government grants (contributions)		1e703,725		
	f All other contributions, gifts, grants, and similar amounts not included above		1f719,487		
	g Noncash contributions included in lines 1a - 1f:\$		1g90,271		
	h Total. Add lines 1a-1f		1,874,408		
Program Service Revenue	2a Program fees	Business Code			
		624100	86,705	86,705	
	b				
	c				
	d				
	e				
	f All other program service revenue.				
	9 Total. Add lines 2a-2f.	86,705			

Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		130,627			130,627		
	4 Income from investment of tax-exempt bond proceeds							
	5 Royalties							
	6a Gross rents	(i) Real	(ii) Personal					
		6a						
		b Less: rental expenses	6b					
	c Rental income or (loss)	6c						
	d Net rental income or (loss)							
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other					
		7a						
		b Less: cost or other basis and sales expenses	7b					
	c Gain or (loss)	7c						
	d Net gain or (loss)							
	8a Gross income from fundraising events (not including \$ 451,196 of contributions reported on line 1c). See Part IV, line 18	8a	68,410					
		b Less: direct expenses	8b					23,836
	c Net income or (loss) from fundraising events		44,574					
	9a Gross income from gaming activities. See Part IV, line 19	9a						
		b Less: direct expenses	9b					
c Net income or (loss) from gaming activities								
10a Gross sales of inventory, less returns and allowances	10a							
	b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory								
Other	11a Other		Business Code					
			900099	497	497			
	b							
	c							
	d All other revenue							
	e Total. Add lines 11a-11d		497					
	12 Total revenue. See instructions		2,136,811	87,202		130,627		

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	0			
2 Grants and other assistance to domestic individuals. See Part IV, line 22	0			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	112,758	67,656	45,102	
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	978,860	602,400	260,797	115,663
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	32,482	18,916	10,095	3,471
9 Other employee benefits	297,718	188,162	79,540	30,016
10 Payroll taxes	99,503	61,060	26,536	11,907
11 Fees for services (non-employees):				
a Management	0			
b Legal	6,278	2,990	3,288	
c Accounting	67,409		67,409	
d Lobbying	0			
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	0			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	3,283	3,283		
12 Advertising and promotion	2,864	2,179		685
13 Office expenses	210,275	124,252	52,425	33,598
14 Information technology	0			
15 Royalties	0			
16 Occupancy	258,076	256,264	1,812	
17 Travel	45,798	13,824	29,175	2,799
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	0			
20 Interest	0			
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	53,595	53,454	141	
23 Insurance	47,840		47,840	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Food bank and grocery	52,282	52,282		
b Auto maintenance and fuel	5,928	5,928		
c Dues and subscriptions	5,485	1,964	3,521	
d Miscellaneous	7,157	4,532	2,533	92
e All other expenses	0	630,632	-630,632	
25 Total functional expenses. Add lines 1 through 24e	2,287,591	2,089,778	-418	198,231
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				

Part X

Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

☐

				(A)		(B)	
				Beginning of year		End of year	
Assets	1	Cash—non-interest-bearing		39,354	1	15,866	
	2	Savings and temporary cash investments		1,468,769	2	1,021,715	
	3	Pledges and grants receivable, net			3	1,000	
	4	Accounts receivable, net			4		
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5		
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6		
	7	Notes and loans receivable, net			7		
	8	Inventories for sale or use			8		
	9	Prepaid expenses and deferred charges		7,588	9	6,990	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	1,444,038			
	b	Less: accumulated depreciation	10b	776,233	689,607	10c	667,805
	11	Investments—publicly traded securities			11		
	12	Investments—other securities. See Part IV, line 11		1,207,779	12	1,357,704	
	13	Investments—program-related. See Part IV, line 11			13		
	14	Intangible assets			14		
	15	Other assets. See Part IV, line 11		1,161,020	15	1,163,615	
16	Total assets. Add lines 1 through 15 (must equal line 33)		4,574,117	16	4,234,695		
Liabilities	17	Accounts payable and accrued expenses		107,413	17	147,567	
	18	Grants payable			18		
	19	Deferred revenue		268,498	19	34,447	
	20	Tax-exempt bond liabilities			20		
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21		
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22		
	23	Secured mortgages and notes payable to unrelated third parties			23		
	24	Unsecured notes and loans payable to unrelated third parties			24		
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		286,836	25	315,858	
	26	Total liabilities. Add lines 17 through 25		662,747	26	497,872	
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.						
	27	Net assets without donor restrictions		3,757,317	27	3,563,725	
	28	Net assets with donor restrictions		154,053	28	173,098	
	Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.						
	29	Capital stock or trust principal, or current funds			29		
	30	Paid-in or capital surplus, or land, building or equipment fund			30		
	31	Retained earnings, endowment, accumulated income, or other funds			31		
	32	Total net assets or fund balances		3,911,370	32	3,736,823	
	33	Total liabilities and net assets/fund balances		4,574,117	33	4,234,695	

Part XI

Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	2,136,811
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,287,591
3	Revenue less expenses. Subtract line 2 from line 1	3	-150,780
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	3,911,370
5	Net unrealized gains (losses) on investments	5	75,533
6	Donated services and use of facilities	6	
7	Investment expenses	7	-9,029
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-90,271
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (A))	10	3,736,823

Part XII

Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		No
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	Yes	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		No
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

Additional Data

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Software ID: 24019898

Software Version: 24.0.1.0

Form 990, Special Condition Description:

Special Condition Description

Name of the organization	Employer identification number
Dismas of Vermont Inc	03-0369442

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1

☐

A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☒

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9

☐

An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
- 10

☐

An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11

☐

An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a

☐

Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b

☐

Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c

☐

Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d

☐

Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e

☐

Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f

Enter the number of supported organizations
- g

Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . .	1,259,511	1,546,175	1,945,281	2,008,157	1,784,137	8,543,261
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge..						
4 Total. Add lines 1 through 3	1,259,511	1,546,175	1,945,281	2,008,157	1,784,137	8,543,261
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . .						
6 Public support. Subtract line 5 from line 4.						8,543,261

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4. . .	1,259,511	1,546,175	1,945,281	2,008,157	1,784,137	8,543,261
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	63,634	27,469	4,932	74,715	130,627	301,377
9 Net income from unrelated business activities, whether or not the business is regularly carried on. . .						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . .	500		564	9,577	497	11,138
11 Total support. Add lines 7 through 10						8,855,776

12 Gross receipts from related activities, etc. (see instructions)

12

13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

14 Public support percentage for 2024 (line 6, column (f) divided by line 11, column (f))	14	96.470 %
15 Public support percentage for 2023 Schedule A, Part II, line 14	15	97.520 %

16a 33 1/3% support test—2024. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

b 33 1/3% support test—2023. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

17a 10%-facts-and-circumstances test—2024. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

b 10%-facts-and-circumstances test—2023. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

Part IIISupport Schedule for Organizations Described in Section 509(a)(2)
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support						
Calendar year (or fiscal year beginning in) ►	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
c Add lines 7a and 7b. .						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support						
Calendar year (or fiscal year beginning in) ►	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6. . .						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . .						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .						
13 Total support. (Add lines 9, 10c, 11, and 12.) .						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ☐						

Section C. Computation of Public Support Percentage		
15 Public support percentage for 2024 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2023 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage		
17 Investment income percentage for 2024 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2023 Schedule A, Part III, line 17	18	
19a 33 1/3% support tests—2024. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization ☐		
b 33 1/3% support tests—2023. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization ☐		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐		

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990) .</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).</i>		

Part IV Supporting Organizations (continued)

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b	A family member of a person described on 11a above?		
c	A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to 11a, 11b, or 11c, provide detail in Part VI.</i>		

Section B. Type I Supporting Organizations

		Yes	No
1	Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3	By reason of the relationship described in line 2 above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):			
a	☐ The organization satisfied the Activities Test. Complete line 2 below.			
b	☐ The organization is the parent of each of its supported organizations. Complete line 3 below.			
c	☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions)			
2	Activities Test. Answer lines 2a and 2b below.			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
b	Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>			
3	Parent of Supported Organizations. Answer lines 3a and 3b below.			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No", provide details in Part VI.</i>			
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI. the role played by the organization in this regard.</i>			

Part V

Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1

☐

Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in **Part VI***). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	

7

☐

Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)		
Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions	8
9	Distributable amount for 2024 from Section C, line 6	9
10	Line 8 amount divided by Line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2024	(iii) Distributable Amount for 2024
1	Distributable amount for 2024 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2024 (reasonable cause required-- explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2024:		
a	From 2019.		
b	From 2020.		
c	From 2021.		
d	From 2022.		
e	From 2023.		
f	Total of lines 3a through e		
g	Applied to underdistributions of prior years		
h	Applied to 2024 distributable amount		
i	Carryover from 2019 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2024 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2024 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI . See instructions.		
6	Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2025. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2020.		
b	Excess from 2021.		
c	Excess from 2022.		
d	Excess from 2023.		
e	Excess from 2024.		

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test	
Return Reference	Explanation

Additional Data

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Software ID: 24019898

Software Version: 24.0.1.0

Schedule B (Form 990) (Rev. January 2025) Department of the Treasury Internal Revenue Service	Schedule of Contributors ▶ Attach to Form 990, 990-EZ, or 990-PF. ▶ Go to www.irs.gov/Form990 for the latest information.	OMB No. 1545-0047
Name of the organization Dismas of Vermont Inc		Employer identification number 03-0369442

Organization type (check one):

Filers of:	Section:
Form 990 or 990-EZ	☐ 501(c)() (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust not treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or other property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization Dismas of Vermont Inc	Employer identification number 03-0369442
---	--

Part I

Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
RESTRICTED		\$ RESTRICTED	☐ Person
			☐ Payroll
			☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		\$	☐ Person
			☐ Payroll
			☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		\$	☐ Person
			☐ Payroll
			☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		\$	☐ Person
			☐ Payroll
			☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		\$	☐ Person
			☐ Payroll
			☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		\$	☐ Person
			☐ Payroll
			☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		\$	☐ Person
			☐ Payroll
			☐ Noncash (Complete Part II for noncash contributions.)

Name of organization
Dismas of Vermont Inc

Employer identification number
03-0369442

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		\$	

Name of organization Dismas of Vermont Inc	Employer identification number 03-0369442
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Part III

Exclusively religious, charitable, etc., contributions to organizations described in section 501(c) (7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this information once. See instructions.) \$

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	

Additional Data

[Return to Form](#)

Software ID: 24019898

Software Version: 24.0.1.0

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?

☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

☐ Yes ☐ No

Part II

Conservation Easements.
Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
☐ Preservation of land for public use (e.g., recreation or education) ☐ Preservation of an historically important land area
☐ Protection of natural habitat ☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
(i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____
(ii) Assets included in Form 990, Part X ▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:
a Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____
b Assets included in Form 990, Part X ▶ \$ _____

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No.
52283D

Schedule D (Form 990) (Rev. 1-2025)

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization’s acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a ☐ Public exhibition

b ☐ Scholarly research

c ☐ Preservation for future generations

d ☐ Loan or exchange programs

e ☐ Other

4 Provide a description of the organization’s collections and explain how they further the organization’s exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization’s collection? . . . ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☒ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ▶

b Permanent endowment ▶

c Term endowment ▶

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations

(ii) Related organizations

b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		57,000		57,000
b Buildings		697,987	338,157	359,830
c Leasehold improvements		543,073	299,602	243,471
d Equipment		103,060	95,556	7,504
e Other		42,918	42,918	
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				667,805

Part VII

Investments - Other Securities.
Complete if the organization answered "Yes" on Form 990, Part IV, line 11b.See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____ (A) Financial derivatives and other financial products		
(B) Closely-held equity interests		
(C) Other investments	1,357,704	
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ▶	1,357,704	

Part VIII

Investments - Program Related.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.) ▶		

Part IX

Other Assets.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)Loan receivable	33,485
(2)Beneficial interest in assets held by Vermont Community Foundation	173,098
(3)Annuity	631,624
(4)Security deposit	9,550
(5)Operating lease right of use asset	315,858
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.) ▶	1,163,615

Part X

Other Liabilities.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f.
See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
Federal income taxes	
Security deposits	
Credit card payable	
Operating lease payable	315,858
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.) ▶	315,858

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

Part XI

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	2,136,880
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	75,533
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	23,836
e	Add lines 2a through 2d	2e	99,369
3	Subtract line 2e from line 1	3	2,037,511
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	9,029
b	Other (Describe in Part XIII.)	4b	90,271
c	Add lines 4a and 4b	4c	99,300
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	2,136,811

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	2,311,427
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	23,836
e	Add lines 2a through 2d	2e	23,836
3	Subtract line 2e from line 1	3	2,287,591
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	2,287,591

Part XIII

Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
X 2	The Organization is a non-profit organization exempt from income taxes under Section 501c3 of the Internal Revenue Code and none of its present or anticipated future activities are subject to taxation as unrelated business income therefore, no provision for income taxes has been made in the accompanying financial statements. The Organization believes it has taken no uncertain tax positions that could have an effect on its financial statements.
XI 2d	61,011 Event direct expenses shown on Schedule G
XII 2d	61,011 Event direct expenses shown on Schedule G
XI 9	Less non-cash contributions on Form 990 and not in the financials

Additional Data

[Return to Form](#)

Software ID: 24019898

Software Version: 24.0.1.0

SCHEDULE G
(Form 990)
(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding
Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
Dismas of Vermont Inc

Employer identification number
03-0369442

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17.
Form 990-EZ filers are not required to complete this part.

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a ☐ Mail solicitations

e ☐ Solicitation of non-government grants

b ☐ Internet and email solicitations

f ☐ Solicitation of government grants

c ☐ Phone solicitations

g ☐ Special fundraising events

d ☐ In-person solicitations
- 2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☐ Yes ☐ No
- b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
Total ▶						

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

Revenue		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		Phoneathon (event type)	Auction sales (event type)	(total number)	(add col. (a) through col. (c))
	1 Gross receipts	39,776	28,634		68,410
	2 Less: Contributions				
	3 Gross income (line 1 minus line 2)	39,776	28,634		68,410
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses	13,858	9,978		23,836
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				23,836
	11 Net income summary. Subtract line 10 from line 3, column (d) ▶				44,574

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

Revenue		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col.(a) through col.(c))
	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes _____% .. ☐ No	☐ Yes _____% .. ☐ No	☐ Yes _____% .. ☐ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d). ▶				

9 Enter the state(s) in which the organization conducts gaming activities:

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? . . . ☐ Yes ☐ No

b If "Yes," explain: _____

11

Does the organization conduct gaming activities with nonmembers?

☐ Yes ☐ No

12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

☐ Yes ☐ No

13

Indicate the percentage of gaming activity conducted in:

a	The organization's facility	13a	%
b	An outside facility	13b	%

14

Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ -----

Address ▶ -----

15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐ Yes ☐ No

b

If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____.

c

If "Yes," enter name and address of the third party:

Name ▶ -----

Address ▶ -----

16 Gaming manager information:

Name ▶ -----

Gaming manager compensation ▶ \$ -----

Description of services provided ▶ -----

☐ Director/officer

☐ Employee

☐ Independent contractor

17 Mandatory distributions:

a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐ Yes ☐ No

b

Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See Instructions.

Return Reference	Explanation
------------------	-------------

Part I Types of Property				
	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods	X		90,271	Fair market value
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded				
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ► ()				
26 Other ► ()				
27 Other ► ()				
28 Other ► ()				
29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement			29	
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?				Yes No
b If "Yes," describe the arrangement in Part II.				30a No
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?				31 No
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?				32a No
b If "Yes," describe in Part II.				
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.				

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Return Reference	Explanation
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Additional Data

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Software ID: 24019898

Software Version: 24.0.1.0

SCHEDULE O
(Form 990)

(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

**Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or 990-EZ.**

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization
Dismas of Vermont Inc

Employer identification number

03-0369442

Return Reference	Explanation
Form 990, Part VI, Section B, Line 12c	Directors and key employees are expected to be forthcoming with relationships or instances of non-compliance
Form 990, Part VI, Section B, Line 15a	The Executive Directors wages are approved by the Board of Directors
Form 990, Part VI, Section B, Line 19	Governing documents are made available to the public upon request
Form 990, Part XI, Line 9	90,271 non-cash gifts not recorded in financial statements, as they do not meet GAAP requirements

Additional Data

[Return to Form](#)

Software ID: 24019898

Software Version: 24.0.1.0

Tom Grillo, House Director, Hartford Dismas House BIO

Tom Grillo is a human services and program management professional with more than 15 years of experience supporting individuals impacted by substance use disorders, mental health challenges, and justice system involvement. As House Director of Hartford Dismas House, he oversees daily operations, case management, recovery support services, and community partnerships that help residents achieve long-term stability and successful community reintegration.

Throughout his career, Tom has worked closely with treatment providers, probation and parole officers, recovery organizations, healthcare professionals, and community stakeholders to coordinate services and address the complex needs of individuals in recovery. His expertise includes residential program management, staff supervision, crisis intervention, conflict resolution, care coordination, and trauma-informed support practices.

Tom is recognized for fostering recovery-oriented environments that promote accountability, personal growth, and sustained wellness. His leadership has helped create a supportive community where residents can access housing, employment, treatment, and recovery resources necessary to build healthy, productive lives.

For this initiative, Tom will provide program oversight, coordinate partnerships with behavioral health providers, support resident engagement, and help ensure the successful integration of clinical and recovery support services within Hartford Dismas House.

Thomas Grillo

Plainfield, NH • (802) 683-6789 • teg368@gmail.com

Professional Summary

Human services and program management professional with experience in recovery support, case management, residential operations, and team leadership. Skilled in staff supervision, agency and community collaboration, and supporting individuals in substance use recovery and community reentry. Strong communicator with expertise in conflict resolution, relationship building, and leading in high-pressure environments. Committed to helping individuals achieve stability, recovery, and long-term success through compassionate, structured support.

Core Competencies

- Program & Residential Manager
- Case Management & Client Advocacy
- Recovery Support Services
- Community & Stakeholder Collaboration
- Crisis Intervention & Conflict Resolution
- Fundraising & Community Engagement

Professional Experience**House Director Hartford Dismas House | Hartford, VT | 2022 – Present**

- Lead daily operations of a transitional housing and reentry program supporting formerly incarcerated individuals in recovery and community reintegration.
- Oversee residential life, case coordination, staff supervision, volunteer engagement, fundraising initiatives, budgeting, and facility operations.
- Screen and interview prospective residents while coordinating with Probation & Parole, treatment providers, and community partners to support successful transitions.
- Foster a trauma-informed, accountability-centered residential community focused on trust, recovery, and personal growth.
- Facilitate resident meetings, community-building activities, volunteer programs, and recovery-oriented outings.
- Supervise, coach, hire, and evaluate staff members and interns.
- Maintain compliance with DOC requirements, resident documentation systems, outcome tracking, and organizational reporting standards.
- Collaborate with organizational leadership, local councils, and development staff on annual budgeting, fundraising campaigns, donor stewardship, and grant reporting.
- Build and maintain strong relationships with volunteers, community stakeholders, local agencies, and statewide partners to strengthen program impact and community engagement.

**Impaired Driver Care Management Program Director
Blue Heron Neurofeedback and Counseling | 2021 – 2022**

- Directed care management services for individuals participating in impaired driver recovery programs.
- Coordinated client services, compliance requirements, and communication with treatment providers and state agencies.
- Supported clients through recovery planning and program completion.

**Impaired Driver Care Management Program Director
North Country Health Consortium | 2017 – 2020**

- Managed impaired driver care management programming and client support services.
- Maintained collaboration with counselors, treatment providers, and state agencies to ensure successful client outcomes.
- Monitored compliance, documentation, and program standards.

**Impaired Driver Care Management Program Director
Tri-County CAP | 2013 – 2017**

- Oversaw daily operations of impaired driver care management services.
- Provided direct client support, case coordination, and regulatory compliance oversight.
- Assisted individuals in navigating treatment and recovery resources.

**Program Advisor Coordinator
Tri-County CAP | 2012 – 2013**

- Coordinated participant services and program support activities.
- Assisted clients with goal planning, referrals, and resource navigation.

**Housekeeping Supervisor
Omni Mount Washington Resort | 2009 – 2013**

- Supervised housekeeping staff and daily operational activities in a fast-paced hospitality environment.
- Ensured quality standards, staff scheduling, and customer satisfaction.

**Night Supervisor
Recovery House, Inc. | Wallingford, VT | 2007 – 2009**

- Supervised overnight operations within a residential recovery setting.
- Supported resident safety, accountability, and program compliance.

Education & Certifications

Bachelor of Science (B.S.), Business Management, College of St. Joseph | Rutland, VT, 1990

Certifications

- Nalazone Training- Community First Responder Program Certification, 2026
- Adult Mental Health First Aid USA Certification-National Council for Mental Wellbeing, 2026
- Leadership Upper Valley Graduate, 2024
- Prime for Life Instructor Certification
- Recovery Coach Certification — Connecticut Community for Addiction Recovery (CCAR)

Gale T. Nadeau
P Box 705
Windsor, VT 05089
802-738-3676
gtn54@hotmail.com

Objective: Career-oriented, ambitious individual seeking a position in the business field that will allow me to contribute previous customer service experience towards increasing the success of an organization.

Experience:

Hartford Dismas House, Dismas of Vermont
Assistant Director

Support the daily operations of a transitional housing and reentry program serving individuals transitioning back into the community. Assist with residential life, volunteer coordination, community outreach, fundraising efforts, and house operations while maintaining knowledge of Department of Corrections referral processes, Probation and Parole requirements, and transitional housing protocols. Help foster a supportive and accountable house community focused on trust, personal growth, and recovery. Participate in resident meetings, outings, volunteer activities, and community engagement opportunities. Assist with resident record keeping, data management, reporting, Offender Management System (OMS) documentation, and accounts payable processing. Collaborate with the House Director, DOC staff, volunteers, community stakeholders, and statewide partners to support successful resident reintegration and ongoing program development.

Dartmouth Hitchcock Medical Center
Clinical Secretary

Lebanon, NH
July 2018 to August 2020

Checking in patients for 4 modalities of Radiology.
Full registration is sometimes needed.
Loading insurance, handing out preps, and tablets for different exams
Paging technicians for specific patients.
Calling patients in reference to upcoming appointments who need blood work or have preps.

Southern State Correctional Facility
Correctional Officer,

Springfield, VT
December 2011 to July 2018

Guarded inmates in penal institution in accordance with established policies, regulations and procedures.
Observed, conduct, and behavior of inmates in order to prevent disturbances and escapes.
Inspected locks, window bars, grills, doors, and gates for tampering.
Searched inmates and cells for contraband articles.
Patrolled assigned areas for evidence of forbidden activities, infractions of rules, and unsatisfactory attitude and adjustment of prisoners.

Escorted inmates to and from visiting rooms, medical offices, and religious services.
Transport inmates to other facilities
Prepared written reports concerning incidents of inmate disturbances and injuries.
Disciplinary Report Investigator
Field Training Officer
Training Assistant at Vermont Correctional Facility
Sexual Harassment Trainer

Dartmouth Hitchcock Medical Center

Patient Services Representative

Schedule patients for all sections of Radiology
Register patients for all sections of Radiology
Call patients for the upcoming appointments

Lebanon, NH
June 1997 to June 2011

St. Johnsbury Police Department

Dispatcher

Recorded calls, broadcast complaints received.
Coordinated all police, fire, ambulance, and other emergency requests, relaying instructions to radio unit concerned.
Transmitted and received messages between divisions of our agency and other law enforcement agencies.
Monitored silent alarm systems to detect illegal entry into business establishments
Received complaints from public concerning crimes and police emergencies, broadcast orders to police radio patrol units in vicinity to investigate complaints and relay instructions and questions from remote units.

St. Johnsbury, VT
October 1988 to May 1997

Education:

Lewiston High School, Lewiston, ME
High School Graduate, 1972

Vermont Police Academy, Pittsford, VT

State of Vermont, Department of Corrections Certificate 1986

Vermont Correctional Academy, Lyndonville, VT

State of Vermont, Department of Corrections Certificate 2012

Hartford Police Department – Community Outreach Division

Lieutenant William Furnari

812 V.A. Cutoff Road, White River Junction, VT 05001

802-295-9425 | wfurnari@hartford-vt.org | <https://www.hartford-vt.org/3689/Police-Department>

IRS EIN Number: 03-6000505

Mission Statement:

Through the consistent application of Trust, Fairness, and a Commitment to the pillars of procedural justice, members of the Hartford Police Department will realize our vision — promoting pride, service, and public safety.

The Hartford Police Department, established in 1911, serves the Town of Hartford and is comprised of 21 police officers, 10 communications specialists, 3 professional staff members, 1 community service officer, and 2 embedded professionals from local service organizations.

In 2023, the department established its Community Outreach Division as part of a strategic initiative to strengthen partnerships, address substance misuse and behavioral health concerns, and connect community members with resources. The division is led by Lt. William Furnari and includes a Police Liaison from Health Care & Rehabilitation Services (HCRS), a Substance Use Responder from Clara Martin Center, a Data and Crime Analyst, and a Community Service Officer. The Outreach Division will also be seeking to add another police officer to the division in the future.

The Outreach Division serves as Hartford Police Department's bridge between law enforcement, social services, and community resources. Lt. Furnari, PL Harris, and SUR George conduct street outreach, respond to calls assisting the Patrol Division, and follow up on referrals from HPD and community partners to connect individuals with mental health, substance misuse, housing, and other support services.

By addressing the underlying, noncriminal, factors that contribute to police contacts, the team provides intervention and resource coordination that improves outcomes for individuals in crisis while reducing repeat calls for service.

Lt. Furnari also serves as Chair of the Upper Valley Situation Table. Analyst Wunderlich maintains the department's Interactive Police Activity Dashboard, produces reports and analyses, and serves as the Situation Table's data recorder. CSO Guthrie-Lloyd supports community quality-of-life through animal control, parking enforcement, and duties as Deputy Town Health Officer.

Proposal Overview

The Hartford Police Department Community Outreach Division seeks \$50,000 in National Opioid Settlement Funds to establish a Mobile Outreach Office (vehicle) that will bring substance misuse, behavioral health, recovery support, and resource navigation services directly to individuals throughout Hartford and the Upper Valley. The vehicle will be used by the department's Community Outreach Team, including the embedded Police Liaison and Substance Use Responder, as well as through partnership with other service providers, to conduct outreach, follow-up visits, harm reduction education, naloxone distribution, and connections to treatment and recovery services.

The purpose of the project is to reduce barriers to care by meeting individuals where they are and providing support before crises escalate. Many individuals affected by opioid use disorder, mental illness, housing instability, and transportation challenges struggle to access available services. A Mobile Outreach Office will expand the team's ability to engage these individuals, provide immediate support, and connect them with treatment, recovery, housing, and behavioral health resources.

The program will serve Hartford residents and Upper Valley community members impacted by substance use disorders and related challenges, with a focus on individuals at risk of overdose, those experiencing homelessness, justice-involved individuals, and residents facing transportation barriers.

Anticipated outcomes include increased outreach contacts, increased referrals and successful connections to treatment and recovery services, expanded distribution of naloxone and harm reduction resources, improved coordination among service providers, and earlier intervention with individuals impacted by substance misuse disorder.

The Outreach Division is pursuing options for donation or sponsorship of a vehicle separate from Opioid Settlement Funding. For this reason, the requested \$50,000 will either support vehicle acquisition and outfitting, including interior modifications to create a private outreach space, storage systems for outreach and harm reduction supplies, mobile technology, communications equipment, and vehicle graphics or all of the above except the purchase of the vehicle.

Project implementation will begin with vehicle acquisition and outfitting during Summer/Fall 2026, followed by program launch in Fall 2026. Outreach operations, referrals, and data collection will continue through Summer 2027, with outcomes reported to the Hartford Selectboard and sustainability opportunities pursued for long-term continuation of the program.

Proposal Details

Community Need

Like many Vermont communities, Hartford continues to experience the impacts of opioid use disorder, substance misuse, mental health challenges, and housing instability. Individuals affected by these issues often face barriers to treatment and recovery services, including transportation limitations, stigma, lack of stable housing, and difficulty navigating service systems.

The Hartford Police Department Community Outreach Division regularly conducts outreach, post-crisis follow-up, referrals, and resource navigation. However, staff frequently operate in public locations where privacy and accessibility are limited. A recent response involving a suicidal individual highlighted the need for a dedicated outreach vehicle that could provide a safe and private setting for intervention and service coordination.

The proposed Mobile Outreach Office will bring services directly into the community, allowing outreach staff to engage individuals, distribute harm reduction resources, conduct referrals, and coordinate services in a confidential and professional environment.

Purpose, Objectives, and Program Design

The purpose of the Hartford Mobile Outreach and Connection-to-Care Initiative is to expand access to substance misuse disorder services, behavioral health resources, harm reduction programming, and recovery support by reducing barriers to care.

During the first year, the project will:

- Conduct at least 100 outreach contacts with individuals affected by substance misuse, mental illness, or housing instability.
- Complete at least 50 follow-up visits resulting from referrals.
- Distribute naloxone, educational materials, and harm reduction resources to at least 50 individuals.
- Facilitate at least 40 referrals to treatment, recovery, behavioral health, housing, or social service programs.
- Participate in at least eight community outreach, prevention, or education events.
- Increase collaboration and information sharing among community partners.

Mobile outreach is a recognized strategy for engaging individuals who face barriers to traditional services. The vehicle will support post-overdose outreach, follow-up visits, resource distribution, recovery navigation, referrals, community education, and coordination with partner agencies. Outcomes will be measured through outreach activity logs, referral tracking, resource distribution records, and partner feedback.

Partnerships

The initiative builds upon existing partnerships supporting Hartford's outreach efforts. Health Care & Rehabilitation Services provides an embedded Police Liaison who assists with behavioral health assessments, service coordination, and referrals. Clara Martin Center provides an embedded Substance Use Responder who conducts outreach and facilitates connections to treatment and recovery services. The Upper Valley Situation Table coordinates multidisciplinary interventions for individuals and families at elevated risk.

Additional collaboration will occur with healthcare providers, social service agencies, housing organizations, schools, emergency responders, Dartmouth Health, Upper Valley Haven, and the Vermont Department of Children and Families Economic Services Division.

Sustainability

The requested funding represents a one-time capital investment that will remain in service for many years. Ongoing operating costs are expected to be minimal and absorbed within existing departmental resources. Hartford will continue pursuing grants, partnerships, sponsorships, and donations to support future outreach efforts. Because the project expands an existing outreach model, it can be sustained beyond the initial settlement fund investment.

Budget and Budget Justification

Requested Amount: Up to \$50,000

The Hartford Police Department is actively pursuing partnerships and sponsorship opportunities to reduce project costs. Depending on vehicle availability, the project may proceed under one of the following scenarios.

Option A – Donated Vehicle (Preferred)

Item	Cost
Interior modifications and outreach workspace	\$15,000
Accessibility and safety improvements	\$8,000
Storage systems and outreach equipment	\$7,500
Mobile communications and technology	\$8,500
Vehicle graphics and outreach branding	\$2,000
Outreach supplies, naloxone storage, and resource materials	\$5,000
Contingency	\$4,000
Total	\$50,000

Under this option, a donated or sponsored vehicle would be converted into a fully functional Mobile Outreach Office capable of supporting outreach, harm reduction, recovery navigation, and connections to care.

Option B – Vehicle Purchase

Item	Cost
Vehicle acquisition	\$36,000
Interior modifications and accessibility improvements	\$4,000
Storage systems and outreach equipment	\$500
Mobile communications and technology	\$8,500
Vehicle graphics and outreach branding	\$500
Contingency	\$500
Total	\$50,000

Under this option, settlement funds would be used to purchase and minimally outfit a vehicle. Additional grants, donations, and sponsorships would be pursued to support future enhancements.

Budget Justification

The proposed expenditures directly support approved opioid remediation activities, including harm reduction, recovery support, post-overdose outreach, connections to care, and cross-system coordination. The Mobile Outreach Office will allow staff to engage individuals experiencing substance misuse disorders, distribute naloxone and educational materials, facilitate referrals, and provide recovery support in locations where barriers to care are greatest.

The donated vehicle option provides the greatest long-term benefit by leveraging external resources and maximizing the impact of settlement funds. Regardless of the option implemented, the project will create a durable and sustainable community asset that expands Hartford's ability to reduce opioid-related harm and improve access to services.



6/24/26

To Whom it May Concern,

Please accept this Letter of Support from the Clara Martin Center regarding the Hartford Police Department Community Outreach Division's proposal for National Opioid Settlement Funds. The Clara Martin Center is partnering with the Hartford Police Department Outreach Division to provide a Substance Use Responder who is embedded within the department. The aim is to reduce the time between a substance emergency and contact with the appropriate treatment or intervention options. A Mobile Outreach Office will help to expand the team's ability to engage these individuals, provide immediate support, and connect them with treatment, recovery, housing, and behavioral health resources.

As one of Vermont's Preferred Providers and a spoke in Vermont's Blueprint for Health, the Clara Martin Center provides access to:

- (1) medically necessary, American Society of Addiction Medicine (ASAM), outpatient substance use disorder services at 39 Fogg Farm Rd. White River Jct, VT. or another Clara Martin Center site, and;
- (2) mental health screening and services such as individual or group psychotherapy, and crisis support at 39 Fogg Farm Rd. White River Jct., VT or another Clara Martin Center site.

The Clara Martin Center has been a trusted provider for more than 50 years and has been a strong collaborator within the community providing coordinated, person-centered care. We look forward to working with the Hartford Police Department in the coming years.

P.O. Box G
Randolph, VT 05060-0167
802-728-4466
fax: 802-728-4197

P.O. Box 278
Bradford, VT 05033-0278
802-222-4477
fax: 802-222-3242

P.O. Box 816
Wilder, VT 05088-0816
802-295-1311
fax: 802-295-1312

Sincerely,

Gretchen Pembroke
Director of Adult Integrated Services
Clara Martin Center

Headquarters:
390 River Street
Springfield, VT 05156
(802) 886-4500
www.hcrs.org

June 26, 2026

To whom it may concern:

Health Care & Rehabilitation Services (HCRS) is pleased to provide this letter of support for the Hartford Police Department's application for National Opioid Settlement Funding to establish a Mobile Outreach Office serving Hartford and the Upper Valley.

HCRS is the designated community mental health, substance use, and developmental services agency serving Windsor and Windham Counties in southeastern Vermont. Each year, we provide mental health services, substance use treatment, crisis intervention, developmental services, and community-based supports to more than 4,000 children, adults, and families. Through our longstanding partnership with the Hartford Police Department, including our embedded Police Liaison Program and close collaboration with the department's Community Outreach Division, we have seen firsthand the value of bringing services directly into the community and building trusted relationships before crises occur.

Many of the individuals we serve face significant barriers to accessing treatment and recovery services, including transportation challenges, housing instability, behavioral health conditions, substance use disorders, and limited access to care. The proposed Mobile Outreach Office represents an innovative and practical solution to reducing these barriers by bringing outreach, resource navigation, harm reduction education, naloxone distribution, mental health and substance use support, and treatment referrals directly to individuals where they are.

This initiative will significantly expand the Community Outreach Team's ability to engage people who may otherwise remain disconnected from services. It will also strengthen the impact of the embedded Police Liaison Program by creating additional opportunities for proactive engagement in neighborhoods, public spaces, and other non-crisis settings. Providing access to behavioral health professionals in familiar community environments creates a welcoming and less intimidating pathway to care for individuals who may be hesitant to seek assistance through more traditional systems.

The Mobile Outreach Office will also enhance coordination among HCRS, the Hartford Police Department, Clara Martin Center, and other community partners by creating new opportunities for collaborative outreach and timely intervention. This coordinated approach will improve connections to treatment and recovery services, expand access to harm reduction resources, and support individuals before challenges escalate into emergencies.

This proposal reflects the shared commitment of our organizations to improving community health, reducing the impact of opioid use and substance misuse disorders, and expanding equitable access to care. It is an investment in prevention, recovery, and long-term community well-being that will have lasting benefits for Hartford and the greater Upper Valley.



HEALTH CARE & REHABILITATION SERVICES
OF SOUTHEASTERN VERMONT



Headquarters:
390 River Street
Springfield, VT 05156
(802) 886-4500
www.hcrs.org

HCRS strongly supports the Hartford Police Department's application for National Opioid Settlement Funding and appreciates your thoughtful consideration of this important initiative.

Sincerely,

Anne Bilodeau
Chief Executive Officer

Curriculum Vitae:

Lieutenant William Furnari

Drug Recognition Expert



Curriculum Vitae:

William Furnari began a career in law enforcement in 2010 when he joined the Windsor Police Department in Windsor, VT. He successfully completed the Part Time Police Officer Course in September of 2010. He completed a 40-hour course in the detection of DUI drivers and standardized field sobriety testing. The course included instruction and certification in the use of both handheld portable breath testing devices and the Datamaster breath testing

instrument. Furnari then joined the St. Albans Police Department in the City of St. Albans, VT in July of 2011. He completed the Full Time Basic Academy in November of 2012. Furnari continued in his impaired driving education by completing ARIDE in April of 2014. In May of 2023 Furnari became a DMT Supervisor. Furnari worked for the St. Albans Police Department until February of 2019 rising to the rank of corporal. In February of 2019 Furnari joined the Hartford Police Department where he is presently employed as a Lieutenant.

William Furnari holds a Bachelor of Arts Degree in Criminal Justice from Norwich University. Furnari was certified as a MDTS/MEB/OC Instructor through the Vermont Criminal Justice Training Council in July 2018. In January of 2020, Furnari completed the Drug Evaluation and Classification Program's 16-hour pre-school and 56-hour Drug Recognition Expert School in Burlington, VT. In February of 2020 Furnari completed Drug Recognition Field Certification and was certified as a Drug Recognition Expert. Furnari recertified in February of 2022 and again in February of 2024.

Law Enforcement Experience:

September 2010 to August 2011:	Windsor Police Department Windsor, VT Police Officer
July 2011 to February 2019:	St. Albans Police Department City of St. Albans, VT Corporal
February 2019 to Present:	Hartford Police Department White River Junction, VT Lieutenant

Education:

Norwich University
Northfield, VT
Bachelor of Arts in Criminal Justice
May 2010

Vermont Police Academy
Pittsford, VT
Basic Law Enforcement Academy
November 2012

Hartford High School
White River Junction, VT
High School Degree
June 2006

DUI Enforcement Training:

Dec. 2025	Vermont DEC Program Recertification Training Berlin, VT (5 hours) TSRP Dennis Wygmans and Sgt. Chris Hein on Crash Scene Considerations and Legal Issues Sabra Jones PhD NHTSA Regional Toxicology Liaison on Toxic Cocktails Sgt. Rick King on Communications Chemistry-How to Combat DUI Refusals Ofc. Steven Tiersch on Going Beyond the Facesheet Olivia Marrow, PharmD on Antipsychotics/Antidepressants
June 2025	Vermont DEC Program Recertification Training

Berlin, VT (5 hours)

TSRP Dennis Wymans on Legal Developments

Olivia Morrow PharmD/Tpr. Clay Knight presentation on Common Medical Issues

Sgt. Andrew Kirkman on the role of a DRE outside impaired operations investigations

Anisha Paul, VFL Chemist on Narcs, Stims, poly-category use and VT Drug Trends

June 2024 Vermont DEC Program Recertification Training

Berlin, VT (5 hours)

Dr. Jack Richman presented the following topics: *Balance Testing & Impairment What Do They Really Measure* and *Things You May Not Know about Pupils Testing and Assessment Decisions*

Trisha Conte presented on resumption of confirmatory testing for cannabis and the planned resumption of testing for CNS stimulants and narcotic analgesics.

May 2023 DMT Supervisor Course

Pittsford, VT (3 hours)

Training from Vermont Forensic Lab Chemist Jeffrey Dukette in the management the Datamaster, familiarization with the components and software, responding

Feb. 2023 DUI Detection and SFST Instructor Development Course

Pittsford, VT (32 Hours)

The DUI Detection and SFST Instructor Development Course prepares instructor candidates to train Level II and III officers in DUI Detection and SFSTs. The course included a mixture of the DUI Detection and SFST course and development of skills to properly deliver the information.

Dec. 2022 Vermont DEC Program Recertification Training

Berlin, VT (5.75 hours)

Stacy Graczyk & Dennis Wygmans, Vermont Traffic Safety Resource Prosecutors, 702 Hearing & Testimony Exercise, *TSRPs Graczyk and Wygmans presented the predicate questions for a 702 Hearing and select DREs participated in a mock direct examination.*

Jeff Dukette, Vermont Forensic Laboratory, *The 12th Step - Why Aren't the Tox Results What I Expected to See?* After presenting on the basic method of analysis used by the Vermont Forensic Laboratory, Dukette presented possible reasons why the test results would not match the opinion of the DRE. These could include the drug not on the list of tested substances, in the case of Delta-9 THC there can also be Delta-8 THC interfering with the results, or the substances tested for might be present in very low levels.

Investigator Katrina Ducharme, Vermont Department of Liquor & Lottery, *Cannabis: An Overview of Delta 8, Delta 9, and Delta 10* Delta-8 and Delta-10 THC are now commercially available and because of the latest Farm Bill, they are not regulated like Delta-9 THC is at the federal level. They can have similar effects as Delta-9 THC and DREs need to be aware of their presence in the market and the possibility that they could be a DUI-D case.

Dec. 2022 National Association of Prosecutor Coordinators

Online (1.5 hours)

Forensic Toxicology in DUI Cases: Bringing Out the Nerd in You

You have received the toxicology report back from your laboratory for your DUI case. Listed on the report are drugs that you know are not the active parent, but you observed impairment. Now what? What did the subject ingest? What drugs are there as a result of the body's metabolism? Your lab is always a great resource, yet there is some preliminary information you can learn to help navigate the report before you must write an email or make a call to the lab. This presentation will discuss the differences between active drugs, their metabolites as well as various precursors and derivatives so that one can better understand and handle drug DUI cases using several examples of specific cases.

June. 2021 Vermont DEC Program Recertification Training

Berlin, VT (5.5 hours)

Jeffery Dukette, Vermont Forensic Lab Toxicology Section, presented *Examining Potential Trends: A closer look at DUI data during COVID-19 and an interesting*

perspective on “alcohol only” cases. Presenting on drugs trends, Dukette highlighted that NHTSA found a significant increase in individuals testing positive for alcohol, cannabinoids, and opioids who were involved in serious/fatal crashes during the beginning of the COVID-19 pandemic as compared to the pre-COVID months. THC was also found to be more prevalent than alcohol during the pandemic months.

Opioids, Cannabis, and Chronic Pain: What Doctors do & Don’t Know Dr. James Wolf. M.D. Assistant Professor of Anesthesiology UVM Medical Center Video of presentation. Dr. Wolf reviewed how opioids work and the resulting peripheral and central sensitization which causes chronic pain. He also covered the rise in opioid deaths from 1999-2016 and the causes based upon heavy and uncritical citing of a 1980 Journal article about the rarity of addiction in long-term opioid therapy. He moved on to how cannabinoid receptors in the brain work and the effectiveness of their use in chronic pain management.

TSRP Heather Gray presented on predicate questions and the method of establishing a basis for expert testimony. This also included open discussion by DREs who underwent the process in court.

Dec. 2020 Vermont DEC Program Recertification Training

Virtual (5 hours)

Physiology and Drugs: An Overview

Dr. Lyndsi Cote, Pharm D.

DR. Cote spoke about human physiology to include what the term “normal” means in terms of physiology. She went on to discuss the difference between DRE opinions and diagnoses made by medical professionals. She covered the ten systems of the human body and the body’s functions related to maintaining homeostasis. These systems were then discussed as they relate to use of drugs and the effects on the body. She then covered how neurons work. She then went over the autonomic nervous system and the subsystems of sympathetic and parasympathetic nervous systems. She then defined the terms “dependants” and “addiction.” She went on to discuss some common medical conditions that mimic drug impairment. She also discussed more in depth questions to use in determining prescribed medicines and their effects.

Cannabis and Driving: Untangling a Complex Problem

Dr. Marilyn Huestis, PhD, Forensic Toxicology

Dr. Huestis presented about her research on Cannabis use as it related to driving as well as the combined effects of cannabis and alcohol to include a connection not previously known to her that the use of cannabis slows the absorption of alcohol as alcohol is primarily absorbed in the intestine and cannabis keeps the pyloric sphincter from opening.

Conceptualizing and Interpreting Acute Impairment Symptomatology

Sgt. Jay Riggen, VSP

Reviewed the concepts of homeostasis as it related to the impairment process, reviewed the physiology of lack of smooth pursuit and gaze evoked nystagmus, and how to accurately interpret symptomatology to identify subject impairment in terms of polycategory, acute, and/or downside effect.

Δ8- and Δ9-THC Presentation

Sarah Stratton, Forensic Chemist, Vermont Forensics Laboratory

Explained Chromatography and how Δ8 THC co-elutes with Δ9 THC in chromatography.

Sept. 2020 Maine Impaired Driving Webinar Series

Motor Vehicle Fatality Training (1 hour)

Prosecutors from the State of Maine reviewed the complexities of fatal motor vehicle crashes and the importance of DREs being present to contribute Drug Influence Evaluations in a timely manner to assist in the investigation as well as the importance of timely blood evidence collection.

Feb. 2020 *IACP Drug Evaluation and Classification Program DRE Field Certification*

National Highway Traffic Safety Administration

International Association of Chiefs of Police

Phoenix, AZ

The Drug Evaluation and Classification field certification commenced following successful completion of the DRE School. It involved hands-on practice in an actual enforcement context, i.e. examining persons who are arrested and suspected of drug impairment. The candidate DRE must demonstrate the ability to draw correct conclusions consistent with observed physiology signs and symptoms. In addition, the conclusions

must be supported by forensic testing. The candidate DRE must complete a minimum of 12 drug influence evaluations. The evaluations were hosted by the Maricopa County Sheriff's Office at their 4th Avenue Jail facility located in Phoenix, Arizona.

Jan. 2020 *IACP Drug Evaluation and Classification Program DRE School Training*

National Highway Traffic Safety Administration

International Association of Chiefs of Police

Burlington, VT (56 hours)

The Drug Evaluation and Classification Training focuses on a set of examination procedures or steps that make up the drug influence evaluation. Based on these examinations, and other articulatable evidence a trained DRE can reach reasonably accurate conclusions concerning the category or categories of drugs or medical conditions, causing the impairment observed in a subject. The DRE School provided detailed explanations of the evaluation procedures, careful demonstrations of the procedures and practice administering the examinations. The course required passing scores of 80% or above on multiple tests. This training included subject matter in;

- Drugs in society and in vehicle operation;
- Development and effectiveness of the Drug Evaluation and Classification program;
- Overview of the Drug Evaluation and Classification Program procedures;
- Eye examinations;
- Examination of vital signs;
- Administering and evaluating divided attention tests;
- Human physiology and drugs;
- In depth instruction concerning the seven drug categories identified in the DRE training program:
 - Central Nervous System Depressants
 - Central Nervous System Stimulants
 - Hallucinogens
 - Dissociative Anesthetics
 - Narcotic Analgesics
 - Inhalants
 - Cannabis
- Overview of signs and symptoms
- Drug combinations

- Test interpretations
- Narrative reports
- Case preparation and testimony

Jan. 2020 *Drug Recognition Expert Pre-School*

National Highway Traffic Safety Administration

International Association of Chiefs of Police

Burlington, VT (16 hours)

The Drug Evaluation and Classification Program is a national effort to deter impaired driving by increasing the likelihood that people who drive under the influence of drugs will be detected, arrested, charged, convicted and punished. This course was the first in a series of three training programs that, collectively, prepare police officers to serve as Drug Recognition Experts. To successfully complete this phase of training the following learning objectives had to be met;

- Define the term “drug” as it is used in the DRE training program;
- Name the seven drug categories identified in the DRE training program;
- Measure vital signs including blood pressure, pulse and body temperature;
- Demonstrate proficiency with the 12-step drug influence evaluation process;
- Demonstrate proficiency in the administration of the SFSTs, including HGN;
- Demonstrate proficiency with the administration of the eye examinations, including pupil size, vertical gaze nystagmus and lack of convergence.

April 2014 *Advanced Roadside Impaired Driving Enforcement*

National Highway Traffic Safety Administration

St. Albans, VT (16 hours)

The A.R.I.D.E. course assists officers in becoming more proficient detecting and apprehending impaired operators. Upon completion officers are capable of detecting impairment caused by substances other than alcohol. SFSTs are strongly emphasized and proficiency is tested by SFST instructors prior to completion of this course.

April 2011 *National Highway Traffic Safety Administration*

DUI Enforcement-DMT

Vermont Police Academy

Pittsford, VT (40 hours)

The DUI Enforcement-DMT course provides police officers with the knowledge and skills necessary to detect, screen and process impaired operators. This included DUI law and case law, physiological and psychological effects of alcohol, DUI detection and apprehension techniques, Standardized Field Sobriety Tests, DUI processing forms, Datamaster operation and hands on evaluations of volunteers during a "wet lab."

Other Specialized Training:

March 2024 *Vermont Highway Safety Conference*

Killington, VT

Topics Covered: Jim Camp - What You Don't Know Can Hurt You: The Consequences of Masking CDL Traffic Offenses, Dennis Wygmans - Winning Your Case in Testimony, T ara Casanova-Powell - Traffic Records, Mandy Shatney - Crash Data

Nov. 2023 *Command Leadership Institute*

FBI-LEEDA

Bow, NH (28 hours)

July 2023 *Executive Leadership Institute*

FBI-LEEDA

Hartford, VT (28 hours)

Feb. 2023 *Supervisor Leadership Institute*

FBI-LEEDA

Hartford, VT (28 Hours)

Jan. 2023	<i>Scenarios and Tactics for the Field Training Officer</i> <i>Calibre Press Online Training (14 hours)</i>
Dec. 2022	<i>Cellebrite Certified Physical Analyst</i> <i>Cellebrite Online Training</i>
Dec. 2022	<i>Cellebrite Certified Operator</i> <i>Cellebrite Online Training</i>
Sept. 2022	<i>Multidisciplinary Strangulation Education</i> <i>Vermont Forensic Nursing Program</i> <i>Online (4 hours)</i>
Nov. 2019	<i>Drug Interdiction Patrol Tactics in Rural Areas</i> <i>Midwest Counterdrug Training Center</i> <i>Bennington, VT (20 hours)</i>
July 2018	<i>Monadnock Defensive Tactics Instructor</i> <i>Vermont Police Academy</i> <i>Pittsford, VT (40 hours)</i> <i>Monadnock Defensive Tactics, expandable baton, Vermont Criminal Justice Training Council use of force and oleoresin capsicum instructor course.</i>
Oct. 2016	<i>The Reid Technique of Interviewing and Advanced Interrogation</i> <i>John E. Reid and Associates</i> <i>Burlington, VT (24 hours)</i>

Feb. 2014 *Taser Electronic Control Weapon Instructor*
Taser International
Burlington, VT (20 hours)

Jan 2014 *Achieving Safety- a CO*RE Community Approach to Comprehensive Pain Management, Improved Patient Care and Community Safety (Naloxone train the trainer)*
Albany College of Pharmacy and Health Sciences
Colchester, VT (3.75 hours)

June 2006 *Emergency Medical Technician*
Vermont Department of Health
White River Junction, VT

Acknowledgement:

May 2012 St. Albans Police Department Life Saving Award

Aug. 2017 AMCARE Ambulance Outstanding Service Award

May 2023 Hartford Police Department Police Commendation

Shea Harris

914 648 5682 / Sheaharris111@gmail.com / Claremont, NH 03743

WORK EXPERIENCE

Community Support Specialist/ Police Liaison

Healthcare and Rehabilitation Services (HCRS), Embedded in Hartford Police Department • Hartford, VT March 2026 to

Present

- Mobile outreach and response to critical incidents
- Screening and assessment for mental health, substance abuse, and social service needs
- De-escalation and early intervention
- Short term case management and service coordination with community resources
- Ride along with police officers at Hartford Police Department and assist with mental health calls.

Housing Coordinator

Oasis Teen Shelter & Support • Claremont, NH

August 2021 to February 2026

- Respond to referrals of new clients in timely manner, including completing the intake form and assessment of the client's needs and preferences.
- Maintain current client data and keep detailed case notes on HMIS database.
- Organize regular client community workshops.
- Accomplishes department objectives by managing staff; planning and evaluating department activities.
- Interview, assess, counsel and provide resolution for clients in crisis situations involving social, emotional, financial, health or other problems.
- Providing case management by interacting with our clients using a Positive Youth Development Approach, empowering youth to reach their goals, connecting them with local resources and teaching independent living skills.
- Overseeing the day-to-day operations of a shelter
- Hiring, training, and supervising shelter staff including case managers, security personnel, and volunteers
- Build community relationships with partner organizations to access resources for residents and help clients find permanent housing solutions.

Team Leader/Case Manager

Orion House • Newport, NH

October 2020 to August 2021

- Provide mentoring services for everything from crisis management to instruction of personal hygiene skills.
- Data entry of residents day to day activities.
- In charge of supervising staff on each shift and also residents.
- Plan programming for residents.
- Provide case management and monthly reports for over 15 residents

Clerk

United States Bankruptcy Court Southern District of New York • New York, NY

January 2016 to April 2020

- Data entry of case finding and filings into internal database.
- Interact with attorneys and other internal departments.
- Maintain exceptional customer service.
- Support and work directly with the management team.
- Clerical duties such as copying, research, special projects as assigned, records and asset management, processing financial transactions, and creating and assembling a variety of reports.

Resident Assistant

Berkeley College • White Plains, NY June 2016

to December 2016

- Confronted and resolved issues on diversity, racism, alcohol and drug abuse, academic performance and social acceptance.
- Worked with group dynamics on a staff of 8 people.
- Conducted rounds throughout the building in order to assure security and enforcement of University policies.

- Supervised a floor of 40 residents.
- Organized floor programs
- Advised residents on personal and academic issues.
- Assessed and responded to the needs of 30 residents and acted as a liaison between residents and Department of Residence Life.

Student Coordinator

Berkeley College • White Plains, NY January 2015

to October 2016

- Assisting Berkeley College with their new program called the "Chinese Program 2016", planning and organizing the students trips.
- Filing and entering data into the database system.
- Supervising student ambassadors and Resident Assistants(RA's).
- Working directly with supervisors and Ordering lunch orders for each trip.

Student Intern

Sacramento City Unified School District • Sacramento, CA

June 2012 to June 2014

Organized files, copied, and ordered supplies through the Department

- Planned family and teen events for after school Programs
- Addressed the school board about school discipline issues
- Trained and practice phone techniques for the Department
- Served as a member on interview panels for afterschool program positions
- Prepare materials and classrooms for class activities
- Assisted supervisor with school site visits

VOLUNTEER

S.T.R.E.A.T Team • Sacramento, CA

April 2012 to June 2014

Cofounder

- Networked with community partners
- Presented program services in front of school board
- Hosted events for at risk youth
- Guest speaker at high schools and middle schools
- Helped "Bridget's Dream" with events
- Presented at the Bick House

Facilitator

Sacramento City Unified School District • Sacramento, CA

April 2013 to November 2013

Facilitated 2 camps for over 300 youth and was team leader for multiple groups

- Created a layout of what the campers would be doing for example the activities they would engage in
- Networked with The community partners to get funding for the program

Student Intern

Sacramento City Unified School District • Sacramento, CA

June 2012 to July 2013

Completed community group projects

- Planned and executed a showcase for elementary school summer program
- Created, planned and executed a donation drive called "Corporation Donation"
- Planned activities for Vice Mayor Jay Scherir for youth in his district
- Wrote a section for Vice Mayor Jay Schenirer article
- Planned the Summer @ City Hall program for over 80 youth in Sacramento
- Networked with community partners
- Facilitated Activities

Education

Criminal Justice (Bachelor of Science)

Berkeley College • White Plains, NY June 2014

to December 2019

Skills

Computer Skills , Medical Terminology, Crisis Intervention, Microsoft Office Abuse and Neglect Policy Adherence, Discharge Planning Filing, Organizational Skills Individual Group Counseling, Hospital Experience, Clerical Experience, Clerical Experience, Collaboration, Bankruptcy Docket, Customer Service, Program Management, Data Entry, Databases Training and Development, Crisis Counseling, Microsoft Outlook, Active Listening, Mental Health Counseling CPR, Microsoft Word, Team Building, Case Management, Medical Scheduling, Inventory Clerk Behavioral Health, Motivational Interviewing

Certifications

Bartender License

April 2023 to Present

Boston Bartending School

CPR Certification

October 2021 to Present

First Aid Certification

October 2021 to Present

Driver's License

Additional information

SKILLS:

- MS Office 2020, Word, Excel, PowerPoint
- Outstanding Communication
- Ability to work with a team and individually, observant, and have leadership skills.
- Crisis Intervention
- Budget Management
- Trauma Informed Care

Kaitlin V. George

37 Yodel Valley Road

West Windsor Vermont, 05089

413-412-0032

kgeorge@claramartin.org

August 2003-July 2021-Pownal Elementary School, Pownal Vermont

Special Education Paraprofessional/Guidance Counselor

During my time at this occupation entailed working alongside classroom teachers and special education teachers to ensure the quality of the student's education, mental and physical wellbeing.

June 2020-November 2022-Guidos Fresh Market Place, Lenox

Massachusetts

Chef and Customer Service

During my time at Guidos, I was a chef and worked closely with our customers, staff, and business partners. We specialize in gourmet cooking, local and organic food within a 100-mile radius.

October 2022-December 2023-Hillcrest Educational Center, Lenox Massachusetts

At Hillcrest, I worked closely with at risk teens and young adults with diagnosed OCD/anxiety, depression, highly sexualized behaviors and substance use disorders.

November 2023-December 2024-Mountain Valley Treatment Center, Plainfield New Hampshire

Guidance Counselor

I worked closely with residents ages 13-21 on adult daily living skills. These residents had been diagnosed with severe mental illnesses. We specialized in OCD/anxiety/depression and emerging thought disorders.

January 2025-Present- The Clara Martin Center, Wilder Vermont

Substance Use Responder

As the Substance Use Responder, I work closely with individuals in crisis, mainly with substance use challenges, I, alongside my colleague, deliver immediate interventions, coordinate emergency medical care, and connect people to long-term addiction and mental health treatment. Often acting as community crisis specialist, I work closely with local law enforcement agencies to ensure the current and long-term safety of individuals I encounter. This occupation has provided me with the opportunity to be an embedded staff member with The Hartford Police in Hartford, Vermont.

Education- September 2004-June 2008-North Adams, Massachusetts

Bachelor of Science in Psychology

Massachusetts College of Liberal Arts.

AMIE WUNDERLICH

amie.wunderlich@gmail.com | (970) 531-8115 | Hartford, VT

Public safety data analyst and program developer with demonstrated experience designing, developing and implementing custom analytical systems, providing investigative data support, and building interagency collaborative infrastructure in a municipal law enforcement setting. Skilled in translating complex datasets into actionable findings for investigative, operational, and command-level purposes. Experienced in independent technical project development, data analysis, and multi-agency coalition facilitation.

EXPERIENCE

Data & Crime Analyst | Hartford Police Department

October 2024 – Present | Hartford, VT

The department's sole civilian analyst; independently established and continues to develop the department's analytical infrastructure and function while serving the investigative, operational, and community-facing needs of multiple divisions. During an extended period without a permanently assigned lieutenant, assumed full operational responsibility for the Outreach Division concurrent with this work.

Investigative Support

- Provides investigative support with demonstrated strength in data preparation, link analysis, pattern identification, and the examination of complex data across large datasets.
- Conducted a comprehensive forensic data investigation of an embezzlement case under patrol supervision. Attended the victim interview in an analytical capacity, traveled independently to the subject establishment to collect records and extract system data, and performed complete data importation, preparation, and analytical review. The resulting analytical package has been referred for prosecution.
- Through independent analysis of subpoenaed financial records in a financial fraud case, identified approximately \$200,000 in additional fraudulent transactions that had not been previously detected, establishing linkages across the dataset that confirmed and materially extended the verified scope of the fraud.
- Developed FINtelligence module, a custom transaction corroboration module utilizing Python and SQL to extract financial data from PDFs and scanned documents, automate transaction matching, flag suspected fraudulent activity based on configurable parameters, and assign unique identifiers to enable systematic link analysis. The tool materially improves the accuracy and efficiency of financial fraud investigations compared to prior manual methods.

Custom Systems & Technical Development

- Designed and maintains Mosaic, a custom data integration repository underpinned by custom-built Crystal Reports that extract data from Spillman Flex in a controlled, non-disruptive manner, enabling post-event querying, filtering, and analysis beyond the CAD system's native capabilities; alongside a suite of internal systems including an analyst dashboard (Aperture) and a use-of-force analysis and reporting portal.
- Designed and maintains a custom interactive public-facing dashboard published on the town website and the Response Capacity Model, a purpose-built staffing analysis platform grounded in the DOJ COPS Office methodology, both built entirely from source data and designed to produce defensible, reproducible outputs.
- Regularly develops custom Crystal Reports and data tables for analytical and reporting needs.
- Develops custom Python scripts and SQL queries for data normalization, reconciliation, audit-style analysis, structured reporting exports, and large dataset review.

Interagency Coordination & Leadership

- Instrumental in establishing Hartford's Situation Table (Cordata), convening a broad network of law enforcement, social service, and community providers. Recruited New Hampshire participation, resulting in the first interstate Situation Table in the country. Continues to serve as data recorder for ongoing Situation Table meetings.

Projects Director | Hartford Community Coalition

June 2022 – October 2024 | Hartford, VT

- Developed and submitted a grant proposal for the establishment of a teen center in Hartford; the proposal was selected by Vermont Senator Sanders for congressional presentation for \$398,000 in congressionally directed funds. Secured commitments from local partners in support of future staffing needs.
- Directed the Take a Bite Out of Hunger summer meals program, operated for six weeks and served approximately 20,000 meals across multiple sites. Managed staff and volunteers, ensured USDA regulatory compliance, negotiated a produce partnership with Willing Hands, and collaborated with an external consultant to develop a replicable program manual for use by other organizations.
- Certified Mental Health First Aid instructor; delivered evidence-based nicotine prevention programming in area schools and co-facilitated Vermont Kids Against Tobacco within the Hartford School District.
- Compiled and analyzed community survey data and organized a Community Conversation Series informed by resident concerns. Served on the organization's Strategic Plan Committee. Managed all phases of grant activity including solicitation, application, budget development, narrative writing, and reporting.

EARLIER EXPERIENCE

- **Safety & Training Manager, Butler's Bus Service** (White River Junction VT, 2018 –2022) --NH State Certified School Bus Instructor. Developed and administered a comprehensive driver training program for a staff of approximately 100. Managed all driver documentation, licensure, and compliance with state and federal regulations across Vermont and New Hampshire.
- **Administrative Assistant, Picerne Military Housing** (Fort Riley, KS, 2009–2012) — managed resident communications, compiled and analyzed survey data, coordinated contractor bid solicitation, and provided high-volume customer and staff support.
- **Financial Services Consultant, Bank of the West** (Golden, CO, 2007–2009) — supervised staff, conducted monthly audits, managed compliance documentation, and consistently exceeded regional performance sales targets.

TECHNICAL SKILLS

Languages & Scripting: HTML, Python, SQL, VBA,

Platforms & Tools: Power BI, Excel (advanced), ArcGIS, QGIS, Crystal Reports, Spillman Flex, Google Workspace, Microsoft 365, neo4j

Reporting & Analysis: PowerQuery, DAX, reporting automation, large dataset review

Competencies: Custom system and script development, link analysis, financial and investigative data analysis, cellphone and IP data analysis, reporting automation

TRAINING, CERTIFICATIONS & COMMUNITY ROLES

- Fundamentals of Criminal Intelligence, LSU NCBRT, Certificate Earned
- Crime Mapping Seminar, Roger Williams University, Certificate Earned
- 2025 Crime Analysis and Intelligence Training Conference, Attendee
- Certified Mental Health First Aid Program Instructor
- Data Recorder, Hartford Situation Table (Cordata)
- Member of the Vermont Opioid Settlement Advisory Committee
 - Member of the Massachusetts Association of Crime Analysts and the International Association of Crime Analysts



ZACHARY GUTHRIE-LLOYD

guthrielloydzachmail@gmail.com | H: (802) 291-0465 | 791 Old Town Farm Rd, White River Jct., VT 05001

Summary

Reliable and dedicated employee adept at learning and mastering new concepts and skills. Passionate about helping people, working in creative environments, and creating safe and welcoming environments in which people can thrive. Technologically proficient with web and computer-based applications such as Microsoft Office, and Google Documents.

Skills

- Conflict Resolution
- Problem-solving
- Interpersonal Communications
- Effective Listening
- Time Management
- Written Communication
- Crisis Intervention
- Team Collaboration/Management
- Microsoft Office proficient
- Detail and Goal-oriented
- Critical Thinking
- Research and Planning

Education and Training

The University of Tampa | Tampa, FL

Criminology

2016 - *Current*

- Alpha Tau Omega Interfraternity Council (IFC) representative, 2015 to 2016
- Founding Father of the Kappa Upsilon chapter of Alpha Tau Omega

Dean College | Franklin, MA

Associate in Science in Criminal Justice

2015

- Resident Hall Advisor representative for Bourett and Dean Hall

Hartford Area Career & Technology Center | Hartford, VT

Business Administration

2013

- Future Business Leaders of America (FBLA) runner up

Experience

Hartford Police Department | Hartford, VT

Community Service Officer

03/2026 – *Current*

- Enforce parking and animal control ordinances, investigate animal bites, and administer rabies quarantine protocols in support of municipal public safety operations.
- Serve as Town Health Officer, identifying and resolving public health hazards, managing infectious disease reporting, and collaborating with Fire Marshals on rental housing health compliance.
- Assist sworn patrol officers with traffic control, vehicle tows, and non-criminal calls for service, while issuing municipal complaints for solid waste, noise, and ordinance violations.

- Provide community-facing customer service including VIN verifications, fingerprinting, and court appearances, maintaining effective relationships with the public and municipal staff.

Upper Valley Aquatic Center | White River Junction, VT
Housekeeper & Facilities Operator
 06/2024 – 04/2025

Maintain a clean and functional space for members and guests. Ensure that essential equipment for continued operation of the pool and facility is functioning correctly and communicate any and all changes with team members for effective communication.

Sykes Enterprises Inc. | Tampa, FL
Luxury Retail Customer Service Rep.
 09/2021 – 12/2021

Leveraged polished communication skills and superior customer service abilities to provide unscripted support to customers of a large, high-end retail establishment via inbound/outbound calls, email, and chat while maintaining the flexibility to research and resolve customer issues without canned verbiage and demonstrating patience, empathy, sound judgement, negotiation, and decision-making skills.

Beymark Inc. | Tampa, FL
Account Executive
 04/2021 – 6/2021

Effectively execute in-store marketing campaign for one of multiple Fortune 500 Clients as the first line of contact for new and existing customers and work with Account Managers to help manage the in-store marketing campaign.

- Learn and maintain current information of an ever-changing product
- Identify prospective customers and initiate conversation
- Contact and follow up with new and existing customers to discuss needs
- Answer questions about products and promotions
- Emphasize features about products to highlight how they solve customer problems
- Collaborate with colleagues across different stores/sectors
- Maintain contact list to follow up with customers and maintain relationships

Dartmouth College | Hanover, NH
Custodial Squad Leader
09/2019 – 02/2020

Responsible for leading the custodial team during their shift while performing custodial duties alongside shift team and having knowledge of all machines operation and function while assisting the Maintenance Director and Custodial Supervisor with general maintenance throughout the building and grounds. Additional duties include:

- Maintaining records of necessary equipment and their location within the building/s
- Keep necessary documents organized and updated within Squad Leader office space
- Clearly communicate between Custodial Supervisor and Custodians essential information from meetings every day

Dartmouth College | Hanover, NH
Custodian
04/14/2019 – 09/2019

Work to create a clean, orderly, and safe environment by performing a wide variety of cleaning and maintenance activities on buildings including:

- Maintain floors in a clean state by sweeping, scrubbing, mopping, and waxing
- Empty and clean trash receptacles and collect recycling
- Clean, sanitize, and supply bathrooms
- Clean and service custodial equipment as needed
- Perform minor repairs on furniture, buildings, and equipment
- Report any safety, sanitary, or fire hazards to the appropriate department
- Lock and unlock windows, doors, and gates
- Ensure grounds areas are clean and orderly

Fuji Film | Lebanon, NH
White Room Operator
11/2018 - 11/2018

Wearing all essential personal protective equipment, (PPE) organize and test specified printer parts to ensure that they will function effectively and as intended once assembled. Any parts with faults were removed and turned over to current shift supervisor for part evaluation.

Dartmouth Hitchcock Medical Center |
Lebanon, NH
Warehouse Picker Packer
05/2017 - 08/2017

Picked products from designated locations using item request forms sent from the hospital to fulfill customer orders before organizing it onto a pallet for shipment.

Camp Takajo | Naples, ME
Camp Counselor
06/2016 - 08/2016

- Cultivated effective relationships with campers and other camp counselors by utilizing active listening and dynamic interpersonal skills.
- Participated in and organized camp-centered activities, including canoeing, swimming, wall climbing and hiking while monitoring 5/6 campers of various ages.
- Educated campers on important skills such as how to spot poison ivy, poisonous snakes, or dangerous wildlife and how to safely start and extinguish campfires.

University Of Tampa | Tampa, FL
BikeUT Renter
09/2015 - 05/2016

- Rented bicycles to students and faculty on campus
- Repaired any bicycles that needed servicing to clear them for public use

University of Tampa | Tampa, FL
Student Conduct Office Assistant
09/2015 - 05/2016

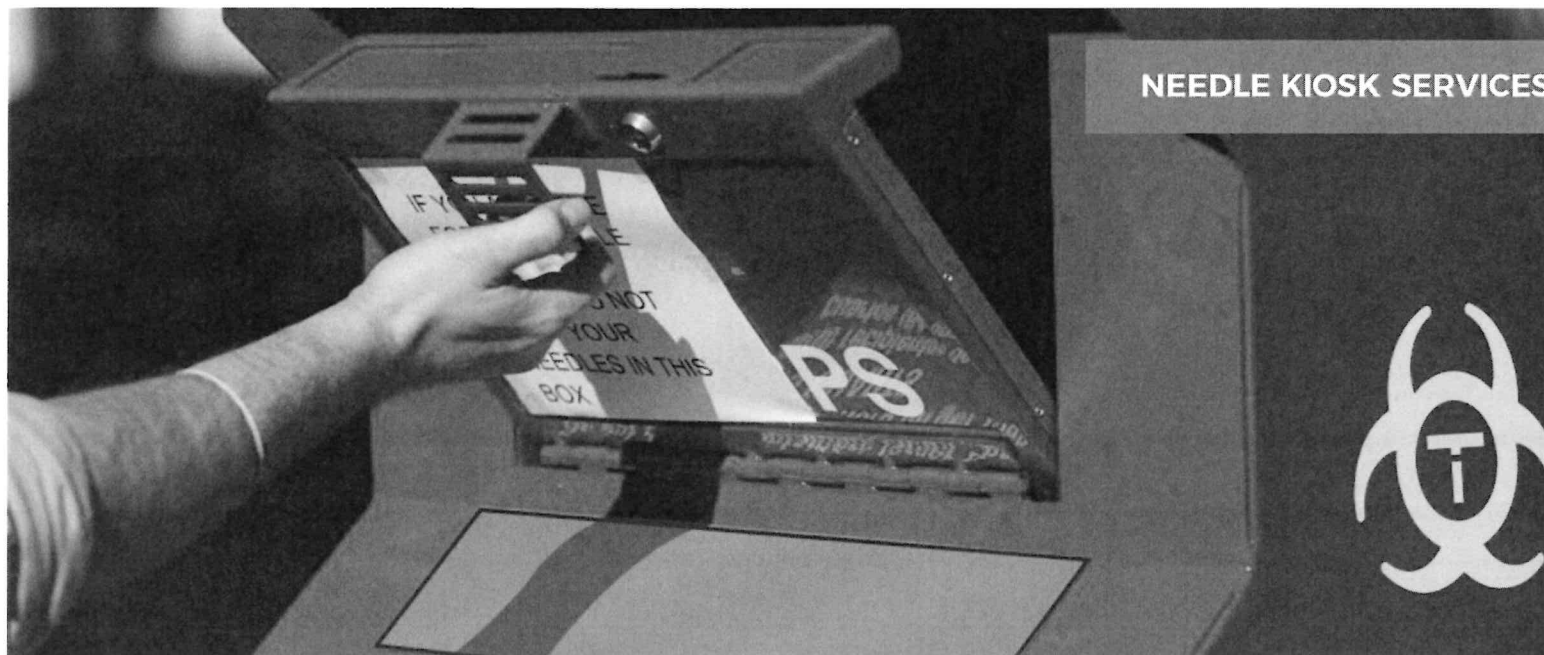
- Filed and reorganized paperwork involving student conduct files
- Addressed any questions students had regarding their conduct files
- Participated in conduct review hearings
- Maintained student conduct records by updating student information

Dean College | Franklin, MA
Community Advisor
01/2014 - 05/2015

- Fostered relationships with residents, and worked with new residents to optimize acclimation and ease transition to new living environment
- Conducted weekly meetings with directors to assess and advocated resident needs; recommended solutions and strategies to improve resident care and satisfaction
- Conducted rounds of rooms and the building to check on compliance and safety issues
- Interacted with residents to address and resolve complaints or grievances

Dean College | Franklin, MA
Koke's Gym Front Desk Assistant
01/2014 - 05/2015

- Sanitize and maintain all gym equipment throughout
- Explained and promoted services, and programs to members and guests
- Corrected dangerous movements and suggested alternate exercises
- Maintained employee and member records



KEEP NEEDLES OFF THE STREETS WITH SAFE DISPOSAL KIOSKS

OUR SERVICE PROCESS:

- The area will be disinfected prior to work performed with a hospital grade disinfectant. All hazardous material will be contained to a Bio-Hazard waste container and disposed of properly. This includes but is not limited to: Hypodermic needles, medication, drugs, drug paraphernalia.
- Kiosks will be maintained at the time of service including grease/lubrication of key lock, hinges, & graffiti removal.
- The Sharps/Needle Kiosk are often placed next to Medication Disposal Kiosks and are serviced separately.

SERVICE PRICING

Sharps Disposal	\$75.00 / Per
Medical Container Disposal	\$125.00 / Per
Wall Mount Kiosk	\$495.00
Poured Slab Installation	\$995.00

KIOSK LEASING OFFERS / PURCHASE

12-Month Lease	\$215.87 / Month
24-Month Lease	\$111.70 / Month
36-Month Lease	\$77.03 / Month
Purchase Kiosk Outright	\$2495.00

NOTE:

Additional needle / hazardous material cleanup services in the areas surrounding the kiosk are available for an additional fee. Trauma Services will secure necessary approval before performing any additional cleanup services. **Encampments, tents, trash, and debris** can be removed in addition to the hazardous material found in the kiosk.

Request for service can be scheduled / called into our emergency line **24 hours per day, 7 days per week.**

Hartford Police Department – Community Outreach Division

Lieutenant William Furnari

812 V.A. Cutoff Road, White River Junction, VT 05001

802-295-9425 | wfurnari@hartford-vt.org | <https://www.hartford-vt.org/3689/Police-Department>

IRS EIN Number: 03-6000505

Mission Statement:

Through the consistent application of Trust, Fairness, and a Commitment to the pillars of procedural justice, members of the Hartford Police Department will realize our vision — promoting pride, service, and public safety.

The Hartford Police Department, established in 1911, serves the Town of Hartford and is comprised of 21 police officers, 10 communications specialists, 3 professional staff members, 1 community service officer, and 2 embedded professionals from local service organizations.

In 2023, the department established its Community Outreach Division as part of a strategic initiative to strengthen partnerships, address substance misuse and behavioral health concerns, and connect community members with resources. The division is led by Lt. William Furnari and includes a Police Liaison from Health Care & Rehabilitation Services (HCRS), a Substance Use Responder from Clara Martin Center, a Data and Crime Analyst, and a Community Service Officer. The Outreach Division will also be seeking to add another police officer to the division in the future.

The Outreach Division serves as Hartford Police Department's bridge between law enforcement, social services, and community resources. Lt. Furnari, PL Harris, and SUR George conduct street outreach, respond to calls assisting the Patrol Division, and follow up on referrals from HPD and community partners to connect individuals with mental health, substance misuse, housing, and other support services.

By addressing the underlying, noncriminal, factors that contribute to police contacts, the team provides intervention and resource coordination that improves outcomes for individuals in crisis while reducing repeat calls for service.

Lt. Furnari also serves as Chair of the Upper Valley Situation Table. Analyst Wunderlich maintains the department's Interactive Police Activity Dashboard, produces reports and analyses, and serves as the Situation Table's data recorder. CSO Guthrie-Lloyd supports community quality-of-life through animal control, parking enforcement, and duties as Deputy Town Health Officer.

Proposal Overview

The Hartford Police Department Community Outreach Division, in partnership with the Upper Valley Haven, Listen Community Services, Twin Pines Housing Trust, and the Good Neighbor Health Clinic, seeks \$25,000 in National Opioid Settlement Funds to install four sharps disposal kiosks throughout White River Junction.

This proposal was developed in response to ongoing concerns regarding improperly discarded needles and through collaboration with community partners, service providers, and residents. The kiosks will provide safe, discreet disposal options while reducing public exposure to discarded sharps in parks, sidewalks, public spaces, and other community areas.

The partnership seeks to pursue this funding for kiosks from Trauma Services, which provides kiosk installation, maintenance, and disposal services. Four kiosks will be installed at community locations: Hartford Police Department (812 V.A. Cutoff Road), Listen Thrift and Community Store (42 Maple Street), Twin Pines Housing (747 Hartford Avenue), and Good Neighbor Health Clinic (70 North Main Street).

The project will primarily serve Hartford residents, particularly individuals experiencing substance misuse disorder who access services through the Haven and Listen. The broader community will benefit through improved public safety and reduced risk of accidental exposure to discarded needles.

This project directly supports National Opioid Settlement priorities related to Harm Reduction and Drug Disposal Programs by expanding access to safe sharps disposal and reducing public health risks associated with improperly discarded needles.

The total project cost is \$25,000. Four kiosks with monthly servicing total \$22,770, with the remaining \$2,230 reserved for additional disposal appointments if needed based on usage. Each kiosk is \$2,495 and the monthly sharps disposal fee starts at \$75 but is based on value in the kiosk and is more likely to be \$225 per visit if they are full. Concrete slabs for installation are \$995 each. The police department and Listen Store will not require concrete slabs but other locations may. Installation is planned for Summer or Fall of 2026, with kiosks becoming operational immediately upon deployment. The kiosks are semi permanently affixed to a solid surface with bolts and cannot be removed without tools and access to the locked kiosk. The kiosks can be moved and installed in another location if needs change.

Proposal Details

Like many communities throughout Vermont, White River Junction continues to experience the impacts of the opioid epidemic. Hartford Police routinely receive reports of discarded hypodermic needles in public spaces, parking lots, sidewalks, parks, and other locations accessible to the public. Improper disposal of needles creates significant public health and safety concerns due to the risk of accidental needlestick injuries and potential exposure to bloodborne pathogens.

Four kiosks will be installed at trusted community locations: Hartford Police Department (812 V.A. Cutoff Road), Listen Thrift and Community Store (42 Maple Street), Twin Pines Housing (747 Hartford Avenue), and Good Neighbor Health Clinic (70 North Main Street).

The objectives of this project are to increase the availability of sharps disposal sites and reduce improper disposal of hypodermic needles in public spaces, which will reduce the risk of accidental needlesticks.

While local organizations provide a variety of treatment, recovery, housing, and supportive services, there are currently limited opportunities for safe public disposal of used sharps in White River Junction. This project seeks to address that gap by creating accessible disposal options in locations already serving individuals who may benefit from them.

Public sharps disposal programs are recognized by the Centers for Disease Control and Prevention (CDC), the Substance Abuse and Mental Health Services Administration (SAMHSA), and numerous state health departments as an effective harm reduction strategy. Communities implementing accessible disposal options have reported reductions in improperly discarded syringes, increased engagement with harm reduction services, and improved public safety outcomes. By locating kiosks at trusted community resource centers, this project follows established best practices that reduce barriers to safe disposal and increase utilization.

The Hartford Police Department Community Outreach Division will serve as the lead agency responsible for project coordination, implementation, and reporting. Trauma Services will provide installation, servicing, maintenance, and disposal of collected sharps.

The kiosks will initially be serviced on a monthly schedule. Utilization data and service needs will be reviewed regularly to determine whether service intervals should be adjusted. Project partners will promote awareness of the disposal locations through outreach efforts and interactions with clients and community members.

This project directly supports National Opioid Settlement priorities related to Harm Reduction and Drug Disposal Programs by expanding access to safe sharps disposal and reducing public health risks associated with improperly discarded syringes.

Partner Organizations and Roles

Hartford Police Department Community Outreach Division

Serves as the lead agency responsible for project administration, coordination among partners, data collection, and grant reporting.

Listen Community Services

Provide kiosk location, promote safe sharps disposal to clients and community members, and assist with project evaluation and feedback.

Upper Valley Haven

Promote safe sharps disposal to clients and community members, and assist with project evaluation and feedback.

Twin Pines Housing Trust

Provide kiosk location, promote safe sharps disposal to clients and community members, and assist with project evaluation and feedback.

Good Neighbor Health Clinic

Provide kiosk location, promote safe sharps disposal to clients and community members, and assist with project evaluation and feedback.

Trauma Services

Provides kiosk installation, maintenance, servicing, and safe disposal of collected sharps, while supplying utilization data to support program evaluation.

Project success will be measured through:

- Installation of four sharps disposal kiosks within three months of award.
- Completion of all scheduled service and maintenance visits.
- Tracking the number of service visits.
- Monitoring reports of discarded needles received by the Hartford Police Department.
- Feedback from project partners regarding utilization and community impact.

Annual results will be presented to the Hartford Selectboard in accordance with grant requirements.

Sustainability

This project represents a long-term infrastructure investment that will continue to benefit the community after the initial grant period. Once the kiosks are installed, ongoing expenses will be limited primarily to servicing and disposal costs.

Project partners will evaluate utilization and operational costs during the first year and identify sustainable funding sources for future maintenance, including organizational operating budgets, municipal funding opportunities, private donations, and future grant programs. The establishment of permanent disposal locations through this one-time investment will provide lasting harm reduction benefits to the community.

Budget

Item	Cost
Four Sharps Disposal Kiosks (4)	\$9,980
Concrete Slab (2)	\$9,980
Monthly Disposal Services (12 months)	\$10,800
Contingency for Additional Service Visits Based on Utilization	\$1,420
Total Request	\$25,000

Budget Justification

Four semi-permanent sharps disposal kiosks will be installed at locations serving individuals who may benefit from safe disposal options. Monthly servicing includes collection, transportation, and disposal of collected sharps by a licensed vendor. The monthly service includes disinfection of the kiosk area, maintenance of the kiosk (lubrication of key locks and hinges and graffiti removal). Additional service funds are reserved to address higher-than-anticipated utilization rates and ensure uninterrupted operation of all kiosks during the grant period.

All requested expenses directly support opioid remediation and harm reduction activities. Funding will establish permanent community disposal infrastructure and provide initial operational support to ensure successful implementation. The proposed costs are based upon vendor-provided pricing from Trauma Services and represent reasonable and necessary expenses associated with the project.

June 24, 2026

To Whom It May Concern:

On behalf of LISTEN Community Services, I am writing in strong support of the Hartford Police Department Community Outreach Division's application for National Opioid Settlement Funds to install sharps disposal kiosks in White River Junction.

LISTEN supports this proposal because it responds to a real and visible need in our community. Discarded needles create safety concerns for residents, businesses, staff, volunteers, and the people we serve. More importantly, this project offers a practical harm reduction response that treats the issue with both seriousness and compassion.

LISTEN is pleased to partner with the Hartford Police Department and the Upper Valley Haven on this effort. We are willing to host a sharps disposal kiosk at our White River Junction location, where we provide lunch and dinner to community members experiencing food insecurity. We will also work with project partners to identify the safest and most appropriate placement on our campus.

This project is a good example of community collaboration. It brings together public safety, social services, and harm reduction in a way that is thoughtful, realistic, and responsive to what we are seeing on the ground.

We are grateful to the Hartford Police Department Community Outreach Division for leading this effort and strongly support this application.

Sincerely,



Kristi Lenart-Rikert
Executive Director
LISTEN Community Services
60 Hanover Street
Lebanon, NH 03766
603-448-4553
Kristi@Listencs.org



FOOD | SHELTER | EDUCATION | PROBLEM SOLVING

Upper Valley Haven

6/25/2026

To Whom It May Concern:

Upper Valley Haven is pleased to support the Hartford Police Department's application for Vermont Opioid Settlement Funding to purchase, distribute, and maintain sharps disposal kiosks at identified locations.

These sharps disposal containers will help with any issues of needles being disposed of improperly, especially in public spaces. They will provide a safe method for disposal, and reduce the burden placed on the town and community organizations to manage clean up. We believe that this project directly supports National Opioid Settlement priorities related to Harm Reduction and Drug Disposal Programs by expanding access to safe sharps disposal and reducing public health risks associated with improperly discarded needles.

The Hartford Police Department has shown that it is eager to engage in problem solving with community partners and is extremely supportive of Upper Valley Haven. As issues continue to evolve in our community, it is crucial that creative solutions are explored, and we are grateful for HPD's willingness to do so.

Thank you for your consideration of this proposal, and please reach out with any questions.

A handwritten signature in black ink, appearing to read 'Will Towne'.

Will Towne
Executive Director
Upper Valley Haven

Curriculum Vitae:

Lieutenant William Furnari

Drug Recognition Expert



Curriculum Vitae:

William Furnari began a career in law enforcement in 2010 when he joined the Windsor Police Department in Windsor, VT. He successfully completed the Part Time Police Officer Course in September of 2010. He completed a 40-hour course in the detection of DUI drivers and standardized field sobriety testing. The course included instruction and certification in the use of both handheld portable breath testing devices and the Datamaster breath testing

instrument. Furnari then joined the St. Albans Police Department in the City of St. Albans, VT in July of 2011. He completed the Full Time Basic Academy in November of 2012. Furnari continued in his impaired driving education by completing ARIDE in April of 2014. In May of 2023 Furnari became a DMT Supervisor. Furnari worked for the St. Albans Police Department until February of 2019 rising to the rank of corporal. In February of 2019 Furnari joined the Hartford Police Department where he is presently employed as a Lieutenant.

William Furnari holds a Bachelor of Arts Degree in Criminal Justice from Norwich University. Furnari was certified as a MDTS/MEB/OC Instructor through the Vermont Criminal Justice Training Council in July 2018. In January of 2020, Furnari completed the Drug Evaluation and Classification Program's 16-hour pre-school and 56-hour Drug Recognition Expert School in Burlington, VT. In February of 2020 Furnari completed Drug Recognition Field Certification and was certified as a Drug Recognition Expert. Furnari recertified in February of 2022 and again in February of 2024.

Law Enforcement Experience:

September 2010 to August 2011:	Windsor Police Department Windsor, VT Police Officer
July 2011 to February 2019:	St. Albans Police Department City of St. Albans, VT Corporal
February 2019 to Present:	Hartford Police Department White River Junction, VT Lieutenant

Education:

Norwich University
Northfield, VT
Bachelor of Arts in Criminal Justice
May 2010

Vermont Police Academy
Pittsford, VT
Basic Law Enforcement Academy
November 2012

Hartford High School
White River Junction, VT
High School Degree
June 2006

DUI Enforcement Training:

Dec. 2025	Vermont DEC Program Recertification Training Berlin, VT (5 hours) TSRP Dennis Wygmans and Sgt. Chris Hein on Crash Scene Considerations and Legal Issues Sabra Jones PhD NHTSA Regional Toxicology Liaison on Toxic Cocktails Sgt. Rick King on Communications Chemistry-How to Combat DUI Refusals Ofc. Steven Tiersch on Going Beyond the Facesheet Olivia Marrow, PharmD on Antipsychotics/Antidepressants
June 2025	Vermont DEC Program Recertification Training

Berlin, VT (5 hours)

TSRP Dennis Wymans on Legal Developments

Olivia Morrow PharmD/Tpr. Clay Knight presentation on Common Medical Issues

Sgt. Andrew Kirkman on the role of a DRE outside impaired operations investigations

Anisha Paul, VFL Chemist on Narcs, Stims, poly-category use and VT Drug Trends

June 2024 Vermont DEC Program Recertification Training

Berlin, VT (5 hours)

Dr. Jack Richman presented the following topics: *Balance Testing & Impairment What Do They Really Measure* and *Things You May Not Know about Pupils Testing and Assessment Decisions*

Trisha Conte presented on resumption of confirmatory testing for cannabis and the planned resumption of testing for CNS stimulants and narcotic analgesics.

May 2023 DMT Supervisor Course

Pittsford, VT (3 hours)

Training from Vermont Forensic Lab Chemist Jeffrey Dukette in the management the Datamaster, familiarization with the components and software, responding

Feb. 2023 DUI Detection and SFST Instructor Development Course

Pittsford, VT (32 Hours)

The DUI Detection and SFST Instructor Development Course prepares instructor candidates to train Level II and III officers in DUI Detection and SFSTs. The course included a mixture of the DUI Detection and SFST course and development of skills to properly deliver the information.

Dec. 2022 Vermont DEC Program Recertification Training

Berlin, VT (5.75 hours)

Stacy Graczyk & Dennis Wygmans, Vermont Traffic Safety Resource Prosecutors, 702 Hearing & Testimony Exercise, *TSRPs Graczyk and Wygmans presented the predicate questions for a 702 Hearing and select DREs participated in a mock direct examination.*

Jeff Dukette, Vermont Forensic Laboratory, *The 12th Step - Why Aren't the Tox Results What I Expected to See?* After presenting on the basic method of analysis used by the Vermont Forensic Laboratory, Dukette presented possible reasons why the test results would not match the opinion of the DRE. These could include the drug not on the list of tested substances, in the case of Delta-9 THC there can also be Delta-8 THC interfering with the results, or the substances tested for might be present in very low levels.

Investigator Katrina Ducharme, Vermont Department of Liquor & Lottery, *Cannabis: An Overview of Delta 8, Delta 9, and Delta 10* Delta-8 and Delta-10 THC are now commercially available and because of the latest Farm Bill, they are not regulated like Delta-9 THC is at the federal level. They can have similar effects as Delta-9 THC and DREs need to be aware of their presence in the market and the possibility that they could be a DUI-D case.

Dec. 2022 National Association of Prosecutor Coordinators

Online (1.5 hours)

Forensic Toxicology in DUI Cases: Bringing Out the Nerd in You

You have received the toxicology report back from your laboratory for your DUI case. Listed on the report are drugs that you know are not the active parent, but you observed impairment. Now what? What did the subject ingest? What drugs are there as a result of the body's metabolism? Your lab is always a great resource, yet there is some preliminary information you can learn to help navigate the report before you must write an email or make a call to the lab. This presentation will discuss the differences between active drugs, their metabolites as well as various precursors and derivatives so that one can better understand and handle drug DUI cases using several examples of specific cases.

June. 2021 Vermont DEC Program Recertification Training

Berlin, VT (5.5 hours)

Jeffery Dukette, Vermont Forensic Lab Toxicology Section, presented *Examining Potential Trends: A closer look at DUI data during COVID-19 and an interesting*

perspective on “alcohol only” cases. Presenting on drugs trends, Dukette highlighted that NHTSA found a significant increase in individuals testing positive for alcohol, cannabinoids, and opioids who were involved in serious/fatal crashes during the beginning of the COVID-19 pandemic as compared to the pre-COVID months. THC was also found to be more prevalent than alcohol during the pandemic months.

Opioids, Cannabis, and Chronic Pain: What Doctors do & Don’t Know Dr. James Wolf. M.D. Assistant Professor of Anesthesiology UVM Medical Center Video of presentation. Dr. Wolf reviewed how opioids work and the resulting peripheral and central sensitization which causes chronic pain. He also covered the rise in opioid deaths from 1999-2016 and the causes based upon heavy and uncritical citing of a 1980 Journal article about the rarity of addiction in long-term opioid therapy. He moved on to how cannabinoid receptors in the brain work and the effectiveness of their use in chronic pain management.

TSRP Heather Gray presented on predicate questions and the method of establishing a basis for expert testimony. This also included open discussion by DREs who underwent the process in court.

Dec. 2020 Vermont DEC Program Recertification Training

Virtual (5 hours)

Physiology and Drugs: An Overview

Dr. Lyndsi Cote, Pharm D.

DR. Cote spoke about human physiology to include what the term “normal” means in terms of physiology. She went on to discuss the difference between DRE opinions and diagnoses made by medical professionals. She covered the ten systems of the human body and the body’s functions related to maintaining homeostasis. These systems were then discussed as they relate to use of drugs and the effects on the body. She then covered how neurons work. She then went over the autonomic nervous system and the subsystems of sympathetic and parasympathetic nervous systems. She then defined the terms “dependants” and “addiction.” She went on to discuss some common medical conditions that mimic drug impairment. She also discussed more in depth questions to use in determining prescribed medicines and their effects.

Cannabis and Driving: Untangling a Complex Problem

Dr. Marilyn Huestis, PhD, Forensic Toxicology

Dr. Huestis presented about her research on Cannabis use as it related to driving as well as the combined effects of cannabis and alcohol to include a connection not previously known to her that the use of cannabis slows the absorption of alcohol as alcohol is primarily absorbed in the intestine and cannabis keeps the pyloric sphincter from opening.

Conceptualizing and Interpreting Acute Impairment Symptomatology

Sgt. Jay Riggen, VSP

Reviewed the concepts of homeostasis as it related to the impairment process, reviewed the physiology of lack of smooth pursuit and gaze evoked nystagmus, and how to accurately interpret symptomatology to identify subject impairment in terms of polycategory, acute, and/or downside effect.

Δ8- and Δ9-THC Presentation

Sarah Stratton, Forensic Chemist, Vermont Forensics Laboratory

Explained Chromatography and how Δ8 THC co-elutes with Δ9 THC in chromatography.

Sept. 2020 Maine Impaired Driving Webinar Series

Motor Vehicle Fatality Training (1 hour)

Prosecutors from the State of Maine reviewed the complexities of fatal motor vehicle crashes and the importance of DREs being present to contribute Drug Influence Evaluations in a timely manner to assist in the investigation as well as the importance of timely blood evidence collection.

Feb. 2020 *IACP Drug Evaluation and Classification Program DRE Field Certification*

National Highway Traffic Safety Administration

International Association of Chiefs of Police

Phoenix, AZ

The Drug Evaluation and Classification field certification commenced following successful completion of the DRE School. It involved hands-on practice in an actual enforcement context, i.e. examining persons who are arrested and suspected of drug impairment. The candidate DRE must demonstrate the ability to draw correct conclusions consistent with observed physiology signs and symptoms. In addition, the conclusions

must be supported by forensic testing. The candidate DRE must complete a minimum of 12 drug influence evaluations. The evaluations were hosted by the Maricopa County Sheriff's Office at their 4th Avenue Jail facility located in Phoenix, Arizona.

Jan. 2020 *IACP Drug Evaluation and Classification Program DRE School Training*

National Highway Traffic Safety Administration

International Association of Chiefs of Police

Burlington, VT (56 hours)

The Drug Evaluation and Classification Training focuses on a set of examination procedures or steps that make up the drug influence evaluation. Based on these examinations, and other articulatable evidence a trained DRE can reach reasonably accurate conclusions concerning the category or categories of drugs or medical conditions, causing the impairment observed in a subject. The DRE School provided detailed explanations of the evaluation procedures, careful demonstrations of the procedures and practice administering the examinations. The course required passing scores of 80% or above on multiple tests. This training included subject matter in;

- Drugs in society and in vehicle operation;
- Development and effectiveness of the Drug Evaluation and Classification program;
- Overview of the Drug Evaluation and Classification Program procedures;
- Eye examinations;
- Examination of vital signs;
- Administering and evaluating divided attention tests;
- Human physiology and drugs;
- In depth instruction concerning the seven drug categories identified in the DRE training program:
 - Central Nervous System Depressants
 - Central Nervous System Stimulants
 - Hallucinogens
 - Dissociative Anesthetics
 - Narcotic Analgesics
 - Inhalants
 - Cannabis
- Overview of signs and symptoms
- Drug combinations

- Test interpretations
- Narrative reports
- Case preparation and testimony

Jan. 2020 *Drug Recognition Expert Pre-School*

National Highway Traffic Safety Administration

International Association of Chiefs of Police

Burlington, VT (16 hours)

The Drug Evaluation and Classification Program is a national effort to deter impaired driving by increasing the likelihood that people who drive under the influence of drugs will be detected, arrested, charged, convicted and punished. This course was the first in a series of three training programs that, collectively, prepare police officers to serve as Drug Recognition Experts. To successfully complete this phase of training the following learning objectives had to be met;

- Define the term “drug” as it is used in the DRE training program;
- Name the seven drug categories identified in the DRE training program;
- Measure vital signs including blood pressure, pulse and body temperature;
- Demonstrate proficiency with the 12-step drug influence evaluation process;
- Demonstrate proficiency in the administration of the SFSTs, including HGN;
- Demonstrate proficiency with the administration of the eye examinations, including pupil size, vertical gaze nystagmus and lack of convergence.

April 2014 *Advanced Roadside Impaired Driving Enforcement*

National Highway Traffic Safety Administration

St. Albans, VT (16 hours)

The A.R.I.D.E. course assists officers in becoming more proficient detecting and apprehending impaired operators. Upon completion officers are capable of detecting impairment caused by substances other than alcohol. SFSTs are strongly emphasized and proficiency is tested by SFST instructors prior to completion of this course.

April 2011 *National Highway Traffic Safety Administration*

DUI Enforcement-DMT

Vermont Police Academy

Pittsford, VT (40 hours)

The DUI Enforcement-DMT course provides police officers with the knowledge and skills necessary to detect, screen and process impaired operators. This included DUI law and case law, physiological and psychological effects of alcohol, DUI detection and apprehension techniques, Standardized Field Sobriety Tests, DUI processing forms, Datamaster operation and hands on evaluations of volunteers during a "wet lab."

Other Specialized Training:

March 2024 *Vermont Highway Safety Conference*

Killington, VT

Topics Covered: Jim Camp - What You Don't Know Can Hurt You: The Consequences of Masking CDL Traffic Offenses, Dennis Wygmans - Winning Your Case in Testimony, T ara Casanova-Powell - Traffic Records, Mandy Shatney - Crash Data

Nov. 2023 *Command Leadership Institute*

FBI-LEEDA

Bow, NH (28 hours)

July 2023 *Executive Leadership Institute*

FBI-LEEDA

Hartford, VT (28 hours)

Feb. 2023 *Supervisor Leadership Institute*

FBI-LEEDA

Hartford, VT (28 Hours)

Jan. 2023	<i>Scenarios and Tactics for the Field Training Officer</i> <i>Calibre Press Online Training (14 hours)</i>
Dec. 2022	<i>Cellebrite Certified Physical Analyst</i> <i>Cellebrite Online Training</i>
Dec. 2022	<i>Cellebrite Certified Operator</i> <i>Cellebrite Online Training</i>
Sept. 2022	<i>Multidisciplinary Strangulation Education</i> <i>Vermont Forensic Nursing Program</i> <i>Online (4 hours)</i>
Nov. 2019	<i>Drug Interdiction Patrol Tactics in Rural Areas</i> <i>Midwest Counterdrug Training Center</i> <i>Bennington, VT (20 hours)</i>
July 2018	<i>Monadnock Defensive Tactics Instructor</i> <i>Vermont Police Academy</i> <i>Pittsford, VT (40 hours)</i> Monadnock Defensive Tactics, expandable baton, Vermont Criminal Justice Training Council use of force and oleoresin capsicum instructor course.
Oct. 2016	<i>The Reid Technique of Interviewing and Advanced Interrogation</i> <i>John E. Reid and Associates</i> <i>Burlington, VT (24 hours)</i>

Feb. 2014 *Taser Electronic Control Weapon Instructor*
Taser International
Burlington, VT (20 hours)

Jan 2014 *Achieving Safety- a CO*RE Community Approach to Comprehensive Pain Management, Improved Patient Care and Community Safety (Naloxone train the trainer)*
Albany College of Pharmacy and Health Sciences
Colchester, VT (3.75 hours)

June 2006 *Emergency Medical Technician*
Vermont Department of Health
White River Junction, VT

Acknowledgement:

May 2012 St. Albans Police Department Life Saving Award

Aug. 2017 AMCARE Ambulance Outstanding Service Award

May 2023 Hartford Police Department Police Commendation

Shea Harris

914 648 5682 / Sheaharris111@gmail.com / Claremont, NH 03743

WORK EXPERIENCE

Community Support Specialist/ Police Liaison

Healthcare and Rehabilitation Services (HCRS), Embedded in Hartford Police Department • Hartford, VT March 2026 to

Present

- Mobile outreach and response to critical incidents
- Screening and assessment for mental health, substance abuse, and social service needs
- De-escalation and early intervention
- Short term case management and service coordination with community resources
- Ride along with police officers at Hartford Police Department and assist with mental health calls.

Housing Coordinator

Oasis Teen Shelter & Support • Claremont, NH

August 2021 to February 2026

- Respond to referrals of new clients in timely manner, including completing the intake form and assessment of the client's needs and preferences.
- Maintain current client data and keep detailed case notes on HMIS database.
- Organize regular client community workshops.
- Accomplishes department objectives by managing staff; planning and evaluating department activities.
- Interview, assess, counsel and provide resolution for clients in crisis situations involving social, emotional, financial, health or other problems.
- Providing case management by interacting with our clients using a Positive Youth Development Approach, empowering youth to reach their goals, connecting them with local resources and teaching independent living skills.
- Overseeing the day-to-day operations of a shelter
- Hiring, training, and supervising shelter staff including case managers, security personnel, and volunteers
- Build community relationships with partner organizations to access resources for residents and help clients find permanent housing solutions.

Team Leader/Case Manager

Orion House • Newport, NH

October 2020 to August 2021

- Provide mentoring services for everything from crisis management to instruction of personal hygiene skills.
- Data entry of residents day to day activities.
- In charge of supervising staff on each shift and also residents.
- Plan programming for residents.
- Provide case management and monthly reports for over 15 residents

Clerk

United States Bankruptcy Court Southern District of New York • New York, NY

January 2016 to April 2020

- Data entry of case finding and filings into internal database.
- Interact with attorneys and other internal departments.
- Maintain exceptional customer service.
- Support and work directly with the management team.
- Clerical duties such as copying, research, special projects as assigned, records and asset management, processing financial transactions, and creating and assembling a variety of reports.

Resident Assistant

Berkeley College • White Plains, NY June 2016

to December 2016

- Confronted and resolved issues on diversity, racism, alcohol and drug abuse, academic performance and social acceptance.
- Worked with group dynamics on a staff of 8 people.
- Conducted rounds throughout the building in order to assure security and enforcement of University policies.

- Supervised a floor of 40 residents.
- Organized floor programs
- Advised residents on personal and academic issues.
- Assessed and responded to the needs of 30 residents and acted as a liaison between residents and Department of Residence Life.

Student Coordinator

Berkeley College • White Plains, NY January 2015

to October 2016

- Assisting Berkeley College with their new program called the "Chinese Program 2016", planning and organizing the students trips.
- Filing and entering data into the database system.
- Supervising student ambassadors and Resident Assistants(RA's).
- Working directly with supervisors and Ordering lunch orders for each trip.

Student Intern

Sacramento City Unified School District • Sacramento, CA

June 2012 to June 2014

Organized files, copied, and ordered supplies through the Department

- Planned family and teen events for after school Programs
- Addressed the school board about school discipline issues
- Trained and practice phone techniques for the Department
- Served as a member on interview panels for afterschool program positions
- Prepare materials and classrooms for class activities
- Assisted supervisor with school site visits

VOLUNTEER

S.T.R.E.A.T Team • Sacramento, CA

April 2012 to June 2014

Cofounder

- Networked with community partners
- Presented program services in front of school board
- Hosted events for at risk youth
- Guest speaker at high schools and middle schools
- Helped "Bridget's Dream" with events
- Presented at the Bick House

Facilitator

Sacramento City Unified School District • Sacramento, CA

April 2013 to November 2013

Facilitated 2 camps for over 300 youth and was team leader for multiple groups

- Created a layout of what the campers would be doing for example the activities they would engage in
- Networked with The community partners to get funding for the program

Student Intern

Sacramento City Unified School District • Sacramento, CA

June 2012 to July 2013

Completed community group projects

- Planned and executed a showcase for elementary school summer program
- Created, planned and executed a donation drive called "Corporation Donation"
- Planned activities for Vice Mayor Jay Schering for youth in his district
- Wrote a section for Vice Mayor Jay Schenirer article
- Planned the Summer @ City Hall program for over 80 youth in Sacramento
- Networked with community partners
- Facilitated Activities

Education

Criminal Justice (Bachelor of Science)

Berkeley College • White Plains, NY June 2014

to December 2019

Skills

Computer Skills , Medical Terminology, Crisis Intervention, Microsoft Office Abuse and Neglect Policy Adherence, Discharge Planning Filing, Organizational Skills Individual Group Counseling, Hospital Experience, Clerical Experience, Clerical Experience, Collaboration, Bankruptcy Docket, Customer Service, Program Management, Data Entry, Databases Training and Development, Crisis Counseling, Microsoft Outlook, Active Listening, Mental Health Counseling CPR, Microsoft Word, Team Building, Case Management, Medical Scheduling, Inventory Clerk Behavioral Health, Motivational Interviewing

Certifications

Bartender License

April 2023 to Present

Boston Bartending School

CPR Certification

October 2021 to Present

First Aid Certification

October 2021 to Present

Driver's License

Additional information

SKILLS:

- MS Office 2020, Word, Excel, PowerPoint
- Outstanding Communication
- Ability to work with a team and individually, observant, and have leadership skills.
- Crisis Intervention
- Budget Management
- Trauma Informed Care

Kaitlin V. George

37 Yodel Valley Road

West Windsor Vermont, 05089

413-412-0032

kgeorge@claramartin.org

August 2003-July 2021-Pownal Elementary School, Pownal Vermont

Special Education Paraprofessional/Guidance Counselor

During my time at this occupation entailed working alongside classroom teachers and special education teachers to ensure the quality of the student's education, mental and physical wellbeing.

June 2020-November 2022-Guidos Fresh Market Place, Lenox

Massachusetts

Chef and Customer Service

During my time at Guidos, I was a chef and worked closely with our customers, staff, and business partners. We specialize in gourmet cooking, local and organic food within a 100-mile radius.

October 2022-December 2023-Hillcrest Educational Center, Lenox Massachusetts

At Hillcrest, I worked closely with at risk teens and young adults with diagnosed OCD/anxiety, depression, highly sexualized behaviors and substance use disorders.

November 2023-December 2024-Mountain Valley Treatment Center, Plainfield New Hampshire

Guidance Counselor

I worked closely with residents ages 13-21 on adult daily living skills. These residents had been diagnosed with severe mental illnesses. We specialized in OCD/anxiety/depression and emerging thought disorders.

January 2025-Present- The Clara Martin Center, Wilder Vermont

Substance Use Responder

As the Substance Use Responder, I work closely with individuals in crisis, mainly with substance use challenges, I, alongside my colleague, deliver immediate interventions, coordinate emergency medical care, and connect people to long-term addiction and mental health treatment. Often acting as community crisis specialist, I work closely with local law enforcement agencies to ensure the current and long-term safety of individuals I encounter. This occupation has provided me with the opportunity to be an embedded staff member with The Hartford Police in Hartford, Vermont.

Education- September 2004-June 2008-North Adams, Massachusetts

Bachelor of Science in Psychology

Massachusetts College of Liberal Arts.

AMIE WUNDERLICH

amie.wunderlich@gmail.com | (970) 531-8115 | Hartford, VT

Public safety data analyst and program developer with demonstrated experience designing, developing and implementing custom analytical systems, providing investigative data support, and building interagency collaborative infrastructure in a municipal law enforcement setting. Skilled in translating complex datasets into actionable findings for investigative, operational, and command-level purposes. Experienced in independent technical project development, data analysis, and multi-agency coalition facilitation.

EXPERIENCE

Data & Crime Analyst | Hartford Police Department

October 2024 – Present | Hartford, VT

The department's sole civilian analyst; independently established and continues to develop the department's analytical infrastructure and function while serving the investigative, operational, and community-facing needs of multiple divisions. During an extended period without a permanently assigned lieutenant, assumed full operational responsibility for the Outreach Division concurrent with this work.

Investigative Support

- Provides investigative support with demonstrated strength in data preparation, link analysis, pattern identification, and the examination of complex data across large datasets.
- Conducted a comprehensive forensic data investigation of an embezzlement case under patrol supervision. Attended the victim interview in an analytical capacity, traveled independently to the subject establishment to collect records and extract system data, and performed complete data importation, preparation, and analytical review. The resulting analytical package has been referred for prosecution.
- Through independent analysis of subpoenaed financial records in a financial fraud case, identified approximately \$200,000 in additional fraudulent transactions that had not been previously detected, establishing linkages across the dataset that confirmed and materially extended the verified scope of the fraud.
- Developed FINtelligence module, a custom transaction corroboration module utilizing Python and SQL to extract financial data from PDFs and scanned documents, automate transaction matching, flag suspected fraudulent activity based on configurable parameters, and assign unique identifiers to enable systematic link analysis. The tool materially improves the accuracy and efficiency of financial fraud investigations compared to prior manual methods.

Custom Systems & Technical Development

- Designed and maintains Mosaic, a custom data integration repository underpinned by custom-built Crystal Reports that extract data from Spillman Flex in a controlled, non-disruptive manner, enabling post-event querying, filtering, and analysis beyond the CAD system's native capabilities; alongside a suite of internal systems including an analyst dashboard (Aperture) and a use-of-force analysis and reporting portal.
- Designed and maintains a custom interactive public-facing dashboard published on the town website and the Response Capacity Model, a purpose-built staffing analysis platform grounded in the DOJ COPS Office methodology, both built entirely from source data and designed to produce defensible, reproducible outputs.
- Regularly develops custom Crystal Reports and data tables for analytical and reporting needs.
- Develops custom Python scripts and SQL queries for data normalization, reconciliation, audit-style analysis, structured reporting exports, and large dataset review.

Interagency Coordination & Leadership

- Instrumental in establishing Hartford's Situation Table (Cordata), convening a broad network of law enforcement, social service, and community providers. Recruited New Hampshire participation, resulting in the first interstate Situation Table in the country. Continues to serve as data recorder for ongoing Situation Table meetings.

Projects Director | Hartford Community Coalition

June 2022 – October 2024 | Hartford, VT

- Developed and submitted a grant proposal for the establishment of a teen center in Hartford; the proposal was selected by Vermont Senator Sanders for congressional presentation for \$398,000 in congressionally directed funds. Secured commitments from local partners in support of future staffing needs.
- Directed the Take a Bite Out of Hunger summer meals program, operated for six weeks and served approximately 20,000 meals across multiple sites. Managed staff and volunteers, ensured USDA regulatory compliance, negotiated a produce partnership with Willing Hands, and collaborated with an external consultant to develop a replicable program manual for use by other organizations.
- Certified Mental Health First Aid instructor; delivered evidence-based nicotine prevention programming in area schools and co-facilitated Vermont Kids Against Tobacco within the Hartford School District.
- Compiled and analyzed community survey data and organized a Community Conversation Series informed by resident concerns. Served on the organization's Strategic Plan Committee. Managed all phases of grant activity including solicitation, application, budget development, narrative writing, and reporting.

EARLIER EXPERIENCE

- **Safety & Training Manager, Butler's Bus Service** (White River Junction VT, 2018 –2022) --NH State Certified School Bus Instructor. Developed and administered a comprehensive driver training program for a staff of approximately 100. Managed all driver documentation, licensure, and compliance with state and federal regulations across Vermont and New Hampshire.
- **Administrative Assistant, Picerne Military Housing** (Fort Riley, KS, 2009–2012) — managed resident communications, compiled and analyzed survey data, coordinated contractor bid solicitation, and provided high-volume customer and staff support.
- **Financial Services Consultant, Bank of the West** (Golden, CO, 2007–2009) — supervised staff, conducted monthly audits, managed compliance documentation, and consistently exceeded regional performance sales targets.

TECHNICAL SKILLS

Languages & Scripting: HTML, Python, SQL, VBA,

Platforms & Tools: Power BI, Excel (advanced), ArcGIS, QGIS, Crystal Reports, Spillman Flex, Google Workspace, Microsoft 365, neo4j

Reporting & Analysis: PowerQuery, DAX, reporting automation, large dataset review

Competencies: Custom system and script development, link analysis, financial and investigative data analysis, cellphone and IP data analysis, reporting automation

TRAINING, CERTIFICATIONS & COMMUNITY ROLES

- Fundamentals of Criminal Intelligence, LSU NCBRT, Certificate Earned
- Crime Mapping Seminar, Roger Williams University, Certificate Earned
- 2025 Crime Analysis and Intelligence Training Conference, Attendee
- Certified Mental Health First Aid Program Instructor
- Data Recorder, Hartford Situation Table (Cordata)
- Member of the Vermont Opioid Settlement Advisory Committee
 - Member of the Massachusetts Association of Crime Analysts and the International Association of Crime Analysts



ZACHARY GUTHRIE-LLOYD

guthrielloydzachmail@gmail.com | H: (802) 291-0465 | 791 Old Town Farm Rd, White River Jct., VT 05001

Summary

Reliable and dedicated employee adept at learning and mastering new concepts and skills. Passionate about helping people, working in creative environments, and creating safe and welcoming environments in which people can thrive. Technologically proficient with web and computer-based applications such as Microsoft Office, and Google Documents.

Skills

- Conflict Resolution
- Problem-solving
- Interpersonal Communications
- Effective Listening
- Time Management
- Written Communication
- Crisis Intervention
- Team Collaboration/Management
- Microsoft Office proficient
- Detail and Goal-oriented
- Critical Thinking
- Research and Planning

Education and Training

The University of Tampa | Tampa, FL

Criminology

2016 - *Current*

- Alpha Tau Omega Interfraternity Council (IFC) representative, 2015 to 2016
- Founding Father of the Kappa Upsilon chapter of Alpha Tau Omega

Dean College | Franklin, MA

Associate in Science in Criminal Justice

2015

- Resident Hall Advisor representative for Bourett and Dean Hall

Hartford Area Career & Technology Center | Hartford, VT

Business Administration

2013

- Future Business Leaders of America (FBLA) runner up

Experience

Hartford Police Department | Hartford, VT

Community Service Officer

03/2026 – *Current*

- Enforce parking and animal control ordinances, investigate animal bites, and administer rabies quarantine protocols in support of municipal public safety operations.
- Serve as Town Health Officer, identifying and resolving public health hazards, managing infectious disease reporting, and collaborating with Fire Marshals on rental housing health compliance.
- Assist sworn patrol officers with traffic control, vehicle tows, and non-criminal calls for service, while issuing municipal complaints for solid waste, noise, and ordinance violations.

- Provide community-facing customer service including VIN verifications, fingerprinting, and court appearances, maintaining effective relationships with the public and municipal staff.

Upper Valley Aquatic Center | White River Junction, VT
Housekeeper & Facilities Operator
 06/2024 – 04/2025

Maintain a clean and functional space for members and guests. Ensure that essential equipment for continued operation of the pool and facility is functioning correctly and communicate any and all changes with team members for effective communication.

Sykes Enterprises Inc. | Tampa, FL
Luxury Retail Customer Service Rep.
 09/2021 – 12/2021

Leveraged polished communication skills and superior customer service abilities to provide unscripted support to customers of a large, high-end retail establishment via inbound/outbound calls, email, and chat while maintaining the flexibility to research and resolve customer issues without canned verbiage and demonstrating patience, empathy, sound judgement, negotiation, and decision-making skills.

Beymark Inc. | Tampa, FL
Account Executive
 04/2021 – 6/2021

Effectively execute in-store marketing campaign for one of multiple Fortune 500 Clients as the first line of contact for new and existing customers and work with Account Managers to help manage the in-store marketing campaign.

- Learn and maintain current information of an ever-changing product
- Identify prospective customers and initiate conversation
- Contact and follow up with new and existing customers to discuss needs
- Answer questions about products and promotions
- Emphasize features about products to highlight how they solve customer problems
- Collaborate with colleagues across different stores/sectors
- Maintain contact list to follow up with customers and maintain relationships

Dartmouth College | Hanover, NH
Custodial Squad Leader
09/2019 – 02/2020

Responsible for leading the custodial team during their shift while performing custodial duties alongside shift team and having knowledge of all machines operation and function while assisting the Maintenance Director and Custodial Supervisor with general maintenance throughout the building and grounds. Additional duties include:

- Maintaining records of necessary equipment and their location within the building/s
- Keep necessary documents organized and updated within Squad Leader office space
- Clearly communicate between Custodial Supervisor and Custodians essential information from meetings every day

Dartmouth College | Hanover, NH
Custodian
04/14/2019 – 09/2019

Work to create a clean, orderly, and safe environment by performing a wide variety of cleaning and maintenance activities on buildings including:

- Maintain floors in a clean state by sweeping, scrubbing, mopping, and waxing
- Empty and clean trash receptacles and collect recycling
- Clean, sanitize, and supply bathrooms
- Clean and service custodial equipment as needed
- Perform minor repairs on furniture, buildings, and equipment
- Report any safety, sanitary, or fire hazards to the appropriate department
- Lock and unlock windows, doors, and gates
- Ensure grounds areas are clean and orderly

Fuji Film | Lebanon, NH
White Room Operator
11/2018 - 11/2018

Wearing all essential personal protective equipment, (PPE) organize and test specified printer parts to ensure that they will function effectively and as intended once assembled. Any parts with faults were removed and turned over to current shift supervisor for part evaluation.

Dartmouth Hitchcock Medical Center | Lebanon, NH
Warehouse Picker Packer
05/2017 - 08/2017

Picked products from designated locations using item request forms sent from the hospital to fulfill customer orders before organizing it onto a pallet for shipment.

Camp Takajo | Naples, ME
Camp Counselor
06/2016 - 08/2016

- Cultivated effective relationships with campers and other camp counselors by utilizing active listening and dynamic interpersonal skills.
- Participated in and organized camp-centered activities, including canoeing, swimming, wall climbing and hiking while monitoring 5/6 campers of various ages.
- Educated campers on important skills such as how to spot poison ivy, poisonous snakes, or dangerous wildlife and how to safely start and extinguish campfires.

University Of Tampa | Tampa, FL
BikeUT Renter
09/2015 - 05/2016

- Rented bicycles to students and faculty on campus
- Repaired any bicycles that needed servicing to clear them for public use

University of Tampa | Tampa, FL
Student Conduct Office Assistant
09/2015 - 05/2016

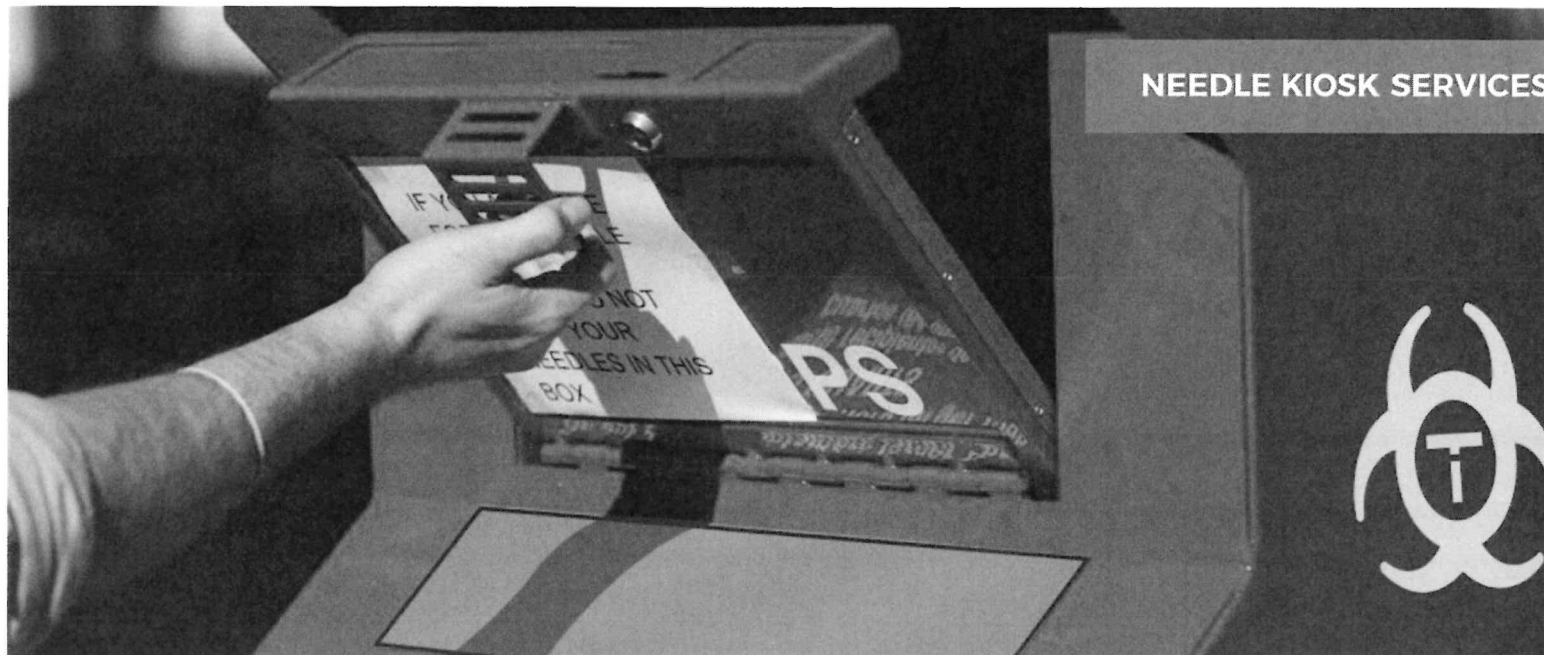
- Filed and reorganized paperwork involving student conduct files
- Addressed any questions students had regarding their conduct files
- Participated in conduct review hearings
- Maintained student conduct records by updating student information

Dean College | Franklin, MA
Community Advisor
01/2014 - 05/2015

- Fostered relationships with residents, and worked with new residents to optimize acclimation and ease transition to new living environment
- Conducted weekly meetings with directors to assess and advocated resident needs; recommended solutions and strategies to improve resident care and satisfaction
- Conducted rounds of rooms and the building to check on compliance and safety issues
- Interacted with residents to address and resolve complaints or grievances

Dean College | Franklin, MA
Koke's Gym Front Desk Assistant
01/2014 - 05/2015

- Sanitize and maintain all gym equipment throughout
- Explained and promoted services, and programs to members and guests
- Corrected dangerous movements and suggested alternate exercises
- Maintained employee and member records



KEEP NEEDLES OFF THE STREETS WITH SAFE DISPOSAL KIOSKS

OUR SERVICE PROCESS:

- The area will be disinfected prior to work performed with a hospital grade disinfectant. All hazardous material will be contained to a Bio-Hazard waste container and disposed of properly. This includes but is not limited to: Hypodermic needles, medication, drugs, drug paraphernalia.
- Kiosks will be maintained at the time of service including grease/lubrication of key lock, hinges, & graffiti removal.
- The Sharps/Needle Kiosk are often placed next to Medication Disposal Kiosks and are serviced separately.

SERVICE PRICING

Sharps Disposal	\$75.00 / Per
Medical Container Disposal	\$125.00 / Per
Wall Mount Kiosk	\$495.00
Poured Slab Installation	\$995.00

KIOSK LEASING OFFERS / PURCHASE

12-Month Lease	\$215.87 / Month
24-Month Lease	\$111.70 / Month
36-Month Lease	\$77.03 / Month
Purchase Kiosk Outright	\$2495.00

NOTE:

Additional needle / hazardous material cleanup services in the areas surrounding the kiosk are available for an additional fee. Trauma Services will secure necessary approval before performing any additional cleanup services. **Encampments, tents, trash, and debris** can be removed in addition to the hazardous material found in the kiosk.

Request for service can be scheduled / called into our emergency line **24 hours per day, 7 days per week.**

TLC Family Resource Center

Alysse Lizotte, Alysse@tlcfamilyrc.org, 62 Pleasant st, Claremont NH 03743 -603-542-1848

EIN Number 52-2439830

Mission Statement

TLC Family Resource Center is dedicated to promoting the optimal health and development of children, youth, individuals, and families throughout our region of New Hampshire. Through education, prevention, family support, and recovery services, TLC partners with individuals and families to build resilience, strengthen connections, and access the resources needed to thrive. We envision communities where every person enjoys economic, physical, social, and emotional well-being and has the opportunity to achieve their full potential.

Organizational History

Founded in 1992, TLC Family Resource Center is a nonprofit organization serving Sullivan and Lower Grafton Counties in New Hampshire. For almost 35 years, TLC has provided community-based programs and supports that strengthen individuals and families and promote long-term health and well-being.

In response to the growing impact of substance use disorder in the region, TLC expanded its services to include TLC Recovery Programs. Today, TLC Recovery Programs provides person-centered, trauma-informed, and recovery-oriented peer support services, including individual recovery support, Telephone Recovery Support (TRS), resource navigation, and peer-led recovery groups that promote connection, accountability, and sustained recovery.

TLC Recovery Programs Lebanon employs three Certified Recovery Support Workers (CRSW) and a Site Director who work collaboratively with healthcare providers, treatment agencies, correctional programs, housing providers, and other community partners throughout the Upper Valley. Through these partnerships, TLC assists participants in overcoming barriers related to treatment access, employment, housing, transportation, and social isolation.

By meeting people where they are and providing compassionate, strengths-based support, TLC Recovery Programs has become a trusted resource for individuals and families affected by substance use disorder and continues to foster hope, resilience, and lasting recovery throughout the communities it serves.

Proposal Overview

TLC Recovery Programs proposes the Twin Pines Recovery Housing Support and Peer Recovery Support Initiative to provide recovery coaching, peer support, and recovery resources to residents of Twin Pines Housing located at 747 Hartford Avenue in White River Junction, Vermont. Many individuals living in supportive housing experience barriers to treatment access, transportation, employment, social connection, and long-term recovery stability. Through this initiative, TLC Recovery Programs will provide on-site, person-centered recovery support services designed to increase access to care, strengthen recovery capital, and reduce opioid-related harms among individuals impacted by opioid use disorder and co-occurring substance use and mental health conditions.

The purpose of the initiative is to improve access to recovery supports and promote long-term recovery and stability. Anticipated outcomes include increased engagement in recovery support services, improved access to treatment and healthcare, increased housing stability, reduced social isolation, improved employment readiness, increased overdose prevention knowledge, and strengthened connections to community resources.

The initiative will serve adults residing at Twin Pines Housing in White River Junction who are impacted by opioid use disorder, substance use disorders, and co-occurring mental health conditions. The program will primarily support residents of Hartford and the greater White River Junction community, with a focus on underserved individuals experiencing barriers to recovery and access to care.

TLC Recovery Programs is requesting \$19,550 from the Town of Hartford Opioid Settlement Funds to implement the initiative.

Summary Budget Overview

- Personnel (Recovery Coach Salary and Fringe): \$12,376
- Mileage and Travel: \$1,624
- Recovery Engagement Activities and Participant Supports: \$3,000
- Indirect: \$2,550
- **Total Request: \$19,550**

Project Timeline

- **July 2026 – June 2027**
- **Months 1-2:** Program implementation, outreach, and participant engagement.
- **Months 3-12:** Delivery of recovery coaching, resource navigation, peer support groups, overdose prevention education, and employment supports.
- **Quarterly:** Outcome tracking, program evaluation, and reporting to the Town of Hartford.

Proposal Details

The impact of the opioid crisis continues to be evident throughout Hartford and the greater White River Junction community. In December 2024, Hartford first responders responded to multiple overdose incidents within a 24-hour period, underscoring the ongoing presence of fentanyl and the continued risk of overdose among community residents. Despite statewide efforts to address the opioid crisis, Windsor County continues to experience a disproportionate burden of opioid-related mortality. From 2023 through 2025, Windsor County ranked third in Vermont for opioid overdose mortality rates, experiencing an average of 5.2 opioid-related deaths per 100,000 residents compared to the statewide average of 3.2 deaths per 100,000 residents.

Individuals living in supportive housing often face significant barriers to sustaining recovery, including limited transportation, unemployment, social isolation, and difficulty accessing healthcare, treatment, and other essential resources. While stable housing provides an important foundation for recovery, many residents require ongoing support to navigate systems of care, strengthen recovery capital, and maintain long-term stability. Without these supports, individuals remain at increased risk for return to use, overdose, and continued instability.

These challenges are reflected in public safety data associated with Twin Pines Housing at 747 Hartford Avenue. According to a 2025 Hartford Police Department CAD analysis, the property generated 121 police responses, substantially more than comparable multi-unit properties, which experienced between 14 and 33 incidents annually. More than 61% of incidents involved suspicious circumstances, citizen assists, agency assists, welfare checks, and disputes, demonstrating a high level of service and support needs among residents. The report concluded that 747 Hartford Avenue is a high-workload, service-intensive location where most police contacts involve assistance, welfare, and crisis response rather than serious criminal activity. Approximately 93% of incidents did not result in arrest, and most arrests involved pre-existing warrants rather than new offenses. These findings highlight the need for proactive, recovery-oriented supports that address underlying behavioral health and substance use challenges before they escalate into crises requiring emergency or law enforcement intervention.

Demand for recovery support services among Hartford and White River Junction residents has grown substantially over the past three years. In FY24, TLC Recovery Programs served 9 Hartford/White River Junction residents. That number increased to 29 participants in FY25, representing a 222.2% increase. In FY26, enrollment grew to 76 participants, an additional 162.1% increase over the previous year. Overall, participant enrollment increased by 744.4% between FY24 and FY26, demonstrating both the increasing need for peer recovery support services and the trust that community members and referral partners place in TLC Recovery Programs.

The purpose of the Twin Pines Recovery Housing Support and Peer Navigation Initiative is to provide person-centered, trauma-informed recovery peer support coaching and limited non-duplicated resource navigation to residents of Twin Pines Housing in White River Junction, Vermont. By delivering services on-site, the initiative will strengthen recovery capital, improve access to care, and enhance community connectedness among individuals impacted by opioid use disorder and co-occurring substance use and mental health conditions. Through this funding, TLC Recovery Programs intends to continue providing recovery peer support services to Hartford residents and ensure that individuals have ongoing access to supports that promote long-term stability and sustained recovery.

During the 12-month project period, TLC Recovery Programs will:

- Serve a minimum of 10 residents of Twin Pines Housing.
- Provide at least 50 individual recovery coaching sessions.
- Facilitate at least 12 peer support groups or recovery engagement activities.
- Connect at least 10 individuals to treatment, healthcare, behavioral health services, or community resources.
- Provide overdose prevention education and naloxone training to at least 10 individuals.
- Assist at least four participants with employment, educational, or vocational goals.
- Maintain participant engagement rates of at least 60%.

The initiative incorporates evidence-informed practices shown to improve recovery outcomes and reduce the impacts of substance use disorders. Peer Recovery Support Services (PRSS), Recovery-Oriented Systems of Care (ROSC), warm hand-off models, and overdose prevention education have been shown to increase treatment engagement, strengthen recovery capital, improve housing stability, reduce barriers to care, and decrease overdose risk. SAMHSA recognizes peer support as a key component of recovery-oriented systems of care.

The proposed initiative was developed through ongoing collaboration with community partners and individuals with lived experience who consistently identify peer support, transportation, employment assistance, and connections to treatment and recovery resources as essential to sustaining recovery. Letters of support from Valley Court Diversion Programs, the Hartford Police Department, Upper Valley Haven, and Twin Pines Housing demonstrate broad community support for expanding recovery services for residents of supportive housing.

The Twin Pines Recovery Housing Support and Peer Recovery Support Initiative will utilize a person-centered, trauma-informed, and recovery-oriented approach. Two Certified Recovery Support Workers will provide regular on-site services tailored to each participant's goals and stage of recovery. Program activities include individual recovery coaching, peer support groups, and recovery engagement activities, limited resource navigation, overdose prevention education and naloxone training, and employment and vocational supports.

TLC Recovery Programs will serve as the lead agency, overseeing program implementation, participant engagement, service delivery, data collection, and reporting. Twin Pines Housing will provide access to residents for on-site activities, while Upper Valley Haven and the Hartford Police Department will support referrals and connections to essential resources.

Participant information and service activities will be documented and reviewed quarterly to monitor progress toward project goals. Key performance measures include the number of residents served, recovery coaching sessions provided, participation in peer groups, connections to treatment and community resources, overdose prevention education provided, employment and vocational outcomes achieved, and participant engagement rates.

TLC Recovery Programs will continue pursuing federal, state, local, and private foundation funding opportunities, including future opioid settlement initiatives. Outcome data collected during the project period will be used to demonstrate effectiveness and support future grant applications. Because the initiative relies primarily on Certified Recovery Support Workers, existing community partnerships, and recovery engagement activities rather than costly clinical interventions, the model is both cost-effective and scalable. Lessons learned from this project may also inform future expansion of recovery support services for Hartford residents.

Budget Justifications

Personnel (Recovery Coach Salary and Fringe): \$12,376

- Two Recovery Coaches: 4 hours/week × 52 weeks × \$25/hour = **\$10,400**
- Fringe Benefits (19%) = **\$1,976**

Mileage and Travel: \$1,624

- 20 miles/day × 2 days/week × 52 weeks = 2,080 miles
- 2,080 miles × \$0.78/mile = **\$1,624**

Recovery Engagement Incentive and Participant Supports: \$3,000

- \$20 gift card × 6 weeks × 25 participants = **\$3,000**

Indirect (15%): \$2,550

Total Request: \$19,550

Funding will support two Certified Recovery Support Workers providing approximately eight combined hours per week of on-site recovery coaching, peer support groups, overdose prevention education, and limited resource navigation for Twin Pines Housing residents. Program funds will also support recovery engagement incentives and transportation assistance to reduce barriers to treatment, healthcare, employment, and other community resources. All proposed expenditures are reasonable, directly support approved opioid abatement activities, and are intended to increase access to recovery support, reduce overdose risk, and promote long-term recovery.



226 Holiday Drive, Suite 20 • White River Junction, VT 05001

802.291.7000 • Fax: 802.291.7273 • TTY: 711

Email: info@tphtrust.org • Website: twinpineshousing.org

June 25, 2026

Town of Hartford Opioid Settlement Fund Review Committee

RE: Letter of Support for TLC Family Resource Center Recovery Services Proposal

Dear Review Committee Members,

On behalf of Twin Pines Housing Trust, I am pleased to offer our strong support for TLC Family Resource Center's application to the Town of Hartford Opioid Settlement Fund to expand recovery support services for residents of Hartford, including those residing at 747 Hartford Avenue.

Twin Pines Housing Trust is committed to providing safe, affordable housing while supporting the overall health and well-being of our residents. Through our work, we regularly see the challenges that substance use disorders and recovery-related barriers create for individuals and families. Access to recovery support services remains a critical need within our community, particularly for residents who may face transportation challenges, housing instability, social isolation, or difficulty navigating treatment and recovery resources.

TLC Family Resource Center has demonstrated a strong commitment to supporting individuals and families throughout the Upper Valley through its peer recovery coaching, recovery support services, resource navigation, and community partnerships. Their recovery-focused approach aligns closely with our shared goal of helping residents achieve stability, wellness, and long-term success.

Through this proposed partnership, Twin Pines would collaborate with TLC to increase access to recovery coaching and support services for residents at 747 Hartford Avenue and potentially other housing locations where similar needs exist. Our property at 747 Hartford Avenue serves individuals who have experienced chronic homelessness and who may be working to overcome substance use disorders and related challenges. By bringing recovery supports directly into housing settings, residents will have increased opportunities to connect with services, overcome barriers to treatment and recovery, build recovery capital, and maintain housing stability.

We believe this partnership represents an effective and innovative use of Opioid Settlement Funds by addressing substance use disorder through early intervention, recovery support, and community-based engagement. The proposed services have the potential to positively impact

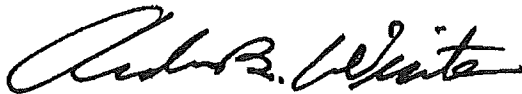


not only individual residents but also the broader community by reducing crises, increasing engagement in recovery, and strengthening community connections.

Twin Pines Housing Trust values our collaboration with TLC Family Resource Center and is committed to working together to support residents in achieving healthier and more stable lives. We respectfully encourage the Town of Hartford to support this funding request.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew B. Winter". The signature is fluid and cursive, with the first name "Andrew" and last name "Winter" being clearly legible.

Andrew B. Winter

Executive Director

Work Cell: 802-760-0084

Email: Andrew.Winter@tphtrust.org



FOOD | SHELTER | EDUCATION | PROBLEM SOLVING

Upper Valley Haven

June 22, 2026

Town of Hartford Opioid Settlement Advisory Committee

RE: Letter of Support for TLC Family Resource Center Recovery Programs

Dear Review Committee Members,

On behalf of Upper Valley Haven, I am pleased to provide this letter of support for TLC Family Resource Center's application to the Town of Hartford Opioid Settlement Fund. We strongly support TLC's proposal to expand Recovery Program services through the placement of a Recovery Coach at the 747 Hartford Avenue property and believe this initiative will have a meaningful impact on individuals and families affected by substance use disorder in our community.

Upper Valley Haven has partnered with TLC Family Resource Center through work in the Upper Valley in multiple facets, most recently in partnership with the Lebanon Seasonal Shelter. TLC's partnership was instrumental in the success of the shelter this past winter. Through our work together, we have witnessed TLC's commitment to improving community health and wellbeing through prevention, family support, recovery services, and resource navigation. TLC consistently demonstrates a person-centered approach that meets individuals where they are and helps them access the supports needed to achieve stability and long-term success.

The proposed Recovery Coach initiative at 747 Hartford Avenue addresses a critical need by bringing recovery support services directly to residents who may otherwise face barriers to accessing care. Recovery Coaches provide non-clinical, peer-based support that helps individuals navigate treatment and recovery systems, connect with community resources, develop recovery goals, and build long-term recovery capital. Providing these services onsite will increase accessibility, strengthen engagement, reduce isolation, and improve outcomes for residents impacted by substance use disorder.

This initiative aligns closely with the intent of opioid settlement funding by expanding access to recovery support services, reducing the impacts of substance use disorder, promoting housing stability, and strengthening recovery-oriented systems of care within the Hartford community.

TLC Family Resource Center has established itself as a trusted community partner throughout the Upper Valley and Sullivan County regions. Through its Recovery Programs, TLC provides peer recovery coaching, outreach services, recovery support groups, workforce development programming, justice-involved support services, and community-based recovery events. The



FOOD | SHELTER | EDUCATION | PROBLEM SOLVING

Upper Valley Haven

organization has demonstrated success in engaging individuals across all stages of recovery and connecting them to resources that support lasting wellness and self-sufficiency.

Upper Valley Haven is committed to supporting this effort through referral and ongoing collaboration to support the residents of 747 Hartford Ave. We believe this partnership will strengthen the continuum of care available to Hartford residents and create additional pathways to recovery and stability.

We enthusiastically support TLC Family Resource Center's application and encourage the Town of Hartford to invest in this important initiative. Please feel free to contact me if additional information would be helpful.

Sincerely,

A handwritten signature in black ink, appearing to read 'Will Towne', with a long horizontal flourish extending to the right.

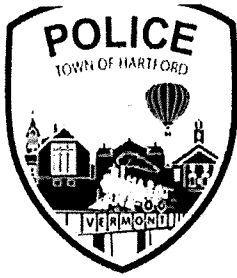
Will Towne

Executive Director

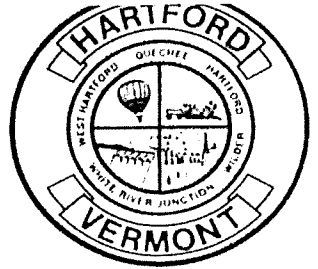
Upper Valley Haven

wtowne@uppervalleyhaven.org

802.295.6500



TOWN OF HARTFORD
POLICE DEPARTMENT
&
Emergency Communications Center



Chief Constance Kelley

Serving the Villages of Hartford ● West Hartford ● White River Junction ● Wilder ● Quechee

Lieutenant William Furnari
Hartford Police Department
812 V.A. Cutoff Road
White River Jct., VT 05001
802-295-9425 x382

To whom it may concern,

I am the Outreach Lieutenant with the Hartford Police Department and chair of the Upper Valley Situation Table. Through my outreach work I have had the pleasure of working with TLC Recovery Programs. They are active members of the situation table and strong community partners. Andrew Grenier, site director for Lebanon, regularly attends the meetings and is always looking for ways to help those most in need.

Having worked in Hartford for over 7 years, I have significant experience working with the Upper Valley Haven and Twin Pines Housing. Mr. Grenier recently brought to my attention that he would be seeking Opioid Settlement Funds to place a recovery coach at The Upper Valley Haven and 747 Hartford Avenue, which are adjacent to each other. I fully support this proposal because I know firsthand the number of people who are struggling with, or are in long term recovery from, substance misuse disorder and could benefit from support. While the Outreach Division and Upper Valley Haven work to also support people, those of us who work with these vulnerable populations know all too well that the need far exceeds the current staffing we have.

If you have any further questions, please do not hesitate to contact me.

Respectfully,

William Furnari



June 24, 2026

Hartford Opioid Settlement Fund Committee
Town of Hartford
Hartford, Vermont

RE: Letter of Support for TLC Family Resource Center Recovery Outreach and Recovery Coach Initiative

To Whom It May Concern:

I am writing to express our strong support for TLC Family Resource Center's proposal to secure Opioid Abatement funding to embed a Certified Recovery Coach within the Twin Pines 747 Hartford Ave location.

As a leading hospital system serving communities across New Hampshire and Vermont, we recognize the critical role that housing with recovery support can play helping individuals establish and maintain housing will accessing recovery support for substance use disorders. Recovery housing provides a safe, stable, and supportive environment for individuals transitioning from treatment and working to rebuild their lives. However, housing alone is often not enough. Many residents continue to face significant barriers to accessing behavioral health and recovery support services.

Embedding a Certified Recovery Coach within Twin Pines Housing 747 Hartford Ave location would strengthen the continuum of care for individuals recovering from opioid use disorder and other substance use disorders. Recovery Coaches offer invaluable lived-experience support, mentorship, encouragement, and navigation assistance that can help residents overcome obstacles, build recovery capital, and remain connected to the resources necessary for long-term success.

The need for expanded recovery supports remains significant throughout our region. Windsor County continues to experience the impacts of the opioid epidemic, including overdose-related harm, behavioral health workforce shortages, and limited access to recovery support services in many rural communities. Investments that strengthen recovery infrastructure and support individuals in maintaining recovery are essential components of a comprehensive response to the opioid crisis.

We believe this project aligns closely with the goals of Hartford's Opioid Settlement Fund efforts by expanding access to recovery supports, improving recovery outcomes, and reducing the risk of future overdose. We strongly encourage the Commission to support this important initiative.

Thank you for your consideration of this proposal and for your continued commitment to addressing the impacts

Sincerely,

A handwritten signature in cursive script, appearing to read "Barbara Farnsworth".

Barbara Farnsworth
Director, Community Health Partnerships

Dartmouth Hitchcock Medical Center
One Medica Center Drive
Lebanon, NH 03756

Nicole Holden

RECOVERY SUPPORT SPECIALIST

EDUCATION

Hartford High School
White River Jct, VT

River Valley CC
Claremont, NH

REFERENCES

Available upon request

OBJECTIVE

Decrease stigma and harm associated with substance use by providing peer-based recovery support, education, advocacy, and resource navigation for individuals and families. Support others in recovery from substance use disorders by serving as a role model, mentor, advocate, and motivator to recovering individuals.

FUNCTIONAL SKILLS

Provide comprehensive recovery support to individuals and families.
Facilitate groups specific towards recovery education and support.
Complete required electronic documentation and program-specific forms.

EXPERIENCE

February 2024-Present
Recovery Support Specialist
Lebanon, NH

February 2023-February 2024
Barista/Server-The Nest Kitchen
Hanover, NH

June 2022-June 2024
Bookkeeper-Thomas Painting Plus
Lebanon, NH



State of New Hampshire



OFFICE OF PROFESSIONAL LICENSURE AND CERTIFICATION

Board of Licensing for Alcohol and Other Drug Use Professionals

Pursuant to RSA 310:8, I - this is to certify that

NICOLE C HOLDEN

is licensed to practice as a(n)

Certified Recovery Support Worker

LICENSE NO. 0579

EXPIRATION DATE: 01/16/2027

Always verify licenses online at <https://forms.nh.gov/licenseverification/>

James McNeil, CRSW

📍 Lebanon, NH | ✉️ j.dmcneil79@gmail.com | 📞 (603) 438-9385

PROFESSIONAL SUMMARY

Compassionate and community-driven Certified Recovery Support Worker (CRSW) with 2 years of experience providing peer-driven, trauma-informed support at TLC Recovery Programs. Proven track record of building authentic, trusting relationships, facilitating recovery groups, and conducting impactful community outreach. Adept at collaborating with diverse local organizations to bridge gaps in resources, advocate for individuals, and strengthen regional recovery networks.

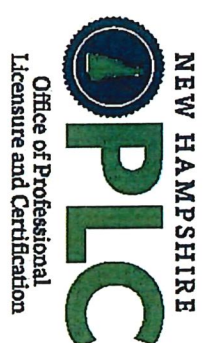
CORE COMPETENCIES & SKILLS

- **Recovery Support:** Peer Mentoring, Wellness Recovery Action Planning (WRAP), Relapse Prevention
 - **Outreach & Advocacy:** Community Networking, Resource Mapping, Public Relations, Cross-Agency Collaboration
 - **Crisis & Case Management:** Crisis De-escalation, Intake & Goal Setting, Resource Navigation
 - **Interpersonal:** Active Listening, Trauma-Informed Care, Motivational Interviewing, Boundary Setting
 - **Compliance:** Documenting Case Notes, Confidentiality (HIPAA/42 CFR Part 2), Ethical Practice
-

PROFESSIONAL EXPERIENCE

TLC Recovery Programs – Lebanon, NH *Certified Recovery Support Worker (CRSW)* | 2024 – Present

- **Community Outreach:** Lead and participate in community outreach initiatives, partnering with various local organizations to raise awareness, reduce stigma, and expand access to recovery resources in the area.



State of New Hampshire

OFFICE OF PROFESSIONAL LICENSURE AND CERTIFICATION

Board of Licensing for Alcohol and Other Drug Use Professionals

Pursuant to RSA 310:8, I - this is to certify that

James Daniel McNeil, Jr.

is licensed to practice as a(n)

Certified Recovery Support Worker

LICENSE NO. 0588

EXPIRATION DATE: 02/28/2027

Always verify licenses online at <https://forms.nh.gov/licenseverification/>



ANDREW GRENIER, CRSW

Grantham, NH

603.504.2597

Andygrenier1983@icloud.com

OBJECTIVE

Compassionate and results-driven human services professional with over four years of experience as a Certified Recovery Support Worker and progressive leadership experience in recovery program management. Skilled in staff supervision, program development, grant writing, community partnership building, and recovery-oriented systems of care. Proven ability to develop innovative programs, lead teams, and foster collaborative relationships that improve outcomes for individuals and families affected by substance use and co-occurring mental health challenges.

EDUCATION

BS / University of New Hampshire

2023-Current

Currently pursuing a Bachelor of Science in Human Services from the University of New Hampshire, coursework focused on human development, social justice, and intervention strategies, I am gaining valuable theoretical knowledge and practical skills to effectively support and advocate for vulnerable populations, including those facing addiction, mental health challenges, and socio-economic disparities.

EXPERIENCE

Site Director | TLC Recovery Programs – Lebanon, NH

2025-current

Provide strategic leadership. Oversee day-to-day operations of the recovery center, ensuring efficient service delivery and compliance with organizational policies, contracts, and accreditation standards.

Program Coordinator / TLC Family Resource Center

2024- 2025

The Program Coordinator oversees the day-to-day operations of Lebanon, NH's recovery community organization (RCO). The coordinator provides direct individual and group supervision to staff to maintain the requirements for their CRSW certification. The coordinator maintains and strengthens relationships with community partners.

Outreach Coordinator / TLC Family Resource Center

2023-2024

The Outreach Coordinator raises awareness about recovery services, promotes access to resources, and fosters partnerships to support individuals on their journey to recovery.

CRSW Peer Support Specialist / TLC Family Resource Center

2022-2023

Provide personalized support and guidance to individuals overcoming substance use disorders. Through a combination of empathy, expertise, and lived experience. As a CRSW, I empower participants to navigate the challenges of recovery, build resilience, and achieve sustained recovery.



State of New Hampshire

OFFICE OF PROFESSIONAL LICENSURE AND CERTIFICATION

Board of Licensing for Alcohol and Other Drug Use Professionals

Pursuant to RSA 310:8, I - this is to certify that

Andrew Grenier

is licensed to practice as a(n)

Certified Recovery Support Worker

LICENSE NO. 0437

EXPIRATION DATE: 06/30/2028

Always verify licenses online at <https://forms.nh.gov/licenseverification/>

MCSOLEY MCCOY & CO.
118 TILLEY DRIVE, STE. 202
SOUTH BURLINGTON, VT 05403

TLC FAMILY RESOURCE CENTER
PO BOX 1098
CLAREMONT, NH 03743

|||||||

Caution: Forms printed from within Adobe Acrobat products may not meet IRS or state taxing agency specifications. When using Acrobat, select the "Actual Size" in the Adobe "Print" dialog.

CLIENT'S COPY

MCSOLEY MCCOY & CO.
118 TILLEY DRIVE, STE 202
SOUTH BURLINGTON, VT 05403
(802) 658-1808

December 30, 2025

TLC Family Resource Center
PO Box 1098
Claremont, NH 03743

TLC Family Resource Center:

Enclosed is the organization's 2024 Exempt Organization return. The return should be signed, dated, and mailed.

Specific filing instructions are as follows.

FORM 990 RETURN:

Please sign and mail on or before May 15, 2026.

Mail to:
Department of the Treasury
Internal Revenue Service Center
Ogden, UT 84201-0027

A copy of the return is enclosed for your files. We suggest that you retain this copy indefinitely.

Sincerely,

Connie Fellion

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

2024

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the **2024** calendar year, or tax year beginning **JUL 1, 2024** and ending **JUN 30, 2025**

B Check if applicable:	C Name of organization TLC FAMILY RESOURCE CENTER Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite PO BOX 1098 City or town, state or province, country, and ZIP or foreign postal code CLAREMONT, NH 03743 F Name and address of principal officer: ANNE WALSH SAME AS C ABOVE	D Employer identification number 52-2439830 E Telephone number 603-542-1848 G Gross receipts \$ 2,796,906. H(a) Is this a group return for subordinates? ☐ Yes ☒ No H(b) Are all subordinates included? ☐ Yes ☐ No If "No," attach a list. See instructions H(c) Group exemption number
I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c)() (insert no.) ☐ 4947(a)(1) or ☐ 527 J Website: WWW.TLCFAMILYRC.ORG K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other L Year of formation: 2004 M State of legal domicile: NH		

Part I Summary

1	Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O		
2	Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.		
3	Number of voting members of the governing body (Part VI, line 1a)	3	16
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	16
5	Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	40
6	Total number of volunteers (estimate if necessary)	6	19
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
7b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.
8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
9	Program service revenue (Part VIII, line 2g)	1,360,869.	1,475,560.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,196,160.	1,315,543.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	5,158.	5,803.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	0.	0.
13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	2,562,187.	2,796,906.
14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0.	0.
16a	Professional fundraising fees (Part IX, column (A), line 11e)	2,131,340.	2,027,447.
b	Total fundraising expenses (Part IX, column (D), line 25)	0.	0.
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	100,378.	710,119.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	710,119.	698,820.
19	Revenue less expenses. Subtract line 18 from line 12	2,841,459.	2,726,267.
20	Total assets (Part X, line 16)	-279,272.	70,639.
21	Total liabilities (Part X, line 26)	Beginning of Current Year	End of Year
22	Net assets or fund balances. Subtract line 21 from line 20	2,001,742.	1,979,850.
		694,719.	602,188.
		1,307,023.	1,377,662.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer ANNE WALSH, TREASURER	Date		
Paid Preparer Use Only	Preparer's name CONNIE FELLION	Preparer's signature CONNIE FELLION	Date 12/30/25	Check if self-employed ☐ PTIN P01875413
	Firm's name MCSOLEY MCCOY & CO.	Firm's EIN 03-0327374		
	Firm's address 118 TILLEY DRIVE, STE. 202 SOUTH BURLINGTON, VT 05403	Phone no. (802) 658-1808		

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒ **X**

1 Briefly describe the organization's mission:

PROMOTE THE OPTIMAL HEALTH AND DEVELOPMENT OF CHILDREN, YOUTH AND
FAMILIES IN OUR REGION OF NEW HAMPSHIRE.

2 Did the organization undertake any significant program services during the year which were not listed on the
prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and
revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 1,062,939. including grants of \$) (Revenue \$ 380,601.)
SEE SCHEDULE O

4b (Code:) (Expenses \$ 159,418. including grants of \$) (Revenue \$ 110,658.)
SEE SCHEDULE O

4c (Code:) (Expenses \$ 1,100,021. including grants of \$) (Revenue \$ 824,284.)
SEE SCHEDULE O

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 2,322,378.

Form 990 (2024)

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	X	
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III		X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV		X
b A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If "Yes," complete Schedule L, Part IV		X
29 Did the organization receive more than \$25,000 in noncash contributions? If "Yes," complete Schedule M		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I		X
34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	X	

Note: All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	40
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17	

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	1a	1b	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	16			
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b Enter the number of voting members included on line 1a, above, who are independent		16		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2	X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?			3	X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?			5	X
6 Did the organization have members or stockholders?			6	X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a	X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b	X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?			8a	X
b Each committee with authority to act on behalf of the governing body?			8b	X
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O			9	X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?		X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
11a		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
12b		
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	X	
12c		
13 Did the organization have a written whistleblower policy?	X	
14 Did the organization have a written document retention and destruction policy?	X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	X	
15a		
b Other officers or key employees of the organization		X
15b		
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		
16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed NH

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records
THE ORGANIZATION - 603-542-1848
PO BOX 1098, CLAREMONT, NH 03743

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☒ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) BETH HOYT-FLEWELLING BOARD MEMBER	1.00	X						0.	0.	0.
(2) MEGAN BLOOD BOARD MEMBER	1.00	X						0.	0.	0.
(3) JANE VANBREMEN BOARD MEMBER	1.00	X						0.	0.	0.
(4) LAURA HAGLEY PRESIDENT	1.00	X		X				0.	0.	0.
(5) MARIAH DAVIS BOARD MEMBER	1.00	X						0.	0.	0.
(6) SUE ELLIOTT SECRETARY	1.00	X		X				0.	0.	0.
(7) CYNTHIA BOLAND VICE PRESIDENT	1.00	X		X				0.	0.	0.
(8) MICHELLE GREENE BOARD MEMBER	1.00	X						0.	0.	0.
(9) KRISTI COLLINS BOARD MEMBER	1.00	X						0.	0.	0.
(10) ANNE WALSH TREASURER	1.00	X		X				0.	0.	0.
(11) JESS ELLIOTT BOARD MEMBER	1.00	X						0.	0.	0.
(12) TIM MCNULTY BOARD MEMBER	1.00	X						0.	0.	0.
(13) STEVE SEAMANS BOARD MEMBER	1.00	X						0.	0.	0.
(14) MEGAN HERSCHEL BOARD MEMBER	1.00	X						0.	0.	0.
(15) ALASTAIR HUNTLEY BOARD MEMBER	1.00	X						0.	0.	0.
(16) AJ HORVATH BOARD MEMBER	1.00	X						0.	0.	0.

2024.05010 TLC FAMILY RESOURCE CENTE 500004.1

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e	935,963.			
	f	All other contributions, gifts, grants, and similar amounts not included above ...	1f	539,597.			
	g	Noncash contributions included in lines 1a-1f	1g	\$			
	h	Total. Add lines 1a-1f		1,475,560.			
Program Service Revenue	2 a	PROGRAM SERVICES	Business Code	624100	1,315,543.	1,315,543.	
	b						
	c						
	d						
	e						
	f	All other program service revenue					
	g	Total. Add lines 2a-2f		1,315,543.			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		5,803.			5,803.
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
	6 a	Gross rents	6a				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c				
	d	Net rental income or (loss)					
	7 a	Gross amount from sales of assets other than inventory		(i) Securities	(ii) Other		
	b	Less: cost or other basis and sales expenses	7a				
	c	Gain or (loss)	7b				
	d	Net gain or (loss)	7c				
	8 a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a				
	b	Less: direct expenses	8b				
	c	Net income or (loss) from fundraising events					
	9 a	Gross income from gaming activities. See Part IV, line 19	9a				
	b	Less: direct expenses	9b				
	c	Net income or (loss) from gaming activities					
10 a	Gross sales of inventory, less returns and allowances	10a					
b	Less: cost of goods sold	10b					
c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue	11 a		Business Code				
	b						
	c						
	d	All other revenue					
	e	Total. Add lines 11a-11d					
	12	Total revenue. See instructions		2,796,906.	1,315,543.	0.	5,803.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	1,707,366.	1,442,892.	226,915.	37,559.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	32,639.	27,859.	4,065.	715.
9 Other employee benefits	159,940.	136,516.	19,921.	3,503.
10 Payroll taxes	127,502.	107,331.	17,366.	2,805.
11 Fees for services (nonemployees):				
a Management	2,499.	1,856.	300.	343.
b Legal	18,701.	13,886.	2,247.	2,568.
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	179,339.	144,139.		35,200.
12 Advertising and promotion	12,331.	10,424.		1,907.
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	166,169.	155,661.	7,930.	2,578.
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	2,410.		2,410.	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	28,479.	24,068.	3,785.	626.
23 Insurance	10,059.	7,887.	1,870.	302.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a DIRECT ASSISTANCE	76,306.	76,306.		
b COMPUTER AND TECHNOLOGY	68,481.	62,138.	5,461.	882.
c OPERATING SUPPLIES AND	57,370.	38,900.	8,557.	9,913.
d TELEPHONE	30,003.	27,618.	1,927.	458.
e All other expenses	46,673.	44,897.	757.	1,019.
25 Total functional expenses. Add lines 1 through 24e	2,726,267.	2,322,378.	303,511.	100,378.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	524,843.	1	701,628.
	2 Savings and temporary cash investments	134,598.	2	140,374.
	3 Pledges and grants receivable, net	145,000.	3	50,000.
	4 Accounts receivable, net	308,644.	4	288,166.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	2,187.	9	1,587.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 616,779.		
	b Less: accumulated depreciation	10b 170,350.	474,918.	10c 446,429.
	11 Investments - publicly traded securities		11	
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	411,552.	15	351,666.
16 Total assets. Add lines 1 through 15 (must equal line 33)	2,001,742.	16	1,979,850.	
Liabilities	17 Accounts payable and accrued expenses	196,297.	17	175,084.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	498,422.	25	427,104.
	26 Total liabilities. Add lines 17 through 25	694,719.	26	602,188.
	Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.		
27 Net assets without donor restrictions		972,761.	27	1,110,990.
28 Net assets with donor restrictions		334,262.	28	266,672.
Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.				
29 Capital stock or trust principal, or current funds			29	
30 Paid-in or capital surplus, or land, building, or equipment fund			30	
31 Retained earnings, endowment, accumulated income, or other funds			31	
32 Total net assets or fund balances		1,307,023.	32	1,377,662.
33 Total liabilities and net assets/fund balances	2,001,742.	33	1,979,850.	

Form 990 (2024)

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	2,796,906.
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,726,267.
3	Revenue less expenses. Subtract line 2 from line 1	3	70,639.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,307,023.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	1,377,662.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2a	X
b Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2b	X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	X
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____	3a	X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____	3b	

Form 990 (2024)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public
Inspection

Name of the organization

TLC FAMILY RESOURCE CENTER

Employer identification number

52-2439830

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1527811.	1286668.	1397461.	1360869.	1475560.	7048369.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	1527811.	1286668.	1397461.	1360869.	1475560.	7048369.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						249,807.
6 Public support. Subtract line 5 from line 4.						6798562.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4	1527811.	1286668.	1397461.	1360869.	1475560.	7048369.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	471.	301.	1,475.	5,158.	5,803.	13,208.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						7061577.
12 Gross receipts from related activities, etc. (see instructions)					12	4,794,600.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f))	14	96.28	%
15 Public support percentage from 2023 Schedule A, Part II, line 14	15	92.63	%
16a 33 1/3% support test - 2024. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	☒		
b 33 1/3% support test - 2023. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	☐		
17a 10% -facts-and-circumstances test - 2024. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization	☐		
b 10% -facts-and-circumstances test - 2023. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization	☐		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	☐		

Schedule A (Form 990) 2024

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

☐**Section C. Computation of Public Support Percentage**

15 Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2023 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2024 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2023 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2024. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

☐

b 33 1/3% support tests - 2023. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations *(continued)*

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a	☐	The organization satisfied the Activities Test. Complete line 2 below.
b	☐	The organization is the parent of each of its supported organizations. Complete line 3 below.
c	☐	The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).
2 Activities Test. Answer lines 2a and 2b below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	
2a		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	
2b		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI.	
3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	
3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions.
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by 0.035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		

Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	1		
2 Enter 0.85 of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Schedule A (Form 990) 2024

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2024 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2024	(iii) Distributable Amount for 2024
1 Distributable amount for 2024 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2024 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2024			
a From 2019			
b From 2020			
c From 2021			
d From 2022			
e From 2023			
f Total of lines 3a through 3e			
g Applied to under distributions of prior years			
h Applied to 2024 distributable amount			
i Carryover from 2019 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2024 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2024 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2025. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2020			
b Excess from 2021			
c Excess from 2022			
d Excess from 2023			
e Excess from 2024			

Schedule A (Form 990) 2024

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.
(See instructions.)

Identification of Excess Contributions Included on Part II, Line 5

2024

*** Not Open to Public Inspection ***

Total Excess Contributions to Schedule A, Part II, Line 5

**Schedule B
(Form 990)**

(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Name of the organization

Employer identification number

TLC FAMILY RESOURCE CENTER

52-2439830

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization

Employer identification number

TLC FAMILY RESOURCE CENTER**52-2439830****Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
<u>1</u>		\$ <u>190,500.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
<u>2</u>		\$ <u>50,000.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$ _____	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$ _____	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$ _____	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$ _____	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$ _____	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

Employer identification number

52-2439830

Part II

[illegible]

Name of organization	Employer identification number
TLC FAMILY RESOURCE CENTER	52-2439830

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

SCHEDULE D

(Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

TLC FAMILY RESOURCE CENTER

Employer identification number
52-2439830

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No		
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No		

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)	☐ Preservation of a historically important land area
☐ Protection of natural habitat	☐ Preservation of a certified historic structure
☐ Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 \$

(ii) Assets included in Form 990, Part X \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 \$

b Assets included in Form 990, Part X \$

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) (Rev. 12-2024)

LHA 432051 01-02-25

Schedule D (Form 990) (Rev. 12-2024) IRS TAXPAYER RESOURCE CENTER	
Part III	Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).
- a ☐ Public exhibition
- b ☐ Scholarly research
- c ☐ Preservation for future generations
- d ☐ Loan or exchange program
- e ☐ Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV **Escrow and Custodial Arrangements** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

	Amount
1c	
1d	
1e	
1f	

Part V	Endowment Funds Complete if the organization answered "Yes" on Form 990, Part IV, line 10.
---------------	---

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____%
- b Permanent endowment _____%
- c Term endowment _____%

The percentages on lines 2a, 2b, and 2c should equal 100%.

- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
3a(i)		
3a(ii)		
3b		

- (i) Unrelated organizations?
- (ii) Related organizations?
- b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

Part VI	Land, Buildings, and Equipment
---------	--------------------------------

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Complete if the organization answered "Yes" on Form 990, Part IV, line 14a; See Form 990, Part IV, line 14b.				
Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		451,607.	48,236.	403,371.
d Equipment		165,172.	122,114.	43,058.
e Other				
Total. Add lines 1a through 1e. (Column (d) must agree Form 990, Part X, line 10c, column (B).)				446,429.

Schedule D (Form 990) (Rev. 12-2024)

Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		

Total. (Col. (b) must equal Form 990, Part X, line 12, col. (B))**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		

Total. (Col. (b) must equal Form 990, Part X, line 13, col. (B))**Part IX Other Assets**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) SECURITY DEPOSIT	2,000.
(2) OPERATING LEASE RIGHT OF USE ASSET	349,666.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	

Total. (Column (b) must equal Form 990, Part X, line 15, col. (B)) 351,666.**Part X Other Liabilities**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) BANK LOAN PAYABLE	64,063.
(3) OPERATING LEASE LIABILITIES	363,041.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	

Total. (Column (b) must equal Form 990, Part X, line 25, col. (B)) 427,104.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ... ☐

Schedule D (Form 990) (Rev. 12-2024)

Part XI	Reconciliation of Revenue per Audited Financial Statements With Revenue per Return
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Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1		Total revenue, gains, and other support per audited financial statements	1	2,796,906.
2		Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	2a	Net unrealized gains (losses) on investments		
b	2b	Donated services and use of facilities		
c	2c	Recoveries of prior year grants		
d	2d	Other (Describe in Part XIII.)		
e		Add lines 2a through 2d	2e	0.
3		Subtract line 2e from line 1	3	2,796,906.
4		Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	4a	Investment expenses not included on Form 990, Part VIII, line 7b		
b	4b	Other (Describe in Part XIII.)		
c		Add lines 4a and 4b	4c	0.
5		Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	2,796,906.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return	
--	--

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1		Total expenses and losses per audited financial statements	1	2,726,267.
2		Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	2a	Donated services and use of facilities		
b	2b	Prior year adjustments		
c	2c	Other losses		
d	2d	Other (Describe in Part XIII.)		
e		Add lines 2a through 2d	2e	0.
3		Subtract line 2e from line 1	3	2,726,267.
4		Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	4a	Investment expenses not included on Form 990, Part VIII, line 7b		
b	4b	Other (Describe in Part XIII.)		
c		Add lines 4a and 4b	4c	0.
5		Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	2,726,267.

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**SCHEDULE O
(Form 990)**

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

TLC FAMILY RESOURCE CENTER

Employer identification number
52-2439830

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

PROMOTE THE OPTIMAL HEALTH AND DEVELOPMENT OF CHILDREN, YOUTH, AND
FAMILIES IN OUR REGION OF NEW HAMPSHIRE.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

FAMILY SUPPORT: IN 2025 TLC FAMILY RESOURCE CENTER CONTINUED TO EXPAND
ITS FAMILY SUPPORT SERVICES TO MEET THE GROWING NEEDS OF CHILDREN AND
FAMILIES ACROSS OUR REGION. THROUGH DECEMBER 15, 2025 TLC RECEIVED 506
REFERRALS, WITH 334 REFERRALS TO FAMILY SUPPORT SERVICES AND 172
REFERRALS TO RESOURCE NAVIGATION.

DURING THE YEAR, 198 FAMILIES WERE FORMALLY ENROLLED IN FAMILY SUPPORT
SERVICES. IN ADDITION, TLC PROVIDED SUPPORT TO AN ESTIMATED 30 FAMILIES
THROUGH PLAYGROUPS, NEW MOM AND TODDLER GROUPS, 158 FAMILIES THROUGH
CIRCLE OF SECURITY PARENTING GROUPS, AND 10 KINSHIP FAMILIES THROUGH
RESOURCE NAVIGATION OR OTHER SUPPORTIVE SERVICES, FOR A TOTAL OF 253
FAMILIES SERVED TO DATE. THIS TOTAL DOES NOT INCLUDE CHILDREN SERVED
THROUGH PREVENTION AND ENRICHMENT PROGRAMMING. TLC DELIVERED IT'S MISS
KENDRA CHILD ABUSE PREVENTION PROGRAM IN FIVE CLASSROOMS, SERVING AN
ESTIMATED 75 CHILDREN, BRINGING THE TOTAL NUMBER OF FAMILIES AND
CHILDREN SUPPORTED TO APPROXIMATELY 328. AN ADDITIONAL 10 FAMILIES
RECEIVED ASSISTANCE WITH SUMMER CAMP PARTICIPATION BUT WERE NOT
FORMALLY ENROLLED, INCREASING THE ESTIMATED TOTAL SERVED TO 338
FAMILIES AND CHILDREN IN 2025.

TLC ALSO CONTINUED ITS DIAPER PROGRAM, PROVIDING ENROLLED FAMILIES WITH
APPROXIMATELY 150 DIAPERS PER MONTH PER FAMILY. AN ESTIMATED 40
ENROLLED FAMILIES PARTICIPATED IN THIS PROGRAM, SUPPORTING BASIC NEEDS
AND CHILD WELL-BEING.

THROUGHOUT 2025, TLC ENHANCED COMMUNITY ENGAGEMENT AND ENRICHMENT
OPPORTUNITIES FOR FAMILIES. HIGHLIGHTS INCLUDED PARTICIPATION IN THE
CLAREMONT MAKER SPACE, "MEET THE ARTIST" EVENT, WHERE A TLC FAMILY
SUPPORT SPECIALIST WAS SELECTED AS THE SUMMER ARTIST IN RESIDENCE; THE
FAMILY FUN RIDE AND NATIONAL NIGHT OUT IN COLLABORATION WITH THE
CLAREMONT POLICE DEPARTMENT; NATURE-BASED PLAYGROUPS IN PARTNERSHIP
WITH WINDS NATURE INSTITUTE; CULTURAL OUTINGS TO THE CLAREMONT OPERA
HOUSE; AND FAMILY ENGAGEMENT ACTIVITIES AT THE NATIONAL RECOVERY MONTH
TLC RECOVERY BBQ. TLC ALSO ASSISTED 30 CHILDREN WITH SUMMER CAMP
PARTICIPATION, INCREASING ACCESS TO POSITIVE DEVELOPMENTAL EXPERIENCES.

FAMILY SUPPORT SERVICES FOCUS ON STRENGTHENING PROTECTIVE FACTORS,
REDUCING STRESSORS, AND PROMOTING HEALTHY PARENT-CHILD RELATIONSHIPS.
TLC CONTINUES TO OFFER EVIDENCE-INFORMED PARENTING EDUCATION, PEER
SUPPORT, AND COMMUNITY-BASED ENRICHMENT ACTIVITIES. CLINICAL SUPPORT
SERVICES REMAIN AVAILABLE TO ENROLLED FAMILIES WITH CHILDREN AGES SEVEN
AND YOUNGER, INCLUDING CHILD-PARENT PSYCHOTHERAPY, PLAY-BASED THERAPY,
AND COGNITIVE BEHAVIORAL THERAPY, ENSURING COMPREHENSIVE,
FAMILY-CENTERED SUPPORT.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

YOUTH PROGRAMS: IN 2025, TLC SUPPORTED 103 YOUTH THROUGH MONTHLY,

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) (Rev. 12-2024)

LHA 432211 01-15-25

Name of the organization	Employer identification number
TLC FAMILY RESOURCE CENTER	52-2439830

DEVELOPMENTALLY APPROPRIATE ACTIVITIES DESIGNED TO PROMOTE HEALTHY DECISION-MAKING, SOCIAL CONNECTION, AND OVERALL WELL-BEING. TLC CONTINUED ITS PARTNERSHIP WITH THE LOCAL TEEN SHELTER AND OTHER COMMUNITY PARTNERS TO PROVIDE WORKSHOPS FOCUSED ON ANTI-VAPING EDUCATION, HEALTHY BOUNDARY SETTING, AND COMPREHENSIVE SEXUALITY EDUCATION. IN ADDITION, TLC LAUNCHED SOCIAL CONNECTION GROUPS FOR YOUTH AND CAREGIVERS TO STRENGTHEN SUPPORTIVE RELATIONSHIPS, REDUCE ISOLATION, AND PROMOTE POSITIVE YOUTH DEVELOPMENT.

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:
RECOVERY PROGRAMS: IN 2025, TLC FAMILY RESOURCE CENTER'S RECOVERY SUPPORT PROGRAM PROVIDED DIRECT, EVIDENCE-BASED PEER RECOVERY SERVICES TO INDIVIDUALS IMPACTED BY SUBSTANCE USE. IN 2025, 530 INDIVIDUALS RECEIVED PEER RECOVERY SUPPORT, INCLUDING ASSISTANCE ACCESSING TREATMENT, RECOVERY PLANNING, AND ONGOING CASE MANAGEMENT. AS A RESULT OF THESE EFFORTS, 54 INDIVIDUALS WERE SUCCESSFULLY CONNECTED TO SUBSTANCE USE TREATMENT IN 2025.

IN ADDITION TO ONE-ON-ONE SERVICES, THE PROGRAM STRENGTHENED COMMUNITY CONNECTION AND RECOVERY THROUGH ACCESSIBLE, RECOVERY-ORIENTED ACTIVITIES, IN 2024, TLC HOSTED OVER 400 PEER-LED SUPPORT GROUPS AND 22 RECOVERY-BASED COMMUNITY EVENTS. IN 2025, TLC HOSTED 12 RECOVERY-FOCUSED EVENTS AND 6 POINT-OF-CARE EVENTS, WHICH COLLECTIVELY SERVED 155 INDIVIDUALS BY PROVIDING IMMEDIATE ACCESS TO RECOVERY SUPPORTS, RESOURCES AND REFERRALS.

ALL RECOVERY SUPPORT PROGRAM SERVICES ARE DESIGNED TO REDUCE SUBSTANCE MISUSE, INCREASE ACCESS TO TREATMENT, SUPPORT SUSTAINED RECOVERY, AND STRENGTHEN LOCAL RECOVERY COMMUNITIES, CONTRIBUTING TO HEALTHIER INDIVIDUALS, FAMILIES, AND COMMUNITIES ACROSS TLC'S SERVICE AREA.

FORM 990, PART VI, SECTION B, LINE 11B:
THE BOARD PRESIDENT, TREASURER AND EXECUTIVE DIRECTOR REVIEW THE 990 PRIOR TO FILING.

FORM 990, PART VI, SECTION B, LINE 12C:
BOARD MEMBERS RECUSE THEMSELVES FROM DISCUSSIONS WHERE POTENTIAL CONFLICTS EXIST; ALL RECUSALS ARE DOCUMENTED IN THE BOARD MINUTES.

FORM 990, PART VI, SECTION B, LINE 15A:
THE BOARD EVALUATES THE EXECUTIVE DIRECTOR ANNUALLY. EACH BOARD MEMBER SUBMITS A WRITTEN EVALUATION TO THE BOARD CHAIR. THE BOARD CHAIR REVIEWS EVALUATIONS WITH THE EXECUTIVE DIRECTOR AND COMPENSATION IS DETERMINED FOLLOWING A REVIEW OF COMPENSATION PAID TO EXEC DIRECTORS IN COMPARABLE AGENCIES. COMPENSATION FOR ALL OTHER EMPLOYEES IS DETERMINED BY THE EXECUTIVE DIRECTOR BASED ON PERFORMANCE FOLLOWING AN ANNUAL REVIEW.

FORM 990, PART VI, SECTION C, LINE 18:
THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS AND 990'S AVAILABLE UPON REQUEST.

FORM 990, PART VI, SECTION C, LINE 19:
THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS AND 990'S AVAILABLE UPON REQUEST.

2024 DEPRECIATION AND AMORTIZATION REPORT

FORM 990 PAGE 10

990

Asset No.	Description	Date Acquired	Method	Life	C o n v	Line No.	Unadjusted Cost Or Basis	Bus % Excl	Section 179 Expense	* Reduction In Basis	Basis For Depreciation	Beginning Accumulated Depreciation	Current Sec 179 Expense	Current Year Deduction	Ending Accumulated Depreciation
1	FURNITURE	06/30/04	SL	7.00		16	6,750.				6,750.	6,750.		0.	6,750.
2	EQUIPMENT	06/30/04	SL	5.00		16	365.				365.	365.		0.	365.
6	TELEPHONE SYSTEM	12/08/11	SL	7.00		16	5,680.				5,680.	5,680.		0.	5,680.
10	SOFTWARE	10/06/15	SL	3.00		16	895.				895.	895.		0.	895.
11	OFFICE SOFTWARE	01/25/16	SL	3.00		16	5,590.				5,590.	5,590.		0.	5,590.
12	ACCESS SOFTWARE	01/28/16	SL	3.00		16	2,820.				2,820.	2,820.		0.	2,820.
13	OFFICE PRO PLUS SOFTWARE	04/12/16	SL	3.00		16	763.				763.	763.		0.	763.
14	COMPUTER EQUIPMENT	07/26/17	SL	5.00		16	10,625.				10,625.	10,536.		0.	10,536.
15	OFFICE FURNISHINGS	06/08/18	SL	7.00		16	1,028.				1,028.	900.		128.	1,028.
16	2013 SUBARU	06/25/18	SL	5.00		16	14,011.				14,011.	14,011.		0.	14,011.
18	CUBICLE	07/07/18	SL	7.00		16	2,500.				2,500.	1,964.		357.	2,321.
19	2 LENOVO LAP TOPS	08/21/18	SL	5.00		16	1,698.				1,698.	1,587.		0.	1,587.
20	SUBARU SIGNAGE	12/19/18	SL	5.00		16	3,000.				3,000.	3,000.		0.	3,000.
21	HP LAPTOP	04/29/19	SL	5.00		16	555.				555.	555.		0.	555.
22	MULTIZONE AC/HEATER	07/11/19	SL	5.00		16	8,950.				8,950.	8,950.		0.	8,950.
23	HAAS FIREGUARD BOXES	11/08/19	SL	3.00		16	1,033.				1,033.	1,033.		0.	1,033.
24	OFFICE PRO SOFTWARE	04/12/16	SL	3.00		16	1,058.				1,058.	1,058.		0.	1,058.
25	2 DELL LAPTOPS	07/02/20	SL	5.00		16	1,674.				1,674.	1,340.		334.	1,674.

428111 04-01-24

(D) - Asset disposed

* ITC, Salvage, Bonus, Commercial Revitalization Deduction, GO Zone

FORM 990 PAGE 10

Asset No.	Description	Date Acquired	Method	Life	Conv	Line No.	Unadjusted Cost Or Basis	Bus % Excl	Section 179 Expense	Reduction In Basis	Basis For Depreciation	Beginning Accumulated Depreciation	Current Sec 179 Expense	Current Year Deduction	Ending Accumulated Depreciation
26	DELL INSPIRON	10/21/20	SL	5.00		16	669.				669.	491.		134.	625.
27	4 LENOVO THINKPADS	12/21/20	SL	5.00		16	5,356.				5,356.	3,749.		1,071.	4,820.
28	2 SMART TV'S	12/31/20	SL	5.00		16	1,996.				1,996.	1,397.		399.	1,796.
29	LENOVO THINK PAD	02/23/21	SL	5.00		16	1,979.				1,979.	1,320.		396.	1,716.
30	3 THINKPADS	03/12/21	SL	5.00		16	2,732.				2,732.	1,820.		546.	2,366.
31	LENOVO THINKPAD YOGAGEN	03/24/21	SL	5.00		16	1,979.				1,979.	1,287.		396.	1,683.
32	2 DELL INSPIRON LAPTOPS	03/25/21	SL	5.00		16	1,276.				1,276.	829.		255.	1,084.
33	LENOVO THINKPAD X1	05/21/21	SL	5.00		16	2,014.				2,014.	1,243.		403.	1,646.
34	LENOVA THINKPAD	06/28/21	SL	5.00		16	1,715.				1,715.	1,029.		343.	1,372.
35	OFFICE FURNITURE	06/01/21	SL	7.00		16	55,044.				55,044.	24,244.		7,863.	32,107.
36	LEASEHOLD IMPROVEMENTS	06/01/21	SL	39.00	MM	16	413,834.				413,834.	32,717.		10,611.	43,328.
37	LEBANON LEASEHOLD IMPROVEMENTS	10/01/23	SL	39.00	MM	16	37,773.				37,773.	726.		969.	1,695.
38	LEBANON OFFICE FURNITURE	10/01/23	SL	5.00		16	21,417.				21,417.	3,213.		4,283.	7,496.
	* TOTAL 990 PAGE 10 DEPR						616,779.				616,779.	141,862.		28,488.	170,350.

2024 DEPRECIATION AND AMORTIZATION REPORT

- CURRENT YEAR FEDERAL - TLC FAMILY RESOURCE CENTER

Asset No.	Description	Date Acquired	Method	Life	Line No.	Unadjusted Cost Or Basis	Bus % Excl	* Reduction In Basis	Basis For Depreciation	Accumulated Depreciation	Current Sec 179	Current Year Deduction
1	FURNITURE	063004	SL	7.00	16	6,750.			6,750.	6,750.		0.
2	EQUIPMENT	063004	SL	5.00	16	365.			365.	365.		0.
6	TELEPHONE SYSTEM	120811	SL	7.00	16	5,680.			5,680.	5,680.		0.
10	SOFTWARE	100615	SL	3.00	16	895.			895.	895.		0.
11	OFFICE SOFTWARE	012516	SL	3.00	16	5,590.			5,590.	5,590.		0.
12	ACCESS SOFTWARE	012816	SL	3.00	16	2,820.			2,820.	2,820.		0.
13	OFFICE PRO PLUS SOFTWARE	041216	SL	3.00	16	763.			763.	763.		0.
14	COMPUTER EQUIPMENT	072617	SL	5.00	16	10,625.			10,625.	10,536.		0.
15	OFFICE FURNISHINGS	060818	SL	7.00	16	1,028.			1,028.	900.		128.
16	2013 SUBARU	062518	SL	5.00	16	14,011.			14,011.	14,011.		0.
18	CUBICLE	070718	SL	7.00	16	2,500.			2,500.	1,964.		357.
19	2 LENOVO LAP TOPS	082118	SL	5.00	16	1,698.			1,698.	1,587.		0.
20	SUBARU SIGNAGE	121918	SL	5.00	16	3,000.			3,000.	3,000.		0.
21	HP LAPTOP	042919	SL	5.00	16	555.			555.	555.		0.
22	MULTIZONE AC/HEATER	071119	SL	5.00	16	8,950.			8,950.	8,950.		0.
23	HAAS FIREGUARD BOXES	110819	SL	3.00	16	1,033.			1,033.	1,033.		0.
24	OFFICE PRO SOFTWARE	041216	SL	3.00	16	1,058.			1,058.	1,058.		0.
25	2 DELL LAPTOPS	070220	SL	5.00	16	1,674.			1,674.	1,340.		334.

428102 04-01-24

(D) - Asset disposed

* ITC, Section 179, Salvage, Bonus, Commercial Revitalization Deduction

2024 DEPRECIATION AND AMORTIZATION REPORT

- CURRENT YEAR FEDERAL - TLC FAMILY RESOURCE CENTER

Asset No.	Description	Date Acquired	Method	Life	Line No.	Unadjusted Cost Or Basis	Bus % Excl	* Reduction In Basis	Basis For Depreciation	Accumulated Depreciation	Current Sec 179	Current Year Deduction
26	DELL INSPIRON	10/21/20	SL	5.00	16	669.			669.	491.		134.
27	4 LENOVO THINKPADS	12/21/20	SL	5.00	16	5,356.			5,356.	3,749.		1,071.
28	2 SMART TV'S	12/31/20	SL	5.00	16	1,996.			1,996.	1,397.		399.
29	LENOVO THINK PAD	02/23/21	SL	5.00	16	1,979.			1,979.	1,320.		396.
30	3 THINKPADS	03/12/21	SL	5.00	16	2,732.			2,732.	1,820.		546.
31	LENOVO THINKPAD YOGAGEN	03/24/21	SL	5.00	16	1,979.			1,979.	1,287.		396.
32	2 DELL INSPIRON LAPTOPS	03/25/21	SL	5.00	16	1,276.			1,276.	829.		255.
33	LENOVO THINKPAD X1	05/21/21	SL	5.00	16	2,014.			2,014.	1,243.		403.
34	LENOVA THINKPAD	06/28/21	SL	5.00	16	1,715.			1,715.	1,029.		343.
35	OFFICE FURNITURE LEASEHOLD	06/01/21	SL	7.00	16	55,044.			55,044.	24,244.		7,863.
36	IMPROVEMENTS LEBANON LEASEHOLD	06/01/21	SL	39.00	16	413,834.			413,834.	32,717.		10,611.
37	IMPROVEMENTS LEBANON OFFICE	10/01/23	SL	39.00	16	37,773.			37,773.	726.		969.
38	FURNITURE	10/01/23	SL	5.00	16	21,417.			21,417.	3,213.		4,283.
	* TOTAL 990 PAGE 10 DEPR					616,779.		0.	616,779.	141,862.		28,488.

1: Organization Information

a. Contact Information

- i. *Organization name:* Jadomo Acudetox Clinic
- ii. *Contact person:* Tad Montgomery
- iii. *Email address:* eco@TadMontgomery.com
- iv. *Website:* To be developed
- v. *Phone number:* (802) 304-8716
- vi. *Address:* P.O. Box 1883 Wilder VT 05088

b. Mission Statement

The Jadomo Clinic offers five-needle-point ear (5NP) auriculotherapy and complementary therapies to support people in overcoming addiction, its causes, and its side effects in order to live healthy and fulfilling lives.

c. Organizational history

The Jadomo Clinic, under development since Spring 2025, is partnering with [Hope for NH Recovery](#), a non-profit community-based organization in Manchester, NH that has been treating addiction since 2001. Hope for NH Recovery offers peer-led support, and recovery services, for people impacted by addiction. Jadomo Clinic's team members have been offering 5NP to help with addiction for many years in Lebanon and recently at the LISTEN Community Dining Hall.

d. Current Programs And Activities

Hope for NH Recovery is the fiscal sponsor for this project. It serves 800+ clients each week dealing with addiction with eight full-time recovery coaches, 51 focus program beds, and 49+ weekly groups and meetings. It regularly hosts 5NP ear acupuncture trainings for staff and members of the community, and has made a commitment to train all peer support staff in 5NP in order to make it available to as many clients as possible.

e. IRS EIN number: 02-0521502

f. Key staff involved with the project

Donlon Wade has been performing 5NP in the Upper Valley to help with addiction recovery since 2015, is co-founder of the addiction recovery center Headrest in Lebanon, and was their Licensed Alcohol & Drug Counselor for 30 years. Kerri Casey and Callus Clark are licensed acupuncturists (L.Ac.) and have been using acupuncture to help people with the underlying causes of addiction (pain, anxiety, cravings, insomnia, etc.) since 2006 and 2021 respectively. Three other team members received training to become Acupuncture Detox Specialist (ADS) using the 5NP protocol in April of 2026, have been treating people using 5NP ever since, and are becoming certified as ADS in New Hampshire. One team member works at a local acupuncture practice. Four other team members run health-related practices near Hartford. Team members include:

Tad Montgomery, Wilder, VT, ADS in training • James Novakowski, licensed Massage Therapist & ADS in training, WRJ • Bethany Fleishman, licensed Massage Therapist & ADS in training, WRJ • Steen Criteau, licensed Massage Therapist in WRJ • Aria McGowan, licensed Massage Therapist, WRJ • Davide Buck, future ADS • Katie Allen, Yoga Instructor • Caitlin Sabins, Outreach & Engagement Coordinator, Connecticut Valley Addiction Recovery • Hope for Recovery staff: Meg Slater, Office Administrator, Zachariah Stafford, Operations Manager, and Randy Stevens, Executive Director.

2: Proposal Overview (1-pg. max.)

a. Brief description of the proposal

5NP ear acupuncture (a.k.a. auriculotherapy, acudetox, NADA for the National Acupuncture Detoxification Assoc., or Ear Acudetox) has been an established method for aiding in addiction treatment since the mid-1970's (Stuyt). According to the U.S. Dept. of Health's Substance Abuse and Mental Health Services Administration (SAMHSA), studies suggest 5NP as a beneficial adjunctive therapy in substance use treatment that can help reduce withdrawal symptoms, anxiety, and cravings. It tends to have a relaxing effect on people and is most effective with repeated sessions and combined with other addiction treatment modalities such as psychotherapy, behavioral therapies, peer counseling, yoga, massage, and support groups (Carter). The Vermont state legislature formally recognized 5NP in 2004 and de-regulated it in 2019¹. Over 45,000 practitioners have received 5NP training worldwide, including ~117 Vermonters².

The Jadomo Clinic plans to offer support for the people of Hartford, VT experiencing the symptoms associated with addiction. It will focus on 5NP in a community setting where multiple clients can receive up to five small, sterile acupuncture needles placed in five points in each ear and sit for 30-60 minutes. Through this grant we plan to offer up to 4,000 5NP sessions at regular clinics at sites where there has been a need expressed, such as The Haven, Turning Point, LISTEN, community events, and other pop-up locations in town. Eventually we hope to set up a permanent clinic in or near downtown White River Junction. We also intend to offer 5NP training for health care professionals, addiction counselors, and interested community members to increase the availability of 5NP in the Upper Valley.

b. Purpose and key anticipated outcomes

The purpose of the Jadomo Clinic is to improve client well-being and thereby increase engagement with comprehensive addiction treatment. We expect that this will have the secondary effect of reducing emergency services for drug overdoses and related crime, and increase overall community health and well-being. We intend to track the number of unique clients, percent returning for sessions, client satisfaction, increase in retention, and reduction in 10 self-reported metrics including cravings, anxiety, pain, depression, and agitation. See **A Possible Story** in *Addendum X: A Simple Sample Patient Journey*.

c. Individuals or communities served

People in Hartford struggling with addiction who are looking for help.

d. Amount of funding requested: \$48,990.

e. Summary budget overview

The budget contains the 1st year annual expenses with two versions: Column H (in green) is the start-up (OSF) budget. Column I (blue) is an expanded budget based on additional fundraising.

f. Project timeline

The Jadomo Clinic will develop MOU's with partner organizations and commit to offering 5NP to their clients and in other public venues on a regular basis within two months of receiving an OSF grant (see the letters of support from these organizations). We intend to continue this work indefinitely by securing additional funding. We intend to hold a 5NP training in summer, 2026.

¹ [Vermont Statute Chapter 26 V.S.A. § 3402](#)

² [Recovery Center Touts Acupuncture in Treatment](#), Vermont News & Citizen, May 14, 2006 by Tracy Brannstrom

Section 3: Proposal Details (3-pg. max.)

a. Description of the problem or need addressed

Opiate use and overdose are a growing problem. Vermont's Department of Health states there were 158 opioid-related fatal overdoses in 2020. This rose 33% in 2021, with 210 opioid-related fatal overdoses documented in VT. In the last two months there have been 5 overdoses in Hartford, one fatal. Many overdoses are not reported in the police records but town staff routinely report Narcan deployed at homeless encampments. See *Addendum VII* for more.

b. Purpose and measurable objectives

The Jadomo Clinic intends to fill a gap in Hartford for people who relapse between other treatments, or are waiting for treatment but have few supports, or are unhoused and unlikely to attend traditional clinics. We will do this by offering free or by-donation 5NP to people who are suffering from addiction. We plan for this treatment to be used in conjunction with, and support, other local addiction recovery programs and treatments. We intend to offer up to 4,000 5NP sessions to as many as 250 unique participants with 60% of them returning for 3 sessions. We will host one local Acupuncture Detoxification Specialist training the first year and train at least 10 local health and addiction professionals in 5NP, or more if possible as there is high demand for this training. We will monitor the benefits of this work through a mandatory consent form and an optional evaluation form (see *Addendum VIII*) that will track 10 health metrics before and after 5NP sessions and over time. We will use these evaluation forms to measure such metrics as number of unique clients, percent returning for additional sessions, client satisfaction, reduction in cravings and anxiety, and increase in retention. These results will be summarized in reports.

c. Describe evidence-informed nature of the program

To start, please see *Addendum XI* which is our compilation of research into the effectiveness of 5NP. Many studies attest to its beneficial impact on factors that contribute to addiction, such as cravings, pain, insomnia, stress, anxiety, trauma/PTSD, depression, and withdrawal symptoms. Please also see the Letters of Support from the following impartial organizations in our region who are employing 5NP to assist with addiction: [Hope for Recovery NH](#), [North Central Vermont Recovery Center](#), and [Northern Counties Health Care](#). The websites for the [People's Organization of Community Acupuncture](#) and [National Acupuncture Detoxification Association](#) contain lists of organizations that are successfully using 5NP to help with addiction, such as the VHA, Indian Health Service, Federal Bureau of Prisons, and NY State Office of Addiction Services.

The Jadomo Clinic springs directly from the needs of our community. The many Letters of Support (LoS) that we have received from local community organizations attest to this. Our hope is to contribute 5NP as part of a holistic approach to helping people with addiction, and to eventually undertake a robust research project in collaboration with Dartmouth Health.

d. Program design and implementation strategy

The Jadomo Clinic will make 5NP ear acupuncture available at multiple sites in Hartford through a phased, community-embedded approach. Building on an initial pilot launched in June 2026 at the LISTEN Community Dining Hall, the program will scale under grant funding to four 2.5-hour treatment sessions per week. Target sites include the Haven's new facility, Turning Point, possibly the Good Neighbor Clinic, and additional locations that we are negotiating based on community need and partner readiness. Site selection will prioritize accessibility for underserved populations and alignment with existing addiction services in order to reduce barriers to entry. All Jadomo

staff delivering 5NP will meet credentialing standards: either licensed acupuncturists, Acupuncture Detox Specialists (ADS) certified in NH, or supervised ADS trainees. This ensures fidelity to the model while building local workforce capacity. A standardized client onboarding process will include an intake session that explains the 5NP protocol, sets expectations, and obtains informed consent, followed by a 30-to-60-minute chair-based treatment in a shared, community-style setting of up to ten clients. The 5NP format normalizes care, reduces stigma, and reinforces peer support. See “A Simple Sample Patient Journey” in *Addendum X*.

e. Partner organizations and defined roles

- [Hope for Recovery NH](#) - Fiscal Sponsor (see Partner Agreements and LoS)
- [LISTEN](#) - current host for 5NP clinics (see LoS)
- [Upper Valley Haven](#) - future host for 5NP clinics (see LoS)
- [Turning Point](#) - future host for 5NP clinics
- [Good Neighbor Clinic](#) - potential future host for 5NP clinics
- [Manchester Acupuncture Studio](#) - 5NP mentor and trainer (see LoS)
- [National Acupuncture Detoxification Association](#) (NADA) - 5NP trainer (see LoS)
- [People's Organization of Community Acupuncture](#) (POCA) - 5NP trainer (see LoS)
- [North Central Vermont Recovery Center](#) - partner org. in Morrisville, VT 5NP (see LoS)
- [Northern Counties Health Care](#) - partner org. in Hardwick, VT using 5NP (see LoS)
- [Connecticut Valley Addiction Recovery](#) (see LoS)

f. Sustainability plan after settlement funds are expended

Opioid Settlement Funds (OSF) will be used to establish the clinic and provide bridge funding through its first year of operation, during which time Jadomo will build the evidence base, community relationships, and revenue streams necessary for long-term financial independence. At the end of a year of monitoring we expect that we will have a demonstrated track record - including client outcomes, session volume, and partner feedback - that will position us to attract ongoing philanthropic investment, fee-for-service revenue, and additional grant funding.

A key to long-term sustainability is fee-for-service demand. Dr. Matthew Hand, Section Chief of Pediatric Nephrology and Dir. of the Pediatric Integrative Medicine Initiative at Dartmouth Health, has identified a significant unmet need for 5NP in the Upper Valley. He has expressed his intention to refer hundreds of clients to the Jadomo Clinic on a fee-for-service basis, representing a concrete and credible revenue stream from a respected clinical leader (see LoS in *Addendum I*.)

Earned revenue will be further supported by a sliding-scale contribution model. Staff at LISTEN have expressed interest in being trained to perform 5NP and believe that even clients with very limited means would choose to contribute financially — reflecting both the perceived value of the treatment and the potential for a broad, self-sustaining donor base among those served.

Philanthropic support has begun. One donor has committed \$5,000, demonstrating early community confidence. As the Clinic's impact becomes visible, we anticipate this momentum will grow through individual and institutional partnerships and a social media campaign.

Finally, Jadomo's sustainability strategy will expand through a workforce development model. By training healthcare providers and staff from partner organizations in the 5NP protocol, the Clinic will embed this practice across the regional care community. This approach reduces dependence on any single organization, multiplies the reach of 5NP treatment, and positions 5NP as a replicable, community-owned resource whose impact will outlast any single funding cycle.

Jadomo Auriculotherapy Clinic Budget

					COST	UNITS	UNITS PER YEAR	START-UP BUDGET -- OSF Grant ANNUAL TOTAL	EXPANDED BUDGET ANNUAL TOTAL	BUDGET JUSTIFICATIONS
Personnel Costs										
	Acupuncture			\$95	\$/hr	104			\$9,880	Supervising Lic.Ac. for 2 hrs/week
	Acupuncture Detox Specialists (ADS) - OSF Grant			\$55	\$/hr	520		\$28,600		4 - 2.5 hr. 5NP sessions/week
	Acupuncture Detox Specialists (ADS) - Expanded Budget			\$55	\$/hr	650			\$35,750	5 - 2.5 hr. 5NP sessions/week
	Administration			\$55	\$/hr	104		\$5,720	\$11,440	2 hrs/week
Program Costs										
	5NP Training in WRJ - OSF Grant			\$400	students	10		\$1,333		1 training, 10 students, sliding scale
	5NP Trainings in WRJ - Expanded Budget			\$400	students	30			\$4,000	2 trainings, 30 students, sliding scale
	Other Staff Trainings			\$1,000	trainings	2			\$2,000	Crisis management, addiction treatment, de-escalation, etc.
	Marketing & Outreach:									
	Website							\$1,500	\$3,000	
	Brochures							\$250	\$500	
	Business Cards							\$50	\$100	
	Graphic Design Work							\$1,000	\$2,000	
	Posters & Signs							\$250	\$500	
								\$3,050	\$6,100	Marketing to draw participation
Operating Costs										
	Permanent Clinic -- Preparation/Renovation/Equpt.									Clinic renovations, supplies & equpt.
	Community Acupuncture Furniture, Chairs			\$200	chairs	6			\$3,000	
	Acupuncture Needle Boxes			\$24	boxes/yr	83		\$1,997	\$2,496	Reclining chairs
	Sharps Disposal							\$95	\$95	Specialty ear acup. needles for 1st year
	iPad, etc., to track clients			\$1,000		1			\$1,000	Esp. important for tracking outcomes
	OpenAcu Software			\$60	per mo.	12			\$720	Esp. important for tracking outcomes
	Written & Other Clinic Resources							\$590	\$590	Books, posters, model ear
	Other Supplies							\$250	\$250	medical supplies, snacks for clients
	Rent			\$1,138	\$/mo.	12			\$13,650	
	Utilities			\$300	\$/mo.	12			\$3,600	
	Malpractice Insurance			\$250	\$/ADS/yr.	10		\$2,500	\$2,500	
							SubTotal:	\$44,135	\$99,271	CM&F or American Acupuncture Council
	Fiscal Sponsor @ 10%						TOTAL:	\$4,855	\$10,920	
								\$48,990	\$110,191	
Number of 5 Needle Protocol Ear Acupuncture Sessions in One Year:										
								4,160	5,200	

Section 4: Supplementary Materials

List of Addenda:

- I. Letters of Support*
- II. Partnership Agreements*
- III. Prior Evaluation Reports - NA*
- IV. Organizational Financial Statements - NA*
- V. Staff Resumes or Qualifications*
- VI. Background And Supporting Material*
- VII. Data On Addiction in Hartford, Windham County, Vermont*
- VIII. Jadomo Clinic Pre- and Post-Session Evaluation Form*
- IX. Jadomo Clinic Logic Model*
- X. A Simple Sample Patient Journey*
- XI. Evidence-Based Program Documentation -- Research on 5NP*

Addendum I: Letters of Support

Hope for Recovery, NH (Fiscal Agent)

Connecticut Valley Addiction Recovery

Dismas House

Upper Valley Haven

Jamie Long, Lic.Ac., North Central Vermont Recovery Center

LISTEN Community Services - Executive Director

LISTEN Community Services - Jadomo Clinic Site Host

National Acupuncture Detoxification Association

Northern Counties Health Care

People's Organization of Community Acupuncture (POCA)

Upper Valley Turning Point, Second Wind Foundation

Dr. Matthew Hand, Section Chief of Pediatric Nephrology and Director of the Pediatric Integrative Medicine Initiative at Dartmouth Health

Elizabeth Ropp, Lic.Ac., Manchester Acupuncture Studio



To the Opioid Settlement Fund Review Committee:

30 June 2026

On behalf of Hope for New Hampshire Recovery, I am pleased to express our strong support for the Jadomo Clinic's proposal and to confirm our commitment to serving as the project's fiscal sponsor should funding be awarded.

For more than two decades, Hope for New Hampshire Recovery has worked alongside individuals and families impacted by substance use disorder by providing peer recovery support, recovery housing, education, advocacy, and community-based recovery services. Throughout our history, we have learned that no single pathway to recovery serves every individual. Sustainable recovery is built when communities are able to offer a broad continuum of evidence-informed supports that meet people where they are.

It is through that philosophy that we have chosen to partner with the Jadomo Clinic. The Jadomo team brings specialized expertise in the use of the Five Needle Protocol (5NP) auriculotherapy as a complementary recovery support modality. Their proposal seeks to engage individuals who may be waiting for treatment, returning after relapse, experiencing homelessness, or otherwise facing barriers to traditional systems of care. We believe this approach complements—not competes with—the existing recovery resources available throughout the Upper Valley by creating another accessible point of engagement for individuals seeking support.

Over the past several years, Hope for New Hampshire Recovery has had the opportunity to host Acupuncture Detoxification Specialist (ADS) trainings and incorporate Five Needle Protocol (5NP) auriculotherapy into portions of our recovery programming as a complementary support. While we do not present 5NP as a standalone treatment for substance use disorder, we have consistently observed that many participants report feeling calmer, less overwhelmed, and better prepared to engage in other aspects of their recovery following sessions. Members have frequently shared that 5NP has helped them manage the stress and discomfort often associated with early recovery and maintaining sobriety. One member, a professional painter whose chronic pain had limited his ability to work consistently, reported experiencing a dramatic reduction in pain following regular 5NP sessions, allowing him to return to work more comfortably and better support the stable lifestyle that has become an important part of his recovery. Experiences such as these reinforce our belief that complementary wellness practices can strengthen engagement with recovery services by helping individuals feel better equipped to participate fully in peer support, counseling, employment, and community life.

A decorative graphic consisting of two thick, parallel black diagonal lines that sweep from the bottom left towards the top right, framing the contact information.

(603) 935-7524
info@recoverynh.org
www.recoverynh.org
293 Wilson St., Manchester, NH 03103

Cont.

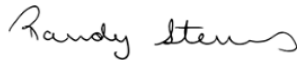
As fiscal sponsor, Hope for New Hampshire Recovery recognizes that our role extends well beyond receiving grant funds. We understand the fiduciary responsibility entrusted to a fiscal sponsor and are prepared to provide the financial oversight, grant administration, compliance monitoring, reporting support, and accountability necessary to ensure that awarded funds are managed responsibly and in accordance with grant requirements.

Our organization maintains established financial systems, experienced operational leadership, and policies governing grant administration and nonprofit fiscal management. We are committed to ensuring that project expenditures are appropriately documented, funds are distributed in accordance with approved budgets, and required reporting obligations are fulfilled throughout the grant period.

Beyond administrative stewardship, we believe this partnership reflects a shared commitment to expanding recovery-oriented resources throughout our region. We have observed firsthand the value of offering individuals multiple opportunities to engage in recovery support through diverse, community-centered approaches. Every additional point of connection increases the likelihood that someone seeking help will find a pathway that resonates with them.

The Jadomo Clinic represents an innovative effort to strengthen the continuum of care by integrating complementary services alongside peer recovery support and other established treatment resources. We are proud to support this work and believe it has the potential to become a valuable community asset. Thank you for your thoughtful consideration of this proposal. We appreciate your continued investment in innovative approaches that strengthen recovery ecosystems and improve outcomes for individuals and families affected by substance use disorder.

Sincerely,



Randy Stevens
Executive Director
Hope for New Hampshire Recovery
Randy@recoverynh.org

Connecticut Valley Addiction Recovery Inc

A 501(c)3 corporation devoted to the treatment & support of individuals with substance use disorders.

C. Frederick Lord, MD, FASAM

Karen Lavoie APRN, Mark Logan MD, Michael Gaffney PA

Peter L. E. Deutsch, MA, LADC, MAC, Anne Marie Kelly LCSW

Megan Gaudette MSW, Heather Janos RN

Barbara Welch, Executive Director

Letter of Support

June 23, 2026

To Whom It May Concern,

I am pleased to provide this letter of support for Tad Montgomery and his team's efforts to develop an acupuncture clinic in White River Junction, Vermont, focused on supporting individuals and families affected by substance use disorders.

As communities throughout Vermont continue to address the challenges associated with opioid and alcohol use disorders, it is essential that individuals have access to a broad range of evidence-based and complementary services that promote recovery, wellness, and long-term stability. Acupuncture has been widely utilized as a supportive intervention to help individuals manage stress, anxiety, pain, sleep disturbances, and other challenges that can impact recovery.

The proposed clinic will help expand access to non-pharmacological wellness services in the Upper Valley and provide an additional resource for individuals seeking recovery support. By creating a welcoming and accessible environment, this initiative has the potential to complement existing treatment and recovery programs while helping to reduce barriers to care.

We commend Tad Montgomery and his team for their commitment to innovative, community-based approaches that support the health and well-being of people affected by substance use. Their vision aligns with ongoing efforts to strengthen Vermont's recovery-oriented system of care and improve outcomes for individuals and families.

We strongly support this initiative and encourage consideration of funding and partnership opportunities that will help bring this important project to fruition.

Sincerely,



Barbara Welch

Executive Director

Connecticut Valley Addiction Recovery

220 Holiday Drive, Suite A, WRJ, VT

[www. CVARinc.org](http://www.CVARinc.org)

Phone: (802)674-9400 Fax: (802)674-9410



Hartford
Dismas House

A PROGRAM OF DISMAS OF VERMONT, INC.

P O Box 174,
1673 Maple Street
Hartford, Vermont 05001
www.dismasofvt.org

To Whom It May Concern:

I am writing on behalf of Hartford Dismas House in support of Tad Montgomery and his team's efforts to develop the Jadomo Acupuncture Clinic in White River Junction, focused on supporting individuals affected by substance use disorders and related challenges.

Hartford Dismas House serves men returning to the community after incarceration by providing supportive, sober transitional housing. Our mission is to reconcile former prisoners with society and society with former prisoners.

Hartford Dismas House is always open to partnerships that help individuals struggling with substance use explore supportive, accessible, and low-barrier recovery resources. The proposed five-point ear acupuncture model offers an additional tool that may help reduce stress, anxiety, cravings, and other challenges that can make recovery and daily stability more difficult.

Our organization directly serves individuals who could benefit from increased access to wellness and recovery-focused services. During a recent house meeting, approximately 70% of our residents expressed interest in trying acupuncture to address stress, anxiety, and cravings. Additionally, through my professional experience working with individuals in recovery within residential treatment settings, I have observed the positive impact acupuncture can have in helping reduce cravings, anxiety, and racing thoughts.

We appreciate efforts to bring creative, compassionate, and accessible supports to individuals impacted by addiction and mental health challenges. We believe communities are stronger when people have access to multiple pathways to recovery and wellness, and we are pleased to see this work being explored locally.

We are encouraged that the Town of Hartford is considering this approach as part of its efforts to address opioid use and other substance-related challenges in the community. Hartford Dismas House is proud to support the development of the Jadomo Clinic and its mission to expand access to recovery-oriented services for those who may benefit.

Sincerely,

Tom Grillo
House Director
Hartford Dismas House

*Our mission is to reconcile the Previously Incarcerated with Society and
Society with the Previously Incarcerated.*



June 22, 2026

Town of Hartford Opioid Settlement Advisory Committee

RE: Letter of Support for Jadomo Clinic

Dear Review Committee Members,

On behalf of Upper Valley Haven, I am pleased to provide this letter of support for the Jadomo Clinic's application to the Town of Hartford Opioid Settlement Fund. We support Mr. Montgomery and his effort to help those struggling with addiction work towards their recovery goals.

Upper Valley Haven has met with Mr. Montgomery and believes that having a variety of available treatment methods will be of significant benefit to our area. We are excited about the possibility of these services being accessible to folks in convenient locations in an effort to reduce barriers to access. Mr. Montgomery has already shown a desire to hear from providers and community members in order to deliver the most effective model.

This initiative aligns closely with the intent of opioid settlement funding by expanding access to treatment methods and reducing barriers to access.

Upper Valley Haven is committed to supporting this effort through referral and ongoing collaboration and will continue to discuss the needs of the population we serve with the folks at Jadomo Clinic. We believe this partnership will strengthen the continuum of care available to Hartford residents and create additional pathways to recovery and stability.

Thank you and feel free to reach out with any questions.

Sincerely,

Will Towne

Executive Director

Upper Valley Haven

wtowne@uppervalleyhaven.org

802.295.6500

Letter of Support
RE: Tad Montgomery + Jadomo Five-Needle-Point Clinic

OSF Grant Review Committee
Hartford Selectboard
Town of Hartford, VT

To Whom It May Concern –

Good day!

I am writing to express my support for Tad Montgomery and his efforts to open a 5NP clinic in White River Junction.

I am a licensed acupuncturist and I run a NP clinic in Morrisville, Vermont at our local recovery center, the North Central Vermont Recovery Center (NCVRC). I have the privilege of witnessing the immediate and lasting effects of 5NP. After administering treatments in a room where folks are sitting together, the shift in energy is palpable. A calm comes over the room and there is often a lovely quiet and relaxation that ensues. When I pull needles and people move forward with their days, they say things to me such as, I can now go do the things I need to do calming and efficiently. People feel a sense of being restored, or reset.

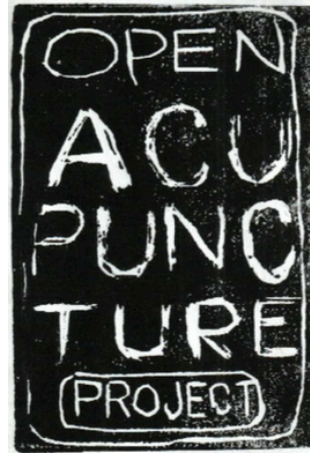
Currently, I also offer 5NP at the nonprofit community acupuncture clinic where I work, and the Lamoille Community House, our local shelter. In the past I have worked in high volume environment in Portland, Oregon, including CODA in downtown Portland, a MAT clinic and a women's shelter as well. No matter the geographical location, or the physical environment, 5NP works beautifully. It is a low barrier, safe protocol that is so simple yet profoundly effective.

Lastly, I want to speak to the idea of having a consistent 5NP offering. The more folks have access to 5NP the greater the effects. The positive effects of acupuncture are cumulative, they just keep building positively towards healing, feeling well and empowered. 5NP is offered with as a trauma-informed care. There does not need to be much communication and the protocol is relatively simple and noninvasive.

Please be in touch if I can answer any questions or be helpful in any other way.

Jamie Long

OAPVT.com
vtacuproject@gmail.com
(802) 825-8366



May 27, 2026

To Whom It May Concern:

I am writing on behalf of LISTEN Community Services in support of Tad Montgomery and his team's efforts to develop an acupuncture clinic in White River Junction focused on supporting people affected by substance use.

LISTEN serves individuals and families across the Upper Valley through food, housing, heating, and other basic needs supports. Through this work, we regularly see how substance use, mental health, housing instability, food insecurity, trauma, and poverty are often deeply connected. We also know that people need access to a range of tools and supports as they work toward stability, healing, and recovery.

For that reason, LISTEN is always open to thoughtful partnerships that help people struggling with substance use explore supportive, accessible, and low-barrier resources. The proposed five-point ear acupuncture model will offer one additional tool for reducing stress, anxiety, cravings, and other challenges that can make recovery and daily stability harder.

While LISTEN is not a clinical provider, we do serve many people who may benefit from increased access to supportive wellness and recovery-related services. We are open to continued conversation with Tad and his team about whether there may be an appropriate way to make this service available to guests at our Community Dining Hall or through another thoughtful connection point in White River Junction.

We appreciate efforts to bring creative, compassionate, and accessible supports to people impacted by addiction and related challenges. We believe communities are stronger when individuals have multiple pathways to support, and we are glad to see this work being explored locally.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kristi Lenart-Rikert".

Kristi Lenart-Rikert
Executive Director
LISTEN Community Services
60 Hanover Street
Lebanon, NH 03766
603-448-4553
Kristi@Listencs.org



60 Hanover Street
Lebanon, NH 03766
www.listencs.org
603-448-4553

To whom it may concern:

I'm excited to share a new wellness offering available right here in our community. Tad has been wonderful and as the Community Meals Manager for Listen we are excited and hope you can take this as a glowing recommendation for the future. As an up-and-coming **wellness** person he is dedicating his time to supporting **recovery, balance, and overall, well-being** through gentle, ear-focused acupuncture techniques.

This service is **completely free** to the community. His goal is to make recovery support accessible to anyone who may benefit—whether you're navigating stress, healing from difficult experiences, or simply seeking a moment of calm.

It is simple, non-invasive approach that can help the body relax, reset, and restore. I'm honored to have him work and offer this free service at the Dining Hall and look forward to supporting anyone who feels called to try it.

Thank you for considering Tad for this opportunity. I'm grateful for the chance to serve our community.

Sincerely,

Sherise Simpson
Sherise@listencs.org

Community Meals Manager
Listen Community Services



Dr. Kenny “Khensu” Carter | M.D., M.P.H, L.Ac., Dipl. Ac.

President, National Acupuncture Detoxification Association

March 18, 2026

To Whom It May Concern;

This letter is in support of the Jadomo Clinic application for Opioid Settlement Funds through the town of Hartford, Vermont. The National Acupuncture Detoxification Association (NADA) was founded in 1985 to promote protocolized ear acupuncture as an efficient, cost-effective, and clinically efficacious system for the treatment of addiction & co-occurring disorders. Recent highlights of NADA Organization’s conventional medicine-psychiatry collaboration and integration include: 1) 2023 - NADA Organization receives Implementation Award from Academy of Integrative Health and Medicine; 2) 2024 - Veteran Administration Healthcare System launched systemwide VA/NADA training for explicit targets of pain, anxiety, depression, ptsd, and insomnia in addition to addiction.

Specifically, NADA Organization can help to facilitate for Jadomo Clinic an intensive three-day training. The training can be held locally in Hartford for 10 or more trainees per training. The trainees will learn the NADA five needle point auricular system of treatment for addiction (5NP) and, ultimately, will satisfy competencies for certificate completion as a NADA Acupuncture Detoxification Specialist (ADS). We have spoken with representatives of the Jadomo Clinic and are confident that a successful collaboration for training coordination is mutually desirable and easily achievable.

Cont.

Further, any Jadomo Clinic ADS may be eligible to apply for NADA Registered Trainer (RT) status following 2yrs of continuous ADS practice consistent with NADA Organization mission/values/policies/procedures. A Jadomo Clinic “in-house” NADA RT could prove a tremendous resource for NADA program growth & sustainability within Jadomo Clinic and the communities they serve.

Mr. Montgomery has shown us his compilation of research on the effectiveness of 5NP for addiction, so we will not belabor that point here. If there is anything else that you would like to know about our organization and its work or evidence base please feel free to reach out to us.

We are encouraged to see that Hartford is considering this technique to address opioid and other addictions in your area and would be happy to partner with the Jadomo Clinic to make it happen.

Sincerely,

Dr. Kenneth “Khensu” Carter,

NADA President

www.acudetox.com / kenneth.carter@acudetox.com



To Whom It May Concern,

I am writing in strong support of my colleague's grant request to expand access to auricular acupuncture—specifically the Five Needle Protocol (5NP)—within his community. Based on both my clinical experience and broader knowledge of this intervention, I believe this initiative represents a meaningful, evidence-informed step toward improving outcomes for individuals struggling with substance use and co-occurring conditions.

As MOUD Care Coordinator at Hardwick Area Health Center and MOUD Program Coordinator at Northern Counties Health Care, I oversee the coordination and daily operations of Medication for Opioid Use Disorder (MOUD) services, supporting both patient care and program development. My role involves collaborating with medical providers, counselors, community agencies, and patients to ensure access to comprehensive, person-centered treatment and recovery support services. Responsibilities include care coordination, patient outreach, referral management, compliance monitoring, program organization, and quality improvement initiatives, all aimed at improving engagement, continuity of care, and long-term recovery outcomes for individuals with opioid use disorder.

For the past six years, I have provided 5NP services at the Hardwick Area Health Center. During that time, I have consistently observed significant benefits among patients receiving this treatment. These include noticeable reductions in stress and anxiety, improved emotional regulation, increased adherence to comprehensive treatment plans, and greater longevity in recovery. Importantly, patients often demonstrate an increased willingness to engage, communicate openly, and participate in their care. The nonverbal, calming nature of 5NP appears to create a sense of safety that fosters trust and therapeutic connection—an essential component in treating addiction.

The effectiveness of 5NP in addiction treatment is multifaceted. Auricular acupuncture is thought to support regulation of the autonomic nervous system, helping to reduce sympathetic overactivation (fight-or-flight response) and promote parasympathetic activity (rest-and-digest state). This physiologic shift can decrease cravings, reduce withdrawal symptoms, improve sleep, and stabilize mood. Additionally, the structured, group-based delivery model often used with 5NP promotes a shared healing environment, reducing isolation and reinforcing recovery-oriented behaviors. While it is not a standalone cure, it is highly effective as an adjunctive therapy—enhancing engagement and retention in treatment, which are critical predictors of long-term recovery success.

Offering 5NP at low or no cost is especially impactful. Many individuals affected by substance use disorders face financial barriers that limit access to care. By removing cost as an obstacle, programs can reach underserved populations, improve equity in treatment access, and engage individuals who might otherwise not seek help. The simplicity and scalability of 5NP also make it a cost-effective intervention with high potential return in terms of improved health outcomes and reduced healthcare utilization.

Cont.

The need for accessible, innovative interventions like 5NP is particularly acute in rural Vermont. Geographic isolation, limited transportation, workforce shortages, and reduced access to specialty care all contribute to disparities in treatment availability. Integrating 5NP into existing healthcare and community settings provides a practical, low-barrier way to expand services without requiring extensive infrastructure. It is especially valuable in rural settings where flexible, group-based, and easily deployable interventions can have an outsized impact.

5NP complements other evidence-based addiction treatments exceptionally well. It integrates seamlessly with medication-assisted treatment (MAT), counseling, peer recovery support, and behavioral health services. Rather than replacing these modalities, it enhances them—helping patients tolerate distress, remain engaged, and build resilience as they navigate recovery. This integrative approach aligns with best practices in treating substance use disorders as complex, biopsychosocial conditions.

Finally, while existing research and clinical experience strongly support the benefits of auricular acupuncture, there remains a need for continued study. Further research will help clarify mechanisms of action, optimize delivery models, and strengthen the evidence base to support broader adoption and funding. Expanding access through grant-supported programs not only benefits patients directly but also contributes to the growing body of knowledge in this field.

In closing, I strongly endorse this grant request. Expanding access to 5NP is a practical, compassionate, and effective way to address the ongoing challenges of addiction—particularly in underserved rural communities. I am confident that this initiative will have a meaningful and lasting impact on the health and well-being of those it serves.

Sincerely,

Brook Marcotte
RN, MOUD Care and Program Coordinator
Northern Counties Health Care

brookm@nchcvt.org

(802) 472-3300

<mailto:brookm@nchcvt.org>



POCA★
PEOPLE'S ORGANIZATION of
COMMUNITY ACUPUNCTURE

May 28, 2026

Letter of Support for Jadomo Clinic

To whom it may concern –

My name is Micaela Foley, I represent the People's Organization of Community Acupuncture (POCA) as a Licensed Acupuncturist, Doctor of Chinese Medicine, and POCA's Legislative Director. I am writing to express POCA's strong support for Jadomo Clinic as grant recipients. This grant would make possible the important and hugely beneficial work of providing and expanding access to auricular acupuncture, also known as the 5 Needle Protocol (5NP), in Vermont, a vital step toward addressing the state's widespread addiction issues, behavioral health challenges, and community need for connection safely and effectively.

Initially developed in the 1970s in New York City by community health workers as a response to widespread opiate addiction crises, 5NP has since proven its effectiveness in recovery programs across the globe. Due to 5NP's simplicity, safety, and cost-effectiveness, it is especially suitable for addressing addiction and the recovery process. Because it does not require extensive verbal or written communication to administer, 5NP treatment can be given across language barriers and with respect to cultural differences.

5NP is endorsed by Indian Health Services (IHS), the Federal Healthcare program for Native Americans and Alaska Natives, and the Government of Canada as a best practice for treatment and recovery. The Substance Abuse and Mental Health Services Administration (SAMHSA) recognizes 5NP as an effective therapy (Treatment Protocol #45) for alcohol and drug withdrawal, further highlighting its benefits and safety. Its inclusion within a broader behavioral health framework promises to fill critical gaps in our current system, offering a compassionate care solution for those in need.

POCA as an organization is ready and willing to teach 5NP in White River Junction at Jadomo Clinic. We have active, experienced providers in the area who are eager to offer auricular acupuncture to their community members. POCA also supports the research project that Jadomo Clinic hopes to implement to show the effectiveness of 5NP to treat addiction in Vermont. Additional, and current research in this underfunded area of recovery medicine is necessary to expand awareness and access.

Cont.



POCA*

PEOPLE'S ORGANIZATION of
COMMUNITY ACUPUNCTURE

POCA has overseen the implementation of this safe, effective protocol in over half of all U.S. states, most recently Massachusetts and Oregon. With large clinics in neighboring states now offering this treatment for community members struggling with addiction and recovery, I urge you to support Jadomo Clinic, recognizing its capacity to transform community health care and outreach in Vermont by making the 5NP accessible to those residents who need care most. Your support will significantly contribute to enhancing the health of your community.

Thank you for your time and consideration. Your commitment to the wellbeing of Vermont residents is deeply appreciated.

Signed,

Micaela Foley, [L.Ac](#), DACM, and POCA's General Circle

[People's Organization of Community Acupuncture](#)

Please feel free to contact 5NPLaws@pocacoop.com with any questions or concerns.



To: The Evaluation Committee and Selectboard, Town of Hartford, Vermont

Re: Opioid Settlement Fund Proposal – Jadomo Acupuncture Clinic

Date: June 22, 2026

Dear Members of the Evaluation Committee and the Selectboard,

Turning Point and the Second Wind Foundation operate a community center in Hartford for people in recovery from substance use disorder and other addictive behavior. We enthusiastically support the Jadomo Clinic's application for opioid settlement funds to offer ear acupuncture for addiction recovery support. We have had acupuncturists treat people here at Turning Point in the past and the effects were helpful and long-lasting. Unfortunately, the person who was offering this service moved away and our people have missed it ever since. We believe that having ear acupuncture available at our facility would be a wonderful and supportive compliment to the work that we are already doing at Turning Point. Many of our members are not able to afford to pay for a service like this so having it available for free from the Jadomo team through the opioid grant would be of tremendous value. We would be happy to work with the Jadomo team to find times when this service could be available at our facilities.

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

Sincerely,

Sheila Young

Executive Director



Dartmouth Hitchcock Medical
Center
Pediatric Nephrology

6/15/2026

Dear Members of the Evaluation Committee and the Selectboard,

I am writing this letter in regard to Community-Based 5NP Services

I am Matt Hand DO, the Section Chief for Pediatric Nephrology and Director of the Pediatric Integrative Medicine Initiative (PIMI) at Dartmouth Health Children's. One of the most common and potentially beneficial modalities that is used in integrative care is acupuncture or acupressure. The latter being more common in children. My experience is that there is a clear need for more acupuncture services up here in the Upper Valley. We commonly are recommending children receive either acupuncture or acupressure, including auricular acupuncture, for a number of different conditions and yet have a limited access to the resource. I strongly support increasing acupuncture services in this area and in particular ways to be able to deliver it to all community members.

I hope you will strongly consider the proposal for the above acupuncture program. If you have any questions or concerns please feel free to contact me.

Sincerely,
Matthew Hand DO
Director, Pediatric Integrative Medicine Initiative
Section Chief, Pediatric Nephrology
Children's Hospital Dartmouth/Dartmouth health children's

Dartmouth Hitchcock Medical Center
Pediatric Nephrology
1 Medical Center Drive, Lebanon, N.H. 03756

Tel (603) 653-9884 | Fax (603) 640-6826
Dartmouth-Health.org



895 Hanover St. Manchester, NH 03104 (603) 669-0808

Dear Members of the Evaluation Committee and the Selectboard,

I am writing to urge the Town of Hartford to invest Opioid Settlement Funds into a proven, grassroots recovery tool that has been the focus of my life's work for nearly a decade: ear acupuncture.

I am a licensed acupuncturist in Manchester, New Hampshire, and have served on staff at the largest affordable community acupuncture clinic in our state since 2010. In 2016, Manchester was essentially "ground zero" for the regional opioid epidemic. At that time, it was impossible to walk down the street or have a conversation without encountering someone struggling with substance misuse or grieving a fatal overdose. For me, the crisis hit home literally when I found a discarded syringe directly in front of my own house.

Driven by the urgent need for accessible, effective solutions, I began advocating for the widespread adoption of the 5NP (Five-Needle Protocol) ear acupuncture framework. My advocacy eventually led to successful legislative changes in New Hampshire, legalizing the certification of non-acupuncturist Acupuncture Detoxification Specialists (ADS). Today, I am a Registered Trainer with the People's Organization of Community Acupuncture (POCA).

Recently, I had the privilege of training a dedicated, deeply capable group of practitioners from Vermont. I am writing to strongly support their application for an allocation from Hartford's Opioid Settlement Fund to bring this vital, low-barrier service to White River Junction and the surrounding Upper Valley.

Why 5NP is Vital for the Upper Valley

The 5-Needle Protocol is a non-verbal, trauma-informed intervention. By placing five sterile, disposable needles into specific points on the external ear, practitioners can help residents:

- **Interrupt the "Fight-or-Flight" Response:** It rapidly stabilizes the nervous system, which is often severely dysregulated by acute and long-term substance use.
- **Manage Cravings and Withdrawal:** It serves as a low-cost, non-pharmacological tool that safely supports individuals navigating early recovery.

Cont.

- **Build Community Resilience:** Because treatments are delivered in a group setting, it transforms a clinical intervention into a shared, destigmatized community healing experience.

A Note on the Research Infrastructure: While a vast body of peer-reviewed clinical research validates the effectiveness of 5NP—particularly when integrated with behavioral therapies—evaluation committees occasionally encounter an older meta-study that questioned its efficacy. As a licensed professional and clinical trainer, I want to note that the researching authors themselves later identified and acknowledged the fatal methodological flaws in that specific meta-study. It remains an outlier in an otherwise robust, growing global library of data proving 5NP's clinical value in harm reduction and addiction recovery.

A Proven Path Toward Healing

I have seen firsthand what happens when a community is overwhelmed by the opioid crisis, and I have seen how 5NP helps vulnerable people "catch their breath" so they can find the internal stability required to stay on the path to recovery.

By funding this local group of Vermont practitioners, you are putting a powerful, cost-effective, and immediately deployable tool directly into the hands of the Hartford community.

I would be honored to speak with the Committee or the Selectboard at your convenience regarding our successes in Manchester and how those exact operational lessons can be applied to support the residents of Hartford.

Thank you for your time, your leadership, and your dedication to healing your community.

Sincerely,

Elizabeth Ropp, L.Ac.

Registered Trainer, People's Organization of Community Acupuncture (POCA)

Manchester Acupuncture Studio

603-703-7871

Addendum II: Partnership Agreements



FISCAL SPONSORSHIP AGREEMENT

This Agreement is entered into between Hope for New Hampshire Recovery ("Hope") and

_____ ("Project") effective _____.

Purpose

The Project seeks to conduct charitable activities that align with the mission and values of Hope for New Hampshire Recovery. Hope agrees to serve as fiscal sponsor for the Project under the terms outlined below.

Grant Funds

All grant funds shall be awarded directly to Hope for New Hampshire Recovery. Hope shall retain variance power and discretion over the use and administration of all sponsored funds in accordance with applicable law, grant requirements, and organizational policies.

Administrative Fee

Hope shall retain ten percent (10%) of all grant funds received as an administrative fee for standard fiscal sponsorship services. Standard fiscal sponsorship services include receipt of grant funds, financial oversight, review of required project reports, and routine disbursement of project funds.

Should the Project request or require additional administrative services, including but not limited to grant reporting, report preparation, bookkeeping, financial administration, compliance monitoring, funder communications, payroll administration, contractor management, or other services beyond Hope's standard fiscal sponsorship responsibilities, the parties may agree to an increased administrative fee or separate administrative arrangement. Any such adjustment shall be documented in writing and approved by both parties.

Project Responsibilities

The Project agrees to:

- Conduct activities consistent with the approved project proposal and budget.
- Comply with all grant requirements.
- Maintain accurate records of project activities and expenditures.
- Provide reports and supporting documentation as requested.
- Promptly notify Hope of any significant changes to project scope, budget, or timeline.

The Project shall promptly notify Hope for New Hampshire Recovery of any changes to project leadership, primary contacts, authorized representatives, or individuals authorized to request disbursements, submit reports, or otherwise act on behalf of the Project. Hope reserves the right to require updated documentation, written authorization, or execution of an amended agreement prior to recognizing any such changes.

The Project shall notify Hope for New Hampshire Recovery in writing of any material changes to the project's scope, budget, timeline, leadership, funding sources, or intended use of grant funds. Hope reserves the right to review and approve such changes prior to authorizing future disbursements.

Reporting & Disbursement

The Project shall submit quarterly reports using Hope's approved reporting process.



Following review and approval of each report, Hope may authorize the next scheduled disbursement of project funds. Hope reserves the right to request receipts, invoices, supporting documentation, or additional information before approving any disbursement.

Interest Earnings

Any interest earned on project funds while held by Hope shall accrue to Hope for New Hampshire Recovery unless otherwise required by the grantor.

Unspent Funds

Any unexpended funds remaining at the conclusion of the project shall be handled in accordance with applicable grant requirements and the discretion of Hope for New Hampshire Recovery.

Termination

Hope may terminate this Agreement if:

- Required reports are not submitted.
- Grant funds are used for unauthorized purposes.
- The Project materially changes without approval.
- Continued sponsorship would expose Hope to legal, financial, or reputational risk.
- The Project no longer aligns with Hope's mission.

Upon termination, Hope shall determine the appropriate disposition of remaining funds consistent with grant requirements and applicable law.

Independent Relationship

Nothing in this Agreement shall be construed as creating an employment relationship, partnership, joint venture, or agency relationship between the parties.

Signatures

For Hope for New Hampshire Recovery:



Name

Title

Date

For the Sponsored Project:

Name

Title

Date



FISCAL SPONSORSHIP POLICY

Purpose

Hope for New Hampshire Recovery ("Hope") may provide fiscal sponsorship to community-based projects whose activities align with Hope's charitable mission and values. Fiscal sponsorship enables eligible projects to seek grant funding through Hope's nonprofit status while benefiting from financial oversight and administrative support.

Eligibility

Projects seeking fiscal sponsorship must:

- Align with Hope's mission and charitable purposes.
- Demonstrate a clear community benefit.
- Comply with all applicable laws, regulations, and grant requirements.
- Designate a primary project representative responsible for communications, reporting, and project management.
- Submit a completed Fiscal Sponsorship Application and supporting documentation.

Application & Approval

All requests for fiscal sponsorship must be submitted through Hope's Fiscal Sponsorship Application process.

Approval of sponsorship requests is at the sole discretion of Hope for New Hampshire Recovery.

Hope may request additional information prior to approving any sponsorship arrangement.

Administrative Fee

Hope's standard fiscal sponsorship fee is ten percent (10%) of all grant funds received. The standard fee is intended to cover routine fiscal sponsorship activities, including fund receipt, financial oversight, review of required reports, and routine disbursement of project funds.

Projects requiring additional administrative support, reporting assistance, grant administration, financial management, compliance monitoring, bookkeeping, funder communications, or other services beyond Hope's standard fiscal sponsorship responsibilities may be subject to an increased administrative fee. Any such fee adjustment shall be discussed and agreed upon in writing prior to approval of the sponsorship arrangement.

Financial Oversight

All grant funds awarded through fiscal sponsorship shall be payable directly to Hope for New Hampshire Recovery.

Hope retains full discretion and control over all sponsored funds and will administer such funds in accordance with applicable law, grant requirements, and organizational policies.

Disbursement of funds may be contingent upon submission and review of required reports and documentation.

Reporting Requirements

Sponsored projects must submit periodic reports as required by their Fiscal Sponsorship Agreement.

Failure to submit required reports may result in delayed disbursements, suspension, or termination of sponsorship.

Interest Earnings



Any interest earned on sponsored project funds while held by Hope shall accrue to Hope for New Hampshire Recovery and may be used to offset administrative costs associated with fiscal sponsorship activities unless otherwise required by grant terms.

Termination

Hope reserves the right to terminate any fiscal sponsorship arrangement that no longer aligns with organizational priorities, fails to comply with reporting requirements, violates grant conditions, or creates legal, financial, or reputational risk to the organization.

Addendum V: Resumes of Key Staff

Donlon Wade, ADS

Helped start Headrest in 1970/71, worked there for 31 years in many different capacities: Director, Chief fundraiser, hotline worker/trainer, Director of Headrest's Outpatient Counseling Program, NH LADC (Licensed Alcohol & Drug Counselor, practicing for 30 years), NH ADS (Acupuncture Detox Specialist, last 9 years). Private Practice LADC, 2001-Present, Contracted Student Assistance Counselor, 23 years, Mascoma Regional School District: Indian River School, Mascoma Regional High School. Taught school drug prevention classes at all the Upper Valley area middle and high schools.

Kerri Cayce, Lic. Ac.

See resume next page and website for [Black River Acupuncture](#).

Caiius Clark, Lic. Ac.

See website: <https://www.caiiusclark.com/>

Work History

MINNESOTA COMMUNITY ACUPUNCTURE, MN & Springfield, VT 2007 – Present
dba BLACK RIVER ACUPUNCTURE
Clinic Owner and Licensed Acupuncturist

Started business in 2007. Manage all operations and supervised 5 employees. Moved from MN to VT in 2020

- Treat patients using acupuncture and herbal medicine (treat 40 patients/week)
- Responsible for all accounting including monthly, quarterly and year-end tax payments and filings using Quickbooks Online
- Manage inventory ordering, pricing and profitability reports
- Establish and maintain website, advertising and marketing promotions
- Handle all banking and cash transactions including deposits and monthly reconciliation
- Prepare and present informational talks to community groups and businesses on acupuncture and Chinese medicine
- Personnel management including hiring, payroll, reviews, benefits and W2s
- Prepare and manage annual budget and quarterly analysis report vs actuals

ATRIUM PAYROLL SERVICES, LLC, Springfield, VT 2022 – Present
(FREEMAN COMPANY contract worker)

- Contact Center Lead for Registration team
- Manage team of 6 responding to emails and phones for client's attendees
- Experience working in Rain Focus, Webex Events, Bizzabo, Eventcore, and Cvent for registration assistance

BRATTLEBORO MEMORIAL HOSPITAL, Brattleboro, VT 2020 - 2021
Office Manager for Internal Medicine

LICENSES AND CERTIFICATIONS:

- Licensed Acupuncturist State of Vermont (2020 - Current)
- Licensed Acupuncturist State of Minnesota (2007 – 2022)
- Diplomate Acupuncture NCCAOM (2007 – Current)

Education

NORTHWESTERN HEALTH SCIENCES UNIVERSITY, Bloomington, MN

- Masters in Oriental Medicine and Acupuncture

BOSTON COLLEGE, Chestnut Hill, MA

- BA in Psychology

Addendum VI: Background And Supporting Material

Informational Resources on 5NP

- ***Dope is Death*** - a film about the origins of 5NP acupuncture in America to treat addiction: [Trailer](#), [Film](#)
- “[Recovery Center Touts Acupuncture in Treatment](#)”, newspaper article, May 14, 2026, *Vermont Community Newspaper Group*, by Tracy Brannstrom, Staff Writer
- [National Acupuncture Detoxification Association](#)
- [People’s Organization of Community Acupuncture](#)

Notable Quotes About the Effectiveness of 5NP³

“I was skeptical at first, but everyone I talked to said [5NP] helped. I became a believer.”
-- Former Attorney General Janet Reno, who oversaw the first NADA-based drug court in the United States

“The Texas Department of State Health Services very much supports the use of [5NP] and finds it extremely effective.” -- John Keppler, MD, Former Director, Texas Mental Health and Substance Abuse Division Department of State Health Services (2008 NADA Conference)

“[5NP] has been shown to reduce drug and alcohol cravings, reduce withdrawal symptoms, and in conjunction with group counseling, can facilitate the seeking of more comprehensive treatment...[5NP] is cheap and a very effective on-the-ground treatment modality when coupled with other psychosocial interventions.” -- State of New Mexico, Governor Richardson's Task Force on Prison Reform

“In my experience (since 1997) [5NP] is the best support for...comprehensive treatment...I have ever seen. Whether court mandated...or out of prison we see improved engagement and retention...with [5NP].” -- Janet F. Martini, M.Ed., LPC/S, Executive Director, Keystone Substance Abuse Services, Rock Hill, SC: www.keystoneyork.org

“From where [Biscailuz’ correctional staff] sit, [5NP] makes our job easier. The [inmates] are more willing to learn. I know the guys coming in withdrawing from heroin... it helps them... [5NP] takes away headaches, body aches, cravings for...drugs.” -- Luis Lopez, Program Supervisor, Biscailuz Recovery Center

³ Compiled by the National Acupuncture Detox Association (NADA).

Quotes from People Who Have Used 5NP⁴

“I feel stronger on the day of the treatment. When I get it...my mind is clear and I feel less stress. It brightens my mind up. I sleep better. It helps me with my anxiety and depression symptoms.”

-- Anonymous member of Hope for New Hampshire Recovery, Manchester, May 21, 2018

“I can’t believe that I am sitting down for this long. I am usually way overstimulated and I am just sitting here. This is amazing.”⁵

-- Kristy Tirone, NHPR, Revive Recovery Center, Nashua, September 20, 2017

“It was really cool to see a room full of people who are hurt just calm down, even for a little while.”⁶

-- Ryan Fowler, NHPR, CRSW at Safe Harbor Recovery Center, Portsmouth, September 20, 2017

“My headache is gone. My bodyaches are gone. I’m not nauseous anymore. What did you just do?”

-- Anonymous substance user in acute withdrawal., Serenity Place Respite Care, Manchester, Summer 2017

“I slept soundly for the first time in ages after your treatment. I’ll be back!”

-- Anonymous un-housed substance user, Jadomo Clinic, June 2026

⁴ Compiled by Elizabeth Ropp, Lic.Ac. of the Manchester Acupuncture Studio, NH, unless otherwise noted

⁵ NHPR Morning Edition Special Series: “Alternatives” NH gets creative to curb the ongoing opioid crisis. Paige Sutherland, September 20, 2017

⁶ *ibid.*

Addendum VII: Data on Addiction in Hartford, Windham County, Vermont

The following information is from Ella Harper-Schiehl, Windham County Prevention Consultant for the Agency of Human Services, VT Dept. of Health, regarding opioid use among adults:

- EMS administered 34 doses of naloxone in the first 9 months of 2025 in Windsor County ([Naloxone Distribution and Administration – EMS Quarterly Report](#))
- In the first 11 months of 2025, there were 19 fatal overdoses reported among Windsor County residents; 14 of those were opioid related ([Microsoft Power BI](#)). In 2024, there were 18 fatal overdoses among Windsor County residents ([2024 Fatal Opioid Overdoses Among Vermonters](#))
- The rate of overdose ED visits in Windsor County is 53.5 per 10,000 ED visits, which is statistically similar to the statewide rate, 61.0 per 10,000 visits ([Microsoft Power BI](#))
- 103 people engaged in outpatient treatment services with the Preferred Provider for this area, Health Care and Rehabilitation Services (HCRS), in the first 3 months of 2026 ([Microsoft Power BI](#))
- There were 19 law enforcement responses to accidental opioid-related non-fatal overdoses in Windsor County in 2025 ([VT Substance Use Data](#))



Used Syringes Cleaned Up at a Homeless Camp, Hartford VT.

Photo by Eric Francis

- 70% of opioid prescriptions in 2025 were for less than 50 MME; prescriptions greater than 50 MME are associated with moderately higher risk for overdose, and prescriptions greater than 90 MME are associated with much higher risk for overdose. ([VT Substance Use Data](#); [CDC Clinical Practice Guideline for Prescribing Opioids for Pain — United States, 2022 | MMWR](#))

Addendum VIII: Evaluation Form

Jadomo Clinic

Pre and Post Auriculotherapy Session Evaluation

(Optional) Name (First): _____ (Last): _____

Before Treatment Rating

Please circle the number that most describes your experience (1 = Low, 10 = High):

Anxiety	1	2	3	4	5	6	7	8	9	10
Stress	1	2	3	4	5	6	7	8	9	10
Depression	1	2	3	4	5	6	7	8	9	10
Cravings	1	2	3	4	5	6	7	8	9	10
Fatigue	1	2	3	4	5	6	7	8	9	10
Irritation	1	2	3	4	5	6	7	8	9	10
Agitation	1	2	3	4	5	6	7	8	9	10
Emotional numbness	1	2	3	4	5	6	7	8	9	10
Foggy mind	1	2	3	4	5	6	7	8	9	10
Pain	1	2	3	4	5	6	7	8	9	10

After Treatment Rating

Please circle the number that most describes your experience (1 = Low, 10 = High):

Anxiety	1	2	3	4	5	6	7	8	9	10
Stress	1	2	3	4	5	6	7	8	9	10
Depression	1	2	3	4	5	6	7	8	9	10
Cravings	1	2	3	4	5	6	7	8	9	10
Fatigue	1	2	3	4	5	6	7	8	9	10
Irritation	1	2	3	4	5	6	7	8	9	10
Agitation	1	2	3	4	5	6	7	8	9	10
Emotional numbness	1	2	3	4	5	6	7	8	9	10
Foggy mind	1	2	3	4	5	6	7	8	9	10
Pain	1	2	3	4	5	6	7	8	9	10

As a result of today's treatment, do you notice a change? Emotionally? Mentally? Physically? Other?

Would you like this treatment again?

Would you recommend it to others?

SNP Provider: _____

Date: _____

Notable Quotes from clients collected by Provider:

Addendum IX: Jadomo Clinic Logic Model

Resources / Inputs

Hartford Opioid Settlement Funds • Hope for NH Recovery (Fiscal Sponsor) • Licensed Acupuncturists • Acupuncture Detox Specialists (ADS) • Community volunteers & Donors • Partner organizations (LISTEN, Haven, Turning Point, Dismas House, Good Neighbor Clinic, etc.) • Treatment supplies (chairs, sterile needles, PPE) • Community treatment sites • 5NP trainers & curriculum • Referral network

Activities

Conduct community 5NP clinics four times per week • Provide free or donation-based Five-Needle Protocol treatments • Conduct client intake and informed consent • Collect pre/post participant surveys • Refer participants to recovery services, MAT, counseling, housing, and peer programs • Train healthcare providers and peer recovery staff in the 5NP protocol • Conduct outreach with partner organizations

Outputs (Year 1)

Up to 4,000+ treatment sessions • Up to 250 unique participants served • Four treatment sites operating regularly and other pop-up sites sporadically • 10+ professionals trained as ADS providers • Hundreds of referrals between Jadomo and partner organizations • Client outcome database established

Short-Term Outcomes (0–12 months)

Reduced self-reported cravings • Reduced anxiety and stress • Improved sleep and emotional regulation • Increased treatment engagement and retention • Increased referrals into comprehensive addiction treatment • Increased access to low-barrier recovery services • Reduced stigma toward seeking help

Long-Term Outcomes (1–5 years)

Reduced opioid-related harms in Hartford • Greater recovery stability among participants • Increased community capacity to address addiction • Sustainable & growing regional network of trained 5NP providers • Permanent community-based Jadomo Clinic established • Stronger collaboration among recovery organizations • Strong community appreciation for 5NP and common use of it, and acupuncture in general, to support addiction recovery, stress, anxiety, pain, etc.

External Factors

- Continued opioid epidemic and overdose risk
 - Availability of community treatment partners
 - Vermont and New Hampshire regulations governing ADS practice
 - Community acceptance of complementary therapies
 - Availability of future grant funding and donations
 - Housing and transportation barriers affecting participants
-

Assumptions

- Participants benefit from repeated 5NP treatments
 - 5NP is most effective as an adjunct to comprehensive addiction treatment
 - Low-barrier services increase engagement among individuals reluctant to seek conventional treatment
 - Strong partnerships improve continuity of care
 - Community-based settings reduce stigma and improve access
-

Programmatic Theory of Change

If people experiencing opioid addiction have convenient, low-barrier access to the Five-Needle Protocol in trusted community settings, **and** those services are integrated with peer recovery, counseling, medication-assisted treatment, housing, and other recovery supports, **then** more individuals will engage in treatment, remain connected to recovery services, experience reductions in cravings and stress, and ultimately improve their long-term recovery outcomes.

Addendum X: A Simple Sample Patient Journey

Someone overdoses →

Meets peer recovery coach →

Gets 5NP same day →

Accepts counseling →

Gets 5NP daily when available and accessible →

Enters treatment →

5NP tapered off gradually with overall improvement →

Maintains recovery supports.

A Possible Story:

Sally is a single mom working a low-salary job in town that barely pays expenses. She is constantly stressed from taking care of her daughter and worrying about money or the car breaking down. Friends turn her on to drugs, which take the edge off for a blissful time after her child goes to bed but leave her groggy in the morning. Occasional use has turned into a habit but she's too ashamed by the stigma of addiction to seek help. Her stress and anxiety grow and she starts arriving late for work. She hears about a free ear acupuncture clinic in town, remembers that her mom's cancer recovery was really helped by acupuncture, and decides to give it a try. The night after the first session she sleeps well for the first time in weeks. After the 3rd session she realizes that her cravings for drugs have decreased and wonders if it's the acupuncture. She's calm and relaxed after the sessions and decides that maybe it would be best after all to admit that she has a problem and seek help from local addiction services.

Addendum XI

Research on the Evidence-Based Effectiveness of 5-Needle-Protocol Ear Acupuncture to Treat Addiction and Its Co-Morbidities

This Addendum is a list of summaries of research studies into 5NP that Jadomo team members and supporters have compiled. It is divided into different topic sections with the section titles in green text and citations alphabetical by lead author in each section. The strongest evidence for 5NP is generally in the following areas:

- Improved addiction treatment engagement and retention
- Reduced anxiety, agitation, and cravings
- Enhanced participation in counseling and group treatment
- Stress and trauma symptom management

-- Tad Montgomery

General Research into the Effectiveness of 5NP Ear Acupuncture for Addiction

Avants, S.K., Margolin, A., Kosten, T.R., Rounsaville, B.J., and Schottenfeld, R.S. “When is less treatment better? The role of social anxiety in matching methadone patients to psychosocial treatments”, in: *Journal of Consulting and Clinical Psychology* 66(6):924–931, 1998.

This paper challenges a common assumption in addiction treatment: more intensive treatment is not always better. The authors found that a patient’s psychological characteristics—in this case, social anxiety—may determine what level of treatment is most effective.

Boucher, T.A., Kiesuk, T.J., and Trachtenberg, A.I. *Complementary and alternative therapies*. In: Graham, A.W., Schultz, T.K., Mayo-Smith, M.F., Ries, R.K., and Wilford, B.B., eds. *Principles of Addiction Medicine*. 3d ed. Chevy Chase, MD: American Society of Addiction Medicine, 2003. pp. 509–532

Reviewed complementary and alternative therapies for addiction treatment and concluded that approaches such as auricular acupuncture, meditation, relaxation training, and other mind-body therapies showed potential as adjunctive supports to conventional treatment, particularly for reducing stress, improving well-being, and enhancing treatment engagement. They also emphasized the need for more rigorous research while recognizing alternative therapies' value within a comprehensive recovery program.

Carter, et. al., "[NADA Ear Acupuncture: An Adjunctive Therapy to Improve and Maintain Positive Outcomes in Substance Abuse Treatment](#)", *Behavioral Sciences*, June 2017, 7(2):37, DOI:10.3390/bs7020037

"Participation in NADA positively associated with Q-LES score (quality of life), feeling better about oneself and improved energy, likelihood of employment upon discharge, and decreased alcohol use at 3 month follow-up and 6-month follow-up. NADA group reported less tobacco use at 6 months."

Gariti, P., Auriacombe, M., Incmikoski, R., McLellan, A.T., Patterson, L., Dhopes, V., Mezochow, J., Patterson, M., and O'Brien, C. *A randomized double-blind study of neuroelectric therapy in opiate and cocaine detoxification*. In: *Journal of Substance Abuse* 4(3):299–308, 1992

Mitchell, E.R. *Fighting Drug Abuse With Acupuncture: Treatment That Works*. Berkeley, CA: Pacific View Press, 1995.

A journalistic and descriptive account of the development of auricular acupuncture for addiction treatment at the Lincoln Detox program in the South Bronx, tracing the origins of the NADA protocol and documenting the experiences of practitioners, administrators, and patients. The book argues that acupuncture can be a valuable adjunct to addiction recovery by reducing withdrawal symptoms, cravings, stress, and resistance to treatment, and presents case studies and program observations as evidence of its effectiveness within a comprehensive treatment setting.

Nebelkopf, E. *Herbs and substance abuse treatment: A 10-year perspective*. In: *Journal of Psychoactive Drugs* 20(3):349–354, 1988.

Review of a decade of experience using herbal therapies in substance abuse treatment and argued that herbal medicine can play a useful role within a holistic treatment model that addresses the physical, emotional, mental, and spiritual dimensions of addiction. He concluded that while herbs showed promise for supporting detoxification, reducing stress, improving health, and aiding recovery, the field lacked rigorous scientific evaluation and required more systematic research to establish efficacy and appropriate clinical use.

Office of Applied Studies. *National Survey of Substance Abuse Treatment Services (N-SSATS): 2000. Data on Substance Abuse Treatment Facilities*. DASIS Series: S-16. DHHS Publication No. (SMA) 02-3668. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2002b. <http://www.dasis.samhsa.gov/00nssats/nssats2000report.pdf> [Accessed January 10, 2003].

Provided a comprehensive census of U.S. substance abuse treatment facilities, documenting the types of services offered, client populations served, treatment modalities used, staffing patterns, and facility characteristics nationwide. The report found that many programs were incorporating a range of ancillary and alternative services—including acupuncture and other complementary approaches—alongside traditional counseling and medical treatment, reflecting the growing diversification of addiction treatment services in the United States at that time.

Seymour, R.B., and Smith, D.E. *Drugfree: A Unique, Positive Approach to Staying Off Alcohol and Other Drugs*. New York: Facts on File Publications, 1987.

This book frames acupuncture as one of several adjunctive or experimental supports that some programs were beginning to explore for helping with withdrawal discomfort, stress reduction, and early stabilization in recovery.

Shwartz, M., Sahz, R., Mulvey, R., and Brannigan, P. *Value of acupuncture detoxification programs in a substance abuse treatment system*. In *Journal of Substance Abuse Treatment* 17(4):305–312, 1999.

The study evaluated acupuncture detoxification programs within a large substance abuse treatment system and found that clients who participated in acupuncture services showed improved treatment retention and greater engagement in care compared to those who did not receive acupuncture.

Trachtenberg, A.I. [*Testimony to the White House Commission on Complementary and Alternative Medicine Policy*](#), December 18, 2000. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2000. [Accessed March 31, 2003].

Trachtenberg is a physician and addiction medicine specialist who was working within the U.S. substance abuse treatment system (including roles connected to SAMHSA and clinical treatment programs) including the development, evaluation, and promotion of complementary and alternative therapies in substance use disorder treatment, particularly auricular acupuncture and the NADA protocol. This testimony presented acupuncture -- particularly auricular acupuncture/NADA -- as a low-cost, low-risk adjunct that had been widely adopted in substance abuse treatment programs across the United States. He argued

that available clinical experience and emerging research suggested benefits in reducing withdrawal symptoms, cravings, and agitation, and in improving treatment engagement.

U.S. Dept. of Health and Human Services: “[Detoxification and Substance Abuse Treatment - A Treatment Improvement Protocol](#)” *Substance Abuse and Mental Health Services Administration (SAMHSA) TIP 45*, 2006, pp. 103-104

“The 1997 National Institute of Health Consensus Statement on acupuncture stated that acupuncture treatment for addiction could be part of a comprehensive management program ... Acupuncture protocols involving ear acupuncture ... are used by over 400 drug treatment programs and 40 percent of drug courts.

Acupuncture is one of the more widely used alternative therapies within the context of addictions treatment. It has been used as an adjunct to conventional treatment because it seems to reduce the craving for a variety of substances of abuse and appears to contribute to improved treatment retention rates. In particular, acupuncture has ... also has played an important role in opioid treatment (i.e., methadone maintenance). It is used as an adjunct during maintenance, such as when tapering methadone doses ... A 1999 CSAT-funded study showed that patients choosing outpatient programs with acupuncture were less likely to relapse in the 6 months following discharge than were patients who had chosen residential programs (Shwartz et. al., 1999).

Ear acupuncture detoxification, which was originally developed as an alternative treatment for opioid agonist pharmacotherapy, is now augmenting pharmacotherapy treatment for patients with coexisting cocaine problems (Avants et al. 2000). The advocates of acupuncture have joined with the advocates of opioid agonist pharmacotherapy to create a holistic synthesis. Each has contributed to the success of the other, both clinically and in public perception.

For Treatment of Anxiety & Depression

Allen, John J. B. Ph.D. (520) 621 0992 “The Efficacy of Acupuncture in the Treatment of Major Depression in Women”, Department of Psychology, University of Arizona

The University of Arizona conducted a 2-year study on the effect of acupuncture on major depression and found 70% of subjects remitted with 64% experiencing full remission of major depression. This is roughly the same success rate as pharmacologic and psychotherapeutic treatments, which is an important finding, since both pharmacology and psychotherapeutic interventions fail to provide lasting relief.

Hartsfield, Joyce D.O. (810) 392 2167, “Opiate Detox and Stabilization Program (Inpatient Rehabilitation Facility)”, *Sacred Heart Rehabilitation Center, Inc. Memphis, Michigan*

Clients receiving the 5-point NADA protocol treatments: 56% reported less anxiety, 50% reported less depression, 53% reported less insomnia

Munhoz, Oclaris Lopes, et. al., “[Effectiveness of auriculotherapy for anxiety, stress or burnout in health professionals: a network meta-analysis](#)”, *National Center for Biotechnology Information, National Library of Medicine*, 2022 Oct 17;30:e3708. doi: 10.1590/1518-8345.6219.3708

Auriculotherapy is effective to reduce anxiety and stress in health professionals ... It was evidenced that workers' health is favored with the use of auriculotherapy.

Poole, Nancy, “Evaluation Results Regarding Provision of Acupuncture as a Complementary Therapy for Women in Addictions Treatment”, *British Columbia Women's Hospital, Aurora Centre* (604) 875 2066

This study, performed in a residential treatment center, found that clients who received Acudetox experienced a greater reduction in anxiety, depression, insomnia and concentration difficulties than clients in the same group who did not receive Acudetox.

Tyrone Turner, M.D., Medical Director of Mental Health Services at Doctor's Hospital in Toronto (416) 530 6788 “Pilot Project Study - Acupuncture for Women with Addictions”

The Pilot Project Study found that the Acudetox treatment significantly reduced depression and anxiety, improved sleep and contributed to improvements in perceived well-being. The changes in these conditions are also reflected by reduction in the frequency of use of most health and social services. Reduced use of substances was another result. A cross over study design with randomization of clients was employed.

5NP in Criminal Justice & Violence

Oliva, J., Division Chief, Denver Sheriff Dept., County Jail Division, Simonet, John, Director of Corrections and Undersheriff, and Henderson, Flavia, Executive Director of Mile High Council on Alcoholism and Drug Abuse, (303) 825 8113, **Denver County Jail, Project Recovery**, Mile High Council, National Acupuncture Detoxification Association. (2011). *NADA Training Resource Manual* (4th ed.). Appendix: *Denver County Jail, Project Recovery, Mile High Council*. National Acupuncture Detoxification Association.

In surveys of inmates who were given the Acudetox protocol, 53% reported better health and attitude, and for those who received 5 or more Acudetox treatments, no Class I and II violations (fighting and assault) were filed.

Dudley, A. (1998, October). *Dartmoor Prison Acudetox Program* [Conference presentation]. United Kingdom National Acupuncture Detoxification Association (NADA UK) Conference, United Kingdom. Reprinted in: National Acupuncture Detoxification Association. (2011). *NADA Training Resource Manual* (4th ed., Appendix).

Reported outcomes from an Acudetox program initiated at Dartmoor Prison in May 1997, comparing 75 inmates who received four weeks of 5NP treatments with 115 inmates who did not. The Acudetox group experienced substantially fewer intra-prison disciplinary charges and positive drug tests than the comparison group across two treatment cycles, and participants' pre- and post-treatment psychological evaluations reportedly showed positive change. The findings were presented as a conference report and program evaluation rather than a controlled, peer-reviewed study.

Savoca, C., & Haber, C. (n.d.). *Evaluation Summary of Acupuncture Program: Female Inmates at Correctional Center for Women, Milpitas, California*. Santa Clara County Department of Corrections. Reprinted in National Acupuncture Detoxification Association. (2011). *NADA Training Resource Manual* (4th ed., Appendix). National Acupuncture Detoxification Association.

Savoca and Haber evaluated the use of the NADA Five-Needle Protocol among female inmates at the Santa Clara County Correctional Center for Women in Milpitas and reported reductions in several self-reported emotional symptoms, including fear/paranoia, anger/resentfulness, anxiety, depression, and overreaction among participants who received Acudetox treatments. The findings suggested improvements in inmates' emotional well-being, and were reported as an internal program evaluation.

For Treatment of Sexual Offenders

Minnesota Corrections Facility, maximum security at Oak Park Heights

Pat Culliton, L.Ac. (612) 347 8559

Linda Leef, Lic.Ac., has been performing acupuncture treatment at a maximum security prison in a treatment program for sexual offenders and addictions. She has recorded through client surveys a reduction in their levels of anger, stress, intrusive sexual fantasies, and compulsive masturbation. Data evaluation in progress.

Bob Fulton from The Meadows in Arizona found that when using Acudetox with sexual addicts, the "detox" from compulsive sexual behavior is virtually identical to drug detox. Ben Wharton of Sweetwater, Texas has a 3-year sexual offender program and finds that (5NP) is as helpful for sexual offenders as with his addiction clientele, and specifically that it breaks the denial sexual offenders most often claim regarding their offenses.

For ADD/ADHD

Case Study

Briole, Cindy, Detox Nurse, Acupuncture Detoxification Specialist (810) 392 2167, Sacred Heart Rehabilitation Center, Memphis, Michigan

Cindy Brioleet has a 14-year-old son, Dustin, who was diagnosed with ADD and put on Ritalin at the age of four. He continued to take medications and more recently was prescribed Catapres, Dexadrine and Lithium for ADD and depression. When Cindy Brioleet was trained in Acudetox in 1996, she administered needles on her son as practice of the technique. An unusual thing happened: Dustin fell asleep. With repeated treatments, he not only continued to fall asleep, but he began to relax in general. Dustin began to request treatments. Needles in the ear were supplemented by taping small pellets onto the ear to continue stimulation of the ear points between treatments. In November 1997, Dustin stopped taking all medications by his own request, and his depression, sleeplessness and high blood pressure no longer exist. His personal hygiene has improved and he no longer has angry outbursts. He states "I feel calm, Mom, and I never feel calm". This has led to several pilot programs now underway in Michigan, Virginia and the Bronx

Sonenklar, Neil A., Principal Investigator through the National Institute of Health (Office of Alternative Medicine), "[Acupuncture Point Treatment for Attention Deficit Hyperactivity Disorder](#)", Virginia Commonwealth University

This study was designed to evaluate the effectiveness of placing a gold bead on one acupuncture point on the ear. It appears that this treatment is effective for some children with ADHD with minimal risk involved. The results obtained in the previous (above) case study were obtained using first the NADA 5-point protocol, and then switching to the gold pellet application. It is quite possible that significantly better results could be obtained by first administering the Acudetox treatment followed by application of gold pellets, and should be investigated further.

Dual Diagnosis

Atwood, T, LMSW, Caseworker Supervisor (254) 939 2915, **Heart of Texas Region MHMR (Mental Health Mental Retardation) Center**

Clients of this program are the most seriously affected by mental illness. A high number also exhibit addictions to various substances. Soon after ear acupuncture treatments began, staff, clients and family members noticed better sleep, reduced stress, better appetite, feeling more relaxed, clearer mind and more energy. Over time, hospital admissions were reduced by 70% from the number of admissions for the previous 3 years. A second group reported that admissions were reduced by 80% from the rate of the previous 3 years. A third group was created of clients who were presenting for crisis treatment, exhibiting acute and/or escalating psychiatric symptoms, often leading to hospitalization. This group reduced its hospital admissions from 8 per month for the previous 3 years, to 8 for the first 3 months of the program.

Regarding Retention Rates

Bullock, M.L., Culliton, P.D., & Olander, R.T. “Controlled trial of acupuncture for severe recidivistic alcoholism” 1989, June 24, *The Lancet*, 1435-439.

The authors conducted a controlled trial of auricular acupuncture in patients with severe, recidivistic alcoholism and reported that participants receiving acupuncture showed higher rates of abstinence and reduced alcohol consumption compared with controls.

Brumbaugh, A.G., “Acupuncture: New Perspectives in Chemical Dependency Treatment. *Journal of Substance Abuse Treatment*, 1993, Vol. 10, pp.35-43.

A review of acupuncture—especially auricular acupuncture—as an emerging adjunctive approach in chemical dependency treatment, describing its use in detoxification settings and its reported effects on withdrawal symptoms, craving reduction, and patient stabilization.

Carter, K. O., Olshan-Perlmutter, M., Marx, J., Martini, J. F., & Cairns, S. B. (2017). [NADA ear acupuncture: An adjunctive therapy to improve and maintain positive outcomes in substance abuse treatment](https://doi.org/10.3390/bs7020037). *Behavioral Sciences*, 7(2), 37. <https://doi.org/10.3390/bs7020037>

Describes 5NP as a supportive intervention intended to complement conventional substance use disorder treatment by reducing withdrawal symptoms, stress, anxiety, and craving while improving engagement and retention in care. It characterizes the approach as low-cost and widely implementable in behavioral health settings.

Konefal, J. “The Impact of the Addition of an Acudetox Program to an Existing Metro-Dade County Outpatient Substance Abuse Treatment Facility”, *Journal of Addictive Diseases*, 1994, Vol. 13, #3, pg. 71.

Evaluated the addition of a 5NP program within an existing outpatient substance abuse treatment facility in Metro-Dade County and reported improvements in treatment engagement, retention, and client-reported well-being after its introduction. The study suggested that acupuncture could serve as a useful adjunct to standard outpatient services.

Rust, Irene (302) 422 8338, **Kent/Sussex Detoxification Center, Delaware**

The effects of the Acudetox treatment appear to be broad and far-reaching, making it an ideal tool for addressing a multitude of interrelated societal problems.

Schultz, Gail N., M.D., Medical Director 800 392 7540, **Betty Ford Center**

Betty Ford Center conducted a 6-month pilot study with inpatient heroin addicts. Administering the NADA 5-point protocol resulted in a reduction of clients leaving against medical advice by approximately 33%.

Smith, M.O., M.D., “Acupuncture in Addiction Treatment. Medical and Health Annual,” *Encyclopedia Britannica, Inc.*, 1998

This 1998 encyclopedia entry reviews the use of acupuncture in addiction treatment, with particular attention to auricular (NADA-style) protocols used for detoxification and supportive care. The article concludes that acupuncture had gained popularity in some clinical settings for reducing withdrawal symptoms, stress, and craving, supporting its use as an adjunct to conventional addiction services.

Stuyt, E. B., Voyles, C. A., & Bursac, S. (2018). [*NADA Protocol for Behavioral Health: Putting tools in the hands of behavioral health providers: The case for auricular detoxification specialists*](https://doi.org/10.3390/medicines5010020). *Medicines*, 5(1), 20. <https://doi.org/10.3390/medicines5010020>

Describes the National Acupuncture Detoxification Association (NADA) ear acupuncture protocol as a standardized, nonverbal, group-based intervention used in behavioral health and addiction settings to support stabilization, stress reduction, and recovery engagement. It emphasizes training non-physician providers to deliver the protocol as an accessible adjunct to conventional treatment, framing it as a supportive tool rather than a stand-alone cure for substance use or mental health disorders.

Governmental Support for 5NP

The 1996 CSAT Treatment Improvement Protocol (TIP) 19, *Detoxification from Alcohol and Other Drugs*, was a consensus-based federal clinical guideline describing best practices for managing withdrawal and detoxification across substances and care settings, with a focus on matching patients to appropriate levels of care and integrating detoxification into a broader continuum of treatment. Within its discussion of adjunctive and experimental approaches, it noted that acupuncture had been used in some detoxification programs and offered **modest or limited support for its use as an adjunct in opioid withdrawal**, while emphasizing that evidence was not definitive and that it should not replace standard medical detoxification protocols.

Center for Substance Abuse Treatment. (2006). [*Detoxification and substance abuse treatment*](#) (Treatment Improvement Protocol (TIP) Series, No. 45; HHS Publication No. SMA 06-4131). Substance Abuse and Mental Health Services Administration.

TIP 45 (CSAT/SAMHSA, 2006) presents acupuncture—especially 5NP-style ear acupuncture—as a potentially useful adjunctive intervention in detoxification and substance abuse treatment, but not as a stand-alone or evidence-proven primary therapy. It characterizes acupuncture as a complementary option that may help with withdrawal symptoms, craving reduction, patient comfort, and treatment engagement/retention, while emphasizing that the evidence base is limited.

National Institutes of Health. (1997). [*Acupuncture: NIH Consensus Statement*](#) (NIH Consensus Development Conference Statement, November 3–5, 1997, Vol. 15, No. 5). U.S. Department of Health and Human Services.

The consensus panel concluded that while evidence was still limited for many conditions, acupuncture may be useful as an adjunct treatment or as part of a comprehensive treatment program for conditions such as addiction, pain syndromes, and postoperative care, with strongest support for nausea and certain pain indications.

5NP Use in Cocaine Dependence

Avants, S. K., Margolin, A., Holford, T. R., & Kosten, T. R. (2000). [*A randomized controlled trial of auricular acupuncture for cocaine dependence*](#). Archives of Internal Medicine, 160(15), 2305–2312.

Patients who completed the 8-week course of acupuncture abstained from cocaine significantly longer during treatment and were more likely to be abstinent at completion than either of the control conditions ($P < .05$).

5NP Use in Smoking Cessation

Beir, et. al., *Am. J. Pub. Health*, 2002; Vol. 92, pp. 1642-1647

A combination of acupuncture plus education led to a 40% cessation, compared to 22% cessation for sham plus education, to 10% for acupuncture alone

5NP in Pregnant Opiate Dependent Mothers and NAS in Newborns

(Janssen, et. al., *Subst. Abuse Treat. Prev. Policy*, 2012, 7:48.)

In those who used AcuDetox mothers could tolerate larger reductions in their methadone dose prior to delivery and their babies required almost 2 fewer days of morphine treatment and shorter period of NAS

5NP in Veterans with Substance Abuse

Chang, B.H. and Sommers, E., “Acupuncture And Relaxation Response For Craving And Anxiety Reduction Among Military Veterans In Recovery From Substance Use Disorder”, 2014, *Am. J. Addictions* 23(2) pp. 129-136)

Three-arm randomized control trial on residents in a homeless veteran rehabilitation program. AcuDetox group received twice weekly sessions for 10 weeks and showed

significant reduction in both craving and anxiety after just one session of each intervention with continual reduction after subsequent sessions.

5NP for Protracted Withdrawal

Bergdahl, L. et. al., “Patients’ Experience of Auricular Acupuncture During Protracted Withdrawal. *J. Psych. Men. Health Nurs.* 2014; 21:163–169.)

In this qualitative study 15 outpatients received AcuDetox 2 times per week for 5 weeks – 40 min sessions. There were no major negative symptoms and improvement were noted in cravings and protracted withdrawal symptoms

Stuyt, E.B. and Voyles, C.A.,”The National Acupuncture Detoxification Association Protocol, Auricular Acupuncture To Support Patients With Substance Abuse And Behavioral Health Disorders: Current Perspectives”, *Substance Abuse and Rehabilitation.* 2016;7:169-180.)

This review demonstrates the mounting evidence that the AcuDetox protocol has positive effects on a host of measures, populations, and treatment modalities. Many of the studies reveal AcuDetox’s effectiveness with populations often considered to be the most difficult to treat.

Largest Clinical Critique of 5NP for Addiction

Margolin, et. al., “Acupuncture for the Treatment of Cocaine Addiction, A Randomized Controlled Trial”, *J. Amer. Med. Assoc.* 2002;287:55-63

This study is often cited as the largest and most influential trial evaluating 5NP. The study concluded that 5NP acupuncture was not more effective than sham acupuncture or a relaxation control in reducing cocaine use. Several critiques emerged immediately after publication, including letters published in JAMA itself by the primary author Margolin and other later methodological reviews. One critique argued that the trial may not have reflected how 5NP is actually practiced in community settings. Procedural shortcomings could have reduced effectiveness, including issues related to treatment environment and adherence to 5NP practice standards. A second critique is that the sham control may not have been physiologically inert. A third critique from 5NP practitioners is that the trial measured the wrong outcomes. 5NP proponents often describe the protocol as helping with stress reduction, anxiety, agitation, sleep, treatment engagement, and retention in recovery programs, rather than directly eliminating addiction itself. Perhaps the most damning critique noted that an earlier report from the same research group, and many other studies, have suggested promising results, whereas the larger study reported no significant benefit.

Critique of the Critique of 5NP for Addiction

Margolin, A. et. al., “Interpreting Conflicting Findings from Clinical Trials of Auricular Acupuncture for Cocaine Addiction: Does Treatment Context Influence Outcome?” *Journal of Alternative and Complementary Medicine*, 2002;8(2):111-121.

This follow-up study by the same primary author noted that a previous, positive study at Yale by the same team included weekly group counseling and a stronger therapeutic setting, while the later, critical study removed some of those contextual elements. It suggested that acupuncture might work differently depending on the surrounding treatment milieu. It offered the possibility that acupuncture could have value as part of a broader recovery program even though it did not demonstrate an independent effect on cocaine abstinence in the JAMA trial.

Cost Effectiveness of 5NP for Addiction

Bullock, M., “Controlled Trial of Acupuncture for Severe Recidivist Alcoholism” *The Lancet* 333, no. 8652 (1989)

The findings of this study demonstrated that completion rates were significantly higher for the treatment group who completed the treatment throughout all 3 phases. The study also showed that in the months following the treatment, patients who received acupuncture were less likely to experience moderate/strong need to consume alcohol compared to patients in the treatment only group.

Santasiero, R. MD and G. Neussle, CSW-R, “[Cost-Effectiveness Of Auricular Acupuncture For Treating Substance Abuse In An HMO Setting: A Pilot Study](#)”, 2005, *Journal of Medical Acupuncture*, vol. 16, no. 3.

Auricular acupuncture when used as adjunctive therapy in an outpatient HMO chemical dependency treatment program is associated with better patient outcomes and can result in cost savings. At 6 months of follow-up, the acupuncture-treated group had higher program completion rates, higher rates of negative urine screens, fewer inpatient rehabilitation days, fewer inpatient psychiatric days, and fewer outpatient detoxification episodes compared with the control group.

Shwartz, M., PhD “The Value of Acupuncture Detoxification Programs in a Substance Abuse Treatment System” *Journal of Substance Abuse Treatment* 17, no.4 (1999)

The study found that 18% of acupuncture patients were readmitted to substance abuse treatments compared to 36% of patients readmitted from traditional inpatient detox programs. This study demonstrated that acupuncture as a component of outpatient detoxification programs can be effective.

Need for Additional Research on 5NP

Bureau of Justice Assistance Drug Court Technical Assistance Project. (2011, May 24).

Effectiveness of acupuncture as an adjunct to substance abuse treatment: Summary of recent research findings. Justice Programs Office, School of Public Affairs, American University.

“The most immediate issue that appeared to surface in the research reports reviewed related to ‘dosage’: several of the articles reviewed suggested that the issue of ‘dosage’ -- what is the appropriate/optimum frequency and duration of acupuncture services – is an issue that still needs to be addressed

Town of Hartford
National Opioid Settlement Funds Proposal

1. Organization Information

a. Contact information

- i. Organization name: The Family Place
- ii. Contact Person: Stephanie Slayton
- iii. Email Address: stephanies@the-family-place.org
- iv. Website: familyplacevt.org
- v. Phone: 802-649-3268
- vi. Address: 319 US Route 5 S., Norwich, VT 05055

b. Mission Statement

The Family Place delivers comprehensive programs designed to strengthen positive relationships, teach essential skills and promote enduring healthy growth for families with young children in the Upper Valley and surrounding communities.

c. Organizational History

The Family Place was founded in 1985 by a group of organizations coordinating parent-to-parent support for those raising young children. In 1988, following a merger with the Parent Aide program and Learning to Listen (a therapeutic preschool), The Family Place was designated by Vermont's Agency of Human Services to serve as the Parent Child Center (PCC) for northern Windsor County. The primary location was in Hartford, VT, first in downtown White River Junction and later by the high school, until 1998 when additional space was needed for the Child Advocacy Center. The Family Place now operates with two buildings in Norwich, a building in Hartford, and offices in White River Junction and Springfield, VT.

d. Current programs and activities

As one of 15 Parent Child Centers in Vermont, The Family Place plays a vital role in strengthening children and families. We accomplish this through home visits, early intervention for infants and toddlers with developmental delays, nursing services, child and family therapy, parenting classes and groups, support and advocacy for children and adult survivors of sexual abuse, childcare assistance, intensive wrap-around supports, community playgroups, and more. We work with children and caregivers together, providing positive parenting strategies and ensuring that children have experiences that support physical development, social functioning, ability to learn, and long-term health.

e. IRS EIN number: 03-0305264

f. Key staff involved with the project

Stephanie Slayton, LCSW – Executive Director

Kelly Wallace – Director of Home Visiting, CIS Coordinator Hartford Region

Tonya McMurray, LCMHC – Clinical Director

Helene Meloche – Parent Education and PCC Programs Director

2. Proposal Overview

a. Brief description of the proposal

The Family Place has been providing high quality, evidence-based programs to children and families in the Hartford region for over 40 years. If funded, we will provide our staff with additional training and resources to respond to and support children and families impacted by or at risk of Opioid Use Disorder and overdose. We will also work with health and recovery center partners in our community to improve connections to care, access to prevention services, and harm reductions strategies.

b. Purpose and key anticipated outcomes

The purpose of this project is to expand upon the current system of care for pregnant and parenting families with young children who are at risk of or experiencing OUD. This includes increasing our system capacity through staff training, coordinated referral systems, and improved data collection and tracking. As a result, families will have improved access to home and community-based prevention and intervention support that reduces the prevalence of OUD and OUD overdose in our community.

c. Individuals or communities served

The Family Place will provide services to all families with young children in the Hartford service region with a focus on specialized populations including pregnant and parenting people with OUD/SUD, infants with Neonatal Abstinence Syndrome, and parents/caregivers identified as having risk factors for OUD/SUD. The Family Place prioritizes working with families who are isolated, unhoused, low-income, and/or experiencing significant hardship.

d. Amount of funding requested

The Family Place respectfully requests \$50,000 with a plan to apply for second-round funding.

e. Summary budget overview

The estimated total cost of the project for year one is \$64,693. The Family Place will cover unmet expenses through General Operating Support and the PCC Integrated Grant. The \$50,000 will be allocated as follows:

Personnel: \$28,255; Program Supplies: \$3000; Professional Development: \$5000; Database Development; \$6245; Indirect (15%); \$7500.

f. Project timeline

Phase I: July 1, 2026 – June 30, 2027

3. Proposal Details

a. Description of the problem or need addressed

Building Bright Future's (BBF) 2025 State of Vermont's Children Report, identified "child and family mental health" and "building resilience in children, families, and communities" as the top regional priorities for Northern Windsor County. Both needs must be addressed to reduce the risks of Opioid Use Disorder and overdose among families with young children in our community. Key drivers of mental health, wellbeing and resilience for families are Adverse Childhood Experiences (ACEs) and Social Determinants of Health (SDoH). The Family Place addresses these factors through our high-quality **prevention** and **intervention** programs for children and families.

Young children living in poverty are more likely to experience ACEs, including unstable housing, opioid and substance use disorders, child abuse and neglect, out of home placements, and incarceration of primary caregivers. National data from Think Babies and the Centers for Disease Control report that 22% of young children (Birth to 3) from low-income households experience mental health conditions, Post-Traumatic Stress Disorder and anxiety, which can all lead to developmental delays, behavioral challenges, and future substance use. This is relevant because regionally, the BBF report states that there are 111 children receiving homelessness support and 19 children in out-of-home custody. The BBF report also found that in the Hartford School District alone, 48% of students were living in poverty (Spring 2025). In addition to the negative impact on young children, poverty and homelessness are associated with increased risk and severity of opioid use disorder and overdose among adults. The VT Department of Health Substance Use Dashboard reports there were 31 opioid related deaths in Windsor County in 2024. The current rate of all drug deaths in Windsor County is 3.4 per 100,000, which is higher than the state rate of 2.5 and significantly higher than all surrounding counties. Early exposure to OUD and/or overdose of a parent or primary caregiver can have significant negative impacts on infants' and children's healthy growth and development.

b. Purpose and measurable objectives

The Family Place is uniquely positioned to work in home and community-based settings with young children and families experiencing OUD. The purpose of this project will be to enhance our current evidence-based and evidence-informed services with additional strategies, tools and curriculum that target families with OUD. The Family Place employs a two-pronged approach including both prevention and intervention models. Prevention includes working with families to build protective factors that help them cope with life stressors and increase family stability, starting even before a child is born. When parents/caregivers have the skills and knowledge to navigate challenging situations and the resources to meet their family's basic needs, it reduces or prevents the risk of child abuse and neglect, opioid and other substance use, and mental health emergencies. Intervention includes supporting families during times of crisis to mitigate the negative impacts of the acute situation and reduce potential harm.

Measurable Objectives

Goal 1: To increase the capacity of direct service staff to identify and respond to Opioid Use Disorder in families with young children.

Between July 1, 2026, and June 30, 2027, The Family Place will

- provide four quarterly trainings to all direct staff to increase their knowledge of OUD screening tools, harm reduction strategies, overdose prevention, and local resources

- provide training to 100% staff who work directly with pregnant and parenting people with OUD/SUD, families impacted by Neonatal Abstinence Syndrome, to be able to provide additional support and to connect families with community partners
- develop memorandums of understanding (MOUs) with a minimum of three community partners who provide services for people with OUD to improve collaboration, coordination, connections to care and family-support service delivery

Goal 2: To increase access for families to prevention and intervention services and resources that reduce the use of opioids and other substances as coping tools for parents/caregivers experiencing OUD.

Between July 1, 2026, and June 30, 2027, The Family Place will

- provide a minimum of 3 evidence informed prevention education workshops or series (e.g. Circle of Security, Parenting Journey in Recovery) to families with young children that provide strategies and information proven to reduce stressors and promote trauma recovery Objective
- provide a minimum of one parent/caregiver support group each month that uses evidence-based strategies to build protective factors and social connections for targeted at risk populations including male caregivers, perinatal caregivers, and first-time

c. Describe evidence-informed nature of the program

The Family Place uses several strategies and curriculum to help parents/caregivers improve family functioning and resilience, which prevents and reduces the harmful impacts of substance use disorders. For example, Circle of Security is an attachment-based parenting program shown to have a significant effect on substance use through mechanisms such as improved emotional regulation, which reduces impulsive or stress driven decisions including substance use; stress reduction/ and positive parenting behaviors that reduce family conflict and triggers for OUD/SUD. The Family Place will also partner with TLC Family Resource Center to explore offering Parenting Journey in Recovery, an evidence-based curriculum that uses parents' strengths to improve their life outlook and foster growth and resilience, which reduces the likelihood of OUD relapse. In addition, The Family Place programs use a Strengthening Families Protective Factors Framework which addresses key areas that reduce harm and promote healthy child development for children experiencing ACEs, including OUD. (See attached: Evidence and Research Based Program Approach).

d. Program design and implementation strategy

This program will build upon current successful implementation methodology. The Family Place provides home-visiting a minimum of two times per month to an average of 100 children identified with family stressors and/or developmental delays, including Neonatal Abstinence Syndrome. Home visitors and nurses will be trained to identify potential OUD or risk for OUD and to provide additional support through harm reduction education, goal development, warm handoff referrals for treatment and recovery services, and building protective factors. In addition, The Family Place offers several on-site programs and community-based services to an additional 1800 children each year that all provide access and relationships with families who may be experiencing or at risk of OUD. Staff in these programs will be trained to identify risk factors and make appropriate connections to partner agencies for additional support and resources.

e. Partner organizations and defined roles

The Family Place will partner with TLC Family Resource Center in Lebanon, NH, and Turning Point UV in Hartford, VT, to provide warm handoff referrals for peer recovery support and to receive education and

training to build our own staff capacity. The Family Place will also continue to partner with Dartmouth Health Pediatrics, including the Moms in Recovery program and the new inpatient treatment program, to provide community based support to moms in our region (see attached Letters of Support).

f. Data and Evaluation Plan

The Family Place currently owns a database system called Quickbase which is used to collect information about services, goals, and outcomes. We will work with our consultant to build data collection modules specific to this project including OUD/SUD reported, harm reduction education provided, warm hand off referrals, OUD related goals and outcomes. The Family Place will also create reports, to be reviewed quarterly with peers and leadership, to evaluate project effectiveness.

g. Sustainability plan after settlement funds are expended (if applicable)

Grant funds will support several capacity building activities that will support the sustainability of most aspects of this program including staff training, the development of screening and data collection tools, and new/renewed partnership models and agreements. Ongoing funding to offer new support groups and/or parent education classes will be pursued through other grants if needed.

h. Detailed itemized budget and budget justification

Income		
Hartford Opioid Abatement Grant	\$ 50,000	personnel, program supplies, professional development, data collection tools, indirect cost
PCC Integrated Grant	\$ 5,000	Concrete supports for families in need
General Operating Support	\$ 9,693	TFP fundraising efforts to cover total cost of program
Total Income	\$ 64,693	
Expenses		
Personnel	\$ 23,160	Avg wage: \$30, 8 hours of training for 26 staff (\$6240), 3 workshops for a total of 120 hours of staff time (\$3600), 36 hours for monthly support groups (\$1080), 96 hours (8 per month) for data collection and collaboration (\$2880), 1 hour per month for reflective supervision (\$9360)
Taxes/Benefits	\$ 5,095	22% of wages for taxes and benefits
Program Supplies	\$ 3,000	\$100 per month for supplies for workshops, parent education and outreach. \$150 per month for harm reduction supplies including Narcan and Lockboxes to distribute to families/community.
Concrete Supports for Families	\$ 5,000	Up to \$500 in financial assistance grants for basic needs such as housing, transportation, health, and safety for 10-15 families impacted by OUD, funded by PCC Integrated Grant
Professional Development	\$ 5,000	To provide four 2-hour training sessions to 26 staff including the cost of trainers and/or online training (\$3000 (\$750 per session), materials/curriculum (\$1000 (\$250 per session/\$10 per person), and space and food (\$1000/\$250 per session)
Contract Services	\$ 15,000	Cost to build out data collection tools and reports in current Quickbase Database, based on ongoing build out fees and tech assistance (\$185-\$300 per hour), cost shared with TFP General Operating
Total Direct Expense	\$ 56,255	
Indirect	\$ 8,438	Indirect Cost Rate: 15%
Total Expense	\$ 64,693	

Supplemental Materials Attached

- Letters of Support:
 - Dartmouth Health Pediatrics
 - TLC Family Resource Center
 - Turning Point Upper Valley
- Evidence-based program documentation
- Staff resumes or qualifications – Key Staff Qualifications
- Prior evaluation reports –2025 Annual Report
- Organizational financial statements – FY 2025 Audited Financials



John Haverstock, Town Manager
Town of Hartford
171 Bridge Street
White River Jct., VT 05001
Manager@hartford-vt.org

June 19, 2026
Re: Opioid Settlement Funds

Dear Mr. Haverstock,

I am pleased to submit this letter of support and partnership on behalf of The Family Place's request for National Opioid Settlement Funds-Prevention, Treatment and Recovery Programs. Dartmouth Health Pediatrics has partnered with The Family Place for over 40 years to deliver high quality services and programs to families in the Upper Valley. We are excited to support The Family Place request for funds to build their capacity and improve service delivery for families impacted by Opioid Use Disorder (OUD) in the Hartford region.

Dartmouth Health and The Family Place have worked together under other grant funded projects to provide wrap around services to parents/caregivers in the Upper Valley, including a formal partnership with Moms in Recovery, Project Launch, and Strong Starts, Strong Babies. Recently, Dartmouth Health has expanded our in-patient recovery treatment services for parents/caregivers and we know that community-based services, such as The Family Place, will be important partners in supporting families before, during and after treatment.

We believe that pairing our recovery expertise with the high-quality family support services already offered by The Family Place will be beneficial for families and improve outcomes for children affected by OUD.

We look forward to partnering with The Family Place to improve OUD specific services for families in the Hartford area. Please feel free to contact me at 603-653-9663 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Chapman", written over the word "Sincerely,".

Steven H. Chapman, MD



62 Pleasant Street, PO Box 1098

Claremont, NH 03743

Phone: 603-542-1848

Fax: 603-542-1846

John Haverstock, Town Manager
Town of Hartford
171 Bridge Street
White River Jct., VT 05001
Manager@hartford-vt.org

June 19, 2026

Re: Opioid Settlement Funds

Dear Mr. Haverstock,

I am pleased to submit this letter of support and partnership on behalf of The Family Place's request for National Opioid Settlement Funds-Prevention, Treatment and Recovery Programs. Our organization, TLC Family Resource Center, has partnered with The Family Place for over 35 years to deliver high quality services and programs to families in the Upper Valley. We are excited to build on this partnership to improve the identification and referral for recovery services for families impacted by Opioid Use Disorder (OUD).

TLC Family Resource Center and The Family Place have worked together under other grant funded projects through Dartmouth Health to provide wrap around services to parents/caregivers in recovery, including a formal partnership with Moms in Recovery, Project Launch, and Strong Starts, Strong Babies. TLC Family Resource Center has developed and expanded TLC Recovery Programs, which includes several family recovery support elements. Through this partnership agreement, we will provide our expertise to support The Family Place team in building capacity to identify and serve families in the Hartford region with OUD. Consultation and education from our team of certified Peer Recovery Specialists will include developing an approach for warm handoff referrals for parents/caregivers interested in peer recovery services, training for Family Place staff in the use of OUD screening tools and harm reduction strategies, and exploring options for offering the evidence-based Parenting Journey in Recovery program to families served by The Family Place.

We believe that pairing our recovery expertise with the high-quality family support services already offered by The Family Place will be beneficial for families and improve outcomes for children affected by OUD.

We look forward to partnering with The Family Place to improve OUD specific services for families in the Hartford area. Please feel free to contact me at 603-542-1848 if you have any questions.

Sincerely,

A handwritten signature in cursive script that reads 'Alysse Lizotte'.

Alysse Lizotte
Executive Director
TLC Family Resource Center

62 Pleasant St.
Claremont NH 03742

24 Hanover St
Lebanon NH 05766



John Haverstock, Town Manager
171 Bridge Street
White River Jct., VT 05001

June 19, 2026

Re: Opioid Settlement Funds

Dear Mr. Haverstock,

I am pleased to submit this letter of support and partnership on behalf of The Family Place's request for National Opioid Settlement Funds-Prevention, Treatment and Recovery Programs. Upper Valley Turning Point has partnered with The Family Place to support Dads in Recovery as well as families experiencing substance use disorder in our community. We are excited to support The Family Place request for funds to build their capacity and improve service delivery for families impacted by Opioid Use Disorder (OUD) in the Hartford region.

Upper Valley Turning Point and The Family Place have worked together under other grant funded projects to provide wrap-around services to parents/caregivers in the Upper Valley, including a pilot project for our Dads in Recovery Program. There are other opportunities for us to collaborate to support parents/caregivers who are in recovery and funding will provide The Family Place with the capacity to explore improved screening and referral processes between our two agencies as well as collaborative support groups and outreach activities.

We believe that pairing our recovery expertise with the high-quality family support services already offered by The Family Place will be beneficial for families and improve outcomes for children affected by OUD.

Sincerely,

A handwritten signature in black ink that reads "Sheila Young". The signature is fluid and cursive, with the first name "Sheila" being more prominent than the last name "Young".

Sheila Young

Executive Director

EVIDENCE AND RESEARCH BASED PROGRAM APPROACH

Approach to Community Change: Strengthening Families and Building Protective Factors

The Family Place provides support for all families in our community, but we prioritize serving families who are living in poverty and children affected by trauma with our early intervention and prevention programs. We partner with families to increase the presence of the Five Protective Factors: parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and children's social-emotional competence. These family strengths mitigate the negative impacts of ACEs, including Opioid Use Disorder, and reduce the likelihood of child abuse and neglect, future substance use, overdose, and other negative experiences.

Strengthening Families Framework

[Strengthening Families - Center for the Study of Social Policy](#)

Strengthening Families is a research-informed approach to increase family strengths, enhance child development, and reduce the likelihood of child abuse and neglect. It is based on engaging families, programs, and communities in building five key Protective Factors.

- Parental resilience
- Social connections
- Knowledge of parenting and child development
- Concrete support in times of need
- Social and emotional competence of children
-

Using the Strengthening Families framework, more than 30 states are shifting policy and practice to help programs working with children and families focus on protective factors.

The Circle of Security Model

<https://www.circleofsecurityinternational.com/pages/research>

The Circle of Security is a visual map of attachment. It is used in parent education and intervention programs to help caregivers better understand and meet children's attachment needs. It depicts the interplay between a child's need for exploration (going out) and their need for comfort and safety (coming in), with the caregiver acting as both a Secure Base and a Safe Haven.

Parenting Journey in Recovery

[About - Parenting Journey](#)

Parenting Journey in Recovery equips parents with the tools and resources needed to navigate parenting as well as the recovery process with confidence, fostering a positive environment for both parent and child by providing a valuable source of fellowship and support.

Serve and Return

[Serve and Return: Back-and-forth exchanges](#)

Responsive, attentive relationships with a caring adult help build a strong foundation for a child's brain architecture and for all future health and well-being. When an adult's responses to a child are inconsistent, harmful, or simply absent, developing brain architecture may be disrupted, potentially leading to long-term impacts on health and well-being.

Child Parent Psychotherapy

Research – Child-Parent Psychotherapy

Therapy for young children from birth through age five and their parents/caregivers

- Helps families heal and grow after stressful experiences
- Supports family strengths and relationships
- Respects family and cultural values

Three Principles Framework

Three Principles to Improve Outcomes for Children and Families - Center on the Developing Child at Harvard University

The science of child development and the core capabilities of resilient adults point to a set of “design principles” that The Family Place uses to improve outcomes for children and families.

Community Collaboration and Leadership

As one of 15 designated Parent Child Centers (PCC), The Family Place collaborates with other PCCs regionally and across the state to advocate for funding, programs, and services that strengthen families. We also work with our PCC partners to identify and pursue opportunities for collective impact. For example, the PCC Network has worked together to secure funding to train home visitors across the state to screen for smoking and offer resources to parents/caregivers interested in reducing or quitting smoking. Participating in these opportunities at the state level ensures that no matter where families choose to live, they have access to high quality programs.

The Family Place is also involved in several other statewide coalition efforts as a member of the Vermont Children’s Alliance, which supports our two Child Advocacy Centers, and as a fiscal agent for the Hartford Region’s Children’s Integrated Services program. Key staff serve as leaders on these coalitions, providing information and advocacy for legislation, funding, and programs that impact children and families across the state. The Family Place leadership staff also serve on several statewide and regional coalitions through Building Bright Futures, Hunger Free Vermont, the Early Childhood Council, Greater Upper Valley Integrated Services Team and many others. Our staff provide expertise and real-time feedback as the state reviews data, strategic plans, and community needs.

Locally, The Family Place partners with other agencies to provide and implement multi-disciplinary, collaborative responses and prevention efforts, including other Parent-Child Centers and Family Resource Centers in both Vermont and New Hampshire.

In addition to our collaborative work as a Parent Child Center, The Family Place is a regional convener and coordinator of services with our Children’s Integrated Services (CIS) and Child Advocacy Centers (CACs)/Special Investigation Unit. Both groups include multidisciplinary teams and advisory groups that work together to coordinate complex services for families across systems including schools, law enforcement, the health department, the Department for Children and Families, and community partners. We host monthly meetings, inviting partners to case reviews, peer reviews, administration meetings, and shared learnings to ensure children and families are receiving the highest quality service coordination.

The Family Place also holds the contract for the Hartford Child Care Financial Assistance Program, working with over 90 early childhood education and in-home childcare centers in the Hartford region to support subsidized childcare spots for families. In addition, our Specialized Child Care Coordinator works with families and centers to provide additional support, training and accommodations for children with special needs. This past year, The Family Place began offering consultation and education services to early care and education centers including mental health, classroom management, and nutrition guidance and coaching. This has been well received and is a service we hope to be able to expand in the future as it provides resources and tools for teachers, promotes health and well-being in the classroom, and reaches a larger number of children and families with our expertise and resources.

One of our overarching goals over the next three years is to deepen these collaborative partnerships to be able to serve more families, especially families from underserved communities, with expanded knowledge and experience, including improved capacity for OUD related child and family supports.

QUALIFICATIONS OF KEY STAFF

The Family Place employs a diverse staff across 36 positions requiring a significant amount of training and knowledge. Managers lead the day-to-day activities of each program and provide direct staff supervision and support. They are also responsible for ensuring programs and strategies are delivered according to contracts, are inclusive and accessible, and are achieving outcomes. Direct service staff and managers are supported by a strong leadership team. The Leadership Team includes three Program Directors, the Executive Director, a Finance Director and a Development Director. Key staff who will oversee the work of this potential grant include the three Program Directors and the Executive Director.

Stephanie Slayton, Executive Director, LCSW – Stephanie is a Hartford High School Alum and has a master's degree in social work and a bachelor's degree in special education. She has 25 years of experience working with children and families in schools and family resource centers, including serving as the director of the TLC Recovery Center, a peer recovery program located in Claremont and Lebanon, NH, and as the director of Aspire, a program providing support and recovery services through Permanent Supportive Housing in Colorado. Stephanie joined The Family Place in 2023, and has prioritized investments in agency infrastructure and capacity with a focus on building sustainable programs that reach more families in the rural communities we serve.

Kelly Wallace, Family Support Director – Kelly has worked with The Family Place for 28 years and has extensive knowledge and training in home visiting program models including Children's Integrated Services and Parents as Teachers. Kelly directs a team of 10 staff and has built strong community partnerships. She also serves as a leader and liaison with local health systems, focusing on outreach and family engagement and managing grant projects in partnership with Dartmouth Health, Ascutney Health, Gifford, and local pediatric and family medicine practices.

Helene Meloche, PCC Program Director – Helene has been with The Family Place for 18 years and provides direction and leadership to 13 staff including our early childhood education program, childcare financial assistance program, and our array of PCC services including parent education, playgroups, and the Family Advisory Committee. Helene's years of service as an Early Childhood Education Director and running the Families Learning Together Program, which provided an alternative high school site for pregnant/parenting and at-risk teens, has resulted in a strong strengthening families, multi-generational approach within the programs that she directs.

Tonya McMurray, Clinical Program Director, LMHC – Tonya has also been with The Family Place for 18 years and is a Licensed Mental Health Counselor, credentialed in both Vermont and New Hampshire. Tonya supervises and directs five staff and an intern through our Child and Family Therapy Program as well as our two accredited Child Advocacy Centers and the Special Investigations Unit. Tonya specializes in perinatal mental health for both parents/caregivers and children and is also an exceptional consultant and trainer, providing her expertise to our own staff through reflective supervision and education as well as to other parent child centers and early education programs in the region. Tonya has led the effort for The Family Place to become certified as a Recovery Friendly Workplace in 2026.



STRENGTHENING
Positive Relationships

TEACHING
Essential Skills

PROMOTING
Enduring Healthy Growth

2024-2025

ANNUAL REPORT



2024-2025 BOARD OF DIRECTORS

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STEPHANIE SLAYTON

Executive Director

On behalf of The Family Place staff and Board of Directors, I am pleased to present our Annual Report for July 1, 2024 – June 30, 2025. As I review all that we have accomplished together, I am confident that we can only achieve this level of impact because of the tremendous support and commitment of our community, partners, funders, and volunteers. I also feel a deep sense of gratitude for the expertise and collaboration of our dedicated staff, Board of Directors, and Family Advisory Committee, who show up every day for children and families.

This year, we continued to make progress with our strategic priorities, building our capacity to reach more families, nurturing our staff, strengthening family voice in our work, and laying the groundwork for our future sustainability. As a team, we fulfilled our commitment to be here for all families during their times of need, from the simplest requests to the most complex challenges. Strengthening children and families with caring partnerships, love and empathy remains at the heart of what we do. Thank you for helping to make this possible!

As the primary hub for family support services in our region, we partner with families in many different ways. In this report, we aim to help you become more familiar with our constellation of programs and services – maybe you or someone you know could benefit from what we have to offer! I am also excited to share some very special highlights from this year. Although the data is compelling, I hope you will enjoy reading about the success of the many strong and resilient families who allow us to be part of their journey – they are truly inspiring.

If you have further questions about any of our programs or future plans, please reach out: stephanies@the-family-place.org or 802-649-3268.

Thank you for all you do as a member of The Family Place community,

CHILD CARE FINANCIAL ASSISTANCE

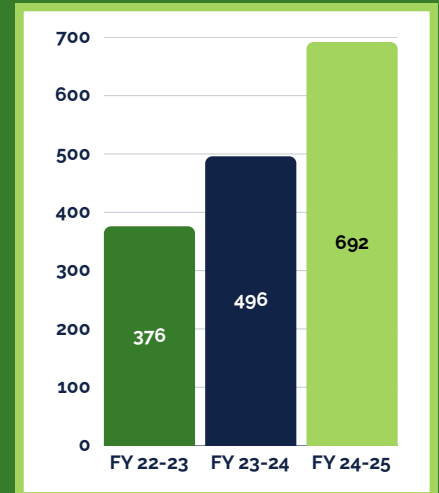


"Even with a full-time job, if I was paying for child care myself, it was going to leave me with barely any money for groceries and all my other bills. The Family Place looked out for me and my daughters when I was struggling financially to raise them alone and maintain my full-time job. I will never forget what they did for my family."

This dad unexpectedly became the sole parent for his twin daughters. The Family Place's **CIS Specialized Child Care** Specialist successfully advocated for his family to receive financial assistance, and provided wraparound family support services. She also helped them enroll with a quality child care program through our partners at the Orange County Parent Child Center.

We help families access and apply for Vermont's **Child Care Financial Assistance Program (CCFAP)** and assist all local families in finding and connecting with child care providers in their community.

- Served 692 families (an increase of 195 families from FY 23-24).
- Held application information events at 10 child care providers in Hartland, Bridgewater, Thetford, Woodstock, Bradford, and Lyme.
- Referred 89 families to child care centers in their community.
- Developed a future plan to create an additional staff position to help assist more families in response to the increased need.
- Cross-trained front-line staff to help them better assist clients who call and drop in looking for support.
- Created a new space for families to come and complete applications onsite with staff.



CHILDREN'S INTEGRATED SERVICES

The Family Place's **Children's Integrated Services** (CIS) programs provide a wide range of supports for children and families in northern Windsor and southern Orange counties in Vermont. Our CIS programs include: **Early Intervention, Home Visiting, Specialized Child Care,** and **Early Childhood and Family Mental Health.**

The Family Place CIS teams provide home visits, virtual visits, or meetings in community spaces or at our TFP campus - whichever is most convenient for the family.

- Received 338 Referrals.
- Served 156 families (exceeding our target of 130!).
- CIS Staff partnered with Dartmouth Health, South Royalton Health Center, and the Vermont Department of Health to support children's healthy growth and development.



Home and Community Based Visiting Model



Our **Home Visiting** model offers one-on-one support for families at locations convenient for them. This includes coaching on health, parent education, and well-being from a nurse or family support professional throughout pregnancy, postpartum, and the early years of childhood.

- Conducted 1,561 home visits.
- Provided referrals and support for families seeking **Early Childhood and Family Mental Health** services from other regional providers

"Services through EI and Family Support Home Visiting have been so helpful, especially since we are first-time parents and still feel like we're flying blind a bit. I have friends in my boat in other states, and they lament that there aren't easily accessible programs like this for them."

CHILDREN'S INTEGRATED SERVICES, CONTINUED

Early Intervention

The Family Place provides no-cost eligibility evaluations for children ages 0 to 3 in our region to determine if they qualify for **Early Intervention** services. Children and families who qualify are supported with creating an individualized goal plan that supports their child's healthy growth and development. Our highly trained Early Intervention team members partner with families to learn new tools and strategies to achieve their goals. Services include nursing, physical therapy, speech language therapy, occupational therapy, mental health, developmental education, and service coordination.



"We had a phenomenal case manager who tied all our daughter's services together and made sure we were meeting our goals. Our team from The Family Place helped us find the confidence to not only care for our daughter but also give her every normal childhood experience that we could."

This family's daughter was born with a rare genetic disorder that resulted in a disability. Through our **CIS Early Intervention program**, they received speech therapy and nutrition education from our skilled staff in their home. Their youngest son also received support from The Family Place when he was diagnosed with a developmental delay. Our speech therapist traveled to meet with him on site at his child care program as part of our commitment to accessible services.

Specialized Child Care

We provide family support services, eligibility determination, and childcare referral assistance to families with children ages 6 weeks through 12 years who have special needs or circumstances. We also provide expert consultation and education to early childhood care programs who are providing **Specialized Child Care** services in their centers.



PARENT EDUCATION: CLASSES & WORKSHOPS

As part of The Family Place role as a comprehensive resource for parents and caregivers, we offer regular parenting classes, playgroups and workshops on a variety of topics including nutrition, toddler development, anger management, discipline and milestones.



Classes and Workshops

- Partnered with Artistree on a monthly workshop for children and caregivers to explore together through process-based art.
- Offered a variety of staff-led workshops on common parenting topics such as fussy eating, nutrition, and cultural traditions.
- Hosted a toilet training event by nationally renowned expert Scott Noyes, where 20 participants learned about developmental changes in toddlers and their powerful drive toward independence.
- Provided 2 **Circle of Security** trainings for staff and caregivers. This parenting program helped 12 families navigate their child's social-emotional development, self-esteem, and secure attachment.
- Brought our **Brain Lab** program to a local affordable housing community, allowing us to partner with 2 families and promote interactive, stress-reducing strategies in the comfort of their own space.

"I like that the workshop offered some structure but also the acceptance of children exploring without the expectation of completing the task."

Week of the Young Child Celebration



- Hosted daily in-person events for Music Monday, Tasty Tuesday, Work Together Wednesday, Artsy Thursday, and Family Friday!
- Partnered with King Arthur Baking Company, The Arts Bus, The Upper Valley Music Center and Cedar Circle Farm.
- Celebrated with 67 children and 53 adults who joined us for one or more of these activities!

"This was the first time art held my son's interest. What a beautiful discovery!"

PARENT EDUCATION: PLAYGROUPS

Playgroups at The Family Place are FREE and open to ALL parents and caregivers with children ages birth to five. Playgroups give parents and children a chance to play together, make new friends and share parenting ideas.

- Added two new playgroups outside of normal work hours in response to family feedback:
 - **Male Caregivers Saturday Playgroup**
 - **Late afternoon Summer Playgroup**
- Increased attendance by more than 23 percent.
 - (247 adults, 272 children)
- Hosted 53 total playgroup sessions
- Continued our year-round collaboration with the Hartland Library, Montshire Museum, Artistree and Waypoint.

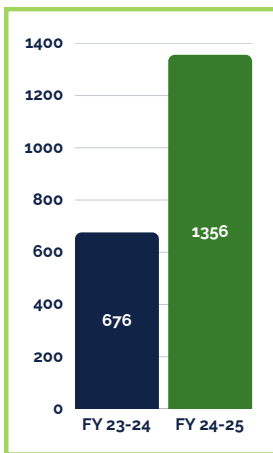


"As a family, we have immersed ourselves in programming at The Family Place. It started with **Early Intervention (EI)** services for our daughter in the **Early Care and Education Program**. We then began participating in the recreational programs such as **Playgroups** and we really appreciate the support we received through Playgroups and EI. My husband and daughter take part in the **Father Figures Playgroup** and we all have enjoyed other pop up events. I am a member of the **Family Advisory Committee** so that I can continue to have a voice at TFP; being part of this group gives me a sense of belonging. We have loved our experiences with The Family Place and will continue to participate until our daughter ages out."

CHILD AND FAMILY THERAPY

The **Therapy Services** team at The Family Place provides trauma-informed, strengths-based counseling for children, teens and pregnant or parenting adults throughout the Upper Valley of Vermont and New Hampshire. We provide care that is compassionate, respectful, warm, accepting, gender-affirming, queer friendly, inclusive and accessible.

- Conducted 1,356 therapy sessions.
 - (676 the previous year)
- Served 82 clients.
 - (63 the previous year)
- Partnered with the ECEP to support teachers in providing trauma-informed support to enhance social and emotional development of students in our early care program.
- Offered consultation to area early care and education programs to identify strategies to support children with emotional or behavioral challenges.
- Provided training to Hartford School District's PreK team on childhood trauma and related topics.

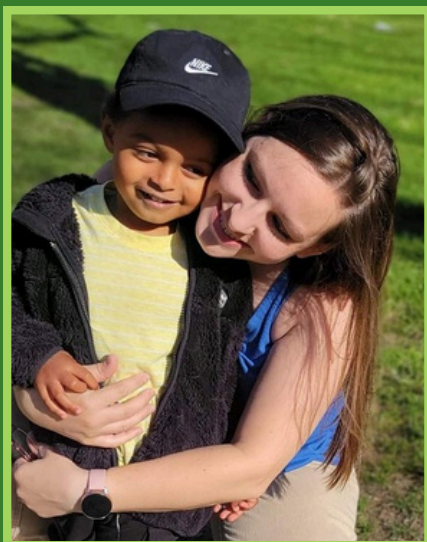


Support Groups

We provide support groups both through our agency and in partnership with other organizations in the Upper Valley for different affinity groups.

Our **Therapy Services** team launched two new Caregiver Support Groups. Each group has both in-person and virtual options to reach more families with offerings that fit their individual situations:

- **Grandparents Raising Grandkids**
- **Caring for Kids with Trauma**



"Talking to friends about things we face as grandparents is just not the same. It's more meaningful when I can connect with individuals who are going through similar situations. It's been helpful to bounce ideas off of each other, share frustrations, and gain insight and encouragement through hearing others' experiences."

This family's grandchild was enrolled in The Family Place's on-site **Early Care and Education Program** for three years. Their caregiver has now become a regular participant in our bi-monthly **Grandparents Raising Grandkids** support group, led by our **Child and Family Therapy** team.

CHILD ADVOCACY CENTERS AND SPECIAL INVESTIGATION UNIT

The Family Place **Child Advocacy Centers** (CAC) and **Special Investigation Unit** (SIU) offer a child-friendly environment and specially trained staff and therapists to provide forensic interviews, advocacy and support for children and adults who have experienced sexual assault or abuse.



- Provided direct services to 50 clients.
 - (39 children and 11 adults)
- Partnered with the Royalton Police Department, Vermont State Police, and the White River Valley School to present an online safety presentation for families and community members.
- Honored Unsung Heroes Kelsey Knapp (Detective Sargent) and Anna Marsh (Sexual Assault Nurse Examiner & APRN) at the annual Shield Our Children From Harm Conference.
- Hired a new Forensic Interviewer/MDT Program Coordinator.
- Maintained Vermont Children's Alliance and National Children's Alliance accreditation.
- 45 MDT members, including TFP's 4 SIU members.

Staff Transitions

At the end of this fiscal year, we said farewell to our long-time CAC/SIU Director Julie Gaudette. We are incredibly grateful for all that Julie did to help establish and grow these critical programs during her more than 15 years with the agency.

As a part of the transition, our Clinical Services Director Tonya McMurray expanded her role to include oversight of the CACs and SIU. This provides continuity of services and increased integration with other programs across the agency that offer services for children impacted by trauma.



EARLY CARE AND EDUCATION PROGRAM

The Family Place **Early Care and Education Program** (ECEP) is committed to promoting the physical, emotional, social, and intellectual development of each child. We provide year-round, strengths-based education for infants and toddlers, with a focus on serving families impacted by trauma, living in poverty, and children with additional needs. This year, 24 children benefited from child care through our ECEP.

Partnership with the Child and Family Therapy Team



In January 2025, we received funds from the Vermont Early Childhood Fund (VECF) that supported a partnership between our **ECEP** and the **Child and Family Therapy Team**. Through group discussions and training facilitation led by the therapy team, teachers were able to incorporate several new strategies to better manage stress and transitions for the children. This included creating a “calming corner” in each classroom, a quiet area on the playground, and a new ECEP Employee Handbook with best practices and strategies based around trauma-informed and strengths-based care.

Vermont STARS

In December 2024, our ECEP Program once again received a **5 STARS** certification (the highest level) under the Vermont Quality Recognition and Improvement System. The certification process included the development of a Continuous Quality Improvement Plan. In concert with the Strengthening Families framework, this plan fosters a culture of continuous learning and improvement, ensuring quality services and positive outcomes for children and families. The plan will be updated annually.



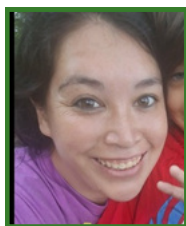
Vermont Early Learning Standards



All ECEP staff completed the training course on the use and implementation of Vermont Early Learning Standards (VELS). The standards are central to the shared vision of what we want for young children in Vermont, and they highlight the importance of high-quality early childhood experiences as the foundation for school success and lifelong learning. VELs provided teachers with additional tools to guide the development and selection of program curriculum and strategies in the classroom.

FAMILY ADVISORY COMMITTEE

Our **Family Advisory Committee** (FAC) is comprised of parents and caregivers who have participated in one or more of our programs. Now in its second year, FAC provides a direct voice for families within the agency. FAC members work with our staff throughout the year to inform programming and events and advocate for our services.



- Our FAC is recognized by the Vermont Parent Child Center Network as a successful archetype for this family leadership model. We presented at the Parent Child Center Network's Innovations Conference and we consulted with other PCCs who are looking to develop a similar committee.
- Our FAC launched **Open Play** sessions, which offer an informal time and space for families to stop in for a rest, a snack, and some playtime, while building connections with other families.
- FAC members participated in our Peer Review Day, Early Childhood Day at the Vermont Legislature, Gingerbread Festival planning, our Case for Support initiative, and represented The Family Place at various community events.



RESOURCES AND REFERRALS

The Family Place supported families with meeting basic needs and accessing other resources by providing:

- 26 new parents with **Welcome Baby Bags**, which include free toys, resources, and information.
- 35 families with diapers and wipes through our on-site **Diaper Depot**.
- 31 families with **Family Assistance Funds** to help pay for unexpected expenses.
- 20 families with direct food assistance.



OUR PEOPLE

The work The Family Place does to support families would not be possible without the expertise and dedication of our staff. Join us in recognizing our long-time staff members who celebrated more than a decade with the agency in 2024-2025!

20+ YEARS:

Kelly Wallace, Director of Home Visiting, CIS Regional Coordinator - **28 years**

Lori Stever, Parent Education Coordinator - **20 years**



15+ YEARS:

Helene Meloche, Program Director - **19 years**

Kelly French, Early Intervention Program Supervisor - **19 years**

Sarah Schneider, Speech-Language Pathologist - **18 years**

Tonya McMurray, Clinical Services Director - **17 years**

Julie Gaudette, Special Investigation Unit/Child Advocacy Center Director - **15 years**



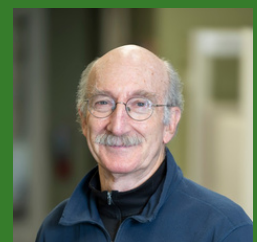
10+ YEARS:

Sasha Garfinkle, Operations Manager - **12 years**

Lisa Banks, Development Coordinator - **11 years**

Kim Toland, Early Care and Education Program Director - **10 years**

Hugh MacArthur, Facilities Manager - **10 years**



SUPPORTING STAFF

Through our multi-year Salary Band project, The Family Place leadership and Board have established a new salary band structure and a more equitable review process for staff that incorporates experience, year-round performance, and SMART goals. Our long-term goal is to provide a Living Wage for all employees, and establish a minimum wage of \$25/hour by 2028.



A Leader in Workplace Mental Health

We are proud to announce that The Family Place has been awarded the 2025 Bell Seal for Workplace Mental Health from Mental Health America for the third year in a row! Mental Health America is the nation's leading organization in recognizing employers committed to creating mentally healthy workplaces.

Receiving this seal validates our commitment to prioritizing employee well-being and encourages us to continuously improve our workplace wellness efforts.

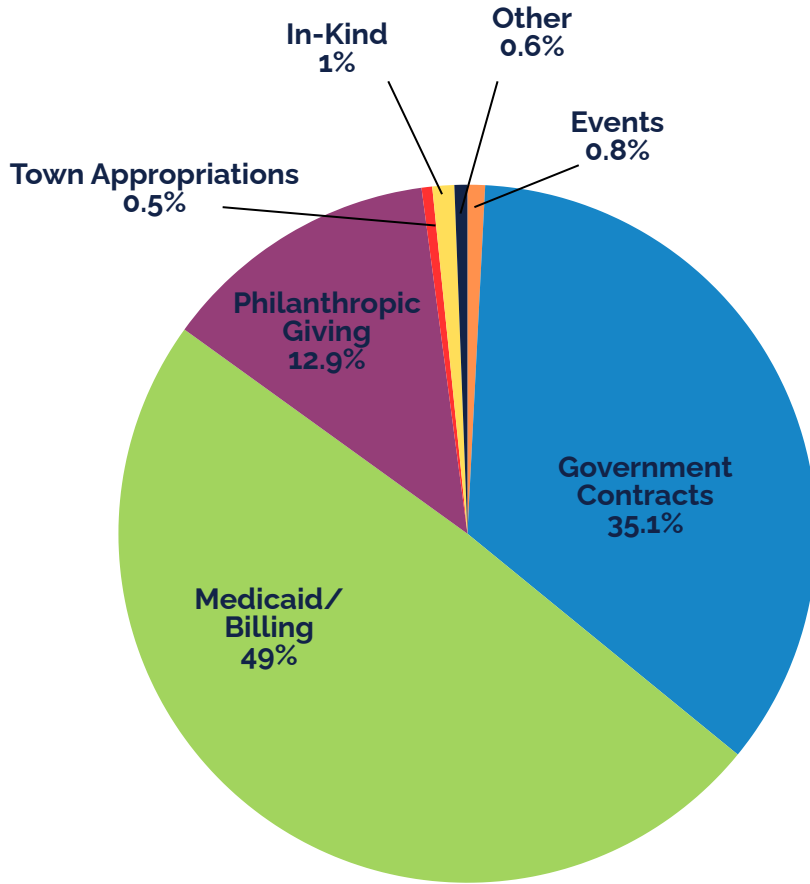
FINANCIAL SUSTAINABILITY

As The Family Place continues to grow and evolve to meet the needs of families, we are also adjusting our financial plans to ensure our long-term stability. In 2024-2025, we worked with a consultant to conduct a financial health analysis and develop a projection tool to allow us to move toward a multi-year budgeting process. Based on our longer-term projections, we are focusing on increasing our operating funding from philanthropic giving and our earned income from program services in order to diversify our funding sources for the future.

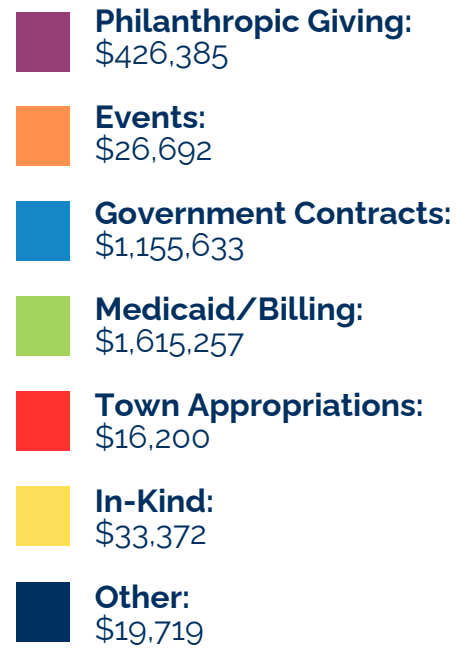
The Family Place was awarded a 2025 Platinum Seal of Transparency by Candid, highlighting our commitment to openness and collaboration with our funding partners.



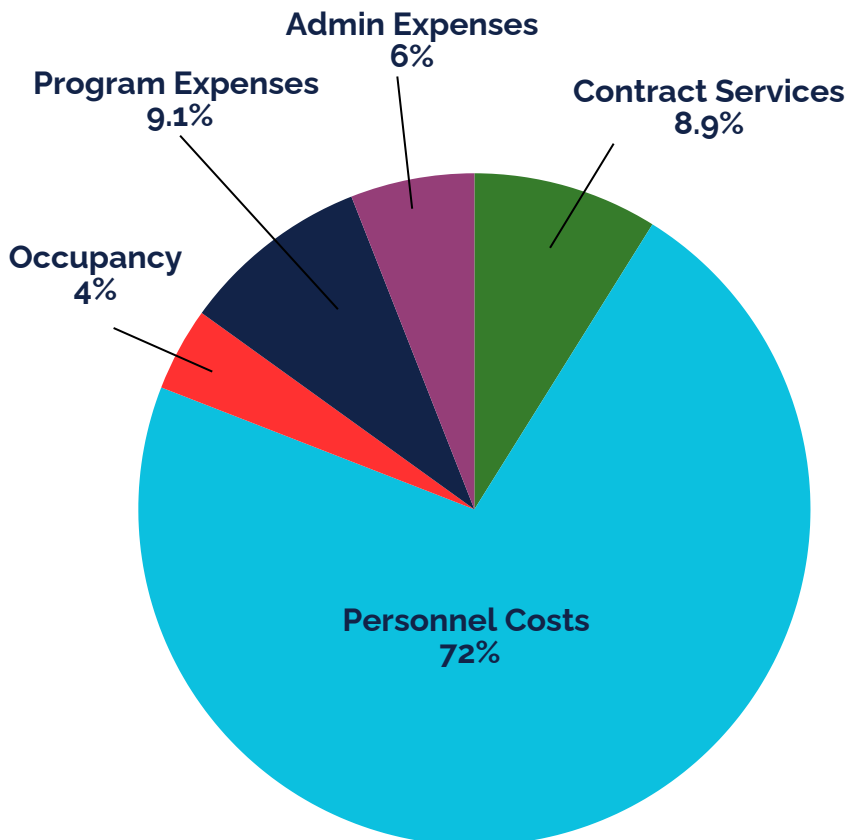
2024-2025 FINANCIALS



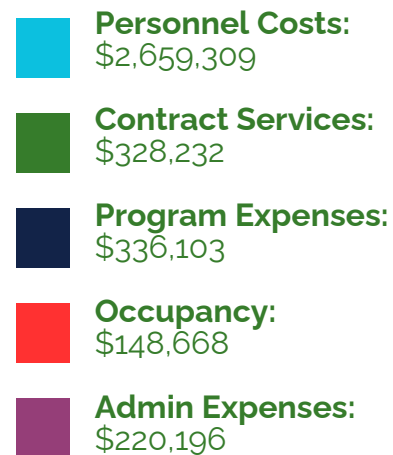
INCOME



Total Income: \$3,293,258



EXPENSES



Total Expenditures: \$3,692,508

THE FAMILY PLACE

The Family Place is an independent 501(c)3 non-profit organization that provides programming, resources, and support for families with young children throughout the Upper Valley region of Vermont and New Hampshire. In Vermont, we are also the State-designated Parent Child Center (PCC) for the Hartford region (southern Orange and northern Windsor counties) and a member of the **Vermont Parent Child Center Network**.



In partnership with the **Vermont Department for Children and Families**, The Family Place serves the following roles:

- **Children's Integrated Services** Provider for Hartford Region
- **Community Child Care Support Agency** for Orange/Windsor (North)

The Family Place is also a nationally accredited member of the **Vermont Children's Alliance** and **National Children's Alliance**, and manages the following programs:

- **Hartford Child Advocacy Center** (The Family Place)
- **Springfield Child Advocacy Center** (Springfield Parent Child Center)
- **Windsor County Special Investigations Unit**

2025 PARENT CHILD CENTER SURVEY RESULTS

(Completed by 46 families who received services at The Family Place)

- ✓ 100% of participants reported an increase in understanding their child(ren)'s development after receiving services at The Family Place.
- ✓ 98% say "The services had a positive impact on me/my family."
- ✓ 91% say "I have received the help that I needed/was right for me."
- ✓ 100% say "I would recommend the services to a family or friend."
- ✓ 98% say "Staff members are welcoming & respectful."





STAY CONNECTED



Phone:
(802) 649-3268



Address:
319 US Route 5 South
Norwich, VT 05055



Website:
www.familyplacevt.org



Social Media:



December 16, 2025

To the Board of Directors of
The Family Place, Inc.
Norwich, Vermont

We have audited the financial statements of The Family Place, Inc. (the “Center”) for the year ended June 30, 2025, and we will issue our report thereon dated December 16, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated June 30, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Center are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2025. We noted no transactions entered into by the Center during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management’s knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate affecting the financial statements were:

- Management’s allocations of costs between program services, general and administration services and fundraising service. This estimate is based on the client’s historical experience and the hours worked by each employee.
- Management’s estimates of the useful lives of depreciable assets which is based on historical information and best practice.
- Management’s estimates of the fair value of investments using quoted market prices in an active market. Investment securities, in general, are exposed to various risk, such as interest rate, credit, and overall market volatility. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and such changes could materially affect the amounts reported in the financial statements.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole. The attached schedule summarizes the corrected misstatements detected as a result of audit procedures.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 16, 2025.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Center's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Center's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of management, the Board of Directors and others within the Center, and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,



McSoley McCoy & Co.

Client: **The Family Place, Inc.**
Engagement: **The Family Place, Inc.**
Trial Balance: **3000.05 - TB**
Workpaper: **1400.03 - Copy of Adjusting Journal Entries Report**

Account	Description	Debit	Credit
Adjusting Journal Entries JE # 1			
adjust net assets to prior year actual			
3100	3100 Net Assets with Restrictions	198,640.00	
7110	7110 Operating Expenses - DNU:Office Supplies Traditional	10.00	
3010	3010 Net Assets without Restrictions		198,650.00
Total		198,650.00	198,650.00
Adjusting Journal Entries JE # 2			
June adjustment to prepaid - per Ashley			
7020	7020 Occupancy Expenses - DNU:Insurance	1,384.00	
1410	1410 Prepays & Other Assets:Prepaid Insurance		1,384.00
Total		1,384.00	1,384.00
Adjusting Journal Entries JE # 3			
expense items under threshold			
7010	7010 Occupancy Expenses - DNU:Facilities Repairs & Maintenance	10,293.00	
1630	1630 Fixed Operating Assets:Bldgs & Imp - Norwich		10,293.00
Total		10,293.00	10,293.00
Adjusting Journal Entries JE # 4			
adjust depreciation to actual			
7910	7910 Depreciation	5,999.00	
1700	1700 Accumulated Depreciation		5,999.00
Total		5,999.00	5,999.00
Adjusting Journal Entries JE # 5			
adjust ROU and lease liability for 2025 lease activity			
2800	2801 Other Liabilities:Lease Liability	21,579.00	
1800	1801 Other Long Term Assets:ROU Asset		21,579.00
Total		21,579.00	21,579.00
Adjusting Journal Entries JE # 7			
record additional deferred revenue aje provided by Ashley			
4310	4310 Governmental Grants:State Funding	6,381.00	
2300	2300 Deferred Revenue		6,381.00
Total		6,381.00	6,381.00
Adjusting Journal Entries JE # 10			
to record in-kind contributions			
4214	Special Event expense	6,135.00	
7911	In-kind materials expense	25,662.00	
7920	In-kind services expense	1,575.00	
4770	In-kind Materials income		31,797.00
4775	In-kind Services - income		1,575.00
Total		33,372.00	33,372.00

Client: **The Family Place, Inc.**
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Trial Balance: **3000.05 - TB**
Workpaper: **1400.03 - Copy of Adjusting Journal Entries Report**

Account	Description	Debit	Credit
Adjusting Journal Entries JE # 11			
adjust investment activity to actual			
4620	4620 Non-Operating Income:Unrealized gain/loss on WMA	19,528.00	
7106	7106 Operating Expenses - DNU:Fees & Bank Charges	642.00	
4610	4610 Non-Operating Income:Interest & Dividends		6,393.00
4621	Realized gain on investments		13,777.00
Total		20,170.00	20,170.00
Adjusting Journal Entries JE # 12			
reccord current year amortization			
7130	7130 Occupancy Expenses - DNU:Interest	293.00	
2740	2740 Long-Term Notes & Loans Payble:Mascoma Mortgage -		293.00
Total		293.00	293.00
Adjusting Journal Entries JE # 13			
record Strong Families AR for May and June and remove duplicate BBF invoice			
4310	4310 Governmental Grants:State Funding	10,934.00	
1100	1100 Accounts Receivables		6,657.00
4310	4310 Governmental Grants:State Funding		4,277.00
Total		10,934.00	10,934.00
Adjusting Journal Entries JE # 14			
CIS uncollectible amounts to be written off against CIS income			
4411	4411 Program Income:Medicaid Billing:CIS Bundle	108,767.00	
7500	7500 Bad Debt or Uncollectible Pledg		108,767.00
Total		108,767.00	108,767.00

December 16, 2025

To the Board of Directors of
The Family Place, Inc.
Norwich, Vermont

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McSoley McCoy & Co.

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7500	7500 Bad Debt or Uncollectible Pledg		108,767.00
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THE FAMILY PLACE, INC.

Financial Statements
(With Independent Auditors' Report)

June 30, 2025 and 2024

THE FAMILY PLACE, INC.
June 30, 2025 and 2024

Table of Contents

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Statement of Activities and Changes in Net Assets	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
The Family Place, Inc.
Norwich, Vermont

Opinion

We have audited the accompanying financial statements of The Family Place, Inc. (a nonprofit corporation, the "Center"), which comprise the statement of financial position as of June 30, 2025, and the related statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Family Place, Inc. as of June 30, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Center and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Center's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material

misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statement.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Center's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Center's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Summarized Comparative Information

We have previously audited the Center's 2024 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated February 25, 2025. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2024, is consistent, in all material respects, with the audited financial statements from which it has been derived.

McSoley McCoy & Co.

South Burlington, Vermont
December 16, 2025
VT Reg. No. 92-349

The Family Place, Inc.
Statement of Financial Position
June 30, 2025
(With Summarized Comparative Totals as of June 30, 2024)

	June 30, 2025			June 30, 2024
	Without Donor Restrictions	With Donor Restrictions	Total	Totals (Summarized)
Assets				
Cash and cash equivalents	\$ 963,427	\$ 8,487	\$ 971,914	\$ 956,661
Accounts receivable	506,612	-	506,612	387,347
Grants and other receivables	175,000	-	175,000	290,000
Prepaid expenses	22,198	-	22,198	39,244
Investments	-	-	-	321,902
Operating lease right-of-use asset	40,358	-	40,358	61,937
Property, plant and equipment, net	1,340,352	-	1,340,352	1,339,360
Total assets	<u>\$ 3,047,947</u>	<u>\$ 8,487</u>	<u>\$ 3,056,434</u>	<u>\$ 3,396,451</u>
Liabilities and net assets				
Liabilities				
Accrued expenses	\$ 173,221	\$ -	\$ 173,221	\$ 145,196
Accounts payable	109,066	-	109,066	77,171
Service contracts refundable	51,381	-	51,381	10,000
Operating lease liability	40,358	-	40,358	61,937
Note payable, net of debt issuance costs	421,279	-	421,279	441,768
Total liabilities	<u>795,305</u>	<u>-</u>	<u>795,305</u>	<u>736,072</u>
Net assets				
Without donor restrictions	2,252,642	-	2,252,642	2,608,168
With donor restrictions	<u>-</u>	<u>8,487</u>	<u>8,487</u>	<u>52,211</u>
Total net assets	<u>2,252,642</u>	<u>8,487</u>	<u>2,261,129</u>	<u>2,660,379</u>
Total liabilities and net assets	<u>\$ 3,047,947</u>	<u>\$ 8,487</u>	<u>\$ 3,056,434</u>	<u>\$ 3,396,451</u>

See accompanying notes to financial statements

The Family Place, Inc.
Statement of Activities and Changes in Net Assets
For the Year Ended June 30, 2025
(With Summarized Comparative Totals for the Year Ended June 30, 2024)

	Year Ended June 30, 2025			Year Ended June 30, 2024
	Without Donor Restrictions	With Donor Restrictions	Total	Totals (Summarized)
Support and revenue				
Contributions	\$ 192,960	\$ 2,925	\$ 195,885	\$ 142,451
Federal and state financial awards	1,155,633	-	1,155,633	1,105,620
Foundations and trusts	200,000	30,500	230,500	767,924
In-kind services, goods and supplies	33,372	-	33,372	15,208
Municipal appropriations	16,200	-	16,200	16,200
Net gain on investments	18,869	-	18,869	28,733
Program fees	1,615,257	-	1,615,257	1,549,223
Reimbursed expenses and other income	850	-	850	6,000
Special events, net of costs	26,692	-	26,692	24,682
Net assets released from restrictions	77,149	(77,149)	-	-
Total support and revenue	3,336,982	(43,724)	3,293,258	3,656,041
Expenses				
Program services				
Children's integrated services	1,109,177	-	1,109,177	1,151,450
Parent child center services	1,110,843	-	1,110,843	871,305
SIU/Children's advocacy center	242,190	-	242,190	331,426
Clinical services	297,835	-	297,835	119,675
	2,760,045	-	2,760,045	2,473,856
Management and general	715,393	-	715,393	736,704
Fundraising	217,070	-	217,070	138,246
Total expenses	3,692,508	-	3,692,508	3,348,806
Change in net assets	(355,526)	(43,724)	(399,250)	307,235
Net assets, beginning of year	2,608,168	52,211	2,660,379	2,353,144
Net assets, end of year	\$ 2,252,642	\$ 8,487	\$ 2,261,129	\$ 2,660,379

See accompanying notes to financial statements

The Family Place, Inc.
Statement of Functional Expenses
For the Year Ended June 30, 2025
(With Summarized Comparative Totals for the Year Ended June 30, 2024)

	Year Ended June 30, 2025								Year Ended
	Program Services								June 30, 2024
	Children's Integrated Services	Parent Child Center Services	SIU/Child Advocacy Center	Clinical Services	Total Program Services	Management and General	Fund- raising	Total Expenses	Totals (Summarized)
Advertising	\$ -	\$ 3,727	\$ 3,641	\$ 512	\$ 7,880	\$ 15,923	\$ 976	\$ 24,779	\$ 7,574
Bad debt	-	-	-	13,180	13,180	-	-	13,180	-
Contract services	248,807	6,579	27,772	945	284,103	37,443	6,686	328,232	376,080
Depreciation	15,549	21,696	2,344	5,820	45,409	45,837	2,978	94,224	80,484
Direct support	-	15,424	-	-	15,424	38	-	15,462	17,235
Dues and membership fees	565	2,022	2,000	434	5,021	13,122	1,332	19,475	12,475
Equipment rental and maintenance	-	-	-	-	-	1,186	-	1,186	19,581
Food	957	14,375	341	826	16,499	2,954	63	19,516	22,049
Insurance	9,157	10,075	1,439	2,592	23,263	4,894	2,015	30,172	30,000
Interest expense	6,085	7,888	1,127	2,028	17,128	4,125	1,578	22,831	22,050
IT support and technology	16,651	29,695	19,441	11,174	76,961	31,601	9,399	117,961	80,898
Occupancy	21,637	32,123	42,140	8,616	104,516	39,742	4,410	148,668	133,711
Office	4,407	9,661	853	1,297	16,218	10,767	3,153	30,138	33,331
Payroll and related expenses	753,245	911,102	128,767	242,209	2,035,323	450,191	173,795	2,659,309	2,364,337
Postage	203	2,325	-	37	2,565	811	4,613	7,989	5,122
Printing and publishing	100	168	165	31	464	499	4,082	5,045	2,540
Professional development	827	2,906	1,399	658	5,790	6,342	-	12,132	5,639
Professional fees	-	-	1,500	-	1,500	38,181	-	39,681	58,783
Program conferences	-	-	-	-	-	-	-	-	1,225
Supplies	975	30,857	400	3,200	35,432	4,464	491	40,387	26,711
Telephone and internet	13,424	8,256	7,594	3,060	32,334	6,090	1,127	39,551	28,555
Travel	16,588	1,110	1,267	1,216	20,181	886	372	21,439	19,632
Vehicle expense	-	854	-	-	854	297	-	1,151	794
Total expenses	\$ 1,109,177	\$ 1,110,843	\$ 242,190	\$ 297,835	\$ 2,760,045	\$ 715,393	\$ 217,070	\$ 3,692,508	\$ 3,348,806

See accompanying notes to financial statements

The Family Place, Inc.
Statement of Cash Flows
For the Year Ended June 30, 2025
(With Summarized Comparative Totals for the Year Ended June 30, 2024)

	Year Ended June 30, 2025			Year Ended June 30, 2024
	Without Donor Restrictions	With Donor Restrictions	Total	Totals (Summarized)
Cash flows from operating activities:				
Change in net assets	\$ (355,526)	\$ (43,724)	\$ (399,250)	\$ 307,235
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:				
Amortization	293	-	293	293
Depreciation	94,224	-	94,224	80,484
Amortization of operating right-of-use asset	21,579	-	21,579	5,234
Provision for bad debt	13,180	-	13,180	-
Realized and unrealized (gain) loss on investments	2,661	-	2,661	(19,003)
Increase in accounts receivable	(119,265)	-	(119,265)	(34,251)
(Increase) decrease in grants and other receivables	80,000	35,000	115,000	(190,000)
Decrease in prepaid expenses	17,046	-	17,046	16,731
Increase (decrease) in accounts payable	31,895	-	31,895	(25,050)
Increase in accrued expenses	28,025	-	28,025	9,084
Increase in service contracts refundable	41,381	-	41,381	10,000
Decrease in operating lease liability	(21,579)	-	(21,579)	(5,234)
Net cash provided (used) by operating activities	<u>(166,086)</u>	<u>(8,724)</u>	<u>(174,810)</u>	<u>155,523</u>
Cash flows from investing activities:				
Purchase of investments	(61,754)	-	(61,754)	(202,422)
Proceeds from sale of investments	360,687	-	360,687	186,891
Building improvements and equipment purchases	(88,088)	-	(88,088)	(37,281)
Net cash provided (used) by investing activities	<u>210,845</u>	<u>-</u>	<u>210,845</u>	<u>(52,812)</u>
Cash flows used by financing activities:				
Principal payments on bank note payable	(20,782)	-	(20,782)	(18,103)
Increase (decrease) in cash and cash equivalents	<u>23,977</u>	<u>(8,724)</u>	<u>15,253</u>	<u>84,608</u>
Cash and cash equivalents, beginning of year	<u>939,450</u>	<u>17,211</u>	<u>956,661</u>	<u>872,053</u>
Cash and cash equivalents, end of year	<u>\$ 963,427</u>	<u>\$ 8,487</u>	<u>\$ 971,914</u>	<u>\$ 956,661</u>
Supplemental disclosure of cash flow information				
Mortgage interest paid	<u>\$ 22,831</u>	<u>\$ -</u>	<u>\$ 22,831</u>	<u>\$ 22,050</u>
Operating right-of-use asset obtained in exchange for new operating lease liability	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 65,171</u>

See accompanying notes to financial statements

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

1. Summary of Operations and Significant Accounting Policies

The Family Place, Inc. (the "Center") is a non-profit organization located in Norwich, VT. The Center's work involves a whole-family approach to helping children thrive. The Center delivers comprehensive programs designed to strengthen positive relationships, teach essential skills and promote enduring healthy growth for families with young children in the Upper Valley and surrounding communities.

(a) Basis of Accounting

The accompanying financial statements are prepared using the accrual basis of accounting under generally accepted accounting principles in the United States of America (U.S. GAAP). Under the accrual basis of accounting, revenues are recorded as earned and expenses are recorded at the time liabilities are incurred.

(b) Financial Statement Presentation

The Center reports information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions, which represent resources restricted by donors as to purpose or by the passage of time; and net assets without donor restrictions, which represent the expendable resources that are available for operations at management's discretion.

(c) Use of Estimates

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

(d) Property, Plant and Equipment

Property, plant and equipment are stated at cost. Donations of property and equipment are recorded at their estimated fair value. Depreciation is computed using the straight-line method over the assets' estimated useful lives. Additions and betterments with a value in excess of \$2,500 and with a useful life greater than one year are capitalized, and expenditures for repairs and maintenance are expensed when incurred. Upon sale or retirement, the costs and related accumulated depreciation are eliminated from the respective accounts, and the resulting gain or loss is included in income.

(e) Accrued Compensated Absences

The Center provides each eligible employee with vacation time, which is accumulated on a pro-rata basis as actual hours are worked. Compensated absences accrue when amounts can be reasonably estimated and payment of compensation is probable.

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Summary of Operations and Significant Accounting Policies (continued)

(f) Cash and Cash Equivalents

Cash and cash equivalents include all highly liquid investments with maturities of three months or less at the date of purchase. The Center maintains cash and cash equivalents in bank deposit accounts which, at times, may exceed federally insured limits. The Center has not experienced any losses with these accounts. Management believes the Center is not exposed to any significant credit risk on cash.

(g) Comparative Financial Data

The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. GAAP. Accordingly, such information should be read in conjunction with the Center's financial statements for the year ended June 30, 2024 from which the summarized information was derived.

(h) Revenue Recognition

The Center's fees for programs and services provided are recognized when earned, which is within the time period covered by the services or program. The Center records contributions as with donor restriction or without donor restriction support depending on the existence or nature of donor restrictions. The Center reports gifts and grants of cash or other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities and changes in net assets as net assets released from restrictions.

Contributions of non-cash assets are recorded at their fair values in the period received. Contributions of services that create or enhance non-financial assets or that require specialized skills, which are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received. Donated investments are also reported at fair value at the date of receipt, which is then treated as the Center's cost basis.

(i) Receivables

Receivables are stated at the amount management expects to collect. The Center provides for probable uncollectible amounts through an allowance for accounts receivable based on its assessment of the current status of individual accounts. Unconditional promises to give, recorded as unconditional promises receivable, that are expected to be collected within one year are presented at net realizable value. Unconditional promises receivable that are expected to be collected in more than one year are recorded at fair value, which is measured as the present value of their future cash flows. Accounts receivable as of June 30, 2025, June 30, 2024 and July 1, 2023 were \$506,612, \$387,347, and \$352,796, respectively with grants receivable balances of \$175,000, \$290,000, and \$100,000, respectively.

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Summary of Operations and Significant Accounting Policies (continued)

The Center applies a current expected credit losses (CECL) model under ASC 326. The Center's primary allowance for credit losses is the allowance for doubtful accounts. The measurement of expected credit losses is based on relevant information about past events, including historical experience, current conditions, and reasonable and supportable forecasts that affect the collectability of the reported amount. Management uses judgement in determining the relevant information and estimation methods that are appropriate in its circumstances. Receivables are written off against the allowance if a final determination of collectability is made. Management has not recorded an allowance as of June 30, 2025 and 2024 as management believes all amounts are deemed collectible.

(j) Functional Expenses

The costs of providing the Center's various programs and supporting services have been summarized on a functional basis in the statements of activities and changes in net assets and functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. Most expenses are allocated on the basis of estimates of average time and effort.

(k) Income Taxes

The Center is a not-for-profit organization as described under Section 501(c)(3) of the Internal Revenue Code and is exempt from federal income taxes on income related to the fulfillment of the Center's mission. Accordingly, no provision for income taxes has been recorded in the accompanying financial statements.

The Center annually files an Internal Revenue Service Form 990, Return of Organization Exempt From Income Tax, tax return in the U.S. Federal jurisdiction. The Center is no longer subject to U.S. Federal income tax examination by tax authorities for the years prior to June 30, 2022. In the normal course of business, the Center is subject to examination by various taxing authorities. Although the outcome of tax audits is always uncertain, the management of the Center believes that there are no significant unrecognized tax liabilities at June 30, 2025.

(l) Advertising Costs

The Center uses advertising to promote its programs and recruit employees. The costs of advertising are expensed as incurred. During the years ended June 30, 2025 and 2024, advertising costs totaled \$24,779 and \$7,574, respectively.

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Summary of Operations and Significant Accounting Policies (continued)

(m) Leases

The Center recognizes a right-of-use (ROU) asset and lease liability on the statements of financial position for all leases with terms longer than 12 months. Leases are classified as operating or financing, with classification affecting the expense recognition on the statement of activities and changes in net assets.

Leases that have a term of 12 months or less upon commencement are considered short-term in nature. Short-term leases are not included on the statements of financial position and are expensed on a straight-line basis over the lease term. The Center has also elected to not separate lease and non-lease components for all classes of assets.

The Center primarily leases off-site office space. The Center determines if an arrangement is an operating or financing lease at inception. In evaluating whether an agreement constitutes a lease, management reviews the contractual terms to determine which party obtains both the economic benefits and control of assets. In arrangements where the Center controls the assets and obtains the economic benefits, the Center accounts for the contract as a lease.

As the leases do not provide an implicit borrowing rate, the Center uses either the risk-free rate ("RFR") or the estimated incremental borrowing rate ("IBR") to determine the present value of the lease payments. The IBR is the rate of interest that the Center would have to pay to borrow on a collateralized basis over a similar term an amount equal to the lease payments in a similar economic environment. In determining that rate, the Center considers prevailing economic conditions at the commencement date and factors such as company-specific credit risk, term of the lease and options, and effect of collateralization based on the nature and quality of the underlying asset. The Center uses the RFR for office space.

Operating leases may include fixed minimum lease payments and variable lease payments based on an index or rate. Variable lease payments not based on an index or rate are not included in the operating lease liability as they cannot be reasonably estimated and are recognized in the period in which the obligation for those payments is incurred.

(n) Investments

Investments in equity securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Investment income and gains restricted by a donor are reported as increases in net assets without donor restrictions if the restrictions are met (either by passage of time or by use) in the reporting period in which the income and gains are recognized.

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Summary of Operations and Significant Accounting Policies (continued)

(o) Deferred Financing Costs

Long term debt financing fees, consisting of legal and other financing costs incurred, are amortized by charges to operations on a straight line basis, which approximates the effective interest method, over the life of the related debt.

(p) Subsequent Events

Management has evaluated subsequent events through December 16, 2025, which is the date the financial statements were available to be issued.

2. Concentration of Support

The Center receives a significant portion of its support from federal and state programs. A significant reduction in the level of this support, if this were to occur, may have an effect on the Center's ability to continue its current programs and activities.

3. Commitments

The Center receives funds under various state and federal programs. Under the terms of these programs, the Center is required to expend the funds within the designated period for purposes specified in the grant proposal. If expenditures of the funds are found not in compliance with the proposal, the Center may be required to return those funds to the grantor. The amount, if any, of expenses which may be disallowed by the granting agency cannot be determined at this time, although the Center expects such amounts, if any, to be insignificant.

4. Liquidity and Availability

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the financial position date, comprise the following:

	2025	2024
Cash and cash equivalents	\$ 963,427	\$ 939,450
Accounts receivable	506,612	387,347
Grants and other receivables	175,000	255,000
Investments	-	321,902
Total financial assets	<u>\$ 1,645,039</u>	<u>\$ 1,903,699</u>

The Center regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. The Center has various sources of liquidity at its disposal, including cash and cash equivalents, various receivables and investments.

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Liquidity and Availability (continued)

In addition to financial assets available to meet general expenditures over the next 12 months, the Center operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures. The Center strives to maintain liquid cash reserves sufficient to cover 90 days of general expenditures. General expenditures include administrative, fundraising and operating expenses.

The Center receives the majority of its funding from grants and contributions which are available to meet annual cash needs for general expenditures. Some funding sources are restricted to specific programs, and are used in accordance with the associated purpose restrictions.

5. Net Assets With Donor Restrictions

Net assets subject to donor imposed restrictions were \$8,487 and \$52,211 at June 30, 2025 and 2024, respectively. At June 30, 2025 and 2024, net assets are restricted for Parent Child Center Services and capital improvements.

6. Service Contracts Refundable

The Center receives advance payments on various service contracts which are recorded as revenue without restrictions when received. The unexpended portion of the advance payments as of the end of the Center's fiscal year are reported as service contracts refundable, a liability on the statements of financial position, and subsequently recognized as revenue in the following fiscal year when earned. As of June 30, 2025 and 2024, service contracts refundable totaled \$51,381 and \$10,000, respectively.

7. Property, Plant and Equipment

Property, plant and equipment consisted of the following at June 30:

	Useful Life (Years)	2025	2024
Equipment and software	2-5	\$ 209,392	\$ 146,294
Office furniture	7	112,975	112,975
Buildings and improvements	15-39	2,194,577	2,195,033
Land	-	120,720	120,720
Total property, plant and equipment		2,637,664	2,575,022
Less accumulated depreciation		(1,297,312)	(1,235,662)
Property, plant and equipment, net		\$ 1,340,352	\$ 1,339,360

Depreciation expense totaled \$94,224 and \$80,484 for the years ended June 30, 2025 and 2024, respectively.

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

8. Operating Leases

The Center has various operating leases for office space and office equipment. Short term leasing arrangements are expensed on the straight-line basis as they do not meet the criteria for *Leases (Topic 842)*. Lease expense for short term operating leases totaled \$14,670 and \$34,034 for the years ending June 30, 2025 and 2024, respectively.

In April 2024, the Center entered a three year lease agreement for program space which falls under the criteria of *Leases (Topic 842)*. Operating lease expense on this lease for 2025 and 2024 totaled \$24,000 and \$6,000, respectively.

The weighted-average remaining lease term for operating lease is 1.75 and 2.75 for the years ending June 30, 2025 and 2024, respectively. The weighted -average discount rate for the operating lease is 4.83% and 4.83% for the years ending June 30, 2025 and 2024, respectively.

The maturities of lease liabilities are as follows for the years ending June 30:

2026	\$	24,000
2027		<u>18,000</u>
Total undiscounted cash flows		42,000
Less present value discount		<u>(1,642)</u>
Total lease liabilities	\$	<u>40,358</u>

9. Investments

At June 30, 2025 and 2024, the Center held \$0 and \$321,902, respectively, in exchange traded equity funds, exchange traded fixed income funds and government cash reserves. Fair values and unrealized appreciation (depreciation) at June 30, 2025 and 2024 are summarized as follows:

	June 30, 2025			June 30, 2024		
	Cost	Fair Value	Unrealized Gain (Loss)	Cost	Fair Value	Unrealized Gain (Loss)
Equity funds	\$ -	\$ -	\$ -	\$111,968	\$131,488	\$ 19,520
Fixed income funds	-	-	-	180,236	172,617	(7,619)
Government cash reserves	-	-	-	<u>17,797</u>	<u>17,797</u>	-
Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$310,001</u>	<u>\$321,902</u>	<u>\$ 11,901</u>

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Investments (continued)

The investment returns for the years ended June 30, 2025 and 2024:

	<u>2025</u>	<u>2024</u>
Interest and dividend income	\$ 21,530	\$ 9,730
Net realized and unrealized gains (losses)	<u>(2,661)</u>	<u>19,003</u>
Net investment gains	<u>\$ 18,869</u>	<u>\$ 28,733</u>

10. Note Payable

On January 2, 2019, the Center refinanced their mortgage note with a local bank in the amount of \$545,335 with a term of 20 years, maturing on April 2, 2039; for the first 5 years the interest rate is 4.4% with a monthly payment of principal and interest of \$3,421; for the remaining 15 years, the interest rate will be 5.25%, with a monthly payment of principal and interest of \$3,590.

Maturities by year are as follows:

2026	\$ 22,027
2027	23,183
2028	24,399
2029	25,680
2030	27,027
Thereafter	<u>303,017</u>
Total	<u>\$ 425,333</u>

As of June 30, 2025 and 2024, long term debt was reported net of unamortized deferred financing costs of \$4,054 and \$4,347, respectively. During 2025 and 2024, the Center recognized interest expense due to the amortization of these costs of \$293 and \$293, respectively.

11. Fair Value of Financial Instruments

Generally accepted accounting principles in the United States of America establish a framework for measuring fair value. That framework provides a hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements).

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Fair Value of Financial Instruments (continued)

The three levels of the fair value hierarchy are described as follows:

Level 1 – Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Center has the ability to access.

Level 2 – Inputs to the valuation methodology include:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 – Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Equity funds, fixed income funds and government cash funds are reported at fair value on a recurring basis determined by reference to quoted market prices for similar investments and other relevant information generated by market transactions.

The preceding method described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Center 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 the reporting date.

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

The Family Place, Inc.
Notes to Financial Statements
June 30, 2025 and 2024

Fair Value of Financial Instruments (continued)

The following tables set forth by level, within the fair value hierarchy, the Center's assets at fair value as of June 30, 2025 and 2024:

Assets at Fair Value, June 30, 2025				
	Level 1	Level 2	Level 3	Total
Government cash reserves	\$ -	\$ -	\$ -	\$ -
Equity funds	-	-	-	-
Fixed income funds	-	-	-	-
Total Investments	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Assets at Fair Value, June 30, 2023				
	Level 1	Level 2	Level 3	Total
Government cash reserves	\$ 17,797	\$ -	\$ -	\$ 17,797
Equity funds	131,488	-	-	131,488
Fixed income funds	172,617	-	-	172,617
Total investments	<u>\$ 321,902</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 321,902</u>

12. In-kind Contributions

Donated goods and services meeting recognition criteria under U.S. GAAP are reported as public support and as expense, based on estimated fair values. The Center did not monetize any contributed nonfinancial assets and unless otherwise noted, contributed nonfinancial assets did not have donor restrictions. In-kind goods and services for the years ended June 30, 2025 and 2024 totaled \$33,372 and \$15,208, respectively.

13. Special Events

The Center conducts several fundraising events for the purpose of providing public awareness of their operating mission and to raise funds to meet that mission. These events include the Gingerbread Festival and sponsorship of a sporting event. Total income and costs of the events for the years ended June 30, 2025 and 2024 were as follows:

	2025	2024
Income	\$ 49,536	\$ 38,325
Costs		
Value of contributed items	6,135	4,037
Direct expenses	<u>16,709</u>	<u>9,606</u>
Total costs	<u>22,844</u>	<u>13,643</u>
Net special event income	<u>\$ 26,692</u>	<u>\$ 24,682</u>