

CARROLL COUNTY APPLICATION FOR FINANCIAL ASSISTANCE

AGENCY CONTACT INFORMATION

Applicant Agency: White Horse Addiction Center

Contact Person: Mitchell Yeaton CEO

Phone: 603-651-1441

Fax: 603-651-1442

E-mail: mitch@whitehorseac.com

Agency address: 68 Route 16B

City: Center Ossipee

State: NH

ZIP Code: 03814

Agency's Total Operating Budget:

Prior Year: 2022 - \$1,73,573

Current Year: 2023 -1,600,909

Proposed Year: 2024 -\$1,773,125

Amount of Funding Requested from Carroll County for 2024: \$150,000 - Level funding with 2023 ask

DESCRIPTION OF FEE STRUCTURE, IF APPLICABLE:

Request will help fund free services provided by WH. WH is paid less then cost by insurances our cost to provide treatment is not fully funded. Non-reimbursed client services/partial payment for Medicaid clients has increased: 2023 we will exceed \$297,000 in losses serving Carroll County

FUNDING SOURCES

Category	Source, Title, Act	Actual Prior FY:2022	Budget Curr FY:2023	Request FY: 2024
Fees/service	Clinical, Insurance	\$211,322	\$130,500	\$215,400
Board	Directors	\$42,560	\$65,000	\$75,000
Church dona-tions	CC Churches	\$15,033	\$9,000	\$8,000
Town Grants	CC Towns	\$16,500	0	\$0
Program rev- enue	Thrift store, service contracts	\$175,488	\$194,000	\$266,000
Fund raising	Misc Gifts contribu- tions, golf, annual fund	\$175,176	\$170,200	\$195,000
IDN	State	\$65,953	\$0	\$0
Regional grants	United Way/USDA	\$15,327	\$25,000	\$14,000
County Grant	Carroll County	\$140,993	\$125,000	\$150,000
State Grant**	Harbor Homes/BDAS	\$437,691	\$654,605	\$884,000
SOR Grant **	SAMHSA	\$229,431		
Totals		\$1,525,474	\$1,373,305	\$1,807,400

AGENCY OPERATING BUDGET

	<u>Actual Prior FY: 2022</u>	<u>Budget Current FY: 2023</u>	<u>Request FY: 2024</u>
Personnel	\$1,164,243	\$1,080,508	\$1,211,500
Fringe Benefits	\$137,884	\$119,833	\$135,025
Consultants & Subcon- tracts	\$900	\$12,500	\$0
Other -Mortgage, Proper- ty tax, Rent & Mainte- nance,guest assist,sup- plies	\$295,512	\$276,651	\$295,600
Insurance	\$31,655	\$32,154	\$40,000
Utilities	\$75,799	\$74,275	\$88,500
Van/Transport	\$7,580	\$4,988	\$2,500
TOTALS:	\$1,713,573	\$1,600,909 Projected	\$1,773,125

DEFINE UNIT OF SERVICE FOR THIS PROGRAM: time a client is in a session.

	<u>Actual Prior FY: 2022</u>	<u>Budget Curr FY: 2023</u>	<u>Request FY: 2024</u>
Total number of units of ser- vice in Carroll County - Clinical only	2313	1466	2400
Unit of Service Cost - Accounts for 70% of expenses	\$241	\$218	\$220
Total number of individuals served in Carroll County (count each person only once)	234	156	240

Explain Method of Formula used to determine amount of Carroll County funding requested:

Based on Previous year, actuals to date from 2022 and new services projected for 2023, the number of clients dropped in 2023 as we lost 2 clinical staff. They are currently being replaced and we will be adding a new service in 2024 called Partial Hospitalization Program - the highest level of care for out patient programs. We have also seen more clients who do not qualify for insurance.

**** Increase in State Grants/Contract funding as a result of the added 4th Resource center via acquisition.**

We continue to provide service regardless of ability to pay or insurance type. 2022 we provided \$310,000 in free service. In 2023 we will give away in excess of \$270,000 in clinical services to Carroll County residents.

Lack of housing continues to impact many clients that we see. This impacts their ability to attend scheduled appointments and their overall health.

Our mission and goal for 2024 is to begin residential housing. We have had several unsuccessful attempts to date, NIMBY issues, have placed offers on houses to loose them to higher bidder, lack of housing.

This year we have had challenges still with COVID issues, this had an impact on our client base. We also see a need for more mental health services in Carroll County as well as more services for children. The challenge is getting the licensed clinical staff needed to support this demand. We have had to limit the number of children seen as a result of labor issues.

In 2024 we will continue to increase our 24/7 SUD emergency response as well as add 24/7 Mental Health Emergency response. We now service both Memorial Hospital and Huggins Hospital. We also provide 24/7 mental health mobile crisis response.

SERVICE AND FINANCIAL DATA

Service and Cost Distribution (estimated) for: September 1,2022 - Sept 30, 2023

<u>Municipality</u>	<u>Individuals Served</u>	<u>Units of Service</u>
Case management	110	500
Albany	6	39
Bartlett	2	47
Brookfield	3	22
Chatham	1	31
Conway	36	294
Eaton	0	0
Effingham	10	60
Freedom	3	31
Glen	2	48
Jackson	3	37
Madison	7	73
Moultonboro	2	22
Ossipee	33	330
Tamworth	10	62
Tuftonboro	4	76
Wakefield	10	96
Wolfeboro	8	94
2022/23 TOTALS	141	1366
Outside Carroll County	15	100
Total 2022/23	156	1466

Provide a brief narrative description of the program(s) for which you are requesting funding.

a. Describe the problem which the program will address.

Behavioral Health issues including mental health and substance use disorder. Ages 6 and up.

Carroll County has a large homeless population who are actively using alcohol and other drugs. The overdoses have subsided to a certain degree, however, more Narcan is used now than ever. It is saving lives. We also are still trying to manage the population we already had using alcohol and other drugs prior to the big push from the pharmaceuticals. Fentanyl has invaded our county also.

In 2023 we began service to the Carroll County Jail. We provided 2 smart Recovery classes per week and one all recovery. We plan to expand this in 2024 to add on site CRSW's to help begin working with people that are incarcerated and prepare them for a healthier transition back to the community;

At White Horse we still have a long road ahead. It is challenging to meet the demand for service especially with the issues around healthcare reimbursement. NH continues to have the 7th lowest medicaid reimbursement rates in the nation. White Horse on average gets paid 55 % of what we bill to medicaid. 80% of our clients are from the medicaid population.

As White Horse adds services and provides care to more people each year the gap between what we get paid by the clients and or their insurance providers if any vs. what it cost continues to get larger.

b. Describe the services to be provided and/or the activities to be engaged in:

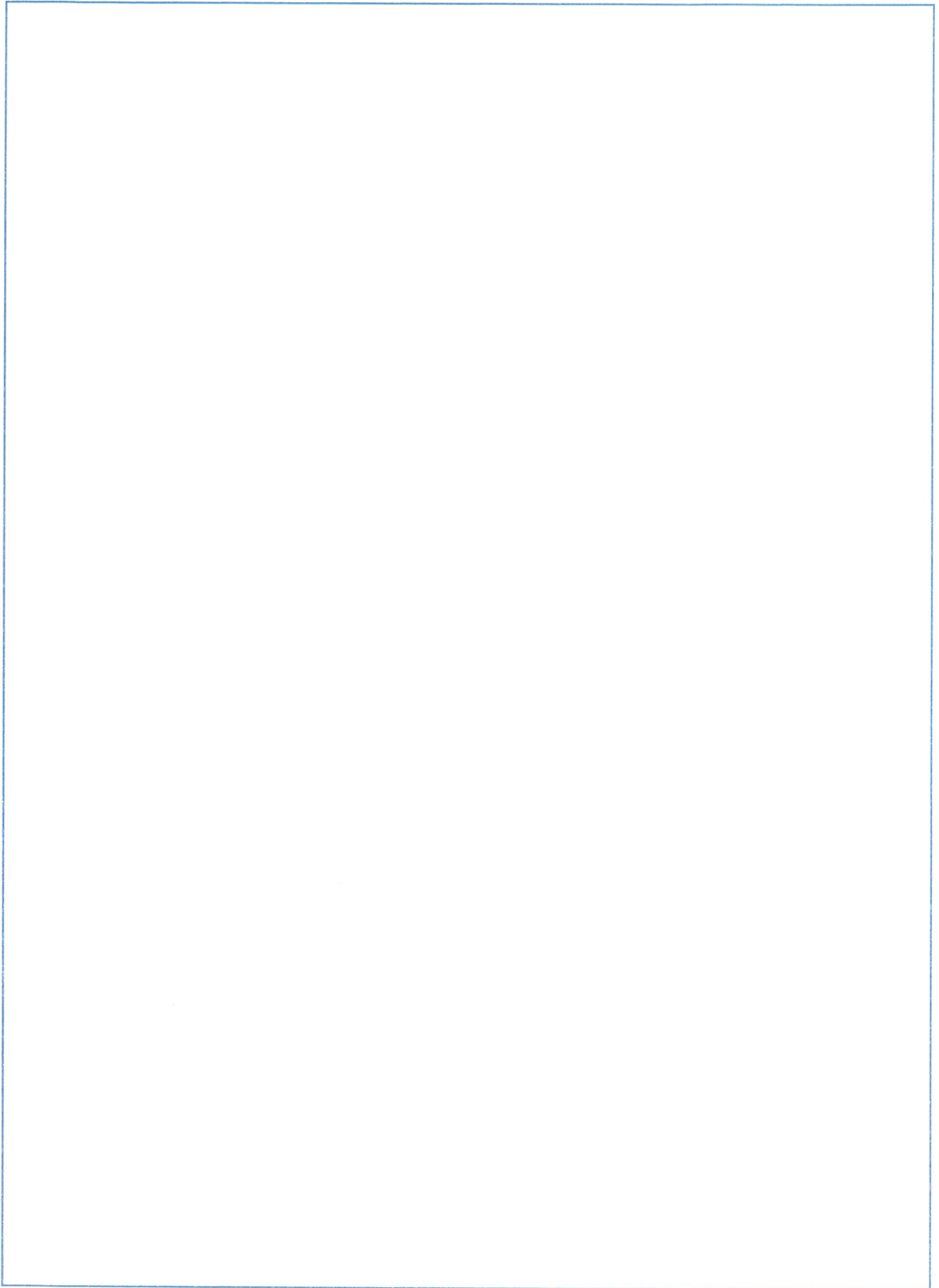
We currently offer outpatient programming: individual, Intensive Outpatient, groups, community education, MAT and provide transportation. In 2024 we look to add PHP (Partial Hospitalization Programs) to our offering.

c. White Horse provides 24x7 peer emergency recovery services. The critical time in recovery from addiction is often the time between when an overdose happens and when the person has recovered and is back on the street. The emergency services place a trained certified recovery support worker in the ED at Memorial and Huggins hospitals to serve as a coach with the person that has overdosed immediately. This is done via a coordinated call out process where resources are dispatched 24x7. added this year we now support the NH Mobile Rapid Response program. Responding on site 24/7 for mental health crisis.

d. Describe the target population as succinctly as possible, including the geographical coverage, age group and/or other special characteristics.

We provide services to anyone who needs them, regardless of ability to pay. 90% of which are from Carroll County. Many of our clients are homeless and need the basic necessities: food, clothing, shelter. Most have a substance use disorder and need treatment, many are now coming in with mental health issues. We now serve any age from 6 and up.

We struggle with clients booking appointments and then not showing up for them. A big reason for this is the nature of who we treat is often from the homeless population. On average we have a 35 percent no show rate. When they do make it in we spend an inordinate amount of time trying to get them to apply for Medicaid and sometimes we can help them follow through with all the paperwork necessary, but because of their substance use disorder, it may take a few interactions over a random period of time to get this information. In the meantime, we do not receive reimbursement for the time spent with them. The client may show up 1-3 times and we still have not been able to acquire Medicaid for them, because of their inability to follow through. The staff time is not reimbursable and we have benefited tremendously from the Carroll County funding which impart helps fill that gap. It is imperative we reach these clients and not have to worry about where the funding is coming from. We are seeing a transition away from opioids to Alcohol. Aprox 45% of our clients now come in with an alcohol issue, some with both Alcohol and Opioid. This puts them at a high risk and means they need higher levels of care.



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The undersigned hereby certifies and represents that:

- 1. The information contained in this application and attached appendices is, to the best of my knowledge, accurate and complete;**
- 2. The undersigned is authorized to act on behalf of the organization in submitting this application.**

SIGNATURES

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Printed Name & Title: Mitch Yeaton, CEO	
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Signature 

Date: 10/1/22 9/20/23	
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Board Member List and Biographies

James Cooper, Board Chairman, Silver Lake, NH

1966 University of Cincinnati, BS Chemical Engineering
30 years Engineering as a Corporate and Division and Regional Manager
9 years Board of Directors: Chairman for Market Street (rescue) Mission, NJ.
10 years Leadership Council Chairman of the First Congregational Church (FCCO) of Ossipee, NH

Peter Thomas, Vice Chairman, Silver Lake, NH

22 years Managing Director of Government Relations, Public Affairs for Bay State Strategies-Silver Lake, NH
4 years Administrator for The US Department of Agriculture-Washington, DC
2 years US House of Representatives Chief Policy Advisor in Washington DC for US Rep Peter Torkildsen
4 years White House Senior Executive Services Administration of President Ronald Reagan; developed and managed a \$110 Million annual budget

Stephen Bravo, Treasurer Wolfeboro, NH

1981 Wheaton Graduate School, Ministry Education
1976 University of Washington, BA Geography/Regional and Economic Development
4 years Counseling Specialist
8 years Conference/Retreat Director

Anthony Fallon, Building Committee, Strafford, NH

1980 Rensselaer Polytechnic Institute, Bachelor of Architecture
28 years as an architect, Public, Private and Municipal Businesses throughout New England
His work is published in Yankee and INC Magazine
10 years adaptive snow sports volunteer

New - Brad Mathias, Director Wolfeboro, NH

New - Shelly Shogren, Board Secretary, Wakefield NH

New - Kurt Cellar, Director, Moultonborough NH

Chief Executive Officer

Mitchell Yeaton

Keene State College, BS in Industrial Technology, Industrial Engineer
Liberty Seminary, Master's in Theological Studies
34 years United States Parcel Service, Global Implementation Director, Manager and Engineer
UPS: Community Relations Committee Member & United Way Coordinator, Strategic chair for NE Georgia Red Cross and Board of Directors for No Longer Bound: Men's Recovery Center.

White Horse Addiction Center Inc.

Statement of Financial Position

As of December 31, 2022

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
Checking	50,075.39
General Fund/Industry xxx5753	75,928.47
Outpatient xxx2839	179.80
Restricted Funds xxx2672	319.01
Savings xxx918	10,308.79
Serenity Center Checking 0531	30,000.00
Union Bank NCSC	25,765.58
Total Bank Accounts	\$192,577.04
Other Current Assets	
Computershare	0.00
Edward Jones	890.58
Total Other Current Assets	\$890.58
Total Current Assets	\$193,467.62
Fixed Assets	
Accumulated Depreciation	-58,394.00
Computers	15,546.31
Condo (50,000) North Conway	51,054.00
Condo (70,000) North Conway	73,455.00
Condo Improvements	16,080.35
Fire alarm system	1,197.01
Furniture & Fixtures	5,184.35
Leasehold Improvements - TS	100,092.75
Office equipment	5,160.00
Van	20,956.00
Total Fixed Assets	\$230,331.77
Other Assets	
Thrift store sec dep	800.00
Total Other Assets	\$800.00
TOTAL ASSETS	\$424,599.39

White Horse Addiction Center Inc.

Statement of Financial Position

As of December 31, 2022

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	-542.78
Total Accounts Payable	\$ -542.78
Other Current Liabilities	
BNH Line of Credit	96,695.00
Payroll Liabilities	-294.00
Employee Benefit Withholdings	69,094.71
FWT & FICA WHT	-350.18
Net Payroll	5,702.84
Wage Garnishment	322.30
Total Payroll Liabilities	74,475.67
SBA Loans	120,844.00
Stephen Bravo Credit line	0.00
Total Other Current Liabilities	\$292,014.67
Total Current Liabilities	\$291,471.89
Long-Term Liabilities	
AF Loan - 8/15/19	40,000.00
EIDL Loan	145,051.31
Loan SB - july19	30,000.00
Mortgage North Conway	79,367.77
Stephen Bravo	-30,000.00
Van Loan	5,934.97
Total Long-Term Liabilities	\$270,354.05
Total Liabilities	\$561,825.94
Equity	
Fund Balance	-145,925.66
Opening Balance Equity	188,647.72
Net Revenue	-179,948.61
Total Equity	\$ -137,226.55
TOTAL LIABILITIES AND EQUITY	\$424,599.39

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date:

JUN 12 2015

WHITE HORSE ADDICTION CENTER INC
C/O MITCHELL YEATON
PO BOX 388
FREEDOM, NH 03836

Employer Identification Number:
47-2446719
DLN:
17053128318005
Contact Person: MRS. KREBS ID# 31072
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
October 27, 2014
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,



Director, Exempt Organizations

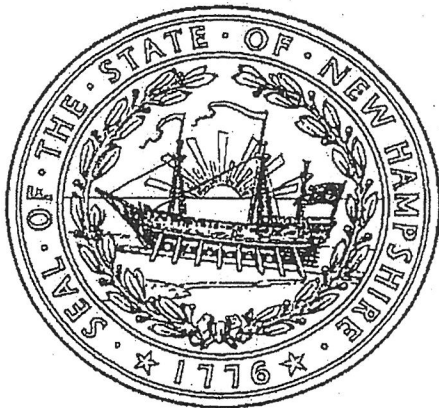
Letter 947

State of New Hampshire
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that WHITE HORSE ADDICTION CENTER INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on October 27, 2014. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 717567



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 2nd day of October A.D. 2017.

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

William M. Gardner
Secretary of State

BYLAWS of White Horse Addiction Center, Inc.

Incorporated under the laws of the State of New Hampshire

Adopted by the Board of Directors

ARTICLE ONE

Name, Location and Offices

1. Name: The name of this corporation shall be, White Horse Addiction Center, Inc.
2. Registered Office and Agent: The Corporation shall maintain a registered office in the State of New Hampshire and shall have a registered agent whose address is identical with the address of such registered office, in accordance with the requirements of the New Hampshire Nonprofit Corporation Code. The principle office of the Corporation is located at 68 Rte. 16B, Center Ossipee, NH.
3. Other Offices: The Corporation may have other offices at such place or places, and may conduct its affairs within or without of the State of New Hampshire as the Board of Directors may determine from time to time or the affairs of the Corporation may require or make desirable.
4. For purposes of these bylaws, the name Board shall be construed to be and mean Board of Directors of White Horse Addiction Center, Inc.

ARTICLE TWO

Purpose

2.1 Charitable Purposes: The Corporation is a voluntary association of individuals as well as on-property industries the purposes of which, as set forth in the articles of incorporation, are exclusively charitable within the meaning of section 501 (c) (3) of the Internal Revenue Code. The Corporation was organized, and at all times without exception, shall be operated to provide for the spiritual, physical and mental-well-being of those male and female persons subject to substance abuse, needy and deserving others, single or family who will be served according to the teachings and principles of Jesus Christ, and to carry out any other charitable purposes as the Board of Directors, in its discretion, shall determine, such purposes not inconsistent with the articles of incorporation and these bylaws. In furtherance of these purposes, the Corporation, with Board approval, shall have full power and authority :

- (a) To lease, manage, own, and/or operate facilities;
- (b) To acquire or receive from any person or organization, by deed, gift, purchase, bequest, devise, appointment, or otherwise, cash, securities and such other property, tangible or intangible, real or personal, and to hold, administer, manage, invest, or disburse the principal and income thereof to be used exclusively and solely for the charitable purposes hereof;

(c) To distribute property for such charitable purposes in accordance with the terms of gifts, bequests, or devises to the Corporation not inconsistent with its purposes, as set forth in the articles of incorporation and in these bylaws, or in accordance with determinations made by the Board of Directors pursuant to the articles of incorporation and these bylaws:

(d) The Board of Directors shall not permit any part of net earnings or capital of the Corporation to inure to the benefit of any member, trustee, officer, Board member, or any other private person or individual, unless presented to the Board and approved by the Board;

(e) To perform all other acts necessary or incidental to those listed and to do whatever is deemed necessary, useful, advisable, or conducive, directly or indirectly, as determined by the Board of Directors in its discretion, to carry out any of the purposes of the Corporation, as set forth in the articles of incorporation and these bylaws including the exercise of all other power and authority enjoyed by corporations generally by virtue of the provisions of the State of New Hampshire Nonprofit Corporation Code, within and subject to the limitations of Section 501 (c)(3) of the Internal Revenue Code. 2.2 Governing Instruments: The Corporation shall be governed by its articles of incorporation and these bylaws.

ARTICLE THREE

Board of Directors

3.1 The supreme authority of the Corporation and government and management of the Corporation shall be in the Board of Directors and all powers, duties and functions of the Corporation conferred by the Articles of Incorporation, these bylaws, State statutes, common law, court decisions, or otherwise, shall be exercised, performed or controlled by and under the authority of the Board.

(a) The Board of Directors shall meet monthly, not less than ten (10) times each year. The time and place of the meeting shall be determined by the Chairman of the Board and Chief Executive Officer. Board members may call for a special meeting of the Board of Directors with three (3) days confirmed notice to all Board members. The notice shall set forth the day, date, time, and location of the special meeting.

(b) The governing body of the Corporation shall be the Board of Directors. The Board shall have supervision and direction of the management, affairs, and property of the Corporation; shall determine its policies or changes therein; and actively prosecute its purposes and objectives. The Board may adopt such rules and regulations for the conduct of Board business and business of the Corporation as shall be deemed advisable and may, in the execution of the powers granted, delegate certain of its authority and responsibility to the Chief Executive Officer.

(c) The Board of Directors and Chief Executive Officer may, at their discretion, appoint as advisors, persons whose advice, assistance and support, whether tangible or intangible, who may be deemed to be helpful in determining policies and formulating programs for carrying out the purposes and functions of the Corporation.

3.2 The Board of Directors will consist of no less than five (5) and no more than twelve (12) members.

3.3 The Board members of the Corporation shall be elected by the Board when a new member is needed or upon a vacancy by a vote of the Board members as provided in Article 4 of these bylaws. Each Board member so elected shall take office until a successor has been elected and qualified or until death of the member, resignation, retirement, disqualification or removal. Any Board member may not serve more than three (3) consecutive terms of three (3) years each. One (1) year extensions may be granted with Board approval.

3.4 Any Board member may be removed at any regular or special meeting of the Board. Notice of such action must be sent to the Board in advance of the meeting and will require an affirmative vote of 51% of all Board members. The removed Board member's successor may be elected at the same meeting to serve the unexpired term. Also, a new person may be added to the Board, up to the limit of twelve (12) at any regular or called meeting of the Board.

3.5 By resolution of a majority of Board members in office, the Board of Directors may designate an Executive Committee, consisting of two (2) but no more than three (3) Board members. Except as prohibited by law, each committee shall have the authority as set forth in the resolution establishing the committee. (See Article 8, Committees of Board members).

3.6 Nothing contained in the governing instruments of the Corporation shall be construed to prevent any Board member from serving the Corporation in any contractual arrangement and receiving reasonable compensation for services rendered to, and furtherance of the purposes and functions of the Corporation. Work to be performed and compensation must be approved by the Board of Directors. The Board member who may receive contractual compensation shall be recused during the Board discussion and approval of said compensation.

3.7 One Board member shall not use his or her position to interrupt or interfere with the operations or the Industries as determined by the White Horse Addiction Center code of ethics.

3.8 In the event a Board member seeks to retire or resign his/her position prior to the end of the term that member must submit a signed letter so stating thirty (30) days prior to the date of intent.

ARTICLE FOUR

Meetings of the Board

4.1 Meetings of the Board of Directors may be held at any place within or outside the State of New Hampshire as set forth in the written notice thereof or in the event of a meeting held pursuant to waiver of written notice, as may be set forth in the waiver, or if no place is so specified, at the principal office of the Corporation.

4.2 Special meetings of the Board of Directors may be called by or at the request of the Chairman, or by any three (3) Board members in office at that time. Written notice of the day, time, date, place and purpose of the special meeting must be given to Board members in accordance with the provisions of Section 3.1a, at least seventy-two (72) hours before such meeting; provided that written notice be given at least (7) seven days prior to any special meeting, the purpose of which is to remove a Board member or to approve a matter which would require the approval of members.

4.3 Any Board member absent for three (3) Board meetings per one calendar year shall be considered as terminated for Board membership, unless such absences are approved by the Board of Directors. Board members may conference in to no more than three Board meetings per one calendar year unless approved by the Board.

4.4 At Board of Directors' meetings a majority of Board members then in office shall be necessary to constitute a quorum for transaction of business. Except as otherwise provided in these bylaws or by law, the act of a majority of the Board members present at a meeting at which a quorum is present, may be adjourned by a majority of the members present to reconvene at a specific time and place. It shall not be necessary to give notice of the future meeting to be held or of the business to be transacted, other than by announcement at the meeting which was adjourned. At any such reconvened meeting at which a quorum is present, any business may be transacted which could have been transacted at the meeting which was adjourned.

ARTICLE FIVE

Board of Advisors

5.1 The Executive Committee may, subject to approval by the Board of Directors, ask for the appointment of persons, as is reasonably deemed necessary or desirable, to act as a Board of Advisors of the Corporation. The number of persons appointed shall be determined by the Executive Committee based on the reason for the appointment of the Advisors.

ARTICLE SIX

Positions and Duties of the Officers of the Corporation

6.1 The officers of the Corporation shall consist of Chairman of the Board of Directors, Vice Chairman, Secretary and a Treasurer. The Board may, from time to time, and at its discretion, create and establish the duties of such other officers or employees as it deems necessary for the efficient management of the Corporation. The Corporation shall not be required at any time to have any officers other than those titles named in this Article. No person shall hold more than one office.

6.2 The officers of the Corporation shall be elected by the Board of Directors and serve at the pleasure of the Board for three (3) years or until their successors have been elected and qualified or until their death, resignation, removal, retirement or disqualification. 6.3 The Board of Directors may appoint, from time to time, other personnel as it may deem desirable or necessary, each of whom shall hol

office at the pleasure of the Board, and shall have such authority and perform such duties and shall receive reasonable compensation, if any, as the Board may determine.

6.4 Any person (6.3) appointed by the Board of Directors may be removed by the Board whenever, in its judgment, the best interests of the Corporation will be served by such action. However, any such removal shall be without prejudice to the contract rights, if any, person being removed.

6.5 A vacancy in any office arising at any time and from any cause may be filled for the unexpired term at any meeting of the Board of Directors.

6.6 The Board of Directors shall engage a CEO (Chief Executive Officer) to manage the daily operations of the Corporation. The CEO will report directly to Board and shall be at all meetings of the Board unless excused by the Chairman of the Board. The CEO will be responsible for hiring, discipline, and termination of employees of the Corporation. The CEO will be responsible for the engagement, supervision and disengagement of any volunteers serving the Corporation. Annually, the CEO will evaluate the job performance of salaried staff personnel and make a report to the Board. The CEO will receive an annual evaluation to be conducted by three (3) persons from the Executive Committee and this report presented to the Board at a regularly scheduled meeting. The CEO will provide a report on all relative activities of the Corporation at each meeting of the Board. Each month in which the Board does not have a regularly scheduled meeting or a specifically called meeting, when the CEO is not present, the CEO will prepare a written report when and if he deems it necessary.

6.7 Agenda for Board meetings will be set by the Chairman, Vice Chairman, Secretary, and CEO. Votes will be taken on motions by a show of hands of the Board members present at the meeting and all proceedings will be in compliance with Robert's Rules of Order and will be enforced by the secretary. If a member of the Board of Directors is unable to attend a meeting, the Board member may provide written authorization identifying another member of the Board who will be authorized to cast the absentee Director's vote by proxy. The proxy authorization must specify the date of the meeting of the Board and will apply only to that meeting. The proxy authorization must also specify whether the authorization is limited to a single vote on a particular issue or if it represents a general authorization for all votes to be taken at the meeting of the Board. Prior to the particular vote, the board member who will be voting by proxy must present the written proxy authorization for approval by the Secretary. If the proxy authorization does not comply with all stated requirements, the Secretary must invalidate the proxy.

6.8 A 50% plus one quorum for the transaction of business will be a majority of the Board of Directors.

6.9 The borrowing of funds and the encumbrance of property must be approved by a vote of two thirds (2/3) of the Board of Directors.

6.10 The Board of Directors shall have the power to alter, amend or repeal the bylaws or adopt new bylaws by a two thirds (2/3) vote of the Board, provided that the bylaws at no time shall contain any provision inconsistent with the New Hampshire Non-profit Corporation Code or the Articles of Incorporation.

6.11 The Board Chairman shall preside at all meetings of the Board of Directors and shall prepare an agenda prior to the meeting to be approved by the President (should be Vice Chairman), Secretary and CEO, and sent to the Board in advance of the meeting. The Chairman shall also serve as a member with right to vote any Executive Committee of the Board and as a voting member, ex officio, of any other committees of Board members.

6.12 In the absence or disability of the Chairman, the President (should be Vice Chairman) shall perform the duties and have the authority to exercise the powers of the Chair. The President (should be Vice Chairman) shall exercise general supervision of all operations and personnel of the Corporation subject to control of the Board of Directors. The President (should be Vice Chairman) shall have the right to make all decisions as to policy and otherwise which may arise between meetings of the Board, and other officers and employees of the Corporation shall be under his or her supervision and control during such interim. The President (should be Vice Chairman) shall perform such other duties and have such authority and powers as the Board may from time to time prescribe.

6.13 The Secretary shall attend all Board meetings, keep minutes of all meetings of the Board of Directors, be the custodian of the minute books of the organization, maintain records of attendance of Board members at meetings of the Board and perform such other duties as ordinarily pertain to the office of a Secretary of a non-profit corporation. The Secretary shall give or cause to be given notice of all meetings of the Board three (3) days in advance of the meeting. The Secretary shall keep in safe custody the seal of the Corporation and when authorized by the Board or the CEO affix it to any instrument requiring it. When so affixed, it shall be attested by his or her signature or by the signature of the Treasurer or of an Assistant Secretary if this latter person has been so named. The Secretary shall be under the supervision of the Chairman. He or she shall perform such other duties and have such authority as the Board may form (should be from) time to time prescribe or as the Chairman may delegate.

6.14 The Treasurer shall be the custodian of all the funds of the organization and shall ensure that full and accurate records are kept of receipts and disbursements, and provide or cause to be provided a written financial report at each meeting of the Board of Directors. The Treasurer shall perform such other duties and have such authority and powers as the Board may from time to time delegate.

6.15 By resolution adopted by a majority of the Board of Directors an Executive Committee may be designated with Board members named to such committee. There shall be at least three (3) Board members. The CEO shall also be a member. Such committee, to the extent provided in such resolution, shall have and exercise the authority of the Board in the management of the affairs of the Corporation but the designation of any such Executive Committee and the delegation there of authority shall not relieve the Board or any individual Director of any responsibility imposed upon him or her by law.

6.16 Other Committees each including two or more Board members not having and exercising the authority of the Board of Directors in the management of the Corporation may be designated by a resolution adopted by a majority of Board members present at a meeting at which a quorum is present. Except as otherwise provided in such resolution or as provided below members of such committees shall

be appointed by the Board Chairman. Any member of any committee may be removed by the person or persons authorized to appoint such member whenever in their judgment the best interests of the Corporation shall be served by their removal. Persons who are not Board members may be appointed ex officio (non-voting) members of any committee upon recommendation by the Chairman of such committee with the approval by the Board.

6.17 The Board of Directors may provide for Advisory and other committees consisting in whole or in part of persons who are not directors of the Corporation as it deems necessary or desirable, and discontinue such committee at its pleasure. It shall be the function and purpose of such committee to advise the Board. Each such committee shall have such powers and perform such specific duties or functions, not inconsistent with the articles of incorporation of the Corporation or these bylaws, as may be prescribed for it by the Board. Appointments to and filling vacancies on any committee shall be reported to the Board at its next regularly scheduled meeting following such committee action and shall be subject to control, revision and alteration if such action is deemed necessary by the Board.

6.18 Each member of such committee shall continue until the next annual meeting of the Board of Directors or until his or her successor is appointed, unless the committee shall sooner be terminated, or unless such member shall cease to qualify as a member thereof.

6.19 One member of each committee shall be appointed Chairman thereof.

6.20 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

6.21 Unless otherwise provided in the resolution of the Board of Directors designating a committee a majority of the whole committee shall constitute a quorum. The act of a majority of members present at such meeting at which a quorum is present shall be the act of the committee.

6.22 Each Committee may adopt rules for its own government so long as such rules are not inconsistent with these bylaws or with rules adopted by the Board of Directors.

ARTICLE SEVEN

Distributions and Disbursements

7.1 The Board of Directors and the CEO will meet at least annually to approve all recommendations for the distribution and disbursement of all funds of the Corporation in accordance with the provisions of the Articles of Incorporation.

7.2 All recommendations cited above (7.1) will be formulated in accordance with procedures outlined in an Operations Manual previously approved by the Board of Directors for each staff function, including all amendments and subsequently approved enacted thereof.

7.3 The Board of Directors will always act in such matters in accordance with the directives of Donor, and in accordance with the rules and regulations governing Board actions.

7.4 The Board of Directors may from time to time designate specified responsibilities for the gathering of information relative to certain Distributions and Disbursements to authorized parties on an ad hoc basis only.

7.5 Any matters not covered within this Section of the bylaws will require presentation to the Board of Directors for its evaluation, consideration and action.

ARTICLE EIGHT

Contracts, Checks, Deposits and Funds

8.1 The Board of Directors may authorize any officer or officers, staff person or persons, agent or agents of the Corporation in addition to the officers so authorized by these bylaws to enter into any contract or execute and deliver any instrument in the name of and in behalf of the Corporation. Such authority must be in writing and may be general or confined to specific instances.

8.2 All checks, drafts or other orders of payment of money, notes or other orders of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as may be determined by the Board of Directors. Any payment by whatever name called, in excess of \$5,000.00 (five thousand dollars) and drawn on any Corporation account, shall be signed by the CEO with written approval by the Chairman.

8.3 All funds of the Corporation shall be deposited on a timely basis to the credit of Corporation.

8.4 The Board of Directors or any officer named by the Board may accept on behalf of the Corporation any contribution, gift, bequest or devise for the general purpose or for any special purpose of the Corporation. Such gifts are to be reported to the Board at the next regularly scheduled Board meeting giving specific details of the items in question. If no special designation of the gift is made known by the donor then it shall go into the Corporation's operating account.

ARTICLE NINE

Indemnification and Insurance

9.1 Any action of a legal nature involving White Horse Addiction Center, Inc., or any of its officers or employees, Board members or individuals enrolled in the program shall be reviewed by the Board of Directors immediately and referred to outside legal parties if deemed appropriate.

9.2 To the extent provided by the New Hampshire law, the Corporation may purchase and maintain insurance on behalf of any person who is a Director or, Officer, Employee, Trustee or Agent of the Corporation or is serving at the request of the Corporation as a Director, Officer, Employee, Trustee or

Agent of another Corporation, domestic or foreign, non-profit, partnership, joint venture, trust or other enterprise.

ARTICLE TEN

Miscellaneous

10.1 The Corporation shall keep correct and complete books and records of all accounts and shall keep minutes of all Board meetings. These minutes must be written out and submitted to each Board member at least 1 (one) week prior to the next succeeding Board meeting. The Corporation shall keep at its registered or principal location a record giving the names and addresses of Board members and any other information required by NH law.

10.2 The Corporate Seal, (of which there may be one or more exemplars) shall be in such form as the Board may from time to time determine.

10.3 The Board of Directors is authorized to determine the fiscal year of the Corporation and to change the dates of the fiscal year from time to time as the Board deems appropriate.

10.4 All references in these bylaws to sections of the Internal Revenue Code shall be considered references to the Internal Revenue Code of 1986 as from time to time amended, and to the corresponding provisions of any applicable future United States Internal Revenue Law, and to all regulations issued under such Sections and provisions.

10.5 Wherever the context so requires, the masculine shall include the feminine and neuter, and singular shall include the plural, and conversely. If any portion of these bylaws shall be invalid or inoperative, then, so far as is reasonable and possible: (a) the remainder of these bylaws shall be considered valid, reasonable and operative: and, (b) effect shall be given to the intent manifested by the portion held valid or operative.

ARTICLE ELEVEN

Amendments

11.1 The Board of Directors shall have the power to alter, amend or approve these bylaws or adopt new bylaws.