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THE STATE OF NEW HAMPSHIRE  
JUDICIAL COUNCIL  
www.nh.gov/judicialcouncil



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June 9, 2023

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

**REQUESTED ACTION**

Authorize the Judicial Council to enter into a contract with the Court Appointed Special Advocates of New Hampshire, Inc. (hereinafter CASA, Vendor Code 156690) in the amount of \$2,253,100 to provide guardian ad litem services in abuse and neglect cases and certain termination of parental rights and guardianship cases, pursuant to the provisions of RSA 490:26-F, effective July 1, 2023 upon Governor and Council approval through June 30, 2025. 100% General Funds.

Funds are anticipated to be available in Fiscal Years 2024 and 2025, upon the availability and continued appropriation of funds in the future operating budget, as follows:

	<u>FY 2024</u>	<u>FY 2025</u>
02-07-07-070010-1099-102 Court Appointed Spec. Adv-CASA	\$1,126,550	\$1,126,550

**EXPLANATION**

RSA 169-C:10, I and RSA 604-A:1-a require the appointment of guardians ad litem, at State expense, to assist abused and neglected children for the duration of court proceedings. This contract will enable CASA to continue to recruit, train and supervise volunteers to fill this important role, and will enable the State to avoid, in most cases, the more costly alternative of assigning these matters to private guardians ad litem who do not benefit from the same level of direct supervision and who bill the state for their time by the hour. This contract represents an efficacious public-private partnership in which state funds are further leveraged with CASA's private fundraising, resulting in a significant reduction in direct costs to the State, while providing abused and neglected children with access to a well-trained corps of volunteers dedicated to representing their best interests. This contract will enable CASA to accept a minimum of 450 new appointments in state fiscal year 2024, and 475 new appointments in state

fiscal year 2025. The agreement also acknowledges the shared commitment of CASA and the Judicial Council to developing CASA's capacity to maximize its share of the overall statewide demand for guardian ad litem services in abuse or neglect matters and termination of parental rights cases.

The Attorney General's Office has approved this contract as to form, substance and execution.

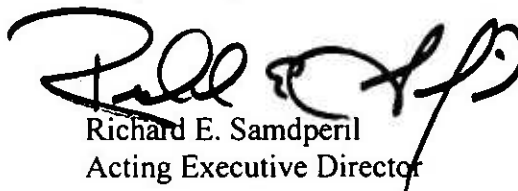
### REQUEST FOR PROPOSALS AND REVIEW PROCESS

The Judicial Council developed a detailed Request for Proposals (RFP) for guardian ad litem services and made the RFP available on the Judicial Council website. The availability of the RFP and the opportunity to submit proposals were also publicized in a statewide newspaper (Union Leader) on March 26, 2023. In addition, the RFP was listed on the Department of Administrative Services, Procurement and Support Services' website for Statewide Bids and Proposals. Notice regarding the availability of the RFP also appeared on the New Hampshire Bar Association's classifieds website.

Other than CASA of New Hampshire, no group or individual submitted a proposal for consideration. The proposal submitted by CASA was reviewed thoroughly by the Judicial Council's Child Protection Subcommittee and was found to be compliant with the Judicial Council's Request for Proposals.

Thank you for your consideration. I would be happy to answer any questions you may have regarding this proposed contract.

Respectfully submitted,



Richard E. Sandperil  
Acting Executive Director

Attachments



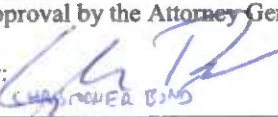
**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

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

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name New Hampshire Judicial Council		1.2 State Agency Address 25 Capitol Street, Room 120 Concord, NH 03301-6312	
1.3 Contractor Name Court Appointed Special Advocates (CASA) of New Hampshire, Inc.		1.4 Contractor Address 138 Coolidge Street P.O. Box 1327 Manchester, NH 03105-1327	
1.5 Contractor Phone Number 603-626-4600	1.6 Account Number 010-0070-1099-102	1.7 Completion Date June 30, 2025	1.8 Price Limitation \$2,253,100
1.9 Contracting Officer for State Agency Richard E. Sandperil, Acting Executive Director		1.10 State Agency Telephone Number 603-271-3592	
1.11 Contractor Signature  Date: 5/19/23		1.12 Name and Title of Contractor Signatory Marcia R. Sink, President and CEO	
1.13 State Agency Signature  Date: 5-23-23		1.14 Name and Title of State Agency Signatory Nina Gardner, Chair New Hampshire Judicial Council	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____ [not applicable]			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  On: 5/31/23			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

Contractor Initials   
 Date 5/19/23

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

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

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.17, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

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

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds affected by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

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

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

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete

compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

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

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

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

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

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

6.3. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

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

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

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

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## 8. EVENT OF DEFAULT/REMEDIES.

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

8.1.1 failure to perform the Services satisfactorily or on schedule;

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

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

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

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

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

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

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

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

## 9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

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

submit to the State a Transition Plan for services under the Agreement.

## 10. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

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

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

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

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

## 12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice, which shall be provided to the State at least fifteen (15) days prior to the assignment, and a written consent of the State. For purposes of this paragraph, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.2 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State. The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

**13. INDEMNIFICATION.** Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the

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Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

#### 14. INSURANCE.

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

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

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the property.

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

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

#### 15. WORKERS' COMPENSATION.

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

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

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

17. **AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

18. **CHOICE OF LAW AND FORUM.** This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party. Any actions arising out of this Agreement shall be brought and maintained in New Hampshire Superior Court which shall have exclusive jurisdiction thereof.

19. **CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and/or attachments and amendment thereof, the terms of the P-37 (as modified in EXHIBIT A) shall control.

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

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

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

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

24. **ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

**EXHIBIT A  
ADDITIONAL PROVISIONS**

1. Provisions 7.1 and 7.2 of the standard State contract are inapplicable to the extent that the parties agree that State employees or officials may serve as CASA volunteers.
2. CASA of N.H. may substitute comprehensive general liability insurance in the amount of \$1,000,000 per occurrence for the \$2,000,000 per occurrence amount identified in Paragraph 14.1.1 of the P-37.
3. No CASA volunteer shall have any personal right to reimbursement or payment from the State for services performed under this contract and CASA shall notify all participating volunteers that they are agents of CASA, and that they have no individual rights under this contract.
4. CASA and the Council will meet regularly during the term of this Agreement to assess the performance of CASA in attaining the goal of maximizing the number of new cases assigned to CASA during the term of this Agreement. This assessment will include a review of active cases and the number of cases assigned to CASA and other guardians ad litem. The assessment will also review the aggregate number of cases in each county, with special attention paid to the number of active cases in which CASA is providing services and the number of cases being handled by private, non-CASA guardians ad litem.

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**EXHIBIT B  
SCOPE OF SERVICES TO BE  
PROVIDED**

**PRELIMINARY**

As used herein, "guardian ad litem services" are those services provided under the authority of RSA 169-C:10, RSA 170-C:8, applicable Supreme Court rules, and rules promulgated by the Guardian Ad Litem Board under RSA 490-C:5. The scope of services provided in individual cases shall be subject to the discretion and requirements of the appointing court.

As used herein, "abuse-and-neglect" proceedings shall mean those proceedings conducted in the Circuit Court, Family Division, the Superior Court on appeal, and the Supreme Court on appeal, concerning the child-protection proceedings under RSA 169-C.

As used herein, "termination-of-parental-rights" proceedings shall mean those proceedings conducted in the Circuit Court Probate Divisions, or the Supreme Court on appeal, concerning the termination of parental rights pursuant to RSA 170-C.

As used herein, "new cases" are:

- Those cases in which a Court appoints a CASA guardian ad litem during the period.
- Those cases in which a CASA guardian ad litem continues to provide services in the Probate Division in termination-of-parental-rights proceedings when CASA provided services in an underlying abuse-and-neglect case in the Circuit or Superior Court.

It is not considered a "new case" when:

- A CASA guardian ad litem continues to provide services at the request of the Supreme Court when a case is appealed from the Circuit Court to Supreme Court pursuant to RSA 169-C:28 or RSA 567-A.

As used herein, "active cases" shall include all cases existing at the beginning of a fiscal year and all new cases initiated during the fiscal year which have not been concluded and closed.

**SERVICES**

The Contractor, Court Appointed Special Advocates of New Hampshire, Inc. (hereinafter "CASA") shall provide the following services to the State of New Hampshire (hereinafter "State"), acting through the Judicial Council (hereinafter "Council") pursuant to RSA 490:26-f:

1. CASA will provide guardian ad litem services in those abuse-and-neglect cases to which CASA certified and trained volunteers are appointed by the Circuit, Superior and Supreme Courts.
- 2.



3. CASA will provide guardian ad litem services in those termination-of-parental-rights cases to which CASA certified and trained volunteers are appointed by the Probate and Supreme Courts.
4. When a CASA guardian ad litem is appointed in an abuse-and-neglect case, the CASA shall continue as the appointed guardian ad litem in any related termination-of-parental-rights proceeding. This continued appointment shall constitute a new case for the purposes of this agreement.
5. Notwithstanding the language in RSA 170-C:13, CASA will not be obligated to provide guardian ad litem services in termination-of-parental-rights proceedings when CASA was not involved in an underlying abuse-and-neglect proceeding and the State is not the moving party.
6. CASA will strive to meet fully the demand for guardian-ad-litem services in abuse-and-neglect and termination-of-parental rights cases in New Hampshire, subject to the constraints imposed by ethical guidelines regarding caseloads, the avoidance of conflicts of interest and resources.
7. CASA will implement the following timeline for training volunteers on a statewide basis:
  - a. July – August of 2023;
  - b. September – October of 2023;
  - c. November – December of 2023;
  - d. January – February of 2024;
  - e. March – April of 2024;
  - f. May – June of 2024;
  - g. July – August of 2024;
  - h. August – September of 2024;
  - i. October – November of 2024;
  - j. November – December of 2024;
  - k. January – February of 2025;
  - l. February – March of 2025;
  - m. April – May of 2025; and
  - n. May – June of 2025.

In the event that there is insufficient interest to justify the cost of training, CASA will notify the Judicial Council. Training can be provided via simulcast or similar technology.

8. CASA will implement the following recruitment efforts in the 16-week period leading up to each training session:
  - a. Engage in advocate's letter to the editor campaign;
  - b. Communicate directly to individuals who have expressed interest in volunteering;
  - c. Engage in community outreach through poster campaign;
  - d. Issue public service announcements as funding and staff resources allow;
  - e. Implement social media efforts to publicize upcoming trainings; and
  - f. Host a virtual or live community reception for prospective CASAs. Publicity for these events will include the following:
    - i. Press releases to local media;
    - ii. Invitations to local civic organizations and houses of worship;
    - iii. Posting on social media platforms; and
    - iv. Signage in local libraries and businesses.
9. CASA will accept a minimum of 450 "new" appointments – to include both abuse and neglect and termination appointments – in State Fiscal Year 2024 and a minimum of 475 "new" appointments – to include both abuse and neglect and termination appointments – in State Fiscal Year 2025.
10. CASA will provide supervision and training to the CASA volunteers in accordance with National CASA guidelines and standards, as well as any applicable State standards as required by RSA 490-C:6. This shall include training on the topic of parenting in poverty.
11. CASA will ensure that its volunteers are adequately screened and made subject to the following specific requirements:
  - a. A criminal background check conducted by the New Hampshire Department of Safety;
  - b. A Central Registry Check, conducted by the New Hampshire Department of Health and Human Services, Division of Children, Youth and Families; and
  - c. A Sex Offender Registry Check conducted by CASA.

Records of these background checks shall be made available for review by the Council.

12. In its promotional materials and publicly distributed information, CASA shall make appropriate acknowledgement of the support CASA receives from the State.
13. CASA's Chief Executive Officer will submit the name of a volunteer or employee of the organization to the Governor for consideration and appointment to the Guardian ad Litem Board, pursuant to RSA 490-C:2.

## REPORTING

1. CASA will maintain such records and reports as may be prescribed from time to time by the Council, and permit reasonable inspection of such records and reports by the Council subject to any restrictions concerning the confidentiality of such records and reports.
2. CASA will provide the Council with a copy of the Audited Financial Statement of the organization within one week of CASA's receipt of its Audited Financial Statement.
3. CASA will provide the Council with a copy of the organization's annual operating budget within 21 days of the adoption of the operating budget by the organization's governing body.
4. CASA will provide the Council with written notice of all declinations of requested court appointments within 48 hours of notice to the court.
5. CASA will provide the Council with written notice of any complaint, legal action or asserted claim filed in any court in the State of New Hampshire.
6. CASA shall provide notice to the Council in writing prior to closing case intake from any court.
7. CASA will provide the Council with quarterly reports in a format acceptable to the Council. Quarterly reports must be received within twenty-one (21) days of the end of each quarter. The quarterly report shall report this information:

**New Cases:** Case information regarding each new case opened during the quarter, including:

- The case name (subject to statutory and common law confidentiality rules);
- The appointing court;
- The case type:
  - Abuse-and-neglect in the Family Division Circuit Court
  - Termination-of-parental rights in the Family Division Circuit Court
  - Supreme Court appeal
- The number of children served in the case;
- The date the case was assigned by the court; and
- The date the case closed (if the case closed);

**Closed Cases:** Case information regarding each case closed during the quarter, including:

- The case name (subject to statutory and common law confidentiality rules);
- The appointing court;
- The case type, either abuse-and-neglect or termination-of-parental rights;
- The number of children served in the case; and
- The date the case closed.

**Declined Cases:** Case information regarding each case closed during the quarter, including:

- The case name (subject to statutory and common law confidentiality rules);
- The appointing court;

- The case type, either abuse-and-neglect or termination-of-parental rights;
- The date the case was declined; and,
- The reason why the case was declined

**General Information:** concerning operations:

- CASA's definition of a "case";
  - The number of active cases at the beginning of the quarter;
  - The number of active cases at the end of the quarter;
  - The number of new CASA guardians ad litem added to its roster during the quarter; and
  - The total number of CASA guardians ad litem delivering services in active cases as of the last day of the quarter.
8. CASA will provide the Council with a final annual summary report following the conclusion of each State Fiscal year in a format acceptable to the Council. The annual report must be received within twenty-one (21) days of the end of the fiscal year. The final annual report shall report this information for all cases during the State Fiscal year:
- CASA's definition of a "case";
  - The number of new cases to which CASA was appointed during the year by case type;
  - The number of cases closed during the year by case type;
  - The number of active cases at the beginning of the State Fiscal Year;
  - The number of active cases at the end of the State Fiscal Year;
  - The total number of hours of services provided in cases closed during the year;
  - The total number of miles driven by CASA volunteers in cases that were closed during the year; and,
  - The total number of CASA guardians ad litem delivering services in active cases as of the last day of the State Fiscal Year.

**EXHIBIT C  
PRICE AND METHOD OF  
PAYMENT**

Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the continued appropriation of funds for the services provided herein.

The State shall pay CASA the amount one million one hundred twenty-six thousand five hundred fifty dollars (\$1,126,550.00) in State Fiscal Year 2024 and one million one hundred twenty-six thousand five hundred fifty dollars (\$1,126,550.00) in State Fiscal Year 2025. Payment shall be made in four equal installments annually. Payments will be made upon receipt of a written request for payment postmarked after the effective date of this contract.

In State Fiscal Year 2024, each quarterly payment shall be in the amount of two hundred eighty-one thousand six hundred thirty-seven dollars and fifty cents (\$281,637.50). In State Fiscal Year 2025, each quarterly payment shall be in the amount of two hundred eighty-one thousand six hundred thirty-seven dollars and fifty cents (\$281,637.50).

Payment shall be made by electronic transfer to contractor's designated financial institution within thirty (30) days following the State's receipt of the contractor's written request for payment. Such written request may be submitted up to twenty (20) days before the payment date specified above.

The parties hereto agree that neither RSA 604-A: 1 *et seq.*, nor any court rule shall entitle CASA to seek payments from the Council or the indigent defense fund for the matters for which CASA provides services other than those payments provided by the terms of this Agreement.

# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on April 19, 1989. 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: 140761

Certificate Number: 0006205263



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 13th day of April A.D. 2023.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular stamp.

David M. Scanlan  
Secretary of State

**CERTIFICATE OF AUTHORITY**

**Marcia Sink is President/CEO of Court Appointed Special Advocates of New Hampshire, Inc., a non-profit corporation organized under the laws of New Hampshire with principle offices located at 138 Coolidge Street, Unit 1, Manchester New Hampshire (CASA-NH"). Pursuant to a resolution adopted by the Board of Directors and the Bylaws of CASA-NH, Ms. Sink has full authority to prepare, submit and present proposals in response to the Request for Proposals issued by the New Hampshire Judicial Council for guardian ad litem services for children involved in abuse and neglect cases and to enter into contracts on behalf of the corporation with the New Hampshire Judicial Council and/or the State of New Hampshire. This authority shall remain in effect until June 30, 2023 unless specifically revoked or amended.**

**This Certificate of Authority is submitted as a condition to bid on the Request for Proposals and any subsequent Agreement between the New Hampshire Judicial Council and CASA-NH.**

**The undersigned is the duly authorized Chair of the Board of CASA-NH.**

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, Inc.**

By:   
Michael Burns, Co-Chair CASA-NH

**March 8, 2023**

**CERTIFICATE OF VOTE**  
**Without Seal**

I, Michael Burns, do hereby certify that:

1. I am a duly elected Co-Chair of Court Appointed Special Advocates of New Hampshire, Inc.  
(Corporation Name)
2. Attached are true copies of the resolutions duly adopted by vote of the Board of Directors of the Corporation March 8, 2023 which provide:  
(Date)

RESOLVED: That this Corporation enter into a contract with the State of New Hampshire, acting through the Judicial Council, for the provision of Guardian ad litem services for children involved in abuse and neglect cases.

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

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

3. The forgoing resolutions have not been amended or revoked, and will remain in full force and effect as of March 8, 2023 through June 30, 2025. Any amendment or revocation of these resolutions will be immediately reported to the Judicial Council and the Attorney General's Office.

(Date Contract Signed)

4. Marcia Sink is the duly elected President/CEO/Executive Director  
(Name of Contract Signatory) (Title of Contract Signatory)  
of the Corporation.

  
\_\_\_\_\_  
(Signature of the Co-Chair of the Corporation)

STATE OF NEW HAMPSHIRE  
County of Hillsborough

The forgoing instrument was acknowledged before me this 8<sup>th</sup> day of Mar, 2023,

By Michael Burns  
(Name of Co-Chair of the Corporation)

(NOTARY SEAL)

  
\_\_\_\_\_  
(Notary Public/Justice of the Peace)

Commission Expires: 10-5-25





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/20/2023

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

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

<b>PRODUCER</b> Eaton & Berube Insurance Agency, LLC 11 Concord St Nashua NH 03064	<b>CONTACT NAME:</b> Jessica Archambault	
	<b>PHONE (A/C, No, Ext):</b> 603-882-2766	<b>FAX (A/C, No):</b> 603-886-4230
<b>E-MAIL ADDRESS:</b> jarchambault@eatonberube.com		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURER A :</b> Philadelphia Insurance Company		23850
<b>INSURER B :</b> Wesco Insurance Company		
<b>INSURER C :</b>		
<b>INSURER D :</b>		
<b>INSURER E :</b>		
<b>INSURER F :</b>		

**COVERAGES** **CERTIFICATE NUMBER:** 1035015851 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			PHPK2418899	7/1/2022	7/1/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/PROP AGG \$ 2,000,000 \$
A	<input type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PHPK2418899	7/1/2022	7/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			PHU8816262	7/1/2022	7/1/2023	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WWC3594680	7/1/2022	7/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES** (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 New Hampshire Workers' Compensation Policy.  
 Additional Insured status applies in regards to General Liability when required by a written contract. Waiver of Subrogation applies to General Liability when required by a written contract.  
 Re: State of NH-GAL Grant

**CERTIFICATE HOLDER** **CANCELLATION**

NH Judicial Council Grant Manager 25 Capital St., Room 42 Concord NH 03301-6312	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	<b>AUTHORIZED REPRESENTATIVE</b> 

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# **Guardian Ad Litem Services Proposal**

to

**NEW HAMPSHIRE JUDICIAL COUNCIL**

from

**COURT APPOINTED SPECIAL ADVOCATES (CASA)  
of NEW HAMPSHIRE, INC.**

**Submitted: April 14, 2023**



**CASA**

Court Appointed Special Advocates  
**FOR CHILDREN**

---

**New Hampshire**



CASA of NH  
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New Hampshire Judicial Council  
ATTN: Richard Samdperil, Executive Director  
25 Capitol Street, Room 120  
Concord, New Hampshire 03301

April 14, 2023

Dear Council Members:

Court Appointed Special Advocates (CASA) of NH is grateful for your history of tangible endorsement of the work CASA of NH performs every day for abused and/or neglected children. We now respectfully submit for your consideration the enclosed proposal in response to the Judicial Council's RFP.

We are proud to engage in this private/public partnership. Your funding, in addition to support we raise elsewhere, has helped CASA provide outstanding advocacy for **thousands of abused and neglected children and aided New Hampshire in meeting the mandate of providing Guardians ad Litem (GAL) for each victimized child.** At the funding level included in this proposal, CASA of NH will serve greater numbers of children.

For over Thirty-four years, we have worked diligently to improve the lives of New Hampshire's children by providing reliable Guardian ad Litem advocacy. In all areas of service, CASA of NH meets or exceeds standards prescribed by National CASA and the New Hampshire GAL Board; and regular self-assessments and NCASA evaluations keep CASA of NH's performance quality high. We believe these facts make CASA of NH the definitive choice as the primary provider of GALs for abused and neglected children.

As authorized contract signatory for CASA of NH and the person responsible for binding the organization to the provisions of the proposal, I accept the following stipulations of the RFP:

*The bidder acknowledges that the bidder has read the N.H. Standard form contract (Form P-37) and all applicable exhibits and forms for a contract resulting from this RFP, understand them, agrees to all terms and conditions (unless otherwise mutually agreed upon terms supersede them), and if selected will provide all applicable exhibits and forms required to execute a contract with original signatures.*

Sincerely,

Marcia Sink  
President and CEO

[www.casanh.org](http://www.casanh.org)  
800-626-0622

Main Office: MANCHESTER PO Box 1327, 138 Coolidge Ave, Manchester, NH 03105 (603)626-4600  
Regional Offices: BERLIN 2 Main St, Berlin NH 03560 (603)752-9670, COLEBROOK 104 Main St, Colebrook, NH 03576 (603)237-8411, DOVER 30 St. Thomas St, Room 303, Dover, NH 03821 (603)617-7115, KEENE 20 Central Square, Room 210, Keene, NH 03431 (603)358-4012, LACONIA 1 Mill Plaza, Suite 1, Laconia NH 03246 (603)528-8006, CLAREMONT, 24 Opera House, Unit 412W, Claremont, NH 03743 (603)287-8285

Guardian Ad Litem Services Proposal  
to  
NEW HAMPSHIRE JUDICIAL COUNCIL  
from  
COURT APPOINTED SPECIAL ADVOCATES (CASA)  
of  
NEW HAMPSHIRE, INC.  
APRIL 14, 2023



**Contact:**

Richard Samdperil, Executive Director  
New Hampshire Judicial Council  
25 Capitol Street, Room 120  
Concord, New Hampshire 03301  
Voice: 603.271.3592  
Facsimile: 603.271.1112  
Email: Richard.E.Samdperil@jc.nh.gov

**Submitted by:**

Court Appointed Special Advocates of NH, Inc.  
CASA of New Hampshire  
PO Box 1327 / 138 Coolidge Avenue  
Manchester, New Hampshire 03105-1327  
Voice: 603.626.4600  
Facsimile: 603.623.6362  
Email: m\_sink@casanh.org

### **Item #3 of Proposal: Executive Summary**

The mission of CASA of NH is to recruit, train, and supervise compassionate, motivated, and articulate volunteer advocates who provide guardian ad litem (GAL) services to children and the family courts throughout the state of New Hampshire. Currently, CASA of NH provides over \$8 million of value in volunteer advocacy supported by experienced program resources.

CASA of NH is committed to continuing to grow its capacity for the state to satisfy its statutory obligation under NH RSA 169-C:10. With CASA of NH as its primary source, the State will deliver millions of dollars in effective advocacy for its children in need.

CASA of NH meets or exceeds requirements to be in compliance with national, state, and local program standards of practice. Documents outlining the National CASA/GAL Association for Children local and state standards and practices, and CASA of NH Standards of Professional Conduct, are attached. (See **Appendix A; 1, 2, 3**) Periodically, all member programs must conduct a stringent self-evaluation and undergo review and audit procedures by the National CASA/GAL Association for Children.

Upon the effective date of July 1, 2023 or approval from Governor/Executive Council, CASA of NH will be prepared to assume responsibility for providing GAL services in all new cases available for assignment, except where a conflict of interest exists or where there is no immediately available CASA/GAL in that area of the state. Specifically, CASA of NH will be prepared to provide guardian ad litem services in approximately *925-950 total active cases*, during *2023/2024*, and *950-975 active cases in 2024/2025*. CASA of NH continues to strive to accomplish the program goal of attaining sufficient capacity to handle all but the few cases that involve a conflict of interest.

Tightly-controlled volunteer screening remains uncompromised. A carefully constructed written application, personal interview with two staff members or one staff member and a highly skilled, experienced CASA Advocate, triple background checks, and three letters of reference with follow-up conversations, if necessary, all contribute to the cautious selection of viable candidates.

Comprehensive training classes, group activities, and written assignments yield many opportunities for CASA staff to observe and assess candidates. It is even possible that, part way through the 40-hour instruction, a trainee could be counseled toward withdrawal if it appears not to be a good fit.

CASA/GALs visit the child regularly, collect all pertinent information about the child and submit written and oral reports to the court that include recommendations regarding the child's best interest. In FY22 CASA/GALs had 20,721 contacts/ in person visits.

CASA uses leading data base and network communication technologies in order to manage cases and volunteers in the most effective manner. For example, CASA Manager,™ a case management system designed specifically for CASA agencies, is used as our primary case-tracking and statistics repository.

In thirty-four years of consistent advocacy for victimized children, CASA of NH has earned its reputation for effective advocacy. To date since 1989, over 12,880 New Hampshire children in more than 6975 cases have found dedicated, focused CASA advocates standing beside them as they make their way through the child protection system.

Current System challenges:

#### The OPIOID EPIDEMIC:

The opioid epidemic continues to plague families in New Hampshire and children are bearing a huge cost. In FY 2022 77% of CASA cases involved families who have been impacted by substance use. In 10% of the CASA cases children are navigating the death of a parent as well as all of the other trauma that brought the case to court.

#### CASA'S COVID RESPONSE

CASA dealt with numerous challenges to its normal operations. Many advocates are older individuals who faced increased risk from COVID-19. CASA had to implement a retention campaign to encourage advocates to continue this important work. Advocates had to be updated on numerous Court Orders, be trained on various platforms for court hearings, and be instructed on remote visits with children. As a result of the pandemic vulnerable children became further isolated. Due to this increased risk, CASAs averaged three times more contacts per child in 2020.

New advocates receive 40+ hours of training. During the COVID pandemic period from March of 2020 until the present CASA reconfigured the training for a remote setting. While in-person trainings could be handled by an individual trainer, remote trainings require two trainers for each session. Recruitment efforts also transitioned to virtual platforms. In 2023 we plan to begin to hold several in-person trainings for those would prefer that training experience.

#### Item #4 of Proposal: Bidder Profile

***Mission statement: Court Appointed Special Advocates (CASA) of New Hampshire, Inc. is a not-for-profit organization committed to speaking for the best interests of abused and neglected children in the New Hampshire courts. CASA recruits, trains and supervises volunteers who advocate for this vulnerable population. The CASA program's primary goal is to ensure that each and every child in the state is permitted to grow up in a safe and permanent home.***

Court Appointed Special Advocates (CASA) of New Hampshire, Inc. guides abused and neglected children expeditiously through the child protection system to safe and permanent homes by recruiting, training and supervising ordinary citizen volunteers to represent victimized children as their *Guardian ad Litem*s (GALs). By providing these children with a strong and sensible voice amidst the confusion and uncertainty of overburdened systems, CASA/GALs make an extraordinary difference in the New Hampshire Courts. They can focus dedicated time and energy to determine and express the best interests of that one child or one sibling group. Judges can then make more informed decisions, prompting more hopeful, productive futures, while interrupting the cycle of abuse that can often repeat generation after generation.

Currently, CASA of NH employs thirty-four full-time (40hrs/wk) and nine part-time (under 40hrs/wk) staff members. Twenty of those provide direct service as they supervise and co-manage cases with approximately 650 carefully screened and comprehensively trained volunteers who have been actively involved in cases around the state of New Hampshire. Five people are dedicated to recruiting, screening and training applicants. Three part-time attorneys provide statewide legal support to CASA advocates and the children they serve. In 2022 approximately 58% of cases required work by a staff attorney in the form of motions, responsive pleadings, court appearances and case consults. When needed, a number of outside attorneys also assist CASA OF NH with pro bono legal services. Additional staff ensure the capacity of CASA to continue to provide critical services for abused and neglected children.

CASA of NH maintains 7 regionally placed offices. CASA of NH is a non-profit (501c:3) organization, governed by a Board of Directors. CASA of NH has two professional responsibility/liability policies. The first is through Philadelphia Insurance Company that covers all Board members, all staff and all CASA volunteers (\$1,000,000/\$2,000,000). The second is a corporate counsel policy through Business Risk Partners (\$1,000,000/\$1,000,000).

*(In the event the contract is awarded, any necessary changes to CASA's current insurance coverage will be made to remain in full compliance with NH state requirements outlined in section 14.1.1)*

An organizational chart is attached (see appendix B)  
CASA of NH Employee Handbook attached (see appendix G)

**Item #5 of Proposal: Financial statements (see appendix C).**

**Item #6 of Proposal: Subcontractor Profiles - (Not Applicable)**

**Item #7 of Proposal: Bidder Background and Experience, legal and managerial**

In 1974, Congress enacted legislation that required the appointment of a Guardian ad Litem (GAL) to promote and protect the best interest of children in abuse and neglect cases. It soon became apparent that legal professionals, the most typical appointees, often did not have sufficient time or resources to effectively represent these children.

In 1977, a Seattle judge started utilizing volunteer citizen advocates to serve as GALs. Founded upon the premise that all children must be valued, protected, and defended, Court Appointed Special Advocates (CASA) harnessed the energy of capable and caring citizens who responded to the need in effective ways when given the opportunity and administrative framework. The national network of approximately 950 CASA and GAL programs has utilized this model ever since and has, since its inception in 1979, advocated for over one million children in the United States.

CASA of NH was founded in 1989 when Marcia Sink of Manchester was inspired and challenged to do so by her experience as a foster parent. Founding members of the New Hampshire CASA program developed a comprehensive, effective, and accountable method of screening, training, and supervising



volunteers by experienced staff professionals. The CASA of NH program gathered momentum as New Hampshire judges discovered that citizen GALs were capable, reliable, and efficient. CASA of NH has become a national model program, while adhering to stringent legal and managerial standards (see **appendix A: 1&2**) prescribed by its parent organization National CASA/GAL Association for Children. Periodically, a rigorous self-evaluation exercise is prescribed, which is reviewed and audited by the National CASA/GAL Association for Children. Mandates are given for areas needing improvement.

Policy for CASA of NH is set and governed by a Board of Directors; and President/CEO Marcia Sink administers day-to-day operations with the assistance of a Senior Management Team comprised of a Senior Staff Attorney, three CASA/GAL Program Directors, Director of Recruitment, Operations Manager, Director of Training, Community Relations Director, Director of Development, Director of Technology and Finance Manager. Seventeen additional CASA/GAL Program Managers (formally called Volunteer Supervisors) work out of seven regional offices – Dover, Keene, Colebrook, Berlin, Manchester, Claremont and Laconia – in order to be accessible to children and courts in all areas of the state, provide a local presence for recruitment and education, and carry out advocacy in the most cost-effective and efficient manner possible.

CASA of NH has adopted strict accountability guidelines which regulate staff and volunteers, as they focus solely on the child's best interest. These guidelines are more detailed and rigorous than required by statute and rules, RSA 490 and the Gal Board Rules. GALs must meet minimum criteria:

- be at least 21;
- have a high school diploma or GED;
- possess good oral and written communication skills;
- have the ability to relate to diverse populations;
- drive and have access to their own transportation;
- have no personal involvement with child protection or the courts;
- possess common sense and manner to proactively speak for the child's best interest.

Prospective volunteers must also pass careful screening – i.e., comprehensive interview with two CASA staffers, one staff member and a highly skilled, experienced CASA Advocate, criminal records and Central Registry checks, and three personal and/or professional references.

Candidates must then:

- satisfactorily complete 40 hours of pre-service training and ongoing in-service instruction; (see **appendix D**)
- visit each child s/he represents at least once per month;
- meet with those significantly involved in the child's life in order to assemble complete information about the child's situation and needs;
- provide the court with a report in advance of every hearing, attend all court proceedings, and monitor resulting court orders;
- engage in ongoing education for 12 hours a year, specifically in Permanency and Termination of Parental Rights; and
- work collaboratively with service providers for the benefit of the child.

From initial screening through training, and at each step of their tenure as advocates, CASA volunteers are continually assessed for effectiveness and appropriateness. Any concerns are addressed by Senior Management.

CASA/GAL Program Managers co-manage every case to guarantee a uniformly high level of service and accountability. CASA Program Managers, themselves, are monitored with respect to volunteer ratios, national standards and practices, and ongoing performance reviews by their CASA/GAL Program Director and the President/CEO. CASA selects the best personnel it can attract, while being cognizant of diversity issues and Equal Employment Opportunity responsibility. Program Managers are chosen for their educational preparation, communication capabilities, supervisory skills, experience, and commitment to children. All CASA employees are required to take the same 40-hour training provided to volunteers and are encouraged to further their professional development by attending conferences, networking among child protection and judicial professionals, participating on task forces and committees, and in on-site training provided by CASA Staff Attorneys and the Program Directors. All CASA volunteer Program Managers are required to engage in 12 hours per year of continuing education.

Additionally, all staff and advocates working with older youth ages 14-21 are required to attend the Fostering Futures Program presented by CASA staff. This curriculum was developed by the National Court Appointed Special Advocate Association and focuses on improving outcomes for older and aging-out youth (14-21 years of age) served by CASA/GAL volunteers. It has been informed by the 2008 *Fostering Connections to Success Act* and is inspired by a model of youth advocacy and development called *possible selves* (see appendix E)

From the outset, CASA of NH has worked to reduce the number of placements and the time a child is involved in the system without a safe, permanent home. The organization has a proven track record that is measured, quantitatively and qualitatively, from its beginning in two courts with ten volunteers to a statewide presence and approximately 650 volunteers. Since its inception CASA of NH has served 12,880 New Hampshire children on more than 6,975 cases. These children have received extraordinary help from ordinary citizens and, as a result, have greater potential to become healthy, productive adults. The U.S. Department of Justice recognizes that CASA's involvement in a case interrupts the cycle of abuse and neglect and reduces both direct and indirect social expenditures.

In 2020 the New Hampshire Legislature amended the Child Protection Act to make the "best interest" of the child the primary consideration of all proceedings under the statute. This focus makes CASA's best interest focused advocacy more important to judges as they make the decisions that will impact the lives of the children who come before them.

In addition to its positive, direct impact on individual children, CASA OF NH strengthens the overall community as it captures every opportunity to educate the public-at-large concerning issues of child abuse and neglect; mobilizes thousands of volunteers in cost-effective and efficient ways; and collaborates with many other public, private, and professional stakeholders for the benefit of our state's victimized children.

CASA of NH has an admirable mission; seasoned personnel and committed volunteers; and a sound advocacy program. It enhances its programmatic expertise with sound business practices and managerial acumen that have been recognized in the following ways:

- The *Walter J. Dunfey Award* for excellence in nonprofit management, The Corporate Fund, 2001.
- 2001, New Hampshire Bar Association's *Frank Rowe Kenison Award*
- Citizens Bank and WMUR TV-9's *Community Champion*, April 2002.
- *Business NH's 2002 Nonprofit Business of the Year.*
- *The Spirit of New Hampshire Award* from Volunteer NH!
- Citizens Bank and WMUR TV-9's *Champion's In Action*, April 2012.
- 2014 Outstanding Woman in Business Award from NH Business Review, Marcia Sink, President and CEO of CASA,
- Marcia Sink, One of 20 Outstanding Women in 2016, WZID
- 2016, Child and Family Services, *Voice for Children Award*
- New Hampshire Advantage Award, Business and Industry Association, October 24<sup>th</sup>, 2018

In summary and to specifically address points (page 7 of the RFP):

- CASA of NH has been performing these services for 34 years and has provided guardian ad litem services to 12,880 children spanning 6,975 cases involved in District Court, Family Court, Probate Court, Superior Court and the NH Supreme Court.
- CASA of NH exercises supervision and quality control by adhering to 1) strict National CASA Standards, 2) the close co-managing philosophy that is at the core of the supervised volunteer model, and 3) The State of NH Guardian ad litem rules.
- Anecdotally, Judges relate that they are better informed and able to make more timely decisions when a CASA/GAL is appointed.
- Please see **Appendix J** for the five-year update on claims that CASA OF NH has been involved in.

**Item #8 of Proposal: Personnel Resumes for Key Personnel (appendix F)**

- All listed on the cover to the appendix F

**Item #9 of Proposal: Detailed Response and Scope of Work**

CASA of NH's goal is to provide outstanding and personalized advocacy for each child brought to the attention of the New Hampshire courts because they have suffered abuse and/or neglect at the hands of their parents or primary caregivers.

CASA of NH projects that we must secure an additional 300 active volunteers over these two years to assume responsibility for the projected increase in cases and to address anticipated attrition, while assuring that proper volunteer to case ratios are maintained. To accomplish this, the organization must continually and rigorously recruit volunteers to offset natural attrition and increase the pool of GALs available to take new cases.

With the funds being requested in this budget cycle CASA will still seek to increase its advocate and staff capacity in order to meet the increasing state demand for GALs in child protection cases. CASA recognizes the necessity of appropriate case management and oversight as we build our capacity to meet the demand. With the influx of the projected 300 new advocates CASA will maintain the strict case oversight and supervision required by our own program guidelines and National CASA program standards. Strong staff supervision and support are key elements in the retention of existing advocates. As cases become more complex and litigious our advocates look to staff for support, guidance and training.

CASA volunteers are available for appointment by judges in all New Hampshire District and Family Courts. They also participate in termination of parental rights (TPR) proceedings and adoptions that still remain in Probate Court and at the New Hampshire Superior and Supreme Court level upon case appeal. CASA of NH assumes GAL responsibility for as many children as it can effectively serve. Only when there is a conflict of interest or when a volunteer is not immediately available in a specific area, do we decline the appointment. Standards for determining guardian ad litem conflicts are set forth in the New Hampshire Guardian ad litem Board Administrative rules at 503.06. CASA/GALs are subject to and comply with these rules. The more CASA of NH is able to increase the pool of CASA advocates, the fewer the number of cases we will decline.

CASA/GALs comply with all statutes, laws, regulations and orders of Federal, State, County, and municipal authorities and provide the following service components:

- Visit the child/children at least once each month to gather firsthand information and offer personal support and guidance.
- Interview each person who has bearing on the child's life – parents, foster parents, teachers, health care professionals, counselors, coaches, et al.
- Assemble all the pieces of information into a clear, objective, informative, reliable court report which is reviewed by the CASA/GAL Program Manager and submitted to the court and other case principals at least five days before the review hearing.
- Attend every court hearing involving the child's case and respond to questions and comments concerning the child's best interest.
- Monitor and/or help advance any court orders pertaining to the child; report updates in subsequent reports.
- Follow the case as it enters other phases and courts – e.g., TPR, adoption and appeals in Family, Probate, Superior, and NH Supreme Courts.
- Continue to represent the child until a satisfactory conclusion is reached for his/her future and the child is in a safe, permanent home.

In the execution of these duties, CASA/GALs contribute not only the hours of their volunteerism, but also an amazing number of miles and other un-reimbursed expenditures. In FY 2022 alone, they donated more than 89,866 hours of service and 518,368 un-reimbursed travel miles. To support their efforts, CASA of NH provides ample non-monetary resources: direct support, oversight, and guidance from their CASA staff; access to on-line resources; regional office and meeting space; immediate legal

counsel from Staff Attorneys; and supplemental, pro bono legal advice from law firms who assist with special expertise as it is required.

Case files, hearing and court order tracking, statistics, and other pertinent information are managed by computer software developed specifically for the needs of CASA programs and is customizable for individual program needs. CASA Manager™ is a powerful reservoir of vital information. CASA/GAL Program Managers are fully trained in its use and required to input all case data in a timely manner. Our case management software has been optimized to track everything from volunteer training through supervision of CASAs and child referrals through assignments and outcomes. The system enables us to generate immediate and accurate reports to the Judicial Council, NCASAA and others, in the timeframe they require.

CASA OF NH has critical seats on commissions and committees seeking to improve a multi-system response to child abuse and neglect. CASA of NH is statutorily assigned to a number of these efforts and is a trusted contributor in efforts to improve the quality and standards of child protection and judicial activity. For its part, CASA of NH recognizes its responsibility in the broader context as much as in the individual lives of young children. Toward that end, CASA of NH staff members accepts assignments on child protection and judicial committees, task forces, review teams, and the like. Some of these opportunities are the following:

- NH Attorney General's Task Force on Child Abuse & Neglect since 1991
- New Hampshire Child Fatality Review Team since 1993
- Sudden Unexpected Infant Death Review Committee
- New Hampshire Domestic Violence Fatality Review Committee
- NH Human Trafficking Collaborative
- Executive Committee for the New Hampshire Court Improvement Project since 1996
- Model Court Project
- National CASA Board of Directors, former Vice President and National President
- NH Guardian ad Litem Board
- Member NH Supreme Court Access to Justice, Citizens Commission on the Court
- Legislative Oversight Commission on Children's Services

CASA of NH's vision is for every child in New Hampshire to be safe, nurtured and thriving in a permanent home. For thirty-four years, CASA of NH has clearly demonstrated its commitment to this lofty goal and its solid, strategic efforts toward achieving it. It has been exemplary in its stewardship and financial management, forward thinking in its capacity-building efforts, and collaborative in its programmatic approach.

**Item #10 of Proposal: Letters of Reference (see appendix H)**

- Susan Ashley, Trial Judge, New Hampshire Circuit Courts
- Joseph Ribsam, Director, New Hampshire Division for Children, Youth and Families
- Borja Alvarez de Toledo, M. Ed., President/CEO of Waypoint

**Item #11 of Proposal: Cost of Proposal**

CASA of NH's cost proposal for providing the services described in section 9 on a fixed cost basis is as follows;

FYE'24: \$1,126,550 for servicing 925-975 active cases.

FYE'25: \$1,126,550 for servicing 925-975 active cases.

Funds to be received in equal quarterly installments in advance for each year.

**Item #12 of Proposal: Certificate of Authority, Certificate of Vote of the Board of Directors, Certificate of good standing and Certificate of Insurance (Appendix I)**

**Item #13 of Proposal: Bidder's name, address, phone and FAX numbers, email address**

Court Appointed Special Advocates (CASA) of New Hampshire, Inc.  
138 Coolidge Street  
P.O. Box 1327  
Manchester, NH 03105-1327

Phone: (603) 626-4600

FAX: (603) 623-6362

Email: m\_sink@casanh.org

**Item #14 of Proposal: Bidder's authorized representative, responsible for all matters relating to the RFP.**

*The bidder acknowledges that the bidder has read the N.H. Standard form contract (Form P-37) and all applicable exhibits and forms for a contract resulting from this RFP, understand them, agrees to all terms and conditions (unless otherwise mutually agrees upon terms supersede them), and if selected will provide all applicable exhibits and forms required to execute a contract with original signatures.*

Signed by:



Marcia R. Sink, President and CEO

Executed Documents



## Appendix A:1

NCASA Standards for State CASA/GAL Programs

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# STANDARDS *for* STATE CASA/GAL ORGANIZATIONS



EFFECTIVE SEPTEMBER 2018



This project was supported by Award  
2015-CH-BX-K001 awarded by the Office of  
Juvenile Justice and Delinquency Prevention  
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National Court Appointed Special Advocate Association  
100 W Harrison Street, N. Tower, Ste 500, Seattle, WA 98119  
800.628.3233 | [CASAforChildren.org](http://CASAforChildren.org)  
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# STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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EFFECTIVE DATE: September 25, 2018

APPROVED BY: Tara Perry

TITLE: Chief Executive Officer



# STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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### Introduction

The implementation of the 2018 Standards for State CASA/GAL Organizations represents a significant milestone in the implementation of National CASA Association's Strategic Framework. The standards reflect our focus on becoming a highly effective organization at the national, state and local levels in providing quality volunteer advocacy for children who have experienced abused or neglect.

This work includes redesigning the prior quality assurance (QA) approach, which had been in place since 2004 and required state organizations to participate in self-assessments in relation to the state standards, scheduled to occur every four years. We are formally beginning the shift away from simply compliance with standards to a focus on helping and developing state organizations become highly effective.

The quality assurance process will utilize a continuum with Established, Advancing and Highly Effective levels to help identify program strengths, capacity, challenges and opportunities to promote program growth and sustainability. Operating based on a set of quality standards remains vital. This set of standards outlines expectations that state organizations:

- Respect and are committed to quality service to the local programs
- Work positively and collaboratively with other state organizations, local programs and with National CASA
- Utilize established policies and procedures necessary for effective management
- Manage their financial affairs prudently, are financially sound, and are committed to the principles of public disclosure
- Continually evaluate their services and operations
- Recruits, trains, develops and supports a high-caliber team through effective people practices

The National CASA network is strengthened through participation in the new highly effective standards review process, fostering greater awareness among staff, volunteers and governing body of how the organization operates, including both program excellence and program challenges. National CASA is committed to quality and will support this commitment through technical assistance to state organizations and the local programs they support.

We are excited about the direction it will take our network to achieve our collective mission.



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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### History of NCASAA Standards and Revisions

#### **Prior to 2018**

The National CASA Association first issued standards and recommended management practices for local CASA/guardian ad litem (GAL) programs in 1990. A year later, compliance with the standards became a mandatory condition of membership in National CASA. In 1994, the board of directors appointed a committee to review the existing standards, recommend management practices and provide revisions and updates. As a result the Standards for Local CASA/GAL Programs were formed. It contains standards, requirements and implementation guidelines for local program members of the National CASA Association, referred to in the body of the document as CASA/GAL programs. The standards committee incorporated the Code of Ethics document into the local CASA/GAL standards in 2000. In an effort to promote and maintain high-quality, consistent and ethical governance and management at both the state and local level, Standards for State CASA/GAL Organizations was developed in 1998. In 2003 the state standards were reviewed and revised by members of the National CASA network, Standards Committee and National CASA Board of Trustees, resulting in the 2004 edition. In 2009 the National CASA Board of Trustees approved an edition of the Standards for State CASA/GAL Organizations.

#### **Preparing 2018 Standards**

Work began in 2017 to update the standards to align with the direction of becoming highly effective organizations. The State Leadership Council served as the primary work group. First, the Role of State Organizations and the definition of a Highly Effective State Organization were developed. These then informed creation of the new Standards for State CASA/GAL Organizations.

The work was further shaped by reviews with the local leadership councils and input gathered from the CASA/GAL network at large. The first network comment period focused on the proposed state standards in late December 2017. The second comment period in March 2018 gathered input on the related technical guidance. The State Leadership Council then approved the revised standards with technical guidance in April 2018. And the standards with technical guidance were then approved in June 2018 by the National CASA Board of Trustees.

On the Standards and Quality Assurance webpage in the member portal, is a collection of related highly effective documents as well. The document set is dynamic, with new resources or policies added once approved and ready for implementation.



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### Contributors

Many members of the CASA/GAL network have been contributing during the Standards and QA redesign efforts to date. This includes serving on work groups to revise or create specific elements and/or providing input during comment periods. We wish to recognize the following 2017 and 2018 leadership council members for their specific contributions to development of the standards.

State Leadership Council	Urban Leadership Council	Suburban Leadership Council
Jenny Bender, CO Andrea Bruns, KY** Maggie Blaedow, AL Traci Busch, WV Jennifer Childs, WY Jennifer DeBalko, PA Jim Hennessey, IA** Lynne Farrar, TN Kathleen Glumac, OH Mary Beth Luibel, AK** Corrie Kielty, NE Patty Sabin, MI Sue Schwartz, WI Vicki Spriggs, TX Nancy Molever, AZ Mary Purvis, MS Doug Stephens, OH  <u>QA Staff:</u> Deedra Baker, TX Kim Holst, TN Della Justice, KY	Jessica Allen, FO Nancy Kay Blackwell, MD** Cindy Booth, IN Karen Burns, NJ** Tracy Cook, OH Richard Cooke, TX Mark Dinglasan, IL Dana Frady, NC* Sonya Galvan, TX Justin Grabowsky, AZ Paige Greene, SC Richard Harris, Washington, DC Robbyn Ingram, GA Kathleen LaValle, TX* Sharon Lawrence, CA Steve Moergen, MO** William Myers, KY Wende Nichols-Julien, CA Lisa Petersen, WA Betsy Stark Miller, OR Laura Wolf, TX** Robb Zargès, MA	Darci Anderson, ID Sara Applegate, MI Norma Castilla-Blackwell, TX Kim Colby Davis, CA** Ross DiEdoardo, MD Susan Etheridge, TX Sheri Gideon, TX Zane Grant, CO Deborah Moore, FL* ** Kesha Shipe Waters, TN Stacey Sobel, CT Shaney Starr, OR Crystal Vickmark, AR Janet Walden, GA* Angie Waters, NJ* Mandy Welty Zalich, PA** Anjuli Renold, TX
Rural Leadership Council	Tribal Leadership Council	
Pamela Burke, AZ CiCi Fisher Chalus, IL* ** Tommy Edwards, LA Alisa Hobbs, TN Andrea Holt, AL* Ellen Klym, WY Cherie LeBlanc-Dyba, MT** Catherine McDowell, NE** Delyce Polik, AR** Sara Robison, IL Leigh Ann Sigman, MO Candice Carter, IN Christine Slette, CA	Alex Cardenas, CA Kimberly Deer, OK Angela Fasana, OR Roxana Coleman Herak, MT Cathleen Kintner-Christie, WA Helen Norris, OK Jo Prout, OK Willow Jim, WA Thia Peters, AK	*Local Council Subgroup ** Also serves on National Leadership Council

We thank everyone for your time and your partnership as we focus on quality, capacity, growth and effectiveness at the national, state and local level.



# STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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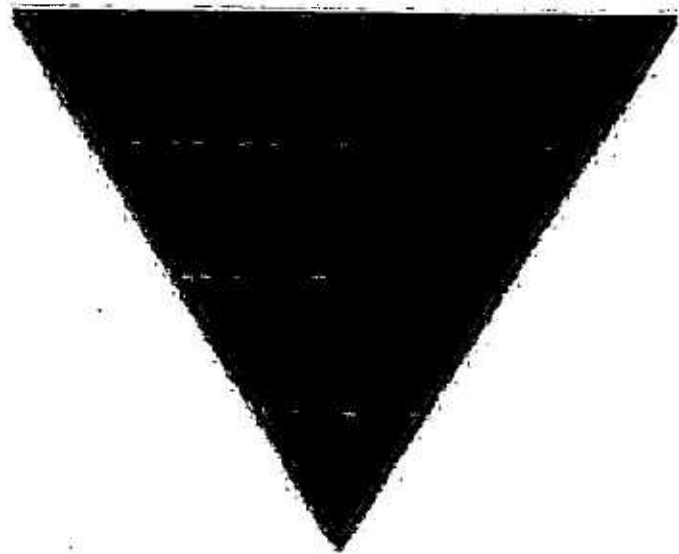
## Operational Definitions

**Statement of Intent:** (Why) Reason for having standards

**Pillar:** (Where) The location of related standards

**Standard:** (What) The measurable requirement

**Technical Guidance (TG):** (How) Criteria and resources to meet and understand the standards



### ***Technical Guidance Disclaimer***

Any reference obtained from the National CASA/GAL website or through other National CASA/GAL documentation to a specific external product, process, or service does not constitute or imply an endorsement by the National CASA/GAL Association of the product, process, or service, or its producer or provider. The views and opinions expressed in any referenced document do not necessarily state or reflect those of the National CASA/GAL Association.



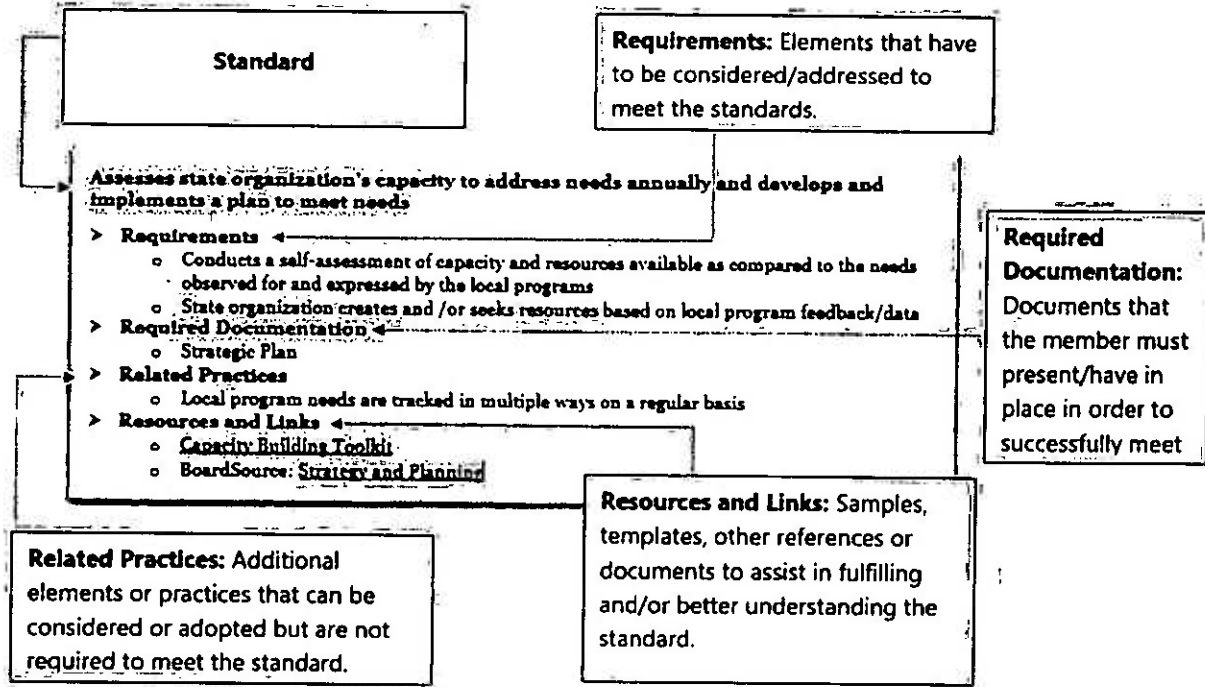
# STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

## Pillars and Standards at a Glance

Pillar: Mission and Values		Pillar: Leadership	
Standard	Effective Date	Standard	Effective Date
Core Model	2018 - September	Partnership with Governing Body	2018 - September
Role of a State Organization	2018 - September	State Director Responsibilities and Performance	2018 - September
Mission Statement	2018 - September	Staff Development	2018 - September
Values	2018 - September	Board Development	2018 - September
		Organizational Diversity	2018 - September
		Non-Discrimination	2018 - September
		Collaboration with National CASA and Local Programs	2018 - September
Pillar: Funding, Legislation and Presence		Pillar: Governance	
Standard	Effective Date	Standard	Effective Date
Federal Legislation and Appropriations	2018 - September	Regulatory Compliance	2018 - September
National Funding Opportunities	2018 - September	Organizational Goals	2018 - September
Public Policy: State-level Decision Making	2018 - September	Resource Management	2018 - September
State Funding	2018 - September	Organization Policies	2018 - September
Financial Sustainability	2018 - September	<b>NON-PROFIT STATE ORGANIZATIONS</b>	
Statutory Authority: CASA/GAL-enabling Legislation	2018 - September	Governing Documents	2018 - September
Internal Financial Controls	2018 - September	Roles and Responsibilities	2018 - September
CASA/GAL Branding	2018 - September	Board Recruitment	2018 - September
National CASA Policies	2018 - September	Resource Development	2018 - September
		Board Member Screening	2018 - September
		Diversity and Inclusion	2018 - September
Pillar: Staff		Pillar: Service	
Standard	Effective Date	Standard	Effective Date
Staff Job Descriptions	2018 - September	Service Delivery: Growth Plan	2018 - September
Staff Screening	2018 - September	New Program Development	2018 - September
Human Resource Policies	2018 - September	Local Network Assessment	2018 - September
Performance Evaluations	2018 - September	State CASA/GAL Organization Capacity	2018 - September
Stakeholder Relationships	2018 - September	Service Evaluation	2018 - September
		Strategic Planning	2018 - September
		Quality Assurance	2018 - September
		Data Collection	2018 - September
		Mission and Core Model of National CASA	2018 - September
		Public Education and Community Awareness	2018 - September
		Data Collection: Local Programs	2018 - September
		National CASA Pre-Service Training	2018 - September

# STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

## Technical Guidance Categories for Standards



*\*\*Resources and Links – National CASA will continue to provide additional resources to aid state organizations in meeting the standards as they become available.*





## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### Standards and Technical Guidance - Pillar 1: Mission and Values

(Mission – statement of purpose, who we are and our reason for existing / Values – important and lasting beliefs or ideals shared by the members of an organization; principles or standards of behavior)

#### HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

**Operates in alignment with the mission and values of the National CASA Association and adheres to and ensures the integrity of the Core Model in state organizations and local programs**

#### 1. State organizations will adhere to the National CASA Core Model

##### ➤ Requirements

- Inform National CASA about any potential deviations from or risks to the Core Model
- Work with National CASA to assess alignment and relevancy before new practices and initiatives are developed and implemented at the state and local program levels
- Volunteers are screened, trained in dependency court matters, and provide best interest advocacy for the children served
- The Core Model:
  - Volunteers provide best interest advocacy to children and youth who are before the court as a result of abuse or neglect as defined by the state child welfare laws; living at home or in out-of-home care
  - Volunteers are screened per National CASA/GAL Association Standards
  - Volunteers are trained according to National CASA/GAL Training and Facilitation Standards

##### ➤ Resources and Links

- [National CASA Core Model](#)

#### 2. State organizations will adhere to the Role of a State Organization and respect and support the Role of National CASA and the Role of a Local Program

##### ➤ Requirements

- The state organization can document that it has promoted awareness of the CASA/GAL Network and the need of children who have experienced abuse and/or neglect (as defined in the State Role)
- Provides support to local programs as defined in the Role of the State (if applicable)
- Leads or facilitates QA with local programs
- Supports the training of local volunteers
- Assists in fundraising initiatives that support local programs
- Supports the National CASA/GAL Network

##### ➤ Required Documentation

- Public Education and Community Awareness Plan



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ **Related Practices**

- Promotes role of State CASA Organization in meetings and with other community partners (e.g. courts, child welfare organizations)

➤ **Resources and Links**

- Role of National CASA
- Role of a State Organization
- Role of Local Programs

**3. Has a written mission statement consistent with the mission of National Court Appointed Special Advocate (CASA) Association**

➤ **Requirements**

- Written
  - Clear, simple and easily explained
  - Be recognizable as a mission of a state organization
- State statute that defines and authorizes the work and mission of the organization (public), or
- Formally developed and adopted by organization's governing body or legislative authority

➤ **Required Documentation**

- Mission Statement
- Written documentation that the mission statement was formally adopted

➤ **Related Practices**

- Annual review of the mission statement by the governing body to ensure relevancy
- Governing body members and staff know the organization's mission
- Mission statement should inform services, priorities, decision-making, planning, and resource development
- Avoid elaborate language, buzz words, jargon, abbreviations and acronyms

➤ **Resources and Links**

- National CASA Mission Statement: The National Court Appointed Special Advocate Association, together with its state and local member programs, supports and promotes court-appointed volunteer advocacy so every abused or neglected child in the United States can be safe, have a permanent home and the opportunity to thrive.
- BoardSource: Tips for Developing a Mission Statement

**Models organizational values of integrity, transparency, inclusion, trust, respect and continuous learning and improvement**

**4. Has written values**

➤ **Requirements**

- Values are defined, reinforced and known by governing body and leadership

➤ **Required Documentation**

- Values statement



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- **Related Practices**
  - Values inform and are consistently demonstrated by the governing body and leadership when making decisions for the state organization
  - Values are displayed, are part of the job descriptions and performance evaluations, and are included in meeting agendas and/or staff communications
- **Resources and Links**
  - National CASA Values

### Standards and Technical Guidance - Pillar 2: Leadership

(The highest level of organizational staff to include the State Director and any executive staff)

**Leads the organization effectively through a strong partnership with the governing body.**

- 5. **Has regular meetings with and opportunities for input from the governing body with agreed upon deliverables**
  - **Requirements**
    - Non-profit organizations:*
      - Meetings are conducted in accordance with the state organization's bylaws
      - Meetings are regularly held with the governing body and minutes reflect decisions made
    - Public State Organizations:*
      - Confirms that it is part of a statutorily mandated structure that has responsibility, oversight and means for accountability for the state organization
  - **Required Documentation**
    - Bylaws/Operational Procedures
    - Meeting Minutes
    - State statute (public)
  - **Related Practices**
    - Governing body meeting packet
    - Has a state director who attends and presents a thorough board report with up-to-date and relevant information at each board meeting. Additionally, he or she may meet with the board chair or board committees between meetings to add an additional layer of transparency and collaboration (non-profit only)
    - Has a reporting assessment tool that is tied to outcomes
  - **Resources and Links**
    - BoardSource: The Board-Staff Partnership

LEADERSHIP



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### LEADERSHIP

6. The State Director carries out the roles and responsibilities as defined within the job description that includes core competencies for a State Director as evidenced by an annual performance evaluation.

➤ Requirements

- Has a job description that reflects the core competencies, core duties and responsibilities, experience, abilities, qualifications and values as established by National CASA
- Annual State Director Performance Evaluation
  - a. Evaluated by person to whom they are accountable
  - b. Standardized evaluation form
  - c. Review State Director performance against established criteria
  - d. State Director is an active participant
  - e. Assessment of job performance
  - f. Clearly stated objectives for future performance
  - g. Recommendations for further training and skill-building
  - h. Opportunity for State Director self-evaluation
  - i. Signed by the State Director and governing body leader

➤ Required Documentation

- State Director Job Description
- Signed and completed Annual Performance Evaluation

➤ Related practices

- Job descriptions are reviewed annually and updated, as needed, in conjunction with annual performance evaluation

➤ Resources and Links

- Sample Performance Evaluation forms
  - Sample 1 – publicly administered
  - Sample 2 – non-profit
- BoardSource: The 6 Core Competencies of Nonprofit Chief Executives (*nonprofit organizations only*)

Demonstrates commitment to and implementation of development of the governing body and staff

7. Facilitates the development and progression of staff through training and leadership opportunities

➤ Requirements

- Must have a written professional development plan for staff
- Tracking of staff training and development opportunities

➤ Required Documentation

- Professional development plan for staff
- Documentation of completed staff training

➤ Related Practices

- Attends the National CASA/GAL annual conference and other trainings
- State sponsored staff development opportunities or benefits



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### 8. Facilitates the development of the governing body

#### ➤ Requirements

- Partners with the governing body leadership to ensure:
  - Comprehensive and proper orientation and onboarding process that educates the governing body on the mission, vision and network-at-large, national, state and local.
  - Understanding of Core Model, Role of National CASA, Role of a State Organization, Role of a Local Program, Standards for State CASA/GAL Organizations, and membership and regulatory reporting requirements.

#### *Non-profit organizations:*

- Informs and assists the Board in the establishment of a written Board development plan
- Supports the Board in the identification of state leadership development opportunities
- Required Documentation
  - Board development plan (*Non-profit only*)
  - Board/Governing Body orientation and onboarding materials
- Related Practices
  - Consistently provides governing body with opportunities to participate in workshops, attend conferences, including the National CASA conference, expand networking, and be mentored in all governing matters
  - Provides an outside expert to train governing body when appropriate
- Resources and Links
  - BoardSource: Orientation & Education
  - BoardSource: Board Development Plan

The organization is equitable, inclusive and reflects the diversity of the community it serves

### 9. Adopts and implements an ongoing, written plan to track, evaluate and guide diversity of its Board (non-profit organizations only), staff and volunteers in order to reflect the demographics of the community it serves

#### ➤ Requirements

- Written Diversity Plan
  - Identifies specific measurable goals
  - Identifies new goals and activities to be met in the future
  - Includes measurable action steps which are reviewed, measured and documented at least annually
  - The plan is updated at least every three years
- Leadership, staff and Board (non-profit organizations only) participate in trainings centered on issues of diversity, equity, and inclusion
- The state organization engages in mutual exchange with its local CASA/GAL network to maximize diversity, equity and inclusion
- Annual assessment of community demographics

#### ➤ Required Documentation

- Diversity Plan

## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Documentation of completed staff training
- **Related Practices**
  - The state organization works closely with representatives from legal and social services communities, other child advocacy programs, community service organizations and civic groups to address the need for systemic changes that address issues of diversity, inclusion, disproportionality and disparate outcomes
  - Evidence of formalized methods of data collection and analyses (collected on an ongoing basis) regarding the diversity of the organization's governing body, staff and volunteers to reflect the demographics of community served and implementation of interventions to increase diversity.
  - Data should demonstrate that the organization's demographics reflect the community served and services are provided to individuals equitably.
  - Annual data collection of diversity of leadership, staff and Board
- **Resources and Links**
  - National CASA Inclusiveness and Diversity Training Resources
  - US Census QuickFacts
    - Understanding Disproportionality
    - Calculating Disproportionality
  - BoardSource: Diversity, Inclusion, and Equity
  - Inclusion and Diversity Plan
    - Sample 1 - nonprofit
    - Sample 2 - nonprofit
    - Sample 3 - tribal
  - Inclusion and Diversity Plan Progress Report
    - Sample 1 - nonprofit
    - Sample 2 - public agency

**10. Engages and provides services to individuals equitably regardless of race, color, ethnicity, pregnancy, gender identity, sexual orientation, religion, national origin, marital status, age, disability, genetic information or other differences**

- **Requirements**
  - Understands and seeks to provide reasonable accommodations and is in compliance with Americans with Disabilities Act (ADA) as required
  - Has a non-discrimination policy
  - Has no known discrimination violations
  - All staff, board and volunteers read and sign the Anti-Discrimination policy
- **Required Documentation**
  - Non-discrimination policy
- **Related Practices**
  - Engages individuals who can help the organization identify and understand the needs of the children served and the actions the organization can take to address these needs in governance, recruitment, cultural competency education and training, supervision, retention, evaluation and advocacy from a diversity perspective
  - Partners with a local organization to provide diversity and inclusiveness training and support



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ Resources and Links

- Americans with Disability Act ([ADA.gov](http://ADA.gov))

Partners with National CASA and local CASA/GAL programs to foster network-wide collaboration and excellence

### 11. Participates in National CASA and local CASA/GAL activities

➤ Requirements

- State organization staff members participate in activities of National CASA and proactively communicates with National CASA staff regarding the needs and activities of the programs in their state
- The state organization should be a primary source of providing information to National CASA regarding the needs and activities of the local programs, including program closures or terminations
- The State organization provides timely information and documentation about the state organization's operations, as requested by National CASA
- The State organization informs developing and existing programs in its state about National CASA activities, services, membership requirements and benefits

➤ Required Documentation

- Evidence of inclusion of National CASA information in network communication

➤ Related Practices

- Attends monthly state director calls
- Accesses the Member Portal for relevant information
- The state organization staff, leadership and governing body members, may:
  - Serve on National CASA sponsored councils and committees
  - Attend National CASA annual conference
  - Attend trainings
  - Contribute to/provide feedback during network comment periods
  - Participate on community calls and webinars
  - Coordinate with National CASA regarding legislative activities
  - Engage in press releases/events
  - Support local programs for National CASA grant initiatives

➤ Resources and Links

- [National CASA Association Training Calendar](#)
- [State Director Call Calendar](#)



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### Standards and Technical Guidance - Pillar 3: Funding, Legislation and Presence

(The legislative language and financial resources to provide organizational stability along with the ability to influence decision-making in statewide forums)

#### HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

#### Partners with National CASA to impact federal legislation and appropriations

#### 12. Responsive to National CASA regarding federal legislation and/or appropriations

##### > Requirements

- Acknowledge and reply to requests from National CASA indicating the position or action the state organization will take considering its type of entity, governing laws, policies and rules
- The state organization works with, in, and through National CASA and coordinates any meetings or official engagement with members of Congress, Congressional staff or federal agency officials regarding national legislative or funding issues that relate to the CASA/GAL network
- The state organization informs National CASA of any informal interactions with members of Congress, Congressional staff or federal agency officials regarding national legislative or funding issues that relate to the CASA/GAL network.
- The state organization coordinates with National CASA before taking a position on national legislative issues

##### > Required Documentation

- Public policy agenda, if one is developed by your state

##### > Related Practices

- The state organization is in regular contact with National CASA regarding state legislation and appropriations.
- The state organization participates in the National CASA Meets Congress, Hill visits, in-district meetings with Congressional members and staff, and acts on National CASA legislative alerts
- The state organization notifies National CASA of state legislative days and shares any associated collaterals





## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### Partners with National CASA on national funding opportunities that benefit the CASA network

#### 13. Responsive to National CASA regarding national private and public funding opportunities

- Requirements
  - Acknowledge and reply to requests from National CASA regarding prospective relationships and funding opportunities to indicate the state organization's intention considering its type of entity, governing laws, policies and rules
  - The state organization informs and coordinates with National CASA prior to pursuing funding opportunities that have a national scope/implementation
- Required Documentation
  - Resource development protocol, non-profits only
- Related Practices
  - Work with National CASA to ensure transparency and trust among all parties involved and that funding relationships are mutually beneficial
  - When the state organization discovers a funder which is not appropriate exclusively for state level support, the organization should provide that lead to National CASA
  - Collaborate with National CASA to develop and implement strategies to secure support from national or regional-level funders and donors

Operates on a statewide basis and is a recognized partner in state-level decision making and is a leader in advancing child welfare legislation that supports the mission

#### 14. Seeks to participate in state-level decision-making

- Requirements
  - The state is aware of the needs of and represents the voice of the local CASA/GAL programs in their state
  - The state organization makes known its role, functions and capacities to stakeholders, as appropriate to its services.
  - Pursues cooperation and coordination with: government agencies, legal and social services communities, other child advocacy programs, community service and civic groups, and businesses.
- Required Documentation
  - Public policy plan, non-profits only
  - Documentation of state-level participation
- Related Practices
  - Examples of types of opportunities for participation or hosting include:
    - Conferences
    - Legislative sessions
    - Hearings
    - Trainings
    - Workshops
    - Panels
    - Meetings
    - Councils



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Task Forces
- Resources and Links
  - Definition:
    - State level decision making – having critical input into the direction of matters that may impact communities or persons throughout the state

### Obtains, maximizes and leverages state funding support

15. Builds relationships with state agencies, legislators and the judiciary to support opportunities for funding
  - Requirements
    - Actively pursue and maintain positive relationships with staff in relevant state offices
    - Participate in regular opportunities to educate and increase awareness to targeted groups and to the public of the benefits of CASA/GAL services
  - Required Documentation
    - Plan for cultivating relationships
  - Related Practices
    - Research appropriate funding opportunities and secure State support as necessary
    - Identify and track contacts and communications via a contact log
    - Shares successful strategies with other state directors
16. Seeks state funding
  - Requirements
    - Resource development planning includes strategies to obtain, increase and/or leverage state funding
  - Required Documentation
    - Resource Development Plan
  - Related Practices
    - Has an annual process for budget requests
    - Shares successful strategies with other state directors

### Secures sustainable, adequate, and diverse financial resources

17. Has adequate resources to meet current state organization operations and a financial sustainability plan
  - Requirements
    - Has a viable process to manage resources to meet current budgetary needs
    - Budget is reviewed annually and tracked monthly to determine what level of funding is needed to align budget with organizational needs and priorities
    - A financial sustainability plan is written, approved by the governing body and goals are reviewed and tracked regularly



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ **Required Documentation**

- Financial Sustainability Plan
- Plan to carry out mandates with available funding (e.g. case reduction policy, budget requests) - Public State Agencies
- Annual Budget
- Finance Committee minutes (non-profit only)

➤ **Related Practices**

- Can show funding and funding sources have increased over multiple years
- Funding is derived from diverse and multiple sources, if one funding stream ends, the state organization would still be financially secure
- Is not reliant upon one funding source for sustainability; there is a well-distributed balance of funding sources
- Develops a budget contingency plan
- Maintains financial reserves as permitted

Supported by statutory authority for CASA/GAL programs and volunteer role

18. Has or is working to achieve CASA/GAL-enabling legislation including the volunteer role

➤ **Requirements**

- State statute or court rules relating to CASA/GAL Program, or
- A written plan for how the state proposes to achieve enabling legislation

➤ **Required Documentation**

- State statute relating to CASA/GAL Program, or
- Court rules relating to CASA/GAL Program

Maintains sound financial and operational systems assuring stewardship, accountability and risk management

19. Has written financial internal controls and systems that are consistent with generally accepted accounting principles

➤ **Requirements**

- Written Budget based on:
  - Anticipated funding
  - Fixed and incremental costs of operating the state organization
  - Identification of potentially changing costs and conditions
- Budget is reviewed and approved by governing body prior to beginning of fiscal year  
The governing body has a policy for the review and approval of deviations from and revisions to the budget
- **Financial Reporting**
  - Reporting as required by the Internal Revenue Service (IRS)
    - Annual 990 filed only for non-profits
    - The nonprofit state organization makes timely payments (e.g. IRS Form 941) and reports to the IRS and to other taxing authorities, as required by law
  - Annual report – financial, statistical and service data summary



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Audits or independent financial reviews required annually. Audits are required at least every 3 years regardless of annual revenue.
  - A financial statement audit, review, or compilation in conformity with those respective accounting reporting standards, is required based on annual revenue. See table below:

Annual Program Revenue	Time requirement	Financial Statement Service	Service Provider
Revenue > \$500,000	Annually	Audit	Independent CPA
\$250,000 > Revenue > \$500,000	Annually	Review	Independent CPA
Revenue < \$250,000	Annually	Compilation	Qualified Individual

- The financial statement service occurs within 9 months of the end of the fiscal year.
- A designated committee of the governing body, such as finance or audit review committee, or a designated member of the governing body reviews the report findings and meets with the independent accountant as necessary.
- The report is reviewed and formally approved or accepted by the governing body and is made available for public inspection
- When a management letter has accompanied an audit report, the nonprofit state organization's governing body promptly reviews and ensures that management acts on its recommendations.
- State organizations who are recipients of National CASA grants may be subject to additional financial oversight

### *Non-profits*

- Designated committee reviews findings and meets with the independent auditor as necessary
  - Reviewed and formally approved by the governing body
  - Made available for public inspection
  - When recommendations are made by the independent auditor the organization's governing body promptly reviews and ensures that management acts on the recommendations

### *Public Agencies*

- In a state organization operated under public auspices, an audit is conducted periodically which covers all years since the previous audit was conducted and is conducted in accordance with laws or regulations governing audits of the financial operations of a public agency

### o Financial Accounting and Record Keeping

- Generally Accepted Accounting Principles (GAAP) is applicable to independent audits and reviews. Therefore, management's financial statements must be prepared in accordance with GAAP
- Donor/funder restricted funds must be segregated in the accounting system



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Operational Procedures in regard to accounting control include:
  - Descriptive chart of accounts
  - Prompt and accurate recording of revenues and expenses
  - Maintenance of a filing system which contains account records and receipts
  - Safeguarding and verification of assets
  - Control over expenditures
  - Separation of duties to the extent possible
  - Internal financial control policies:
    - Accounting controls including limited system access, segregation of duties, dual controls
    - Authority parameters and approval procedures
    - Documentation standards
    - Protection of assets
    - Limited access to key assets
    - Reports, reconciliations and reviews
- Disbursement of Funding
  - If the state organization disburses funding to local programs the state organization must have:
    - Written policy guiding the award process which:
      - Describes the decision-making process
      - Provides an opportunity for local program input into the derivation of the formula or criteria used in the decisions to grant funds, unless such formula or distribution of funds is prescribed by the funder
      - Identifies the person or entity of the state organization that makes the final decision regarding the grant formula and/or awards
      - Explains the mechanism and timeframes for disbursement of funds and publication of fund recipients
      - Is available for review upon request
    - Written policy regarding oversight of the funds which:
      - Requirement for a written agreement between the state organization and the local program that stipulates the terms and conditions of funding and includes financial reporting requirements and programmatic reporting requirements (does not apply to direct service states)
      - Requirement that local programs that receive funding adhere to all applicable federal and state laws, rules and regulations regarding the use of funds
      - A description of the monitoring process including timeframes and grantor and grantee responsibilities
      - A description of consequences for non-compliance with the grant terms and conditions
  - Complies with all applicable federal and state laws, rules and regulations relating to the disbursement of funding.
- Facility and Workplace Management



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Operates from commercial or community (donated or leased) office space that provides a safe, well maintained physical environment for its staff, volunteers and visitors.
  - State office is located in the capital or another strategic location.
  - Maintains a work environment for its staff and volunteers that is conducive to effective performance.
  - Facilities comply with applicable ADA standards, fire safety codes and regulations.
  - The nonprofit state organization plans for the dispersal of property in the event of its dissolution.
- Risk Management
- The state organization:
- Protects its physical, human and financial resources and data by evaluating, preventing or reducing the risks to which they are exposed.
  - Has liability protection for the governing body, organization, state staff and state volunteers through the court, state statute or private insurance coverage.
  - Evaluates and reduces its potential liability by:
    - Assigning the risk management function to a person or committee whose job description includes responsibility for risk management policies and activities
    - Ensuring that appropriate bonding, self-insurance or external coverage is adequate to meet the potential liability of the state organization
    - Developing a process to identify risks in terms of their nature, severity and frequency
    - Avoiding risk through loss prevention and risk reduction
    - Evaluating and monitoring the effectiveness of the risk-management function
  - Carries workers' compensation insurance, which meets state requirements, and other insurance as deemed necessary based upon evaluation of its risks, and protects itself through means such as indemnification, participation in a risk-pooling trust or obtaining external insurance coverage.
  - Requires that all persons with authority to sign checks, handle cash and contributions or manage funds be bonded, or that the program maintains appropriate insurance coverage to cover losses which may be incurred.
  - Informs its governing body, officers, employees and volunteers of the amount and type of coverage that is provided on their behalf by the program.
  - Annually reviews its insurance coverage with its insurance carrier to ensure adequate coverage.
  - Requires appropriate automobile liability insurance and operator's licensing for employees who use the organization's motor vehicles, or their own, for organizational business.
  - Requires that staff, volunteers and governing body members immediately notify the state organization of any criminal activity.
  - Displays licenses or other evidence of compliance prominently in the office.
- Required Documentation
- Annual Budget
  - Annual 990 (non-profits only)
  - IRS Form 941



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Annual Report
- Audits, Final Reviews, Financial compilation reports
- Internal Financial Controls Policies
- **Related Practices**
  - **Facility and Workplace Management**
    - The state organization takes reasonable measures to maintain its equipment and ensure it is used as intended.
- **Resources and Links**
  - Internal Controls Considerations
  - Financial Accounting Foundation: The Importance of Generally Accepted Accounting Principles (GAAP)
  - BoardSource: The Consent Agenda - A Tool for Improving Governance

Promotes and maintains National CASA/GAL brand consistency at the local and state level

20. Complies with National CASA branding requirements and policies which includes trademarks, slogans, logos and other brand assets
- **Requirements**
    - Has the naming convention "Insert State Name CASA Association" or "Insert State Name GAL Program"
    - Complies with branding guidelines and graphic standards
  - **Required Documentation**
    - Samples of the use of the logo, trademark, etc.
  - **Resources and Links**
    - **Note:** National CASA is in the process of updating the brand standards and branding campaign. Once the work that is being done in partnership with R&R is complete in early 2019, National CASA will provide additional details about the new branding campaign, and any recommendations for an updated logo treatment. Until then, we ask that you adhere to the current standards, avoid making any significant changes or investments in a branding campaign, and not start the use of "I Am for the Child."
    - Marketing@casaforchildren.org – technical assistance for branding and trademark compliance
21. Adheres to National CASA policies that apply to State CASA/GAL Organizations
- **Requirements**
    - Is familiar with and adheres to all relevant National CASA policies
    - Is in compliance with the National CASA Membership Agreement
    - If the state organization has a fundraising or separate volunteer auxiliary, the state makes that entity aware of National CASA membership requirements, standards, policies and protocols, and specific auxiliary standards.
  - **Related Practices**
    - Review of National CASA policies with staff



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### Standards and Technical Guidance - Pillar 4: Governance

(The highest level of oversight and direction of an organization with fiduciary accountability for the stewardship of tangible assets)

#### HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

##### Operates In compliance with regulations and laws

#### 22. Is in compliance with regulations and laws

##### > Requirements

- Whistleblower Policy. The governing body of the state organization adopts and adheres to a whistleblower policy that provides members of the governing body, staff and volunteers a procedure for reporting unethical, inappropriate or illegal activities by members of the governing body, staff or volunteers. The policy affords the reporter protection in making a good-faith report about such activities
- Conflict of Interest Policy. Conflict of interest policy is adhered to and reviewed by the governing body and leadership annually. There is a well-developed understanding of what a conflict of interest is and how to apply the policy.
  - Require that those associated with the organization in the capacities named above will not use their relationship with the organization for personal or professional gain
  - Identify and define transactions and conduct in which a conflict of interest exists or has the potential to exist and warrants disclosure
- Review state's open meeting/Sunshine laws
- Has access to legal counsel with relevant legal expertise to clarify the meaning of laws or regulations governing its program operation, and provides legal counsel as needed
- Prohibit employees, paid consultants, governing body and committee members of a nonprofit or public state organization from having direct or indirect financial interest in the assets, leases, business transactions or professional services of the organization
  - Identify other specific conduct which is prohibited
  - Establish the requirement that the individual involved make timely disclosure of the conflict or potential for conflict in the transaction
  - Mandate that disclosed conflicts, and the actions taken in response, be documented
  - Include a procedure for recusal from the transaction or decision by the person with the conflict or potential conflict
  - Include a procedure for dismissal or other appropriate discipline of the person involved with the conflict in the event said person fails to disclose the conflict prior to becoming involved in the transaction or decision affected by the conflict
- If the state organization has a fundraising auxiliary, the state makes that entity aware of National CASA standards and protocols
- Is organized and/or structured in accordance to one of the four approved National CASA state organization structures
- Maintains tax exempt status, if applicable
- The governing body should review Whistleblower Policy, Conflict of Interest Policy, Bylaws and Articles of Incorporation at least annually





## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### GOVERNANCE

- **Required Documentation**
  - Whistleblower Policy
  - Conflict of Interest Policy
  - 501c3 Letter of Determination
  - Bylaws or Operational Procedures
  - Articles of Incorporation
  - Board Meeting Minutes
- **Related Practices**
  - A lawyer who sits on the state governing body may also provide pro bono legal counsel as long as the roles have been clarified by the governing body in order to keep the two functions separate
- **Resources and Links**
  - BoardSource: [Sunshine Laws](#)
  - BoardSource: [Sample Conflict of Interest](#)
  - Sample Conflict of Interest Policy
    - [Sample 1](#) – general
    - [Sample 2](#) – public agency
  - Sample Confidentiality Policy
    - [Sample 1](#) – nonprofit
    - [Sample 2](#) – public agency
  - Sample Social Media Policy
    - [Sample 1](#)
    - [Sample 2](#)

### 23. Is familiar with and has access to resources that enable regulatory compliance

- **Requirements**
  - Governing body works to research, identify and make available, resources related to effective management and legal compliance of the organization
- **Resources and Links**
  - [US Government Accountability Office – Government Auditing Standards](#) (applicable to Public Agencies)
  - Board Source: [Like it or Not: You're Being Watched \(Charity Watchdogs and What Your Nonprofit Can Do to Put Its Best Foot Forward\)](#) (Nonprofit organizations only)
  - Additional Resources:
    - Financial Accounting Foundation: [The Importance of Generally Accepted Accounting Principles \(GAAP\)](#)
    - ADA.gov
      - [Title II \(State and Local Governments\)](#)
      - [Title III \(Public Accommodations and Commercial Facilities\)](#)
    - [US Department of Labor](#)
    - [Tax Information for Charities & Non-Profits](#)
    - [U.S. Department of Health & Human Services - Health Information Privacy \(HIPAA\)](#)



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Fulfills responsibilities for oversight, leadership, resource development and support

### 24. Establishes organizational goals and evaluates them annually

#### > Requirements

- o Annual State Director Performance Evaluation
  - a. Evaluated by governing body to whom they are accountable
  - b. Standardized evaluation form
  - c. Review State Director performance against established criteria
  - d. State Director is an active participant
  - e. Assessment of job performance
  - f. Clearly stated objectives for future performance
  - g. Recommendations for further training and skill-building
  - h. Opportunity for State Director self-evaluation
  - i. Signed by the State Director and governing body leader
- o Has a written Strategic Plan
- o Has a written Resource Development Plan
- o Has a financial sustainability plan
- o Has a written Growth Plan
- o Has a Logic Model detailing the current state organization
- o Has a defined performance evaluation process for the State Director and for the governing body (as applicable)

#### > Required Documentation

- o Strategic Plan
- o Resource Development Plan
- o Financial Sustainability Plan
- o Growth Plan
- o Logic Model
- o Performance evaluation process

#### > Resources and Links

- o Growth Plan Process
  - Template
- o Approved National Logic Model
- o Unified State Logic Model
- o W.K. Kellogg Foundation Logic Model Development Guide
- o BoardSource: 10 Common Benefits of Dashboard Reports
- o Capacity Building Toolkit
  - State Organization SWOT

### 25. Manages financial resources in order to support the state organization's provision of services

#### > Requirements

- o The state organization seeks to conserve its financial resources by:
  - Maintaining sound policies regarding purchasing and inventory control
  - Using competitive bidding, where applicable, in accordance with governing body policy and laws or regulations

#### > Required Documentation



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### GOVERNANCE

- Procurement policy
- **Related Practices**
  - The state organization seeks to conserve its financial resources by:
    - Taking advantage of benefits allowed tax-exempt organizations, when applicable
  - Annual review of vendor relationships to identify potential cost savings. Review should include evaluation of scope of work, necessity of services, and performance evaluation.
  - Where appropriate, State Organizations explore ways to expand existing vendor relationships into financial partnerships (e.g., vendor exhibitions at state conferences)

### 26. Reviews, updates and adopts all policies at least every 3 years or as required

- **Requirements**
  - Develop and implement a plan to review required policies and, where applicable, update as necessary or as required by statute or bylaws
- **Required Documentation**
  - Background Screening Policy
  - Conflict of Interest Policy
  - Confidentiality Policy
  - Crisis Management Plan/Communications Plan
    - Written
    - Addresses issues that may have a significant impact on the organization's and/or local programs' credibility, reputation or funding at the local, state or national level
    - To the extent not prescribed by state or local laws, the program has an established procedure to allow the immediate reporting to a court or appropriate agency of a situation in which a court appointed special advocate volunteer has reason to believe that a child is in imminent danger
    - Mandates that information be shared among national, state and local organizations in a timely manner, subject to confidentiality limitations
  - Gift Acceptance Policy
  - Human Resources Policies
    - Whistleblower Policy
  - Insurance Policy
    - The governing body has responsibility for determining the extent and nature of the liability protection needed for state personnel and state volunteers, when applicable laws are unclear or silent.
    - The governing body regularly reviewing potential liability to the organization and staff and establishes the necessary protections for preventing or reducing exposure.
  - Internal Financial Controls
    - Evaluates the management's handling of the organization's financial affairs
    - Reviews financial reports at least quarterly, comparing actual versus budgeted expenditures and revenues
    - Disbursement of Funding Policy
  - Non-discrimination Hiring Policy
  - Records Retention Policy
  - Social Media Policy
  - Travel Policy

## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Related Practices
  - Gather and keep policies in a single place for easy access

### WHEN A BOARD OF DIRECTORS EXISTS (NON-PROFIT STATE ORGANIZATIONS)

Members are effective, engaged and understand their role

#### 27. Operates in compliance with governing documents

- Requirements
  - Bylaws, articles of incorporation, governing body structure including format and number of meetings are clearly defined and regularly reviewed  
 Bylaws or Operational Procedures must:
    - Describe the organizational structure and clearly define roles and responsibilities of the governing body
    - Establish the mechanisms for selection, rotation and duration of membership and for election of officers
    - Set the interval and minimum number of meetings for the full governing body (no less than four times per calendar year)
    - Set the quorum for these meetings so at least a simple majority of the current membership of the governing body is present at every meeting
  - Written Record. The governing body of the state organization maintains a written record of every meeting
    - Summary of the governing body's deliberations
    - All actions taken by the governing body
    - Reports from governing body committees, where applicable
    - Date, time, location of the meeting
    - Type of meeting – regular, special, subcommittee
    - Those in attendance
    - Guests and their affiliation
    - Written record is prepared in a timely manner and copies are made available to members of the governing body and kept with the organization's official documents
- Required Documentation
  - Bylaws or Operational Procedures
  - Meeting Minutes
- Resources and Links
  - Robert's Rules of Order

#### 28. Has and complies with written roles and responsibilities

- Requirements
  - Governing body job description
    - Includes legal and ethical responsibilities; programs and activities of the organization



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Board members should understand and be committed to the obligations of duty of care, loyalty, and obedience
- Has at minimum a Finance Committee or financial oversight provision
- Board regularly participates in fundraising
- Evaluates the state director's performance:
  - In writing at least annually against written performance criteria and objectives established for the time span between evaluations
  - Provides for the participation of the state director in the evaluation process and his/her review, signature on the review and response to the evaluation before it is entered into the staff record
- Responsible for replacing state director when necessary
  - Has a written succession plan for the state director which:
    - Designates an interim chief executive officer/organization administrator
    - Develops a strategy for the delegation of authority and tasks for the interim director in the absence of the chief executive officer/organization administrator
    - Charges a committee with responsibility for conducting a formal search for a new CEO/organizational administrator
    - Provides the resources needed to carry out the search effectively
- The governing body establishes an effective, systematic process for education of and communication with members to ensure they are aware of their legal and ethical responsibilities, are knowledgeable about the programs and activities of the organization and can carry out their oversight functions effectively.
- Formal Board orientation provided and attended by all members
  - Board orientation includes:
    - State organization's goals, objectives, structure and methods of operation, training related to services provided by the organization; a clear expectation regarding annual financial contribution, and provision of key documents related to governance and governing body responsibilities.
- Required Documentation
  - Written board role descriptions
  - State Director Succession Plan
- Resources and Links
  - Program Governance
  - BoardSource: Checklist of Board Roles and Responsibilities
  - BoardSource: What Does Board Service Entail?
  - BoardSource: Board Committee Membership: Who Should Serve on Which Committee?
  - BoardSource: Chief Executive Succession Planning
  - BoardSource: Key Steps in Executive Succession Planning



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Board is comprised of individuals who are committed to advancing the organization's mission

### 29. Is comprised of members representing various constituencies and affiliations

#### ➤ Requirements

- Board members come from a variety of backgrounds such as legal, financial, child welfare and business
- Requirements of governing body member:
  - Skills and experience to serve at a policy-making level
  - Ability to advocate for sufficient financial resources for the organization to carry out its work
  - Knowledge of the court system and the communities served
  - Ability to reflect the interests of community, local programs and children served and to advocate for culturally responsive delivery of service
  - Other specialized skills needed to carry out the objectives of the program
  - Has a mechanism to ensure local program feedback for the board

#### ➤ Required Documentation

- Board List – Contact List of current board/governing body members with affiliations
- Board Recruitment Plan

#### ➤ Related Practices

- Determine if local programs should be voting members of the state governing body
- State organization has assessed the skills and experience of current governing body members to identify gaps and have filled any gaps in their background

#### ➤ Resources and Links

- BoardSource: [Sample Board Performance Matrix](#)
- BoardSource: [Board Recruitment: Are You Focused on the Right Things?](#)
- Board-Source: [Working with Legislators: An Advocacy Briefing Guide for Board Members](#)
- BoardSource: [Chief Executive Dos and Don'ts in Recruiting Nonprofit Board Members](#)

### 30. Secures adequate resources to support the state organization's provision of services

#### ➤ Requirements

- Set realistic financial and fundraising goals for the organization
- Maintains calendar of donor development activities
- Sets policies and exercises control over fundraising activities carried out by its employees and volunteers
- Conducts solicitations of individuals, groups, corporations and other potential funders in an ethical manner
- Provides potential funders with an accurate description of the program, its purpose and services, as well as the financial need for which the solicitation is being made
- Spends funds in accordance with the purposes for which they were solicited, except for reasonable costs for administration of the fundraising activities
- Establishes controls on processing and acknowledging contributions in accordance with applicable laws



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- **Required Documentation**
  - Fundraising Plan
  - Written Controls for processing contributions
- **Related Practices**
  - Addresses competition for funding with local programs through written agreements
  - Clarifies differences between the role of the state organization and local programs when seeking funding
  - Board has a fundraising committee that leads the organization's effort in identifying, cultivating, and approaching major donors
  - Board members actively engage in fundraising efforts
  - Board members have individual giving goals
- **Resources and Links**
  - [Foundation Directory Online](#)
  - [The Chronicles of Philanthropy / Resources](#)
  - BoardSource: [Tips on How to Address The Board's #1 Challenge: Fundraising](#)

### 31. Board members are screened through required background checks

- **Requirements**
  - The state organization secures a criminal background check on each governing body member when elected or re-elected or at least every 4 years if there are no Rap Back services, or comparable service that alerts the organization when processing and retention of criminal or civil transactions. To include:
    - Criminal records from the court jurisdiction in which the applicant has resided and worked for the past 7 years
    - State criminal records
    - FBI or other national criminal database
    - National sex offender registry
    - Child abuse registry or child protective services check where permissible by law
    - Checks that will allow for additional names, aliases and/or addresses to be obtained for the individual for further checks
- **Required Documentation**
  - Documentation that the required background checks were completed. Full screening reports with sensitive information are not required.
- **Related Practices**
  - Social security number verification
  - Adult Abuse Registry (APS)
  - Fingerprinting
  - The organization has a policy for international screening of non-citizens or citizens that have lived abroad during the past 7 years
  - The organization has a screening policy describing any criminal convictions that are not an automatic disqualification
- **Resources and Links**
  - [Background Check Partners/Vendors](#)



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Board membership reflects the goals in the diversity and inclusion plan.

### 32. Has a diversity and inclusion plan for governing body, staff and volunteers

#### ➤ Requirements

- Develops and adopts a diversity and inclusion plan for governing body members, staff and volunteers
- The governing body aims to reflect the diversity of the community and has members who bring a range of skills, backgrounds and knowledge that support the state organization in fulfilling its mission
- Evaluates progress toward the goals in the diversity and inclusion plan annually
- Board participates in trainings centered on issues of diversity, equity, and inclusion

#### ➤ Required Documentation

- The Diversity and Inclusion Plan:
  - Identifies specific measurable goals
  - Identifies new goals and activities to be met in the future
  - Includes measurable action steps which are reviewed, measured and documented at least annually
  - The plan is updated at least every three years

#### ➤ Related Practices

- Diversity and inclusion is a priority for the governing body and leadership
- Understands that a focus on inclusion and sensitivity to cultural differences (i.e., diversity of staff and governing body members) can help ensure decisions are based on a full spectrum of perspectives.

#### ➤ Resources and Links

- [BoardSource: Diversity, Inclusion, and Equity](#)
- [BoardSource: Where is Race on Your Board's Recruitment Agenda?](#)





## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### Standards and Technical Guidance - Pillar 5: Staff

(Personnel, paid or unpaid, to carry out daily operations)

#### HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

Highly qualified, skilled and experienced staff who provide effective leadership

33. Has relevant education and/or experience and competencies required by job descriptions

➤ Requirements

- Has competencies and education, experience and/or training in a field related to the position for which they are hired
- Administrative and/or supervisory responsibility is assigned to employees qualified by experience and training
- The state organization employs and retains only persons who are qualified according to the job description for the position they occupy
- Employees meet all applicable state registration, licensing or certification requirements for their assignment and/or use of profession
- The state organization, in its ongoing planning process, details the type and number of staff required to accomplish the organization's goals and objectives
- There are written job descriptions for each position or group of similar positions which clearly specifies qualifications and responsibilities
- The state organization manages its clerical and administrative systems, including accounting, bookkeeping, staff records and statistical reporting, and assigns appropriately skilled staff to carry out those tasks

➤ Required Documentation

- Written Job Descriptions

34. Staff are screened through required background checks

➤ Requirements

- The state organization secures a criminal background check on each staff at least every four years. To include:
  - Criminal records from the court jurisdiction in which the applicant has resided and worked for the past 7 years
  - State criminal records
  - FBI or other national criminal database
  - National sex offender registry
  - Child abuse registry or child protective services check where permissible by law
  - Checks that will allow for additional names, aliases and/or addresses to be obtained for the individual for further checks

➤ Required Documentation

- Documentation that the required background checks were completed. Full screening reports with sensitive information are not required.

STAFF



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Related Practices
  - Social security number verification
  - Adult Abuse Registry (APS)
  - Fingerprinting
- Resources and Links
  - Background Check Partners/Vendors

### Operates with trust, accountability and commitment

35. Has written human resources policies and procedures which direct the work and activities of all staff in the organization

- Requirements
  - Develop comprehensive, written human resources policies and procedures
  - Human resources policies are:
    - Adopted by the governing body
    - Clear, consistent and equitable
    - Comply with applicable laws and regulations governing fair employment practices
  - Provide written notification of any changes to human resources policies and require staff signature confirming they have received and read the policy
  - Administer policies without discrimination on the basis of race, color, ethnicity, sex (including pregnancy, gender identity, and sexual orientation), religion, national origin, marital status, age (40 or older) or disability or genetic information

#### Recruitment and Selection Policy for Employees

- Applicants must:
  - Complete a written application containing information about educational background and training, employment history and experience working with children
  - Submit the names of three or more references, at least two of whom are unrelated to the applicant
  - Reference checks should be documented in writing either by the person who provided the reference or the staff person who conducted the reference check and retained in the employee file
  - Authorize the state organization and other appropriate agencies to secure state and local criminal records check as well as a national criminal records check, sex offender registry and child protective services check as permissible by state law
  - Attend and participate in personal interviews, if requested
  - Verify the accuracy of the information submitted on the written employment application
  - If the state organization permits staff to transport children or drive on behalf of the organization, the applicant shall provide to the organization at the time of the application:
    - Copy of a valid current driver's license
    - Evidence of adequate personal automobile insurance

STAFF



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

STAFF

- o **State Organization must:**
  - Verify the information provided on the application regarding licensures, education and certifications.
  - Obtain the following:
    - References from a minimum of three persons.
    - Criminal background check on each employee prior to hire
    - State and local criminal records check; national criminal records check, sex offender registry and child protective services check as permissible by state law
    - Motor vehicle division records check
  - Reject applicant if:
    - Applicant refuses to sign a release of information form or submit to required information or fingerprints for any requested records check (this policy must be state on application form)
    - Applicant found to have been convicted of, or having charges pending for, a felony or misdemeanor involving a sex offense, child abuse or neglect or related acts that would pose risks to children or the state organization's credibility is not accepted for employment.
  - Assess the applicant's awareness of and sensitivity to the cultural and socioeconomic factors of the children and families served by CASA/GAL programs.
- o **New Employee Orientation** must include information regarding:
  - Mission and purpose of CASA/GAL programs on local, state and national levels
  - Policies and services
  - Information about confidentiality laws and the employee's responsibility to abide by these laws
  - Information about the state organization's structure, service mandates and professional ethics, including sexual harassment and nondiscrimination policies
  - Lines of accountability and authority within the organization
  - Information about pertinent laws, regulations and policies
- o **Employee Training and Development**
  - The training and development program is reviewed annually and revised based on the state organization's assessment of its training needs.
  - The training and development program includes the opportunity for employees to pursue continuing education to improve knowledge and skills and fulfill the requirements of their respective positions.
  - The training and development program provides information related to children who are abused or neglected and in the court system, including topics of cultural competency, inclusion and diversity issues.
- o **Employee Supervision**
  - Provides adequate supervision to for its employees
  - The state organization delegates supervisory responsibility and holds employees accountable for the performance of assigned duties and responsibilities.
  - Frequency of individual or group supervision is arranged on the basis of employee needs, the complexity and size of the workload and the newness of the assignment.

## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

STAFF

- Supervisors are easily accessible and make every effort to provide quick and thorough guidance to employees
  - Employee Evaluation
    - At least once a year, the performance of employees is evaluated by the person to whom they are accountable, using a standardized evaluation form, to review their performance against established criteria. The employee is an active participant in this process.
    - Employee evaluations include:
      - Assessment of job performance in relation to the quality and quantity of work defined in the job description and to the performance objectives established in the most recent evaluation
      - Clearly stated objectives for future performance
      - Recommendations for further training and skill-building, if applicable
      - Opportunity for employee self-evaluation
    - Employees are given the opportunity to sign the evaluation report, obtain a copy and include written comments before the report is entered into the staff record.
  - Employee Discipline and Termination
 

The state organization has:

    - Written policies and procedures for the termination of employees that are in compliance with applicable laws and regulations.
    - Human resources policies and practices that specify the conditions for disciplinary action and non-voluntary termination of employees, including violations of program policy and/or documented substandard performance.
    - Policies and procedures that specify the person or persons with authority to terminate or discharge an employee.
  - Staff Records
    - The state organization maintains a written staff record for each employee that contains:
      - Identifying information and emergency contacts
      - Recruiting and screening documents such as applications and resumes and educational verification.
      - Pay and compensation information.
      - Job description
      - Training records
      - Performance evaluations
      - Disciplinary actions
      - Termination summaries
      - Letters of commendation
      - Time attendance records
    - Employees must be granted access to staff records
    - Written policies grant employees access to their records and detail the procedures for review, addition and correction by employees of information contained in the record.
    - Confidential records that *must* be kept separate from basic staff file include:



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

STAFF

- Equal employment opportunity (EEO)/invitation to self-identify disability or veteran status records.
  - Reference/security/background checks.
  - Drug test results.
  - Immigration (I-9) forms.
  - Medical/insurance records (medical questionnaires, benefit enrollment forms and benefit claims, doctor's notes, accommodation requests, and leave of absence records).
  - Child support/garnishments.
  - Litigation documents.
  - Workers' compensation claims.
  - Investigation records (although relevant disciplinary action, counseling or other direct communications are placed in the employee's staff file).
  - Requests for employment/payroll verification.
- **Required Documentation**
- Human resources policies/Employee Handbook contains:
    - Human resources practices
    - Working conditions
    - Wage policy and benefits
      - Salaries and Benefits. Established by considering practices of similar agencies and organizations or, in the case of a public entity, are in compliance with salary and benefit levels set by appropriate executive or legislative bodies.
    - Insurance protection
    - Required and supplemental training and development opportunities
    - Non-Discrimination Policy
      - Covers employment, application for employment and the administration or delivery of services
      - Equal employment opportunity policy - The state organization has a written equal opportunity policy which clearly states its practices in recruiting, selecting and promoting staff.
      - The state organization publicizes its equal opportunity policy in its personnel recruitment materials.
      - ADA -The state organization makes an effort to ensure its facility is free of barriers that restrict the employment of or use by physically challenged
      - Compliant with Americans With Disabilities Act as applicable
    - Whistleblower policy. The governing body of the state organization adopts a whistleblower policy that provides members of the governing body, staff and volunteers a procedure for reporting unethical, inappropriate or illegal activities by members of the governing body, staff or volunteers. The policy affords the reporter protection in making a good-faith report about such activities.
    - Travel Policies.



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

STAFF

- Grievance Policy. Written operational procedures regarding grievances to provide fair and equitable opportunity and forum to lodge formal complaints and appeals, where allowed by state law.
  - Documented and includes final resolution
  - Retained according to organization's written retention policy

### Workforce Diversity

- Diversity and Inclusion Plan –
  - Promotes cultural competency and equal opportunity
  - Has a goal and strategies to reflect the children served
- Related Practices
  - Participation of staff in review of human resources policies
  - Shall notify all candidates, in writing, of their application status when the position applied for is filled
- Resources and Links
  - Society of Human Resources Management

### 36. Utilizes a system of checks and balances to ensure effective oversight

- Requirements
  - Yearly employee performance evaluation:
    - Evaluated by person to whom they are accountable
    - Standardized evaluation form
    - Review employee performance against established criteria
    - Employee is an active participant
    - Assessment of job performance
    - Clearly stated objectives for future performance
    - Recommendations for further training and skill-building
    - Opportunity for employee self-evaluation
    - Signed by the employee
- Required Documentation
  - Organizational Chart
- Related Practices
  - Others in the leadership team participate in meetings with the executive director (Board, community members, stakeholders) in order to understand the State Director's role
  - Policies and procedures regarding fundraising, training, volunteer retention and recruitment are documented, and where applicable, multiple people from the leadership team are trained regarding those policies and procedures
  - A wide variety of staff are intentionally included regarding important organizational matters
  - Evolve performance management to coaching
- Resources and Links
  - Sample Employee Performance Review Form
    - Sample 1 – publicly administered
    - Sample 2 – non-profit



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Is experienced and effective in building relationships

### 37. Has developed/maintained positive relationships with multiple stakeholders

- Requirements
  - Cultivates and maintains relationships with appropriate agencies and private organizations to advance CASA's mission
  - Represents CASA on appropriate statewide committees and coalitions dealing with issues that impact child welfare
- Required Documentation
  - Evidence of committee and conference participation
- Related Practices
  - Serving in leadership positions on statewide committees

## Standards and Technical Guidance - Pillar 6: Service

(Process by which a need is addressed)

**HIGHLY EFFECTIVE STATEMENT** | STANDARD | REQUIREMENTS

Has the capacity to effectively and efficiently meet local network needs and state service needs

### 38. Is organized to serve the entire local network and state service area

- Requirements
  - Has a strategy for serving the entire local network and all children in the state who have experienced abuse or neglect
  - Annual assessment of child service provision needs in the state
- Required Documentation
  - Growth Plan
- Related Practices
  - Operates statewide through service to/involvement in all jurisdictions and is a recognized and trusted partner on state-level child welfare, court and stakeholder initiatives and respected and relied on for valuable input in state-level decision-making
- Resources and Links
  - Growth Plan Process
  - Components of a Growth Plan

SERVICE



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

SERVICE

39. New and expanded local programs or auxiliaries are established in accordance with National CASA Program Development Process
- Requirements
    - Inform and seek guidance from National CASA of any discussion or planning around new program development
    - Ensures any proposed or potential program is accepted into the National CASA Program Development Process and before using the CASA name
  - Required Documentation
    - Growth Plan
  - Resources and Links
    - Growth Plan Process
    - Components of a Growth Plan
    - Local Program Growth Analysis Toolkit
40. Assesses local network needs annually
- Requirements
    - Surveys and regular communication with local programs regarding their needs. This could be calls, surveys, focus groups or any other format that ensures every local program has an opportunity to express their needs on a regular, consistent basis
  - Required Documentation
    - Written documentation that feedback from local programs has been solicited, collected and analyzed
41. Assesses state organization's capacity to address needs annually and develops and implements a plan to meet needs
- Requirements
    - Conducts a self-assessment of capacity and resources available as compared to the needs observed for and expressed by the local programs
    - State organization creates and /or seeks resources based on local program feedback/data
  - Required Documentation
    - Strategic Plan
  - Related Practices
    - Local program needs are tracked in multiple ways on a regular basis
  - Resources and Links
    - Capacity Building Toolkit
    - BoardSource: Strategy and Planning
42. Evaluates service delivery to the network annually
- Requirements
    - Track progress of plan to include gauging satisfaction of local programs of state provided services





## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Required Documentation
  - Documentation of service evaluation (e.g., satisfaction surveys)

Develops a written strategic plan/framework every 1-3 years that incorporates short and long-term goals necessary for fulfilling the organization's mission

### 43. Engages in ongoing planning to advance the mission of the organization

- Requirements
  - Strategic plan/framework is completed with input from the Board, local programs, or other stakeholders
    - **Assessment.** To develop the strategic plan, an assessment must be completed including evaluation of:
      - Local program needs
      - Delivery of services to local CASA/GAL staff and programs
      - Local program staff satisfaction
      - State organization financial and human resources
      - State organization governance and management
      - Community Demographics, Demographics of volunteers, staff and Board (if applicable)
      - Conducts an analysis of the organization's strengths, weaknesses, opportunities and threats
    - **Elements of Strategic Plan/framework (Example of Strategic Plan)**
      - Statement of mission and purpose
      - Staffing – including current and projected needs
      - Board of Directors membership, size, method of selection, governing body member performance assessment, meetings, committee structure, and other bylaw provisions
      - Financial projections including income, expenses, reserves and new revenue streams
      - Public education of mission
      - Fundraising goals and strategies
      - Provision of services in accordance with local program needs
      - The development of resources to achieve the state organization's mission
      - Diversity and Inclusivity Plan. The ways the state organization will address the inclusiveness and diversity needs at the state and local levels, including outreach, staffing, volunteer recruitment and training.
        - The Diversity plan should include:
          - Statement of commitment to diversity and inclusion
          - Assessment
            - Community demographics
            - Demographics of children served
            - Analysis of the disparities between children served and volunteers, staff, and Board
          - Strategies to achieve diversity and inclusivity

## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

### SERVICE

- Methods to monitor the effectiveness and relevance of the plan:
  - Surveys and other forms of staff, Board and volunteer feedback
  - Regular communication relating to diversity and inclusion
  - Diversity and Inclusivity advisory committee
  - Outreach strategy to ensure a diverse pool of applicants for staff, volunteer and Board positions
- The desired outcomes for each of its services and criteria for measuring whether and to what extent they are achieved
- The activities that will be undertaken to accomplish the objectives
- A timeline for accomplishing the stated activities
- Parties responsible for accomplishing the stated activities and objectives
- Includes marketing, finance, operations, and legal plan
- Evaluation of Strategic Plan
  - The state organization conducts a comprehensive evaluation of its effectiveness in accomplishing its strategic plan at least every year to determine:
    - The degree to which the organization is achieving its objectives and priorities
    - The degree to which the organization uses its human and financial resources efficiently
    - Strengths, weaknesses and strategies for correcting deficiencies and improving organizational performance
  - Results of Evaluation
    - Evaluation results and any changes to organization's mission, objectives, goals and activities are provided to the governing body.
    - The results are also made available, upon request, to state organization staff and local programs.
- Required Documentation
  - Strategic plan or framework
  - State Logic Model
- Related Practices
  - Has access to each of the updated local program logic models
- Resources and Links
  - W.K. Kellogg Foundation Logic Model Development Guide
  - Approved National Logic Model
  - Unified State Logic Model



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Continuously improves the quality of services and leadership it provides

- SERVICE**
44. Participates in the Highly Effective Standards Review Process (HESRP) conducted by National CASA as required
- Requirements
    - Participates in onsite reviews conducted by National CASA as required
  - Related Practices
    - Review State Development Plan and/or Action Plan prior to onsite review
45. Ensures financial, statistical and programmatic information is collected
- Requirements
    - The state organization establishes and maintains a system for collecting information and program data necessary from local programs
    - The state organization completes and submits the National CASA Association Annual State Organization Survey
  - Related Practices
    - Has a robust case management system that is able to track and link volunteers and children served. The data system should be able to generate reports based on child or volunteer -level data including the outcomes of permanency and return to care. Finally, the data system should be able to create reports that can be used widely across systems.

Educates the public regarding the mission of the organization, the work of local CASA/GAL programs and the needs of the children served

46. Works with the court and judiciary to educate and ensure compliance with the Core Model
- Requirements
    - Meets with state-level court and judicial personnel to ensure understanding of National CASA Core Model and scope
    - Assures programs work with their local judiciary to ensure understanding of and adherence to National CASA's Core Model and scope
    - Informs and seeks assistance from National CASA about any potential deviations from or risks to the Core Model
  - Required Documentation
    - Documentation of meetings with courts and judicial personnel
  - Related Practices
    - Examples of interactions with court and judicial personnel include:
      - Conferences
      - Legislative sessions
      - Hearings
      - Trainings
      - Workshops



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Panels
- Meetings
- Councils
- Task Forces

### 47. Has and executes a public education and community awareness plan

#### ➤ Requirements

- Has a written Public Education and Community Awareness Plan
- Reaches out to effect change for children on a state level
- Partners with community organizations in regular training and mutually beneficial and supportive functions (legal and social services communities, other child advocacy programs, community service and civic groups, and businesses)
- Child welfare stakeholders often look to the state organization for their expertise in child welfare, volunteering, volunteer retention and fundraising
- The state organization makes known its role, functions and capacities to other agencies, community organizations and government bodies as appropriate to its services and as a basis for interagency cooperation and coordination of services
- The state organization works closely with representatives from legal and social services communities, other child advocacy programs, community service organizations and civic groups to address the need for systemic changes that address issues of diversity, inclusion, disproportionality and disparate outcomes
- System in place for referring volunteer inquiries to the appropriate local CASA/GAL program
- The state organization has a process for seeking the input of local CASA/GAL programs to coordinate public education efforts through:
  - Establishing a public education committee or team
  - Sharing materials developed for public education purposes among programs
  - Surveying local programs annually to determine needs and suggestions for public education activities
- The state organization collaborates with local programs and National CASA to ensure that public education efforts meet the needs of local programs and avoid overlap and duplication
- When the state organization plans statewide publicity, local programs are given sufficient notice to prepare for the possibility of increased inquiries
- The state organization conducts an ongoing program of public information and education to provide an understanding of the organization's purpose, function, need for volunteers and place in judicial proceedings and the community social service system

#### ➤ Required Documentation

- Public Education and Community Awareness Plan

#### ➤ Related Practices



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Provides opportunities to educate local representatives regarding issues of importance to CASA programs and the children they serve
- Use social media to motivate and educate local programs, child welfare stakeholders and community
- Resources and Links
  - Advocacy in Action: Resources to Support Safety, Permanency, and Wellbeing

Collects, reviews, ensures the integrity of, and reports data from local program network in non-aggregate form to National CASA and data as required to State agencies for national reporting.

- 48. Has a process to ensure the timely submission of data from the local program network to National CASA and state agencies**
- Requirements
    - The state organization submits accurate state level data to state agencies in a timely manner
    - The state organization receives from each local program a copy of its National CASA Annual Local Program Survey and/or other annual statistical reports
    - The state organization supports National CASA's efforts to collect data and assists in securing it from local programs as needed
    - The state organization follows the National CASA Association and State CASA/GAL Organization Data Collection Protocol
    - The state organization maintains written policies and procedures regarding what uses will be made of the collected data, for the purpose of building transparency and public trust
  - Related Practices
    - Board is aware of the organization's data submission requirements and provides oversight of submission process
  - Resources and Links
    - National CASA Reporting Tools
- 49. Reviews data from local programs for accuracy**

- Requirements
  - The state organization reviews and confirms with National CASA data received from each local program via a copy of its National CASA Annual Program Survey and/or other statistical reports
    - Responsive to National CASA when sharing annual local program data
    - Review core data elements per program for general accuracy
    - Report any errors or concerns to National CASA in the appropriate timeline (minimum one month)
- Related Practices
  - State organization reviews local program data submissions in their entirety
- Resources and Links
  - National CASA Reporting Tools

**SERVICE**



## STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Submits accurate, validated and timely state level data and reports to National CASA.

### 50. Submits timely state level data and reports to National CASA

- Requirements
  - The state organization submits timely state level data and reports to National CASA (i.e. budget, staffing, and service information)
- Related Practices
  - Board is aware of the organization's data submission requirements and provides oversight of submission process
  - State organization has a process to review and validate data for accuracy prior to submission
- Resources and Links
  - National CASA Reporting Tools

Ensures high quality facilitation and delivery of research-informed and evidence-based National CASA/GAL Pre-Service training through evaluation and assessment

### 51. Ensures high quality delivery of National CASA Pre-Service training

- Requirements
  - Have at least one Master Facilitator trained for the state according to National CASA/GAL standards who will either provide training or equip local facilitators to deliver training to local program volunteers
  - Delivery is conducted by facilitators who have met the requirements established by National CASA
  - All pre-service curriculum must be delivered by a facilitator who is prepared and deemed ready to deliver training to volunteers:
    - Preparation can include (but is not limited to) attending a training of facilitator preparation course facilitated by state's Master Facilitator; ensuring local programs are co-facilitating with an experienced facilitator lead or receiving a facilitator certification from a nationally recognized organization.
    - Ensures all program facilitators have previously completed a CASA/GAL volunteer pre-service training, received some form of training by the state organization or National CASA, or have co-facilitated his/her first CASA pre-service training with a facilitator who has received some form of training by the state organization or National CASA.
  - Guest speakers shall not deliver the curriculum unless trained to facilitate the CASA training
- Required Documentation
  - Proof of completion of facilitator training or other certification process (if appropriate)
  - Proof of completion of volunteer pre-service training
  - Documentation of hours of in-service/continuing education training completed.
- Related Practices
- Resources and Links
  - Everyone Ready



## Appendix A:2

NCASA Standards for Local CASA/GAL Programs

# Standards for Local CASA/GAL Programs—2020

PROGRAMS STRUCTURED AS NONPROFITS



Court Appointed Special Advocates  
Guardians ad Litem

FOR CHILDREN

This project was supported by Award  
2018-CH-BX-K001 awarded by the Office of  
Juvenile Justice and Delinquency Prevention  
at the U.S. Department of Justice

NATIONAL CASA/GAL ASSOCIATION





**STANDARDS FOR LOCAL CASA/GAL PROGRAMS STRUCTURED AS  
NONPROFITS**

**EFFECTIVE DATE: January 1, 2021**

**APPROVED BY: Tara Lisa Perry**

**TITLE: Chief Executive Officer**

**About the National CASA/GAL  
Association for Children**

The National CASA/GAL Association for Children (National CASA/GAL Association, National CASA/GAL or the Association), together with its state and local member programs, supports and promotes court-appointed volunteer advocacy so every child in the United States who has experienced abuse or neglect can be safe, have a permanent home and the opportunity to thrive. National CASA/GAL is the federated membership association for 948 state and local court appointed special advocate (CASA) and volunteer guardian ad litem (GAL) programs in 49 states and the District of Columbia. CASA/GAL volunteers and staff work every day to help change a child's story.

# Executive Summary

The adoption of *2020 Standards for Local CASA/GAL Programs (Standards)* represents a significant milestone in the implementation of the National CASA/GAL Association for Children's (National CASA/GAL) Strategic Framework. The 11 updated Standards reflect our focus on becoming a highly effective organization at the national, state and local levels, as well as our unwavering commitment to providing quality volunteer advocacy for children who have experienced abuse or neglect. Operating based on a set of quality standards remains vital to our focus on developing and supporting highly effective local programs.

The objective of *Standards for Local CASA/GAL Programs* is to set performance levels for local programs to ensure quality while allowing individual programs room for creativity and innovation. A set of quality standards to measure a program's operations demonstrates that a program:

- **Respects and is committed** to quality for the children and families served and that volunteers provide best-interest advocacy
- **Utilizes established policies and procedures** necessary for effective management and governance
- **Manages their financial affairs** prudently, are financially sound, and are committed to the principles of public disclosure
- **Continually evaluates** its services and operations
- **Works positively and collaboratively** with their stakeholders, state organization, other local programs and with National CASA/GAL
- **Recruits, trains, develops and supports** a high-caliber team through effective human resource practices

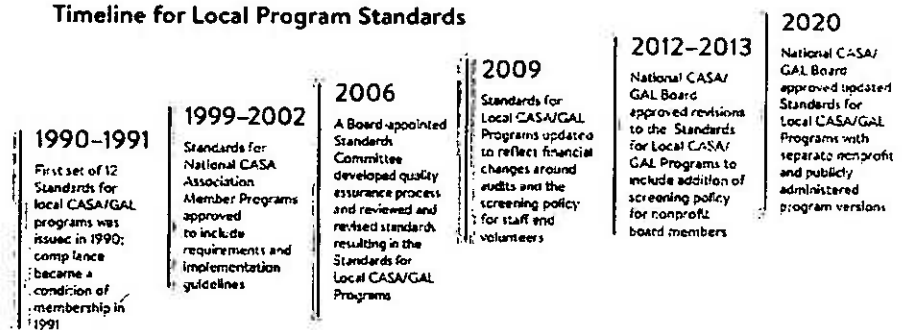
The National CASA/GAL network is strengthened through programs operating under a national set of standards that ensures high-quality best-interest advocacy. Programs are required to adhere to standards that align with a core model, support best practices in governance, management and operations, and are based child welfare consistent guiding principles. The programs participate in standards-based quality assurance (QA) reviews which foster greater awareness among staff,

volunteers and governing bodies of how the programs are governed, operate, and execute on our shared mission. National CASA/GAL is strongly committed to high quality best-interest advocacy and will support this commitment through technical assistance to the local network to achieve these Standards.

## History of National CASA/GAL Association Standards and Revisions (Prior to 2020)

The National CASA/GAL Association first issued a simple set of 12 Standards for local CASA/GAL programs in 1990, with the Standards becoming a condition of membership a year later. The Standards have evolved over time to include separate standards for local CASA/GAL programs compared to standards for state CASA/GAL programs, the development of QA processes as well as revisions to the respective standards to reflect improved operations and updated management practices.

### Timeline for Local Program Standards



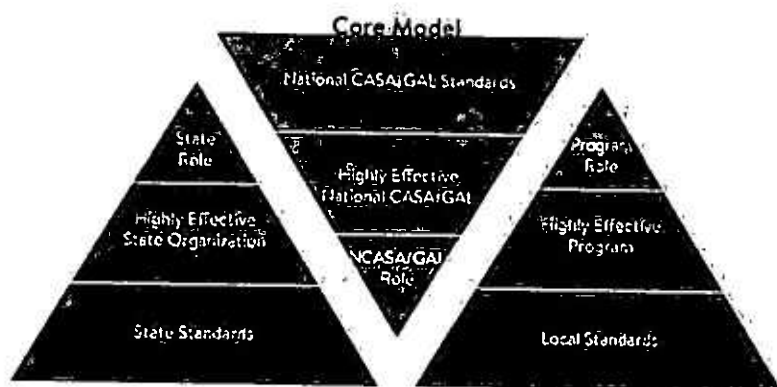
To update and revise the Standards, National CASA/GAL sought and received significant input from the entire CASA/GAL network. A Standards Committee was formed representing a broad cross-section of the CASA/GAL network diverse in demographics and skill set. Staff from state and local programs; urban and rural programs; guardian ad litem and friend of the court models; the judiciary; and National CASA/GAL staff were represented on the Standards Committee.

This commitment to network input continued with the latest inclusive process launched in the Spring of 2017 to update the state and the local program standards to align with the strategic direction of becoming highly effective organizations. Along with the development of key foundational documents to guide the work of the network, to include the *National CASA/GAL Association Core Model*, documents describing the roles of National CASA/GAL, state CASA/GAL organizations and local CASA/GAL programs, and the highly effective definitions for each level within the network, new *Standards for State CASA/GAL organizations* were adopted by the National CASA/GAL Board of Trustees in 2018.

### Creating the 2020 Standards for Local CASA/GAL Programs

In April 2017, the four local leadership councils (Rural, Suburban, Tribal and Urban) served as the primary work groups in the development of updated local program standards. First, the *Role of a Local CASA/GAL Program* and the definition of a *Highly Effective Local CASA/GAL Program* were developed individually by each leadership council. The four versions of these two documents were then combined into a unified document to help inform creation of new standards for local CASA/GAL programs.

#### Foundational Documents



The local standards work was further shaped by reviews from the State Leadership Council, all state directors and input gathered from the CASA/GAL network at large. The first network comment period in response to the draft Standards was conducted in December 2018. Feedback was received and incorporated into a revised draft version of the new local standards in 2019. A subsequent comment period was held in early 2020, followed by the local leadership councils approving the overarching 11 Standards for local programs in March 2020 followed by approval of related elements of practice for each of the 11-Standards during their meetings in May 2020.

In June 2020, the 11 Standards and accompanying elements of practice were approved by both the State and National Leadership Councils resulting in the next step of separate documents being created - one for nonprofit local programs and another for publicly administered programs, along with a combined glossary of terms. During June-August 2020 council meetings, the Nonprofit Standards, Publicly Administered Standards and Glossary of Terms were approved by the six leadership councils with a recommendation to move the documents forward to the National CASA/GAL Board of Trustees for review and adoption. The Board of Trustees approved the Standards for adoption in September 2020.

#### Process for New Local Standards Development

April 2017	Local leadership councils start developing the <i>Role of a Local Program</i> , a <i>Highly Effective Program</i> and updated local standards
Dec 2018	45-day comment period held to give the network an opportunity to provide feedback on the draft of the updated local standards
Oct 2019	New draft of local standards developed in consultation with the leadership councils in response to network feedback received
Jan 2020	Subsequent network-wide comment period conducted for input on the revised draft of the local standards
Sep 2020	<i>Standards for Local CASA/GAL Programs</i> adopted by National CASA/GAL Board of Trustees following leadership council approvals

## Primary Contributors

Many members of the CASA/GAL network contributed to the update of the local Standards. This includes serving on work groups and/or providing input during comment periods. We wish to recognize the following 2017 through 2020 leadership council members, the Quality and Accountability Committee members and a group of National CASA/GAL staff for their specific contributions to development of the 2020 versions of the *Standards for Local CASA/GAL Programs*. We thank everyone for your time and your partnership as we focus on quality, capacity, growth and effectiveness at the national, state and local levels.

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## How to Use the Standards

The document provides a framework for quality program management and operations excellence for nonprofit CASA/GAL programs. The document is organized into sections dealing with specific areas of program management. Each section begins with a standard. There are 11 *Standards for Local CASA/GAL Programs*. The order of the standards does not in any way represent importance; they are all equal in stature.

The standard statement in each section defines the overall approach to manage a particular aspect of program operations. Under each standard, "Elements of Practice" are provided as indicators for how the standard is implemented. Elements of Practice operationalize the standards by specifying activities, policies and/or processes for a local program to have in place to adhere to and to carry out the intent of the overall standard.

A **Glossary of Terms** is provided as a complement to the standards to provide a definition of select terms. The first use of each term in the *Standards At A Glance* and the elements of practice is linked to the term in the glossary.

The **Documentation List** is organized by standard and is designed to itemize the documents or type of documentation that will or can help to substantiate the elements of practices for the respective standards. Though all documentation is requisite, a series of the documents will be required to be submitted to National CASA/GAL as a part of the local QA process.

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# Standards at a Glance

## STANDARD 1

### 1 Core Model and Mission

Adheres to the National CASA/GAL Association for Children's Core Model of providing screened, trained, and qualified community court appointed volunteers to advocate for the best interests of children and youth who are before the court as a result of abuse or neglect as defined by the state child welfare laws, living at home or in out-of-home care, as well as operates in alignment with the mission. CASA/GAL volunteers advocate for children from birth through the age defined by the state statute as the limit to youth remaining in care.

## STANDARD 2

### 2 Guiding Principles

Provides best-interest advocacy for children as reflected in these guiding principles which recognize the importance of family preservation and reunification, equity, diversity, inclusion and collaboration.

## STANDARD 3

### 3 Diversity, Equity and Inclusion

Commits to diversity, equity and inclusion and demonstrates these qualities in its own operations, governance, management and quality advocacy for children.

## STANDARD 4

### 4 Ethical Conduct and Confidentiality

Upholds the credibility, integrity, dignity and reliability of CASA/GAL advocacy by conducting all interactions in an honest, fair, respectful and compassionate manner. The program incorporates policies and practices to avoid conflicts of interest and preserve confidentiality.

## STANDARD 5

### 5 Governance and Administration

Oversees and ensures compliance with applicable laws, regulations, fiduciary obligations, written agreements, standards and financial sustainability of the program.

## STANDARD 6

### 6 Management and Funding

Demonstrates mission-oriented leadership in operations management and is a responsible steward of all resources in order to maximize advocacy for children who are eligible for and in need of a CASA/GAL volunteer.

## STANDARD 7

### 7 Human Resources

Follows written policies for recruiting, screening, training, supervising, evaluating and developing staff from diverse backgrounds in an equitable and inclusive environment that advances the CASA/GAL mission.

## STANDARD 8

### 8 Volunteer Administration

Follows written policies for recruiting, screening, training, supporting, supervising, recognizing and retaining volunteers to fulfill the role and duties of court appointed special advocates/guardians ad litem, in accordance with applicable laws, rules, regulations and standards.

## STANDARD 9

### 9 Public Education and Engagement

Communicates and actively engages with stakeholders and the general public to provide information and build support for the CASA/GAL mission, and the needs of children who have experienced abuse or neglect.

## STANDARD 10

### 10 Data and Records

Compiles, maintains, manages and reports quality data and information in accordance with applicable laws, policies and/or standards. The program maintains complete, accurate and current case records and volunteer files.

## STANDARD 11

### 11 Network and Membership

Maintains membership with National CASA/GAL Association and is a member or an affiliate of the state CASA/GAL organization (if one exists) and meets the standards, requirements and policies of both.

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# Core Model and Mission

## STANDARD 1

# 1 Core Model and Mission

Adheres to the National CASA/GAL Association's Core Model of providing screened, trained, and qualified community court-appointed volunteers to advocate for the best interests of children and youth who are before the court as a result of abuse or neglect as defined by the state child welfare laws, living at home or in out-of-home care, as well as operates in alignment with the mission. CASA/GAL volunteers advocate for children from birth through the age defined by the state statute as the limit to youth remaining in care.

### Elements of Practice

**A** Adheres to and operates in a manner consistent with the National CASA/GAL Association Core Model, with the following required elements:

- 1 | Utilizes community volunteers that:
  - a | Are screened, trained, and qualified.
  - b | Are appointed by the court.
  - c | Advocate for the best interest of children and youth.
- 2 | Serves children and youth:
  - a | Before the court as a result of abuse or neglect as defined by the state child welfare laws.
  - b | Living at home or in out-of-home care.
  - c | Birth through the age defined by the state statute as the limit to youth remaining in care.
- 3 | State statute takes precedence if it provides for the CASA/GAL volunteer to take other types of cases.

**B** Establishes a program mission statement that is:

- 1 | Written.
- 2 | Consistent with the *National CASA/GAL Core Model*.

### Core Model



- 3 | Adopted by the program's governing board,.

**C** Establishes program values that are:

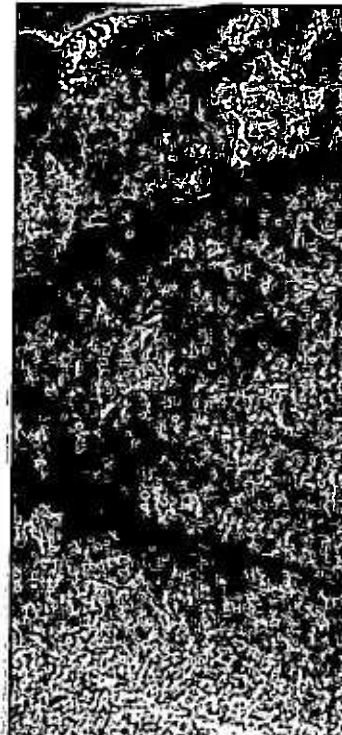
- 1 | Written.
- 2 | Consistent with the values of National CASA/GAL.
- 3 | Adopted by the program's governing board.





STANDARD 2

# Guiding Principles



## STANDARD 2

# 2 Guiding Principles

Provides best-interest advocacy for children as reflected in these guiding principles which recognize the importance of family preservation and reunification, equity, diversity, inclusion and collaboration.

### Elements of Practice

**A** Integrates the following guiding principles into all aspects of program practices, policies and procedures:

- 1 | Recognize the importance of family preservation and/or reunification:
  - a It is in a child's best interest to remain with their family of origin when safely possible.
  - b The program acknowledges that children experience trauma when separated from their family of origin.
  - c If a child is removed from their family of origin, it is in the child's best interest to be reunified with their family of origin as soon as safely possible.
  - d If a child is removed from their family of origin, the child should be placed with a relative whenever safely possible and in the child's best interest.
  - e Strengthening families, through recommendations for services, supports, visitation and communications, is in the child's best interest to achieve stability and/or reunification.
  - f The program requires and demonstrates respect for the parents and all parties associated with the case.
  - g The program ensures that information regarding the family's strengths is incorporated into reports to the court.
  - h The program ensures that information regarding the child's wishes is incorporated into reports to the court.
  - i When a court determines a child cannot be safely reunified with their family of origin consistent with legal mandates, another permanent placement is in a child's best interest.

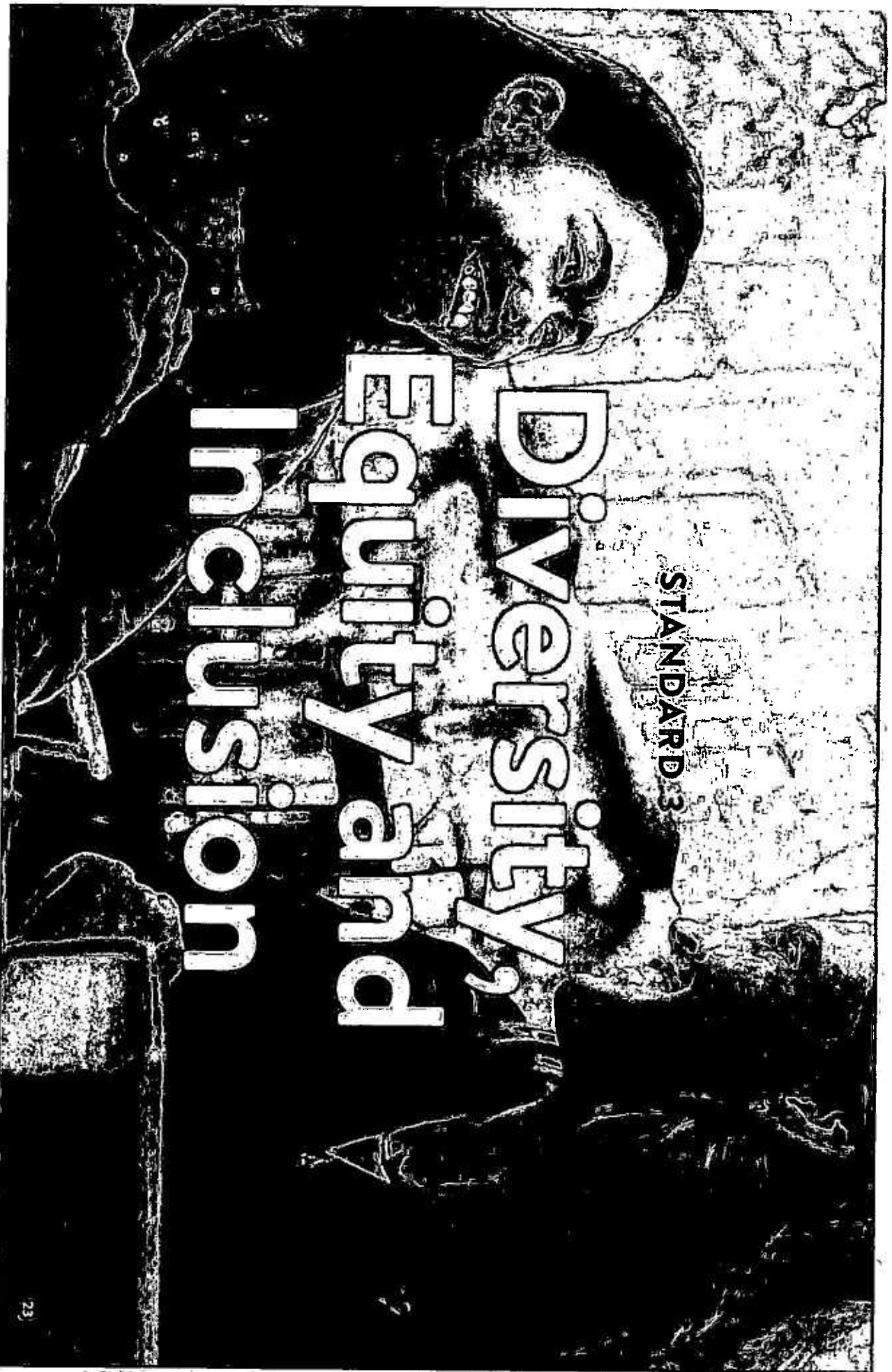
2 | Recognize the importance of diversity, equity and inclusion:

- a All children regardless of age, race, ethnicity, national origin (ancestry), color, religion (creed), gender, gender expression, sexual orientation, disability or physical challenge should be safe, have a permanent home and an opportunity to thrive.
- b The program acknowledges the existence of implicit bias and takes steps to minimize and/or eliminate implicit bias.
- c The program demonstrates an understanding of disproportionality impacting children who have experienced abuse or neglect.

3 | Recognize the importance of collaboration:

- a The CASA/GAL program's governing board and the executive director, along with program staff and volunteers, cooperate and coordinate with other volunteer and public service agencies, the courts, community groups, families and individuals to:
  - i Improve services for individual children and their families.
  - ii Advocate for needed change in the conditions which adversely affect the children served.

**B** Provides orientation, training, and continuing education for staff, volunteers and nonprofit governing board members about these guiding principles.



STANDARD 3

# Diversity, Equity and Inclusion

## STANDARD 3

# Diversity, Equity and Inclusion

3

Commits to diversity, equity and inclusion and demonstrates these qualities in its own operations, governance, management and quality advocacy for children.

### Elements of Practice

**A** Works to diversify its staff, volunteers and governing board to reflect the population and meet the needs of the children served.

- 1 | Written plan and action steps are adopted to diversify the program's staff, volunteers and governing board to reflect the population of children served.
- 2 | Written plan and action steps are adopted to promote equity and inclusion of diverse staff, volunteers and members of the governing board.
- 3 | Written plan is measurable and reviewed by the governing board to assess progress, at least annually, as part of the program evaluation process and the goals and measures are updated every three years.
- 4 | The governing board identifies strategies and outcomes for diversity, equity and inclusion for program planning.
- 5 | The program engages in collaborative efforts with its state CASA/GAL organization to foster diversity, equity and inclusion.
- 6 | The program staff, volunteers and governing board participate in, at least annually, education and training approved and documented by the program related to diversity, equity and inclusion.
- 7 | The program engages individuals who can:
  - a | Help the program identify and understand the needs of the children served.
  - b | Identify the action steps the program can take to address these needs in governance, recruitment, training, supervision, retention, evaluation and advocacy.

**B** Promotes equity and inclusion through its governance, management, operations, recruitment, continuing education, retention and advocacy policies and practices.

**C** Commits to understanding disproportionality and disparate outcomes.

- 1 | Collects and reviews data which may include: race, ethnicity, nationality, socioeconomic, gender, sexual orientation, and disability for the children served to inform the program about disproportionality and disparate outcomes.
- 2 | Engages in activities to increase the awareness and understanding of volunteers, staff and governing board members regarding issues of disproportionality and disparate outcomes within its local child welfare and court systems.
- 3 | Participates and works in partnership with child welfare providers and court representatives in identifying, understanding, and addressing their community's issues of disproportionality and disparate outcomes.

**D** Promotes a diverse, equitable and inclusive workplace.

- 1 | The program is inclusive and actively recruits qualified staff reflective of the children served.
- 2 | The program administers its human resources practices to all persons without discrimination based upon age, race, ethnicity, national origin (ancestry), color, religion (creed), gender, gender expression, sexual orientation, disability or physical challenge.
- 3 | The program's staff recruitment and selection practices are in compliance with applicable laws and regulations.
- 4 | The program is in compliance with the Equal Employment Opportunity Act.
- 5 | The program has written equal opportunity, anti-discrimination and anti-harassment policies which clearly state its practices in recruiting, selecting and promoting staff.
- 6 | The program publicizes its equal opportunity policy in their staff recruitment materials.
- 7 | The program makes reasonable efforts to ensure the workplace is free of barriers for staff, volunteers and others.



**STANDARD 4**

# Ethical Conduct and Confidentiality

## STANDARD 4

# Ethical Conduct and Confidentiality

Upholds the credibility, integrity, dignity and reliability of CASA/GAL advocacy by conducting all interactions in an honest, fair, respectful and compassionate manner. The program incorporates policies and practices to avoid conflicts of interest and preserve confidentiality.

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### Elements of Practice

**A** Requires ethical conduct.

- 1 | The program establishes policies to govern ethical conduct of its staff, paid consultants, volunteers and governing board.
- 2 | The program maintains a written conflict of interest policy approved by the governing board. The conflict of interest policy:
  - a Help the program identify and understand the needs of the children served.
  - b Identify the action steps the program can take to address these needs in governance, recruitment, training, supervision, retention, evaluation and advocacy.
  - c Is signed annually by staff, paid consultants, and members of the governing board and the program retains this document in the appropriate record or file.
  - d Identifies and defines conduct and transactions in which a conflict of interest exists or has the potential to exist and warrants disclosure.
  - e Prohibits staff, paid consultants, volunteers and members of the governing board from having direct or indirect financial interest in the assets, leases, business transactions or professional services of the program.
  - f Prohibits staff and/or assigned CASA/GAL volunteers from being related to any parties involved in the case or being employed in a position and/or affiliated with an agency that might result in a conflict of interest.

- e identifies other specific conduct or circumstances that constitute a conflict or potential conflict and would therefore be prohibited.
  - f Requires that the individual involved makes timely disclosure to the program of any conflict or potential for conflict of interest.
  - g Includes a procedure for recusal from the transaction, case or decision by the individual with the conflict or potential conflict.
  - h Includes a procedure for dismissal or other appropriate discipline of the individual involved with a conflict in the event said individual fails to disclose the conflict prior to becoming involved in the transaction, case or decision affected by the conflict.
- 2 | The program maintains a written conflict of interest policy approved by the governing board. The conflict of interest policy:
  - 3 | Although legal counsel may be provided to the program under voluntary auspices on a pro bono basis and a lawyer who offers legal counsel may sit on the program board, the program clarifies these roles in order to keep the two functions separate.
  - 4 | If active volunteers are members of the governing board, there are processes and procedures in place for handling potential conflicts of interest in relation to human resources and other issues with potential for a conflict of interest.
  - 5 | The program's staff, volunteers and governing board members must immediately notify the CASA/GAL program of any criminal charges filed against them.
  - 6 | The program shall promptly refer to National CASA/GAL and the state CASA/GAL organization any credible evidence that a staff person, volunteer, governing board member, contractor, subcontractor, subgrantee or other person affiliated with the program has committed a criminal or civil violation of law pertinent to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving program funds.

**B** Maintains Confidentiality.

- 1 | The program follows written policies and procedures regarding access to, use of, and release of information about the children it serves to ensure that the confidentiality of children and their families is maintained at all times.
- 2 | Staff and volunteers respect the child's right to privacy by maintaining confidentiality.
- 3 | Volunteers take an oath of confidentiality upon completion of the National CASA/GAL Association Pre-Service Training and sign a statement of confidentiality upon acceptance of each case.
- 4 | Staff and members of the governing board sign a statement of confidentiality upon hire or affiliation with the program.
- 5 | The program demonstrates its compliance with applicable statutory requirements pertaining to confidentiality of case-related information by ensuring that its policies, procedures and practices are consistent with all applicable laws and regulations.
- 6 | Access to records is limited to the court, authorized program staff and others outside the program whose request for access to confidential information is permitted by statute or the court.
- 7 | The program has a written policy to protect confidential information of staff, volunteers, governing board and advisory committee members, and donors.
- 8 | All confidential electronic and hard copy correspondence, files and records are securely maintained and are readily accessible.





# Governance and Administration



## STANDARD 5

# Governance and Administration

Oversees and ensures compliance with applicable laws, regulations, fiduciary obligations, written agreements, standards and financial sustainability of the program.

### Elements of Practice

- 5** **A** Ensures the governing board adheres to its role and responsibilities:
- 1 | Ensures program compliance with applicable state and local statutes, court rules, ordinances, executive orders and appropriate regulations.
  - 2 | Provides the program with access to legal counsel and/or relevant legal expertise to clarify the meaning of laws and regulations governing its program operations and to provide legal counsel as needed to assist in performing the duties assigned to the volunteers by the courts.
  - 3 | Establishes a written strategic plan with annual operational goals and objectives that is reviewed and evaluated annually.
  - 4 | Ensures development of and compliance with all policies required by National CASA/GAL.
  - 5 | Reviews all required policies at least every three (3) years (or more often if required by law, rule, regulation, ordinance, executive order, court order, or standards) to assess the need for updates. The date of each review shall be noted on the corresponding document.
  - 6 | Adheres to a whistleblower policy which provides members of the governing board, staff and volunteers a procedure for reporting unethical, inappropriate or illegal activities by members of the governing board, staff or volunteers and such policy affords the reporter protection in making good faith report about such activities.
  - 7 | Secures sufficient financial resources, and manages resources prudently in order to support the program's provision of services.

- 8 | Adopts the program's written budget annually which guides the management of resources based on:
  - a Funding anticipated during the program year.
  - b Fixed and incremental costs of operating the program and identification of potentially changing costs.
  - c Review, approval and documentation of any budget deviations.
- 9 | Ensures the program has applicable insurance coverages, such as liability insurance, workers' compensation insurance and directors' and officers' coverage.
- 10 | Appoints the executive director, or functional equivalent, and delegates authority and responsibility for program operations, financial management and policy implementation to the executive director.
- 11 | Evaluates the performance of the executive director in writing at least annually utilizing written performance criteria.
  - a Provides for the participation of the executive director in the evaluation process.
  - b The executive director is given the opportunity to sign the evaluation report, to obtain a copy and to include written comments before the report is entered into the human resources record.
- 12 | Establishes a written succession plan for the executive director position. The plan makes provision for the following:
  - a Designating an interim executive director, if necessary.
  - b Charging a committee or designee with responsibility for conducting a formal search.
  - c Identifying and providing resources needed to carry out the search effectively.
  - d Notifying the state CASA/GAL organization, National CASA/GAL, significant funders, staff and stakeholders promptly.
- 13 | Maintains records of every governing board meeting and accurately reports all actions taken by the governing board and includes a summary of the governing board's deliberations. The written record also includes reports of board committees. The written record is prepared in a timely manner and copies are made available to members of the governing board. A master copy of the written record, to include all board meeting

minutes, dates, topics or agendas, and attendance records, is kept with the CASA/GAL program's official documents.

- 14 | Ensures the program has been granted the legal authority to operate through state or local statutes, executive or judicial order or court rules.
- 15 | Ensures the program has a statute or written agreement with the juvenile or family court that defines the case assignment and acceptance process as well as the working relationship between the program and the court.
  - a The agreement must be reviewed at least once every three (3) years to assess the need for updates.
  - b The written agreement between the CASA/GAL program and the court must be renewed when there is a change in the judicial leadership or changes in policy, law or local court rules, or program resources that substantially impact the relationship between the program and the court.
  - c The CASA/GAL program has regular communication with the court in order to evaluate the court's satisfaction with the program and to obtain the court's recommendations for improving the effectiveness of the program.
- 16 | Ensures the development of, compliance with and review of by-laws for programs structured as nonprofits. At a minimum, the by-laws:
  - a Meet statutory requirements.
  - b Describe the organizational structure and responsibilities of the governing board.
  - c Establish the mechanisms for selection, rotation and duration of membership, and election of officers.
  - d Describe terms of board membership.
  - e Set the minimum number of formal meetings of the full governing board at least four (4) times per calendar year.
  - f Set the quorum for these meetings of at least a simple majority of the current membership of the governing board.
  - g Describe standing committees to include executive and finance committees.

**B** Ensures and monitors screening of all staff, volunteers and members of the governing board as follows:

- 1 | Obtains a completed written application from each prospective staff person, volunteer or governing board member containing information about educational background, training, employment history and experience working with children.
- 2 | Obtains the names of three (3) or more references that are unrelated to the applicant.
- 3 | Obtains written authorization and information for the program and other appropriate agencies to secure and secure a background check on each prospective staff person, volunteer and governing board member initially and at least every four (4) years if there are no Rap Back services to include:
  - a Criminal records from the court jurisdiction in which the applicant currently resides and works.
  - b State criminal records.
  - c FBI or other national criminal database.
  - d National sex offender registry.
  - e Child abuse registry or child protective services check where permissible by law.
  - f Social security number check or the equivalent that allows for additional names, aliases and/or addresses to be obtained for the individual for further checks.
- 4 | Conducts a personal interview in-person with each prospective staff person, volunteer and governing board member.
- 5 | Secures county and state criminal record checks for any county or state not covered by a national criminal background check in which the prospective staff person, volunteer or governing board member has resided for the previous seven (7) years.
- 6 | Secures a child abuse registry or child protective services check, unless prohibited by law, for any state in which the prospective staff person, volunteer or governing board member has resided for the previous seven (7) years.

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- 7 | Declines any prospective staff person, volunteer or governing board member who refuses or fails to sign a release of information form or submit the required information necessary for any of the checks required by these Standards for Local CASA/GAL Programs.
- 8 | Declines or dismisses any prospective or current staff person, volunteer or governing board applicant found to have been convicted of, or having charges pending for a felony or misdemeanor involving a sex offense, child abuse or neglect or related acts that would pose risks to children or the program's credibility.
- 9 | Considers if an applicant is found to have committed a misdemeanor or felony that is unrelated to or would not pose a risk to children and would not negatively impact the credibility of the program, the extent of the rehabilitation since the misdemeanor or felony was committed, as well as other factors that may influence the decision, to accept the applicant as a staff person, volunteer or governing board member.
- 10 | Completes and documents all screening before the staff person, volunteer or governing board member is accepted by the program and written verification is maintained on file at the program office.
- 11 | Provides written notification as part of the application process for prospective staff, volunteers and governing board members about all screening and background check requirements.
- 12 | Repeats and documents these record checks for each active staff person, volunteer and governing board member at least every four (4) years. Rap Back services may be utilized for criminal background re-checks.
- 13 | Determines and monitors adherence to policies related to corrective action(s) for any current staff person, volunteer or governing board member who violates a program policy, court rule or law that poses a risk to a child or negatively impacts the program.

**C** Provides program administration oversight as follows:

- 1 | Ensures clear lines of accountability and authority exist at all levels of the program's organizational and management structures and are formalized in a chart of the organization, showing lines of accountability to which all staff, volunteers, and governing board members have received orientation.
- 2 | If the CASA/GAL program is under the umbrella of a parent organization, a written agreement or memorandum of understanding (MOU) is developed that:

- a Details the rights and responsibilities of the program and the parent organization.
  - b Includes procedures for resolving situations in which a conflict of interest exists between the CASA/GAL program and its parent organization.
  - c Contains the protocol for resource development activities of both organizations.
  - d Sets a time frame of no more than two (2) years for review and possible revisions of the agreement.
  - e Specifies the process for termination of the agreement or memorandum of understanding.
- 3 | Communication and collaboration between staff, volunteers and governing board members is promoted by providing opportunities for interactions amongst volunteers, staff and the governing board.

**D** Recruits members of the governing board:

- 1 | The governing board is diverse and has members who bring a range of skills, backgrounds and knowledge which support the CASA/GAL program in fulfilling its mission.
- 2 | The program utilizes a written plan or matrix to guide its recruitment efforts.
- 3 | The CASA/GAL program governing board includes individuals with various capabilities:
  - a Skills and experience to serve at a policy-making level.
  - b Ability to advocate for sufficient financial resources for the program to carry out its purpose.
  - c Knowledge of the court system and the community served.
  - d Ability to reflect community and client interests and to advocate for culturally responsive service delivery.
  - e Other specialized skills needed to carry out the objectives of the program.
- 4 | The program develops and utilizes on an ongoing basis the following:
  - a Job descriptions for board members.
  - b Board recruitment strategies.
  - c Election and screening procedures.

**E** Provides formal orientation for governing board members:

- 1 | Ensures new members of the governing board receive formal orientation to:
  - a Applicable laws and regulations.
  - b National CASA/GAL Association Core Model.
  - c National CASA/GAL Association Standards for Local CASA/GAL Programs.
  - d Roles of national, state and local CASA/GAL programs.
  - e The program's goals, objectives, structure and operations.
  - f Applicable fiduciary responsibilities, including financial oversight.
- 2 | Ensures the governing board members are familiarized with program services and are provided with key documents related to program governance and/or nonprofit board responsibilities.
- 3 | Completes screening and background checks for governing board members consistent with Standard 5.B above prior to affiliation.

5

**F** Establishes a written plan for ongoing training and development to improve the knowledge and skills of the governing board that is reviewed and evaluated annually.

**G** Maintains governing board records:

- 1 | Applications and screening documentation consistent with standard 5.B for each governing board member.
- 2 | Signed and dated statement of confidentiality for each governing board member.
- 3 | Signed and dated conflict of interest policy for each governing board member.
- 4 | Board minutes signed by the board secretary or designee, including attendance, dates of meetings, agendas, topics covered and decisions or resolutions.
- 5 | Standing committee meeting minutes, including attendance, dates of meetings, agendas, topics covered and decisions or resolutions, if applicable.





STANDAR 6

# Management and Funding

## STANDARD 6

# Management and Funding

Demonstrates mission-oriented leadership in operations management and is a responsible steward of all resources in order to maximize advocacy for children who are eligible for and in need of a CASA/GAL volunteer.

### Elements of Practice

#### A Demonstrates program leadership.

- 1 | The executive director is responsible for the day-to-day management of the CASA/GAL program.
- 2 | The executive director has the following qualifications:
  - a Education and/or training in a related field.
  - b Management skills and experience to effectively administer the program's human and financial resources.
  - c Ability to effectively coordinate services with the court and other community agencies.
- 3 | The executive director:
  - a Plans and coordinates with the governing board the development and periodic review of program policies for approval.
  - b Establishes a logic model that is adopted by the governing board and evaluated annually.
  - c Attends, or is represented by a designee, at all meetings of the governing board and its committees to the extent authorized by the governing board.
- 4 | The executive director is delegated human resources management authority by the governing board and the executive director ensures that the program's staff management is carried out in accord with written policy.

#### B Manages financial resources.

- 1 | The program follows a written plan for securing and maintaining diversified financial resources adequate to accomplish its established goals and objectives.
- 2 | The program maintains its tax-exempt status, if applicable.
- 3 | The program seeks to conserve its financial resources by:
  - a Accessing benefits allowed for tax exempt organizations, when applicable.
  - b Maintaining sound policies regarding purchasing and inventory control.
  - c Using competitive bidding, where applicable, in accordance with governing board policy and law or regulation.
- 4 | The program regularly analyzes:
  - a Cost of operations.
  - b Current and potential funding sources.
  - c Allocation of funds.
  - d Effectiveness in achieving budget objectives.

#### C Reports and accounts for fiscal operations.

- 1 | The executive director is accountable to the governing board for prudent financial management.
- 2 | The executive director ensures the submission of financial reports to the governing board at least quarterly.
- 3 | The program ensures that an annual report is developed which includes financial, statistical and service data summary information.
- 4 | The program annually files the required Internal Revenue Service (IRS) Form 990 in a timely manner which is provided to the governing board or designee prior to filing.
- 5 | The program makes timely payments to the IRS and to other taxing authorities, as required by law.
- 6 | Independent audits, financial reviews or compilations are required annually as follows in the table below. Audits are recommended at least every three (3) years regardless of annual revenue.

Annual Program Revenue	Time Requirement	Required Level of Independent Review	Acceptable Service Provider
> \$500,000	Annual	<u>Audit</u>	Independent CPA
\$250,000-\$500,000	Annual	<u>Financial Review</u>	Independent CPA
< \$250,000	Annual Independent CPA Review recommended every three (3) years	<u>Financial Compilation</u>	<u>Qualified Individual</u>

- 6
- a A financial audit, review or compilation is completed within nine (9) months following the close of the fiscal year.
  - b A designated committee of the governing board, such as a finance or audit review committee, or a designated member of the governing board reviews the audit findings and meets with the independent auditor as necessary.
  - c The auditor's report is reviewed and formally approved or accepted by the governing board and is made available for public inspection.
  - d When a management letter has accompanied the audit, the governing board promptly reviews and ensures that the recommendations are implemented.
  - e The program sends to National CASA/GAL any audit findings or questioned costs from any private or government audit/monitoring report within 60 days of receipt of findings.
  - f Programs receiving grant funding through National CASA/GAL may be subject to additional financial oversight.

#### **D** Adheres to accounting and financial reporting policies

- 1 | Generally Accepted Accounting Principles (GAAP) apply to independent audits and reviews. Therefore, management's financial statements must be prepared in accordance with GAAP.
- 2 | The program has written operational policies and procedures with regard to accounting controls to which the program adheres. In the case of programs under an umbrella organization, the program adheres to the extent that is within the program's control. These policies and procedures include:
  - a Descriptive chart of accounts.
  - b Prompt and accurate recording of revenues and expenses.
  - c Maintenance of a filing system which contains account records and receipts.
  - d Safeguarding and verification of assets.
  - e Control over expenditures.
  - f Separation of duties to the extent possible.
  - g Internal financial control policies:
    - i Accounting controls including limited system access, segregation of duties and dual controls.
    - ii Authority parameters and approval procedures.
    - iii Documentation standards.
    - iv Protection of assets.
    - v Limited access to key assets.
    - vi Reports, reconciliations and reviews.
- 3 | The program uses a financial management system that ensures the segregation of restricted funds.
- 4 | When the program has the authority, its policies and procedures require:
  - a Staff with financial responsibilities receive orientation to the bookkeeping system and retraining when system changes occur.
  - b Systems are in place to prevent or to detect fraud or abuses of the system, such as control, use, and review of the system by more than one person.

- 5 | The program's accounting records are kept up to date and balanced on a monthly basis.
- 6 | The program reconciles bank statements to the general ledger on a monthly basis.

## E Develops resources to sustain the program.

- 1 | The program's governing board sets policies and provides oversight for resource development activities carried out by its staff and volunteers.
- 2 | The program registers with the applicable state agency to conduct charitable solicitations.
- 3 | The program provides potential funders with an accurate description of the program, its purpose and services as well as the financial needs for which the solicitation is being made.
- 4 | The program spends funds for the purposes for which they were solicited and/or designated, except for reasonable costs for administration of resource development activities.
- 5 | The program establishes controls on processing and acknowledging contributions in accordance with applicable laws.

## F Manages the workplace.

- 1 | The program operates from commercial or community (donated, leased or owned) offices which provide a safe, well-maintained physical environment for its staff, volunteers and visitors.
- 2 | The program maintains a work environment for its staff and volunteers that is conducive to effective performance.
- 3 | The program's facilities comply with applicable health, fire safety and accessibility codes and regulations.
- 4 | The program takes reasonable measures to maintain its equipment and ensure it is used as intended.
- 5 | The program plans for the disposition of property in the event of its dissolution.

## G Monitors for and minimizes risk.

- 1 | The program protects its physical, human and financial resources by evaluating, preventing and reducing the risks to which it is exposed.
- 2 | The program has liability protection for the governing board, the organization, program staff and volunteers through the court, state statute or private insurance coverage.
- 3 | The governing board has responsibility for determining the extent and nature of the liability protection needed for the program, staff, volunteers and governing board, when applicable laws are unclear or silent, and has a plan for regularly reviewing potential liability and establishes the necessary protections for preventing or reducing exposure.
- 4 | The program evaluates and reduces potential liability by:
  - a Assigning the risk management function to a person or committee whose job description includes responsibility for risk management policies and activities.
  - b Ensuring that appropriate bonding, self-insurance, or external coverage is adequate to meet the potential liability.
  - c Developing a process to identify risks in terms of their nature, severity and frequency.
  - d Avoiding risk through loss prevention and risk reduction.
  - e Evaluating and monitoring the effectiveness of the risk management function.
  - f Carrying workers' compensation insurance and other insurance as deemed necessary based upon evaluation of its risks and protects itself through means such as indemnification, participation in a risk-pooling trust or external insurance coverage.
  - g Establishing and adhering to procedures to safeguard all staff, volunteer, governing board and program confidential email communications.
- 5 | The program requires all persons with authority to sign checks, handle cash or contributions, or manage funds to be bonded or the program maintains appropriate insurance coverage to cover losses which may be incurred.
- 6 | The program informs its governing board members and executive director of the amount and type of coverage that is provided on their behalf by the program.





- 7 | The program annually reviews its insurance coverage with its insurance carrier to insure adequate coverage.
- 8 | The program displays licenses and notices required by and in accordance with applicable statutes, rules or ordinances.
- 9 | The program requires staff, volunteers and governing board members to immediately notify the program leadership if/when they have been involved in any criminal activity.
- 10 | When the practice of transporting children is not prohibited in the state, and the program allows staff or volunteers to provide transportation for children, the program:
  - a Has written policies.
  - b Secures the necessary liability insurance to cover the program and the staff or volunteer.
  - c Ensures that the staff or volunteer obtains written permission of the supervisor or executive director.
  - d Obtains written permission of the child's legal guardian or custodial agency.
  - e When allowing use of a personal vehicle for transportation of children, ensures that the staff or volunteer who has agreed to provide the transportation:
    - i Has passed a motor vehicles division record check annually.
    - ii Provides annually to the program a copy of a valid unexpired current driver's license, and proof of adequate personal automobile insurance that meets the required state minimum if one exists or the program's insurance carrier minimum if absent a state minimum.
    - iii Is knowledgeable of the potential personal risk of liability and chooses to accept the responsibility.



STANDARD

# Human Resources

STANDARD 7

# Human Resources

Follows written policies for recruiting, screening, training, supervising, evaluating and developing staff from diverse backgrounds in an equitable and inclusive environment that advances the CASA/GAL mission.

## Elements of Practice

### A Maintains and adheres to human resources policies.

- 1 | The program has and adheres to written human resources policies and practices that specify the responsibilities of staff. Human resources policies and practices are equitable, clear and consistent.
- 2 | Written human resources policies are made available to all program staff, which include, but are not limited to:
  - a Human resources practices.
  - b Working conditions.
  - c Wage policies and benefits, as applicable.
  - d Insurance protection.
  - e Required and supplemental training, and development opportunities.
  - f Social media policy.
  - g Policy requiring all staff and contract workers to disclose any paid employment, contract work, volunteer service, or membership on a board of directors that might present a conflict of interest.
  - h Whistleblower policy.
- 3 | Each staff person receives a copy of the human resources policies and provides a signed acknowledgement of reading and understanding the policies which is kept on file.
- 4 | The program complies with applicable laws and regulations governing fair employment practices.

- 5 | The executive director and/or appropriate designee reviews at least every three (3) years the human resources policies including Equal Employment Opportunity (EEO), anti-discrimination and anti-harassment policies and practices; updates policies and revises the policies as needed and submits the proposed policies to the governing board for review and approval.
- 6 | Salaries and benefits are established by considering practices of similar nonprofit organizations in the program's area.
- 7 | The program maintains written operational procedures regarding grievances to provide staff the opportunity and means to lodge complaints and appeals, unless prohibited by law.
- 8 | The program acts on any complaints in accordance with its procedures and keeps documentation on file.
- 9 | The complainant is informed of the resolution of any complaint, subject to confidentiality limitations, and a copy of the notification is maintained on file.
- 10 | Written procedures allow for the periodic participation by the executive director or delegate in the governing board's review of human resources policies and for written notification to staff of any changes to the human resources policies.

### B Recruits and selects diverse qualified staff.

- 1 | Recruitment and selection procedures ensure that the needs of the program are adequately met through an ongoing planning process, which details the type and number of staff required to accomplish its goals and objectives.
- 2 | The program conducts an interview with all applicants considered for employment with the program.
- 3 | The program is required to complete full screening of any applicant considered for employment prior to finalizing any offer of employment, consistent with Standard 5.B.
- 4 | The program's selection process for all staff includes discussion about the issues and challenges that impact the children and families the program serves.

**C** Retains qualified staff.

- 1 | The program establishes a succession plan for key staff.
- 2 | The program retains staff qualified to carry out its program goals.
- 3 | The program has a written job description for each position or group of similar positions which clearly specifies qualifications and responsibilities.
- 4 | The program efficiently manages its administrative systems, including accounting, bookkeeping, human resources records and statistical reporting, and assigns appropriately skilled staff to carry out those tasks.
- 5 | Administrative and/or supervisory responsibility is assigned to staff qualified by experience and training.
- 6 | Program staff meet all applicable state registration, licensing or certification requirements for their assignment and/or use of professional titles.
- 7 | The program, in its ongoing planning process, details the type and number of staff required to accomplish the program's goals and objectives.

**D** Ensures new staff receive orientation.

- 1 | The program provides new staff orientation introducing the National CASA/GAL Association Core Model, Standards for Local CASA/GAL Programs, Role of the Local Program, the program's policies and services including, but not limited to:
  - a | Information about confidentiality laws and program policies and the staff person's responsibility to abide by these laws.
  - b | Information about the program's structure, service mandates, relationship to the court and human resources policies including sexual harassment and non-discrimination policies.
  - c | Lines of accountability and authority within the program.
  - d | Information about pertinent laws, regulations, and policies.
  - e | Demographics of the community and the children served by the program.
  - f | Job responsibilities and description.
- 2 | Newly hired program directors and volunteer supervisors complete the National CASA/GAL Association Pre-Service Training within six (6) months of hire.

**E** Trains and develops staff.

- 1 | The program implements a training and development plan for staff that is reviewed annually and ensures that staff complete 12 hours of continuing education annually to improve knowledge and skills to fulfill the requirements of their respective positions and/or advance the CASA/GAL mission.
- 2 | The training and development plan prepares executive directors and volunteer supervisors to effectively support volunteers who work with children who have experienced abuse or neglect. The training and development plan provides information about child welfare, law and legal process, trauma-informed care, child development, cultural competency, inclusion, and diversity issues, the Indian Child Welfare Act (ICWA) and other relevant subjects.
- 3 | A program considering using a peer coordinator model (or other models utilizing volunteers coordinating other volunteers) must:
  - a | Inform National CASA/GAL of intent to explore and/or implement the model and undergo any required training and adhere to applicable standards, policies and procedures.
  - b | Seek legal counsel before adoption so the requirements of the Fair Labor Standards Act (FLSA) and all applicable laws are considered.
  - c | Engage in a review of insurance considerations, including workers' compensation, to explore implications of such a model.
  - d | Participate in learning opportunities about the peer coordinator model.
  - e | Undergo an organizational assessment to determine need and readiness including considerations around budget, training, recruitment, staffing and organizational culture.
  - f | Develop a written plan and timeline for implementation of the model.
- 4 | A program that adopts and implements a peer coordinator model (or other models utilizing volunteers coordinating other volunteers):
  - a | Has a written job description for the position of peer coordinator.
  - b | Provides adequate supervision for the peer coordinator and holds them accountable for the performance of assigned duties and responsibilities.
  - c | Has a written policy that requires a peer coordinator to participate in equivalent staff orientation, training and evaluation as paid staff.

- d Maintains that any staff assigned to the supervision of a peer coordinator as a full-time function will not supervise more than 15 peer coordinators.
- e Maintains that a peer coordinator will not oversee more than 10 volunteer advocates.
- f Establishes a plan for managing cases assigned to the peer coordinator in the event that the peer coordinator leaves or becomes unavailable.

## **F** Supervises and evaluates staff.

- 1 | The program provides adequate supervision for its staff and holds staff accountable for the performance of assigned duties and responsibilities.
- 2 | Frequency of individual or group supervision is arranged on the basis of staff needs, the complexity and size of the workload and the staff's familiarity with assignments.
- 3 | The program supervisor holds regularly scheduled case conferences with staff who supervise volunteers to review progress on each case.
- 4 | The program develops and implements a system for the periodic evaluation of all staff.
- 5 | At least once a year, the performance of each staff person is evaluated to review performance against established criteria and the evaluation is documented and kept on file. The staff person actively participates in this process.
- 6 | Staff evaluations include:
  - a Assessment of job performance in relation to the quality and quantity of work defined in the job description and to the performance objectives established in the most recent evaluation.
  - b Clearly stated objectives for future performance.
  - c Opportunity for staff self-evaluation.
  - d Recommendations for further training and skill building, if applicable.
- 7 | Staff are given the opportunity to sign the evaluation report, to obtain a copy and to include written comments before the report is entered into the human resources record.
- 8 | The program's human resources policies and practices specify, in writing, the conditions for disciplinary action and termination of employment, including violations of program policy and/or documented substandard

performance. The program's policies and procedures specify the person or persons with authority to implement disciplinary action(s) and/or terminate employment.

- 9 | The CASA/GAL program has policies and procedures for termination of employment that are in compliance with applicable laws and regulations.

## **G** Maintains human resources records.

- 1 | Maintains a confidential file or record for each staff person that contains:
  - a Identifying information and emergency contacts.
  - b Recruiting and screening documents such as applications and resumes and educational verification.
  - c Pay and compensation information.
  - d Job description.
  - e Training and/or professional development records.
  - f Performance evaluations with signature page.
  - g Disciplinary notices.
  - h Termination of employment notices.
  - i Letters of commendation or recommendation.
  - j Time and attendance.
- 2 | Retains the following confidential information separately:
  - a Security/background/reference checks.
  - b Employment Eligibility Verification (I-9) forms.
  - c Self-identified disability, veteran or other status records.
  - d Medical/insurance forms and records.
  - e Drug test results.
  - f Child support/garnishments.
  - g Requests for employment/payroll verification.
  - h Workers' compensation claims.
  - i Internal investigation notes and reports.
  - j Litigation-related or legally privileged communications and documents.



# Volunteer Administration

STANDARD 8

## STANDARD 8

# Volunteer Administration

Follows written policies for recruiting, screening, training, supporting, supervising, recognizing and retaining volunteers to fulfill the role and duties of court appointed special advocates/guardians ad litem, in accordance with applicable laws, rules, regulations and standards.

### Elements of Practice

#### **A** Recruits volunteer advocates.

- 1 | The program has a written, inclusive plan for recruiting and selecting volunteers who reflect the diversity of children served.
  - a | The recruitment plan includes CASA/GAL program Guiding Principles (Standard 2), measurable goals, and strategies to attract a diverse volunteer pool.
  - b | The recruitment plan includes measurable goals and strategies for community collaboration, media outreach, speaking engagements and other appropriate recruitment efforts.
- 2 | The program prepares standardized information that is readily available to recruit volunteers which includes the following:
  - a | Purpose and role of the CASA/GAL volunteer.
  - b | Qualifications to become a CASA/GAL volunteer.
  - c | Minimum time commitment required.
  - d | Equal opportunity statement.
- 3 | The program informs potential volunteers of, and refers them to other CASA/GAL programs, National CASA/GAL or the state CASA/GAL organization if the applicant might be eligible for or prefer to serve in another program.
- 4 | The program responds to all potential volunteer inquiries within five (5) business days of receipt.

#### **B** Screens prospective volunteers.

- 1 | A volunteer CASA/GAL is an individual who is at least 21 years of age and has successfully passed the application and screening process, has successfully completed the National CASA/GAL Association Pre-Service Training, serves under the supervision of the program, and is appointed by the court to advocate for children who come into the court system as a result of abuse or neglect as defined by the state child welfare laws.
- 2 | All volunteer applicants are required to provide the necessary information for screening, consistent with Standard 5.B.
- 3 | If a volunteer applicant refuses or fails to provide the necessary documentation for screening consistent with Standard 5.B., the applicant is rejected.
- 4 | The program's volunteer selection procedures ensure that those not selected are treated with dignity, respect and, if appropriate, referred to alternative volunteer opportunities.
- 5 | The program completes all screening consistent with Standard 5.B. before the volunteer is assigned to a case and all screening is documented on file at the program office.
- 6 | Upon selection, prior to assignment of a case, the program obtains signed agreement from each volunteer to the following written policies:
  - a | Conflict of Interest policy.
  - b | Confidentiality policy.
  - c | Social media policy.
  - d | CASA/GAL volunteer policies and procedures.
- 7 | A qualified volunteer who transfers to a new program must complete the full application and screening process consistent with Standard 5.B.
- 8 | The program has a written policy regarding the reactivation of volunteers who have been inactive for more than one (1) year. The written policy shall include guidelines under which a volunteer would not have to be retrained. The volunteer's file must include documentation of reactivation.

## C Trains volunteers.

- 1 | The CASA/GAL program delivers training to volunteers using the current National CASA/GAL Association Pre-Service Training curriculum (or equivalent curriculum and process for qualification of facilitators that is reviewed and pre-approved in writing by National CASA/GAL in accordance with the National CASA/GAL Association Use of Pre-Service Training Materials Policy).
- 2 | The program verifies and documents that all volunteers successfully complete the required pre-service training including:
  - a Training dates.
  - b Name(s) of facilitator(s).
  - c Verification that the facilitator has been trained as specified above.
  - d Participant attendance and completion records.
- 3 | The National CASA/GAL Association Pre-Service Training is to be delivered in accordance with the one of the National CASA/GAL Association modalities and for the duration specified by the chosen modality, including in-person contact for program staff to evaluate the applicant's suitability to serve as a volunteer, as specified by the chosen modality.
- 4 | The National CASA/GAL Association Pre-Service Training must be delivered by a qualified facilitator. A qualified facilitator has previously completed the National CASA/GAL Association Pre-Service Training in accordance with Standard 8.C.1 above, and
  - a Completed the National CASA/GAL Association Training of Facilitators, or
  - b Completed a training of facilitators provided by the state CASA/GAL organization's facilitator who has completed the National CASA/GAL Association Training of Facilitators, or
  - c Co-facilitates his/her first pre-service training with a qualified facilitator who has completed the training of facilitators offered by the National CASA/GAL Association or state CASA/GAL organization.
- 5 | The program ensures that the training facilitator(s) offer the current, approved curriculum and prohibit the use of curriculum or materials that have been retired.

- 6 | The program documents that the facilitator completes 12 hours of continuing education annually to include topics related to facilitation, child welfare and CASA/GAL mission.
- 7 | Guest speakers shall not deliver the curriculum unless trained to facilitate the CASA/GAL training or a CASA/GAL Training Facilitator co-facilitates the content.
- 8 | In addition to the 30 hours of pre-service training, if allowed by the court, the program requires each volunteer to visit the court served while the court is in session to observe abuse/neglect proceedings before appearing in court for an assigned case.
- 9 | The program ensures that volunteers complete 12 hours of continuing education annually (pro-rated based on the volunteer's date of swearing-in) consistent with National CASA/GAL guidelines and the program documents completion of this requirement for each volunteer. Continuing education hours should be related to the work of best interest advocacy, and can be completed through a variety of sources and delivery methods such as education events hosted by the local program or state organization (such as an annual conference), program-approved externally provided opportunities (in person or online), National CASA/GAL webinars, program-approved books and videos. To encourage a diverse learning experience, no more than four (4) hours of continuing education should be completed by reading books/articles.
- 10 | A qualified volunteer who transfers to a new program must complete, at a minimum, training regarding the local court, laws, program policies and procedures, investigation and report writing.

## D Establishes and adheres to policies for acceptance, assignment and closure of cases.

- 1 | The program has procedures for the acceptance and assignment of cases.
- 2 | The program accepts and assigns cases consistent with the Guiding Principles (Standard 2), statutory authority, National CASA/GAL Association Core Model and program capacity.
- 3 | A volunteer is sworn in by the judge or court personnel before appointment to a case as permitted by local court practice.



- 4 | Cases are accepted and assigned regardless of age, race, ethnicity, national origin (ancestry), color, religion (creed), gender, gender expression, sexual orientation, disability or physical challenge.
- 5 | When possible, a volunteer is assigned at the earliest possible stage of the court proceedings.
- 6 | All appointments and assignments are made by an appropriate written order of the court.
- 7 | The program or the court notifies all parties and agencies involved in the case of the volunteer's appointment and release.
- 8 | Volunteers are assigned to children with consideration to:
  - a Experience, knowledge and skills.
  - b Nature and difficulty of the current assignments.
  - c Specific circumstances and availability of the volunteer.

#### **E** Supervises volunteers.

- 1 | The program provides supervision which is appropriate to the volunteers' needs and complexity of case assignments and monitors performance consistent with Standard 8.F.
- 2 | Supervisors provide timely and thorough guidance to volunteers through contact at least once per month by video conference, telephone or in-person meeting.
- 3 | Program staff supervising volunteers full time will not supervise more than 30 active volunteers or a maximum of 45 cases. If the staff person is required to perform duties other than supervision of volunteers, the number of volunteers to be supervised shall be reduced pro rata.
- 4 | The program supervisor holds regularly scheduled case meetings with volunteers to review the issues or progress of the case and needs of the child(ren).
- 5 | The program supervisor conducts a review of the case and the volunteer's performance of the job description of a CASA/GAL volunteer on an ongoing basis and as a component of case closure.
- 6 | The CASA/GAL program has in place a written plan to retain volunteers which includes mechanisms for volunteer recognition.

#### **F** Establishes and adheres to volunteer administration policies and procedures.

- 1 | The program maintains written volunteer policies and procedures.
- 2 | Each volunteer receives a copy of the current volunteer policies and procedures and provides signed acknowledgement of reading and understanding the policies which is retained by the program in the volunteer's record.
- 3 | The job description of the CASA/GAL volunteer is clearly communicated through written policies, role descriptions, pre-service training, continuing education and supervision.
- 4 | The program volunteer policies and procedures specify the role and responsibilities of the CASA/GAL volunteer, are developed with the input and approval of the court (if not already determined by statute) and align with the National CASA/GAL Association Core Model and Standards for Local CASA/GAL Programs.
- 5 | The volunteer policies and procedures shall include a description of the volunteer's role and responsibilities including but not limited to the following. The volunteer:
  - a Reports any incident of child abuse or neglect, or any situation in which the volunteer has reason to believe that a child is in imminent danger to the appropriate authorities and the program supervisor.
  - b Obtains first-hand a clear understanding of the needs and situation of the child by conducting an ongoing review of all relevant documents and records and interviewing the child, parents, social workers, teachers and other relevant persons to gather information about the child's situation.
  - c Identifies and advocates for the best interests of the child.
  - d Collaborates and coordinates with legal, child welfare, and other partners to ensure service provision that is in the child's best interests.
  - e At every hearing where permitted, provides a report for the court which includes information and recommendations about the child's needs and best interests.
  - f Appears in court to advocate for the child's best interests and provide testimony when necessary.

**g** Meets in-person with the child once every 30 days at a minimum.

**i** In-person contact should take place where the child lives for a majority of visits to ensure in-depth knowledge of the child's environment for informed recommendations to the court.

**ii** To allow for an exception, the program must have a written exceptions policy outlining circumstances when exceptions may be permitted. Exceptions to permit less frequent in-person contact, or alternatives for in-person contact, shall be documented and retained in the program's case record as to the justification for and reasonableness of the exception.

**h** Makes recommendations for services for the child and the child's family.

**i** Seeks information about whether a permanency plan has been created for the child and makes recommendations concerning permanency.

**j** Monitors implementation of service plans and court orders and assesses whether court-ordered services are implemented in a timely manner and whether review hearings should be scheduled with the court.

**k** Informs the court promptly of important developments in the case through appropriate means as determined by court rules or statute.

**l** Advocates for the child's best interests in the community by interfacing with mental health, educational and other relevant systems, subject to confidentiality limitations.

**m** Participates in all scheduled case reviews with program supervisory staff.

**n** Participates in continuing education relevant to CASA/GAL service.

**o** Maintains complete records about the case, including appointments, interviews and information gathered about the child and the child's life circumstances.

**p** Discusses all recommendations concerning the case with the program supervisor prior to submitting recommendations to the court.

**q** Is prohibited from the following activities:

**i** Taking a child to the volunteer's home.

**ii** Taking a child to any location that is not pre-approved by the child's legal guardian, custodial agency and CASA/GAL program supervisor or director.

**iii** Giving legal advice or therapeutic counseling.

**iv** Making placement arrangements for the child.

**v** Giving money or expensive gifts to the child, the child's family or caregiver.

**r** Returns the case file and notes to the program when the volunteer's assignment concludes or the case closes.

**6 |** The program supervisor does not alter the volunteer's reports or recommendations without the knowledge and documented agreement of the CASA/GAL volunteer.

**7 |** The program has a written policy to resolve conflicts between a volunteer and the program supervisor regarding the handling of a case, reporting of information, or the recommendations to be included in a report to the court.

**8 |** The program will not assign more than two (2) cases at a time to a volunteer.

**a** To allow for an exception, the program must have a written exceptions policy outlining circumstances when exceptions may be permitted. An exception may be granted in the discretion of the CASA/GAL program staff. However, the decision to permit additional assignments shall be documented as to the justification for and reasonableness of the exception.

**b** Under the exception, a volunteer is not assigned more than five (5) cases and the program ensures that the volunteer adheres to the roles and responsibilities as described in Standard 8.F.5.

**9 |** When the practice of transporting children is not prohibited in the state, and the program allows staff or volunteers to provide transportation for children, the program:

**a** Has written policies.

**b** Secures the necessary liability insurance to cover the program and the staff or volunteer.

**c** Ensures that the staff or volunteer obtains written permission of the supervisor or director.

**d** Obtains written permission of the child's legal guardian or custodial agency.

- e When allowing use of a personal vehicle for transportation of children, ensures that the staff or volunteer who has agreed to provide the transportation:
  - i Has passed a motor vehicles division record check annually.
  - ii Provides annually to the program a copy of a valid unexpired current driver's license, and proof of adequate personal automobile insurance that meets the required state minimum if one exists or the program's insurance carrier minimum if absent a state minimum.
  - iii Is knowledgeable of the potential personal risk of liability and chooses to accept the responsibility.
- 10 | When a program allows volunteers or staff to take photos of children, the program has written policies that guide the purpose, use, distribution, storage and destruction of the photos after case closure.
  - a Policies allow photos only when:
    - i Requested or required by the court to be included with or in the court report, or
    - ii Written permission is obtained from the legal guardian.
  - b Policies prohibit the use of photos for social media, marketing or personal use unless written authorization is provided by the legal guardian.

- f Falsifying a volunteer application or misrepresenting facts during the screening process.
- g Having allegations of child abuse or neglect brought against them.
- h Experiencing an irresolvable conflict of interest.
- 3 | The program's policies and procedures specify the person or persons with authority to dismiss a volunteer.

## **H** Maintains volunteer records.

- 1 | The program maintains a written confidential record for each volunteer that contains, at minimum:
  - a Application.
  - b Emergency and identifying contact information.
  - c Volunteer job description.
  - d References documentation.
  - e Documentation of all records checks.
  - f Pre-service training and continuing education records.
  - g Performance evaluations and any other applicable documentation related to performance.
  - h Documentation of volunteer status.
  - i Copy of volunteer's current driver's license, motor vehicles records check and verification of automobile insurance (if program allows transportation).
  - j Documentation of personal interview.
  - k Name of each child assigned
  - l Date of each assignment.
  - m Date of release from each assignment.
- 2 | Written policies outline when, and if, volunteers have access to their records and detail the procedures for review, addition and correction (by volunteers) of information contained in the record.
- 3 | The program retains the record after a volunteer has left the program in accordance with the program's records retention policy.

8

## **G** Takes corrective action when necessary.

- 1 | The program has policies and procedures that specify the conditions for corrective action and non-voluntary dismissal of volunteers.
- 2 | Appropriate grounds for dismissal of a volunteer include, but are not limited to:
  - a Taking action without program or court approval which endangers the child or is outside the role or authority of the program.
  - b Engaging in ex-parte communication with the court.
  - c Violating a program policy, court rule or law.
  - d Failing to complete the required National CASA/GAL Association Pre-Service Training or 12 hours of continuing education each year.
  - e Failing to effectively carry out assigned duties, which may include not following program direction or guidance.



STANDARD 9

# Public Education and Engagement

## STANDARD 9

# Public Education and Engagement

Communicates and actively engages with stakeholders and the general public to provide information and build support for the CASA/GAL mission and the needs of children who have experienced abuse or neglect.

### Elements of Practice

#### A Educates and Engages the Public.

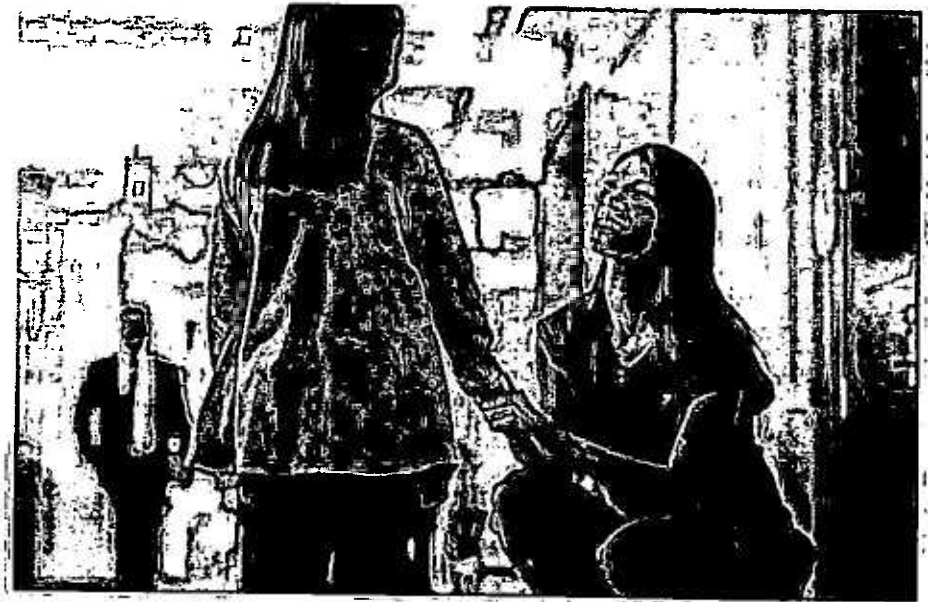
- 1 | Consistent with the National CASA/GAL Association Core Model and National CASA/GAL Association Brand Guidelines and Intellectual Property Standards, the program establishes and executes a written plan for public information, outreach and education activities to provide an understanding of the program's purpose, function and role in judicial proceedings and the community social service system.
- 2 | The program disseminates public information to broaden awareness about the needs of the children it serves and the benefits of CASA/GAL advocacy for those children.
- 3 | The program works closely with representatives from the legal and social services communities, other child advocacy programs, community service and civic groups, as well as with businesses to advance the CASA/GAL mission and to foster interagency collaboration and coordination of services for children.
- 4 | The program works in partnership with the state CASA/GAL organization and the National CASA/GAL Association to disseminate timely information concerning newsworthy events, stories and occurrences to advance the CASA/GAL mission and benefit the children served.
- 5 | The program has a written communications policy that:
  - a | Aligns with the National CASA/GAL Association Brand Guidelines and Intellectual Property Standards.
  - b | Outlines appropriate contact with the media and an escalation protocol for state or national media inquiries.

c Identifies who communicates with the public.

d Addresses use of social media.

e Describes when to escalate issues to program, state CASA/GAL organization and National CASA/GAL leadership.

- 6 | The program has a written crisis management plan that addresses issues that may have significant impact on the credibility, reputation or funding at the local, state or national level. This crisis management plan provides for information sharing between the program, governing board, national, state and local CASA/GAL organizations within 24 hours, subject to confidentiality limitations.





STANDARD 10

# Data and Records

## STANDARD 10

# Data and Records

Compiles, maintains, manages and reports quality data and information in accordance with applicable laws, policies and/or standards. The program maintains complete, accurate and current case records and volunteer files.

### Elements of Practice

#### A Collects Data for Reporting.

- 1 | The program collects the information needed to complete the National CASA/GAL Association's six-month and annual surveys, and other data collection requests.
- 2 | The program has a tool and/or software for the collection of data with the following safeguards:
  - a | Operational procedures governing use of the tool, system and/or software.
  - b | Confidentiality policies concerning electronic data and information sharing via electronic media.
  - c | Review of all decisions regarding electronic files by program management.

#### B Retains child and case information.

- 1 | The program maintains complete, accurate and current records for each child served, which include:
  - a | Name of the child.
  - b | Name of volunteer.
  - c | Date of appointment by the court.
  - d | Date of assignment of the case to the volunteer.
  - e | Date the case is closed by the court.

- f | Date the volunteer is released from the case.
  - g | Biographical or other identifying information.
  - h | Background on the nature of the presenting problem or reason for referral by the court.
  - i | Court reports and any court orders related to the service being provided.
  - j | Social service case plan, or other document from the child protection agency indicating the plans for the child.
- 2 | Records for all children served are kept up to date through:
    - a | Current contact entries.
    - b | Periodic progress notes or summaries.
  - 3 | The program maintains copies of all volunteer reports, written correspondence concerning the case, and significant case updates and issues discussed through non-written communications (such as in-person meetings or phone calls) not otherwise included in volunteer reports or written correspondence, and requires its volunteers to turn in their case records including all notes when the case is closed.
  - 4 | Upon case closure, a record (e.g. court order, case closure summary, recording in database) is made of the date and reason for closure.
  - 5 | The program has written operational procedures, consistent with legal requirements, and with the policy on confidential information, governing the retention, maintenance, protection, destruction and return of case files when the case is closed. Procedures should include:
    - a | Records are kept a minimum of seven (7) years from case closure unless there is a court or statutory requirement that dictates otherwise.
    - b | Electronic children's case files are backed up on a separate system at least once a week and the backup is kept off site.
  - 6 | The program has established procedures for the legal and programmatic release, in writing, of volunteers when a case is closed or when a volunteer is removed from a case.



# Network and Membership



STANDARD 11

# Network and Membership

Maintains membership with National CASA/GAL Association and is a member or an affiliate of the state CASA/GAL organization (if one exists) and meets the standards, requirements and policies of both.

## Elements of Practice

**A** Is a member of the National CASA/GAL Association for Children.

- 1 | Maintains membership and works cooperatively and collaboratively with the National CASA/GAL Association for Children.
- 2 | The program adheres to all National CASA/GAL Association standards, policies and agreements.
- 3 | The program follows all National CASA/GAL protocols.
- 4 | If the program has an auxiliary, the program has a written agreement with the auxiliary, follows any National CASA/GAL Association policies relating to working with an auxiliary, and makes the auxiliary aware of National CASA/GAL Association standards and requirements for CASA/GAL auxiliary program membership.
- 5 | The program provides a copy of the National CASA/GAL Association Core Model and Standards for Local CASA/GAL Programs to its governing board and program staff, and reviews these periodically to strengthen understanding and clarity of the role and requirements of local CASA/GAL programs in advancing our shared mission.
- 6 | Existing programs contemplating expansion to a new county, regionalization, merger, or a change in governance structure must adhere to the applicable procedures of the National CASA/GAL Program Membership Process.

**B** Is a member or affiliated with the state CASA/GAL organization (if one exists).

- 1 | Maintains membership or affiliation with the state CASA/GAL organization (if one exists).
- 2 | The program takes advantage of the services available from the state CASA/GAL organization which may include:
  - a Technical assistance.
  - b Resource materials.
  - c State conference.
  - d Local program directors' meetings.
  - e Training opportunities.
  - f Web resources.
- 3 | The program complies with state CASA/GAL standards (if they exist). When the program believes a conflict exists between National CASA/GAL Association standards and state CASA/GAL standards, laws, regulations or court rules, the program and state organization, present the perceived conflict to the National CASA/GAL Association. National CASA/GAL will review the conflict and determine which takes precedence.
- 4 | Recognizing the unique relationship between tribal programs and state organizations, the tribal CASA/GAL program and state CASA/GAL organization collaborate to the fullest extent possible.

## STANDARDS FOR LOCAL CASA/GAL PROGRAMS

# Glossary

### **Administrative Authority**

The oversight authority for a publicly administered program.

### **Audit**

When a certified public accountant (CPA) examines a CASA/GAL program's financial records in order to formulate an opinion on the financial statements. Generally Accepted Accounting Principles (GAAP) apply to independent audits and reviews. Therefore, management's financial statements must be prepared in accordance with GAAP and the auditor must follow generally accepted auditing standards. Internal controls are evaluated and transactions are tested for legitimacy. These tests provide a basis for an audit opinion which will state the accuracy of the financial statements.

### **Case**

An action before the court involving one child or a sibling group.

### **Core Model**

The National CASA/GAL Association Core Model identifies the foundational elements of CASA/GAL best interest advocacy. This includes our guiding principles, the types of cases served, the primary activities performed by CASA/GAL volunteers, parameters for staff serving cases and the screening, training and supervision requirements. National CASA/GAL assistance and support is limited to core model activities. [Click here to link to the National CASA/GAL Association Core Model and other foundational documents](#)

### **Disproportionality**

The over or under-representation of populations of certain groups compared to their representation in the general population.

### **Executive Director**

This title is used throughout the standards to refer to the person who manages the day-to-day operations of the local nonprofit CASA/GAL program and is accountable to a nonprofit governing board. Other titles may be utilized by local

programs for this role such as Chief Executive Officer, Program Director, or CASA/GAL Program Manager.

### **Financial Compilation**

When a qualified individual creates financial statements based upon all of an entity's transactions for a fiscal period and compiles them into the form of a Statement of Financial Position and Statement of Activities.

### **Financial Review**

When a certified public accountant (CPA) reviews the CASA/GAL program's financial statements to ensure they are presented in accordance with generally accepted accounting principles (GAAP). A review includes inquiries and analytical procedures to identify trends or areas in the financial statements which may be presented incorrectly.

### **IRS Form 990**

An Internal Revenue Service form required to be completed and filed annually by nonprofits.

### **Local program**

A member entity of the CASA/GAL network that recruits volunteers to provide best interest advocacy to include: stand-alone, independent CASA/GAL member programs; member programs within an umbrella organization; and member programs that are administered by a public entity such as a government office or a court. Local programs may cover a single county/jurisdiction or multiple counties/jurisdictions.

### **National CASA/GAL Pre-Service Training**

A required training using National CASA/GAL's proprietary or National CASA/GAL-approved curriculum that is completed by volunteers in preparation to serve a child or group of siblings.

### **Operational Procedures**

Organizational protocols and procedures that establish controls over any internal and/or financial processes. Written operational procedures for accounting may also be known as Financial Internal Controls.

**Peer Coordinator**

A volunteer coordinating and supporting other volunteers within the guidelines of the Standards for Local CASA/GAL Programs.

**Peer Coordinator Model**

A practice of implementing and managing Peer Coordinator volunteers who coordinate and support other volunteers within the guidelines of the Standards for Local CASA/GAL Programs.

**Program Auxiliary**

A nonprofit organization whose purpose is to promote the CASA/GAL program primarily by raising funds and heightening community awareness of the program.

**Program Director**

This title is used throughout the standards to refer to the person who manages the day-to-day operations of the local publicly administered CASA/GAL program and is accountable to an administrative authority such as the court, county or state. Other titles may be utilized by local programs for this role such as Chief Executive Officer, Executive Director, or CASA/GAL Program Manager.

**Publicly Administered Program**

A program that is administered by a state or county government entity or court.

**Qualified Individual (performing financial compilation services)**

An individual with 3-5 years of experience creating financial statements based upon all of an entity's transactions for a fiscal period and compiling them into the form of a Statement of Financial Position and Statement of Activities.

**Risk Management**

The overall systematic approach to analyzing risk and implementing controls to minimize risk.

**Screening**

The process of vetting potential volunteers, staff and nonprofit governing board members which includes, but is not limited to, an application, reference checks, background checks, personal interviews and pre-service training (for volunteers, staff supervising volunteers and training facilitators).

**Trained and Qualified Community Volunteers**

The National CASA/GAL Association history and mission support court appointment of individuals who serve as volunteers to advocate for children who have experienced abuse and neglect. Standard 8 sets forth required training and supervision for individuals who serve as trained community volunteers. Volunteers must meet the screening and training requirements and be under the supervision and guidance of a CASA/GAL program. The National CASA/GAL Association acknowledges that there may be exceptional times when it would be necessary and appropriate to appoint local program staff members to fulfill all or a part of the CASA/GAL volunteer roles and responsibilities as set forth in Standard 8 for a limited and time specific basis. In the event local program staff members are assigned, the staff member appointed by the court must be trained and supervised in the same manner as required for volunteers in Standard 8.

**Volunteer Job Description**

A document that describes the roles and responsibilities of the volunteer advocate.

# Standards for Local CASA/GAL Programs

## Documentation List

PROGRAMS STRUCTURED AS NONPROFITS



NATIONAL CASA/GAL ASSOCIATION

# Standards for Local CASA/GAL Programs Documentation List

## PROGRAMS STRUCTURED AS NONPROFITS

This list has been prepared to provide local CASA/GAL program staff the documents or type of documentation that will or can help to substantiate the elements of practices for these local Standards. The documents are organized by standard and are listed in the order in which they appear and/or are applicable in the *Standards for Local CASA/GAL Programs*.

Note: Any documents in **bold** represents the documents required to be submitted to National CASA/GAL as a part of the self-assessment phase of the local quality assurance (QA) process. Other documents may be reviewed during the QA process but are not necessarily required for submission.

### STANDARD 1

- Mission Statement with proof and date of adoption by the governing board
- Written values with proof and date of adoption by the governing board
- Board minutes reflecting board adoption of the mission and values**

### STANDARD 2

- Court Report(s) (report template and redacted samples)
- Documentation of orientation materials, including Guiding Principles topics for staff and governing board members (Table of Contents, Agenda and/or Materials - may be included in Orientation or On-Boarding materials)

- Record/documentation of orientation attendance or dates of completion for staff and governing board members

### STANDARD 3

- Diversity, Equity and Inclusion Plan(s) with proof and date of adoption by the governing board (These plans may be separate or combined)
- Confirmation/documentation of annual diversity, equity and inclusion training for staff, volunteers and nonprofit governing board members

- Equal Employment Opportunity (EEO) Policy\*

- Anti-Discrimination Policy\*

- Anti-Harassment Policy\*

\* These may be included in Human Resources Policies or separate documents. See also Standard 7 below.

- Board minutes reflecting review of and/or updates to required plans and policies included in this standard**

### STANDARD 4

- Conflict of Interest Policy with proof and date of governing board approval
- Signed, dated Conflict of Interest Policy, Statement or Agreement for each staff person, paid consultants and governing board members
- Confidentiality Policy with proof and date of adoption by the governing board
- Release of Information Policy/Protocol (This may be included in the Confidentiality Policy)
- Signed, dated Confidentiality Policy, Oath or Agreement from each volunteer, staff person and governing board member
- Policy for protection of non-case information (This may be combined with or included in Confidentiality Policy or Records Retention Policy)

- Board minutes reflecting review of and/or updates to required plans and policies included in this standard

## STANDARD 5

- Strategic Plan or equivalent
- Whistleblower Policy (This may be included in Human Resources Policy)
- Current budget with date of adoption by governing board
- Certificate(s) of Insurance for all insurance policies
- Executive director performance evaluation form (a copy of the blank form; see also Standard 7)
- Dated signature sheet from most recent executive director performance evaluation
- Current Succession Plan for executive director position
- Statute or memorandum of understanding (MOU) that defines case assignment and acceptance, as well as working relationship with the court
- Bylaws
- Screening Application Form(s) (a copy of the blank form)
- Written/signed authorizations for background checks (redacted if necessary) or case management system report with completion dates
- Documentation of all background screening for volunteers, staff and members of the governing board (See Standard 5.B elements of screening)
- Sample application or information packet(s) for volunteer recruitment, staff recruitment and/or governing board recruitment that contains notice about background screening requirements
- Documentation that background screening checks have been updated at least every 4 years which may include confirmation of Rap Back Service for criminal background re-checks
- Organization Chart showing management structure and lines of accountability
- For CASA/GAL programs operating under an umbrella organization, an MOU between the program and the umbrella organization
- Recruitment Plan or Matrix for governing board
- Job descriptions for members of the governing board
- Board election and screening procedures
- Documentation of orientation materials for governing board members, including Guiding Principles' topics (Table of Contents, Agenda and/or Materials - May be included in Orientation or On-Boarding materials)
- Training and development plan for governing board
- Board Records as specified in Standard 5.G
- Board minutes reflecting review and/or updates to required plans and policies included in this standard
- Board minutes of annual meeting
- Board minutes reflecting review and adoption of annual budget
- Board minutes reflecting review and/or updates to insurance coverage
- Board minutes reflecting review and/or updates to agreement with the court (e.g. Memorandum of Understanding)
- Board minutes reflecting review and/or updates to bylaws

## STANDARD 6

- Logic Model**
- Financial Resources Plan (might also be known as Resource Development Plan, Fundraising Plan, or Sustainability Plan)
- 501(c)(3) designation letter from IRS
- Purchasing and Inventory Control Policy/Policies (might also be known as Procurement Policy)
- Quarterly financial reports submitted to the governing board
- Annual Report
- IRS Form 990
- IRS Form 941s or proof of payment
- Most recently completed financial audit, review or compilation as required by Standard 6.C**
- Documentation of the governing board's review of the audit, financial review or compilation (This may be in Board or Committee minutes)**
- When applicable, **Management Letter, confirmation of review of management letter and audit findings are sent to National CASA/GAL**
- Operational Policies, Manual or Handbook consistent with Standard 6.D.2
- Internal Financial Controls Policy (This may be included in Operational Policies)
- Financial management system (e.g. QuickBooks or Dynamics)
- Resource Development policies (This may be included in Resource Development Plan, Operational Policies or equivalent)
- Documentation that the program is recognized by the state government as approved to conduct charitable solicitations
- Controls or procedures for processing and acknowledging contributions in accordance with applicable laws (This may be included in Internal Controls or Internal Financial Controls)
- Plan for disposition of property in the event the program is dissolved (May be included with Articles of Incorporation filed with the state)
- Certificate(s) of Insurance for all insurance policies (e.g. General Liability, Workers' Compensation; see also Standard 5)
- Email Communication Policy (This may be included in Communications Plan, Social Media Policy or Confidentiality Policy)
- When the practice of transporting children is not prohibited in the state, and the program allows staff or volunteers to provide transportation for children, the program has written policies for transportation that include the following required documents (see also Standard 8):
  - ✓ Proof of appropriate liability protection/insurance for the program and staff
  - ✓ Written permission of the supervisor or executive director
  - ✓ Written permission of the child's legal guardian or custodial agency
  - ✓ When allowing use of a personal vehicle for transportation of children:
    - Documentation of annual motor vehicles division record
    - Annual copy of a valid unexpired current driver's license, and proof of adequate personal automobile insurance that meets the required state minimum if one exists or the program's insurance carrier minimum if absent a state minimum
- Board minutes reflecting review and/or updates to required plans and policies included in this standard**
- Board minutes reflecting review of quarterly financial reports**
- Board minutes reflecting review of annual report**

- Board minutes reflecting review of IRS Form 990
- Board minutes reflecting review of the financial audit, review or compilation, and any corresponding management letter of findings

## STANDARD 7

- Human Resources Policies, Manual or Handbook
    - ✓ Human resources practices
    - ✓ Working conditions
    - ✓ Wage policies and benefits, as applicable
    - ✓ Insurance protection
    - ✓ Required and supplemental training, and development opportunities
    - ✓ Social Media Policy
    - ✓ Policy requiring all staff and contract workers to disclose any paid employment, contract work, volunteer service, or membership on a board of directors that might present a conflict of interest
    - ✓ Whistleblower policy
  - Signed, dated acknowledgment of receiving Human Resources Policies from each staff person
  - Equal Employment Opportunity (EEO) Policy\*
  - Anti-Discrimination Policy\*
  - Anti-Harassment Policy\*
- \*These may be included in Human Resources Policies; see also Standard 5 above.
- Human Resources Policies or Operational Policies (see above) include procedures for staff grievances and appeals unless prohibited by law

- Complaints, investigations and responses are documented and kept separate from main Human Resources file for each staff person.
- Human Resources Policies include (see above) or separate Governance Policy that allows periodic participation by the executive director or delegate in the governing body's review of Human Resources Policies and for written notification to staff of any changes to the Human Resources Policies
- Staff Recruitment Plan detailing the type and number of staff required to accomplish program goals and objectives (This may be included in Strategic Plan)
- Documentation of background screening for each staff person as required in Standard 5.B
- Current Succession Plan for key staff ("key" staff is determined by the program - Succession Plan for key staff may be reflected in Executive Director Succession Plan)
- Job descriptions for each staff person or group of similar positions
- Documentation of staff orientation
  - ✓ Staff orientation agenda, curriculum and/or materials
  - ✓ Attendance and/or completion dates
- Documentation of employment start date and pre-service training completion date for executive directors and staff supervising volunteers
- Professional Development Plan for staff (individually or as a group)
- Documentation of continuing education and on-going training hours and content with dates of attendance and/or completion
- If considering a peer coordinator model, written plan and timeline for implementation



- If using a peer coordinator model:
  - ✓ Written job description for the position of peer coordinator
  - ✓ Policy that requires a peer coordinator to participate in equivalent staff orientation, training and evaluation as paid staff
  - ✓ Plan for managing cases assigned to the peer coordinator in the event that the peer coordinator leaves or becomes unavailable
- System for staff periodic evaluation(s) (This may be included in Human Resources Policies)
- Staff performance evaluation form(s) (a copy of the blank form)
- Dated signature sheets for each completed staff performance evaluation
- Policies or procedures that specify conditions for disciplinary action and termination of employment, including violations of program policy and/or documented substandard performance. The program's policies and procedures specify the person or persons with authority to implement disciplinary action(s) and/or terminate employment. (This may be included in Human Resources Policies)
- Human Resources records as specified in Standard 7.G
- Board minutes reflecting review and/or updates to required plans and policies included in this standard

## STANDARD 8

- Recruitment Plan for volunteer advocates
- Sample of standardized information used to recruit volunteer advocates
- Volunteer Application (a copy of a blank form or redacted as necessary)
- Documentation of background screening for each volunteer advocate as required in Standard 5.B

- Signed agreements from volunteer advocates:
  - ✓ Conflict of Interest Policy
  - ✓ Confidentiality Policy
  - ✓ Social Media Policy
  - ✓ CASA/GAL Volunteer Policies and Procedures
- Reactivation Policy for volunteers who have been inactive for more than one (1) year. The written policy shall include guidelines under which a volunteer would not have to be retrained. The volunteer's file must include documentation of reactivation (This may be included in Volunteer Policies and Procedures)
- Copy of equivalent curriculum for review and written pre-approval before use from National CASA/GAL if the program is not using the current National CASA/GAL Association Pre-Service Training curriculum
- Documentation of pre-service attendance and completion date for each volunteer advocate
- Documentation/confirmation that facilitator requirements have been met consistent with Standard 8.C.4
- Documentation of continuing education hours and content for pre-service training facilitators (This may include professional development hours for staff)
- Proof of court observation if allowable (documentation of dates)
- Pre-Service training records:
  - ✓ Training dates
  - ✓ Name(s) of facilitator(s)
  - ✓ Verification that the facilitator has been trained in accordance with the standard
  - ✓ Participant attendance and completion records
- Documentation of continuing education hours and content for volunteer advocates to include dates of attendance and/or completion

- Procedure for acceptance and assignment of cases. (This may be included in Operational Policies, MOU with the court, or a separate procedure)
- Signed court order(s) of appointment
- Documentation of staff supervision meeting dates with volunteer advocates (These may be notes in a case management system)
- Case assignment list to include case number, name of volunteer advocate and staff supervisor
- Volunteer performance evaluation documentation
- Volunteer Retention Plan
- Volunteer Policies and Procedures
- Signed acknowledgement of receiving the Volunteer Policies and Procedures for each volunteer advocate
- Volunteer job description, roles and responsibilities (This may be included in Volunteer Policies and Procedures)
- Exceptions Policy, if applicable, for in-person contact minimum requirement per Standard 8.F.5.g (This may be included in the Volunteer Policies and Procedures)
- Policy to resolve conflicts between volunteer advocates and the program supervisor (This may be included in the Volunteer Policies and Procedures)
- Exceptions Policy, if applicable, for case assignment ratios per Standard 8.F.8 (This may be included in the Volunteer Policies and Procedures)
- When the practice of transporting children is not prohibited in the state, and the program allows staff or volunteers to provide transportation for children, the program has written policies for transportation that include the following required documents (see also Standard 8):
  - Proof of appropriate liability protection/insurance for the program and staff

- Written permission of the supervisor or executive director
- Written permission of the child's legal guardian or custodial agency
- When allowing use of a personal vehicle for transportation of children:
  - Documentation of annual motor vehicles division record
  - Annual copy of a valid unexpired current driver's license, and proof of adequate personal automobile insurance that meets the required state minimum if one exists or the program's insurance carrier minimum if absent a state minimum
- When a program allows volunteers or staff to take photos of children, the program has written policies that guide the purpose, use, distribution, storage and destruction of the photos after case closure.
  - Policies allow photos only when:
    - Requested or required by the court to be included with or in the court report, or
    - Written permission is obtained from the legal guardian.
  - Policies prohibit the use of photos for social media, marketing or personal use unless written authorization is provided by the legal guardian.
- Policies and procedures for corrective action and non-voluntary dismissal of volunteers (This may be included in Volunteer Policies and Procedures)
- Volunteer records include documentation of elements listed in Standard 8.H
- Policies that specify when, and if, volunteers have access to their records and detail the procedures for review, addition and correction (by volunteers) of information contained in the record (This may be included in Volunteer Policies and Procedures)
- Records Retention Policy (see also Standard 10)
- Board minutes reflecting review and/or updates to required plans and policies included in this standard**

## STANDARD 9

- Plan for public information, outreach and education
- Communications Policy
- Crisis Management Plan
- Board minutes reflecting review and/or updates to required plans and policies included in this standard**

## STANDARD 10

- Operational procedures for data collection tool or software
- Confidentiality policies concerning electronic data and information sharing via electronic media. Case records include documentation consistent with elements listed in Standard 10.A.2
- Child and case records per Standard 10.B
- Court reports and correspondence
- Date and reason for case closure documented in the case file
- Written operational procedures, consistent with legal requirements, and with the policy on confidential information, governing the retention, maintenance, protection, destruction and return of case files when the case is closed
- Procedures for the legal and programmatic release, in writing, of volunteers when a case is closed or when a volunteer is removed from a case (This may be included in Volunteer Policies and Procedures or Operational Procedures)
- Board minutes reflecting review and/or updates to required plans and policies included in this standard**

## STANDARD 11

- If the program has an auxiliary, the program has a written agreement with the auxiliary
- Board minutes reflecting review and/or updates to required plans and policies included in this standard**

## ADDITIONAL DOCUMENT

- Growth Plan (if not at 100% service to eligible children)**

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## Appendix A:3

NH Professional Code of Conduct



## CASA of NEW HAMPSHIRE STANDARDS of PROFESSIONAL CONDUCT

### Introduction

The CASA-N.H. program is committed to its staff and CASA Guardians ad Litem (GALs) adhering to high standards of professional conduct. This is essential if the program is to be respected for providing quality advocacy for abused and neglected children.

The standards that follow have been developed by the CASA-N.H. organization, *and are in addition to those promulgated by the N.H. Guardian ad Litem Board*. They are of two types: general and those addressing conflicts of interest. For the most part, the general standards are of the black-and-white variety whereas conflicts of interest issues can be more challenging. Explanatory notes have been provided for those standards needing clarification. In addition, Appendix "A" provides several examples illustrating different types of conflict of interest. An effort has been made to limit the number of Standards, and to only develop a standard for those problem or potential problem areas that CASA deems most important. Should there be a conflict between a CASA-N.H. standard and a N.H. *Guardian ad Litem* standard, the latter prevails.

*Please note the following materials also include CASA-N.H.'s Automatic Rejection/Termination policy which immediately follows Part II. (Conflict of Interest).*

### I. General Standards

#### Standard #1:

CASA staff members and CASA GALs are prohibited from transporting a case-child or parent.

#### Standard #2:

CASA staff members and CASA GALs are prohibited from having a case-child or parent in their home.

#### Standard #3:

CASA staff (except the staff attorney) and CASA GALs are prohibited from giving legal advice to anyone associated with a CASA case.

*Explanatory note:*



Legal “advice” is distinguished from legal “information.” An example of legal advice would be instruction to a parent on how the law works, what the statutes mean, or what the parent should or should not do in court. Legal information may include information on how to access the courts, where to find free or reduced-fee legal advice, or procedural information regarding the court hearings. Legal information may be appropriate to pass on to a case-parent or child but only after a staff member or CASA GAL has consulted with one of CASA’s staff attorneys.

Many CASA GALs hold professional degrees such as medicine or law. While such CASA GALs may feel qualified to give advice on certain subjects, it is important for legal reasons to remain in the role of the CASA GAL while involved in CASA matters. For example, malpractice insurance may not cover CASA GALs who give professional advice on CASA matters.

Standard #4:

CASA staff and CASA GALs are prohibited from giving therapeutic advice to anyone associated with a CASA case, regardless of the CASA GAL’s professional qualifications.

*Explanatory note:*

Therapeutic “advice” is distinguished from therapeutic “information” as explained in the explanatory note to Standard #3.

Many CASA GALs hold professional degrees such as medicine or law. While such CASA GALs may feel qualified to give advice on certain subjects, it is important for legal reasons to remain in the role of the CASA GAL while involved in CASA matters. For example, malpractice insurance may not cover CASA GALs who give professional advice on CASA matters.

Standard #5:

CASA staff and CASA GALs are prohibited from giving gifts/money to, or receiving gifts/money from, case-parents or any professionals associated with a case.

Standard #6:

CASA staff and CASA GALs are prohibited from giving gifts and/or money to a case-child. Exceptions may occur with permission from a CASA GAL’s Program Manager.

Standard #7:

CASA Program Managers are prohibited from making a material change in a CASA GAL’s court report without the CASA GAL’s permission. In the event a Program Manager continues to believe a material change is essential, see Standard #8.



Standard #8:

A conflict between a CASA Program Manager and CASA GAL over a material issue in a case or a recommendation to the court shall be referred to CASA's senior leadership team by the CASA Program Manager for resolution.

*Explanatory note:*

Whenever possible, a member of the senior leadership team will speak with the CASA GAL as well as his/her Program Manager prior to the team rendering a decision.

Standard #9:

CASA staff shall promptly advise a member of the senior leadership team – and CASA GALs shall promptly advise their Program Manager – if they become a party in any court case in NH (civil or criminal) other than in a CASA capacity. CASA staff and CASA GALs will be similarly obligated to disclose if a spouse or anyone they are living with is charged with child or elder abuse (civil or criminal).

Standard #10:

CASA staff shall promptly advise a member of the senior leadership team – and CASA GALs shall promptly advise their Program Manager - if they or members of their immediate family anticipate or become employed by or volunteer their services to an organization that is involved in RSA169-C cases.

Standard #11:

CASA GALs shall ensure the confidentiality of any CASA case files (paper and electronic) maintained in their home.

Standard #12:

CASA GALs shall promptly return all case files (paper and electronic) in their possession to their CASA Program Manager upon completing their involvement in a case.

*Explanatory note:*

Standard #12 requires CASA GALs to download any electronically stored information onto an electronic storage device and return it to CASA along with any paper files.

Standard #13:

CASA GALs shall promptly eliminate all electronically stored information upon completing their involvement in a case.

*Explanatory note:*





Standard #13 requires CASA GALs to eliminate any electronically stored information on their personal computer immediately after any such information has been downloaded to an electronic storage device for return to CASA pursuant to Standard #12.

Standard #14:

CASA staff and CASA GALs shall refrain from being disrespectful to anyone associated with a CASA case.

Standard #15:

CASA staff and CASA GALs shall strive to present and behave professionally at all times.

*Explanatory note:*

This standard is not limited to court appearances. It extends to any activities associated with a case and being a CASA guardian ad litem including but not limited to DCYF administrative reviews, team meetings, IEP meetings, Court Improvement project meetings, and conferences.

Standard #16:

CASA staff and CASA GALs shall strive to conduct themselves in such a manner that an objective person would perceive them as singularly motivated to assist the child for whom CASA has been appointed guardian ad litem.

Standard #17:

CASA staff and CASA GALs shall strive to consistently maintain their focus on the child's needs and interests.

Standard #18:

As per New Hampshire statute, RSA 169-C:29, all CASA staff and CASA GALs are mandated reporters of possible child abuse or neglect.

Standard #19:

CASA staff and CASA GALs are prohibited from making placement arrangements for any child.

**II. Conflict of Interest**



## Preface

Conflicts of interest are a special type of conduct or potential conduct deserving of special consideration. They arise in all professions but are a particularly sensitive matter in court cases where important legal rights are adjudicated, including (in some cases) the permanent loss of one's child. It is for this reason that CASA believes part of being a CASA staff member or CASA GAL includes assuming a responsibility to be vigilant re: conflicts of interest. See Appendix A for examples of a conflict of interest, a potential conflict of interest, and the appearance of a conflict of interest.

Conflicts of interest involving guardians ad litem in New Hampshire are also controlled by the N.H. Guardian ad Litem Board rules. [Supreme Court Guidelines and Standards for Guardians ad Litem (GAL 503.06).] [See Appendix B.]

### Standard #20:

CASA staff and CASA GALs are discouraged from developing personal relationships with judges, DCYF personnel and other professionals who are involved with RSA 169-C cases.

#### *Explanatory note:*

This Standard serves multiple purposes: (1) the importance of CASA recommendations not being influenced by personal relationships; and (2) CASA avoiding the appearance that its recommendations are influenced by personal relationships. See Appendix "A" for a discussion of what constitutes a "personal relationship" as well as for other information bearing on conflicts.

### Standard #21:

CASA staff and CASA GALs shall promptly advise the CASA organization of any personal relationship with a judge, professional person, parent, child, or relative of the child who is involved in any active case for which CASA is the guardian ad litem.

#### *Explanatory note:*

Because the CASA organization's integrity may be affected, conflicts of interest or potential conflicts are best resolved through a group process vs. the involved staff member or CASA GAL deciding on his/her own whether there is or may be a problem.

If a CASA staff member has a personal relationship, the staff member shall so advise his/her Program Manager. If a CASA GAL has a personal relationship, the CASA GAL shall so advise his/her Program Manager. In turn, a Program Manager shall so advise the senior leadership team. If a member of the senior leadership team has a personal relationship, the member shall so advise CASA's CEO or senior staff attorney.



Standard #22:

CASA staff and CASA GALs are discouraged from developing a personal relationship with a case-child, during the pendency of a case and after a case closes.

*Explanatory note:*

As one CASA GAL eloquently put it in reference to a child she served as guardian ad litem: "...I know that he's happy and safe, and I hope he forgets I was ever a part of his life, that I ever needed to be part of his life."

There are exceptions, especially after a case closes and the case-child seeks to maintain contact with the professional. See Appendix "A" for further explanation.

Standard #23:

CASA staff and CASA GALs are prohibited from developing a personal relationship with a case-parent, during the pendency of a case and after a case closes.

*Explanatory note:*

The CASA organization does not believe there is any situation which would justify a CASA GAL continuing to serve as GAL in a case where a personal relationship has developed between the CASA GAL and a case-parent during the pendency of a case. In rare instances, a Program Manager may approve the development of a personal relationship between a CASA GAL and a case-parent after a case closes.

Standard #24:

CASA staff and CASA GALs shall promptly advise the CASA organization of any personal relationship with a current or former CASA case-child or with someone closely related to the child.

*Explanatory note:*

As with the other reporting Standard (#21), Standard 24 requires a group process to assess a personal relationship because the relationship may affect the CASA organization. Standard #22 calls for the same reporting procedure as discussed in the explanatory note to Standard #21.

Standard #25:

CASA staff and CASA GALs are prohibited from providing non-case related services, paid or unpaid, to any case-child, parent or professional person during the pendency of a case.

*Explanatory note:*



Reference is made to N.H. Supreme Court Guidelines and Standards 403.07 which is included in Appendix "B".

Standard #26:

CASA staff are discouraged from developing personal relationships with CASA GALs and vice-versa.

*Explanatory note:*

This standard refers to a CASA staff member and a CASA GAL, not one CASA GAL with another CASA GAL or one CASA staff member with another CASA staff member.

### III. Rejection/Termination Policy

The existence of any of the following under Part A may result in an applicant being rejected from further consideration as a CASA GAL. The existence of any of the following under Part B may result in a CASA GAL being terminated from the program. A final determination concerning rejections and terminations is made by the President and CEO or his/her designee in consultation with the senior staff attorney.

#### A. Rejection

1. Falsifying an application to become a CASA GAL.
2. Misrepresenting material information during the interview and/or subsequent screening process including the 40-hour training program.

#### B. Termination

1. Taking action without program or court approval that endangers the child or is outside the role or powers of the CASA/GAL program.
2. Engaging in ex-parte communication with the court.
3. Violating a program policy, court rule, or law.
4. Existence of a child abuse or neglect allegation against the CASA GAL.
5. Existence of a conflict of interest which cannot be resolved.
6. Any other conduct, including but not limited to conduct related to the above-noted Standards in Part I and Part II, which in the program's judgment jeopardizes a child's or the program's well being.



## APPENDIX "A"

Standard #20-24 and Standard #26 hinge on the term "personal relationship." The term is not easy to define, yet most people have at least a general understanding of the distinction between a professional relationship and a personal relationship.

The former can involve certain types of socializing, such as having dinner together at a conference with a group of professionals. A relationship begins to become personal when it involves after-hours socializing outside of the work setting. A personal relationship can include non-romantic, non-"best friend" type relationships. However, most personal relationships are "friends"-based.

The better policy is for any CASA staff member or CASA GAL who is unsure whether a relationship they have is "personal" is to bring it to their Program Manager's attention rather than make a self-determination.

One of the purposes of the N.H. Child Protection Act is to assure all parties a "fair hearing." RSA169-C:2 III (c). Moreover, it cannot be stated too often that CASA does its work within a framework which involves constitutional rights of a high magnitude. It is for these reasons that anyone who is involved in court-managed child protection cases needs to be especially sensitive to conflict issues.

Conflicts of interest present special challenges to professional persons and organizations alike. They come in several forms including an actual conflict of interest, a potential conflict of interest, and the appearance of either an actual or potential conflict of interest.

- Example of an actual conflict of interest:

Mary Smith is the CASA GAL. Midway through a case, the child for whom Mary is the GAL is placed in a foster home. The new foster mother is Mary's sister. There is an actual conflict of interest here because it would be very difficult for Mary not to give undue weight to her sister's opinions about the child and/or the child's parent(s). Knowing that other parties know or think this, Mary would also be vulnerable to overcompensating by putting too little weight on her sister's opinions as a means of persuading others that she is not unduly influenced by her sister.

Other conflicts, some actual and others potential, are also apparent. For example, if another party developed concerns about the foster parent (Mary's sister), it could be awkward for that party to present her concerns in a forthright way, especially in Mary's presence. Similarly, Mary would be hard-pressed to assess any concerns in an objective way.

Clearly, it would be best for all concerned for Mary to withdraw from the case, and for another CASA to replace her.

- Example of a potential conflict of interest:

Mary Smith is the CASA GAL. The CASA Program Manager is considering assigning Mary to a new case in Hillsborough County in which the children will very likely be removed from their



parents' custody at some point. Mary's sister is a newly licensed foster parent who as yet does not have any foster children in her home. DCYF has a shortage of foster homes in Hillsborough County.

Although an actual conflict of interest has not yet arisen, there is the potential for a conflict because the children for whom Mary would serve as the CASA GAL if she is appointed to the case could wind up in Mary's sister's home. The concern for the CASA Program Manager is that if this happened, the Program Manager would then have to take Mary off the case, thereby causing another discontinuity in the children's lives.

Probably better for the CASA Program Manager to appoint another CASA GAL to the case at the outset to eliminate this potential conflict of interest.

● Example of an appearance of a conflict of interest:

This type of conflict often presents the most difficulty, mainly because it stands for the proposition that even if there isn't a problem, there may appear to be a problem from an outside observer. Sounds very confusing and hair-splitting, but is not to be dismissed out of hand, particularly in court cases where judicial decision-making often affects very important legal rights. Here is an example:

Nancy Doe is the CASA GAL. Somewhat unthinkingly, Nancy has made it a practice of sitting with the DCYF case worker in the hallway outside the court room while waiting for their case to be called. Nancy does not know the case worker other than on a professional basis, but she finds it lessens stress to share a joke or humorous situation which has nothing to do with the case. Nancy also sits next to the case worker when the parties are called into the court room for a hearing. Her recommendations are usually the same as or similar to DCYF's notwithstanding Nancy arriving at her recommendations independent of DCYF.

Like many 169-C parents, the parent in Nancy's case (Bertha B.) believes DCYF, CASA and the judge are all working together against her. Bertha B. was told this by a friend who also has a 169-C case. In addition, Bertha B. has used the internet to learn more about "the system", and has "chatted" with a number of other 169-C parents. She read online that DCYF is against parents, and that CASA works with DCYF as part of a corrupt system. Bertha B. believes that "it's me and my lawyer (maybe) against them."

If Bertha B. ever had any doubts about this, they were out the window the first time she went to court (and every time thereafter) where it was very obvious that her child's GAL (Nancy Doe) and the DCYF worker are personal friends. As Bertha B. told her attorney: "Just look at them. Always sitting together, laughing at me, and always coming up with the same recommendations about my child. The GAL will do what DCYF wants and vice-versa. They don't care about my child. What a joke."

No doubt, Nancy would be dismayed if she overheard this, especially given there is no truth to any of it other than she does sit with the DCYF worker in the hallway and in court, and they do share some humor on occasion but it is never at Bertha B.'s expense. In addition, Nancy Doe



knows without any question that she would never make a recommendation about Bertha B.'s child unless she truly felt it was in the child's best interest.

Unfortunately, Bertha B. does not know this. And, even if Nancy attempted to dissuade Bertha B. of her beliefs, she would probably not be successful unless she overcompensated and began making recommendations to please Bertha B. rather than on the basis of what is best for the child.

It might be asked "why should CASA or anyone else care whether Bertha B. has an erroneous perception of the GAL, especially if Nancy Doe knows in her heart that the only basis for her recommendations is what is best for the child?"

At least part of the answer lies (once again) with the important rights at stake, and the corresponding importance of all parties feeling they have been treated fairly. In short, maintaining the integrity of the judicial process is important. Consequently, it is incumbent upon the professionals involved with court cases (DCYF, CASA, the judges) to do whatever they reasonably can to promote fairness as well as the perception of fairness.

Nancy Doe can do her part by making it a point not to always sit with the DCYF worker in the hallway. She can also sit apart from DCYF in the hearing room, and she can refrain from sharing jokes with DCYF in a parent's presence. In addition, she can help by spending some time with the parent in the hallway while waiting for a hearing or, if this is not feasible, sitting by herself for at least part of the time. These are reasonable adjustments, and they send messages of neutrality and independence.

If Nancy did these types of things from the outset of a case and a parent such as Bertha B. nonetheless believed that Nancy was in cahoots with DCYF, it would be unfortunate. However, there would be nothing Nancy could reasonably do to alter a parent's perception, and, consequently, she should not further concern herself with this.

Standards #20 and #22 can present particularly difficult challenges, and are deserving of additional explanation.

The first distinction to be made is between "personal" and "professional" relationships. A "personal" relationship is generally understood to mean a friendship that carries on outside the context of an abuse/neglect case or attending professional conferences, and involves socializing with one-another during non-work time. Although professional relationships can be problematic as illustrated by the above appearance of a conflict example (Nancy Doe), personal relationships are cause for greater concern because of the greater difficulty of eliminating the conflict short of CASA withdrawing from the case.

A second distinction is seen in Standard #20 which speaks to avoiding the development of personal relationships once someone has assumed a CASA staff or CASA GAL position with the organization. It is distinguished from situations where a personal relationship existed prior to the individual becoming a staff member or CASA GAL. However, even prior personal relationships need to be disclosed to the CASA organization so that conflicts of interest (be they actual, potential, or appearance of) can be minimized or eliminated.



A third distinction concerns whether the personal relationship is with someone who is directly involved with 169-C cases (e.g. a person who appears in 169-C cases or does evaluations for DCYF in 169-C cases that can affect the outcome of a case) vs. someone who has indirect involvement (e.g. foster care licensing or operates out of a different district office). The former usually presents the greatest concerns, especially if the CASA staff person or CASA GAL and the professional person are involved in the same case. However, the latter is not always problem-free.

It is important to note that Standard #26 “discourages” such relationships but does not forbid them. Selection of the word “discourages” reflects CASA’s reluctance to venture into the private lives of staff members. On the other hand, because of the problems these relationships sometimes cause (e.g. conflicts of interest, appearance of conflicts), there needs to be a standard. Ultimately, Standard #26 relies to a significant extent on each staff member and CASA GAL recognizing that such relationships can affect the CASA organization, and, consequently are not solely a private matter.

Standard #22 mainly pertains to whether it is advisable for CASA staff or CASA GALs to develop a personal relationship with a child once a case has concluded. Clearly, such a relationship is not acceptable while a case is pending. Generally speaking, CASA takes much the same position after a case closes.

However, in a very small number of cases, there can be situations where not to allow for a personal relationship would be unfair to a child. Usually, it involves an older teenager who cannot return home, has been involved with the court system and CASA for years, and it is the child who seeks a personal or post-case closure relationship with the CASA or CASA program. In such cases, “personal” relationship does not include socializing after hours, but does include the child having a degree of involvement with the CASA program and staff member(s) that is generally not allowed.

Standard #22 issues need to be addressed on a case-by-case basis, subject to review by the senior leadership team. An exception is where the CASA staff member or CASA GAL is no longer affiliated with the CASA program at the time the child seeks a personal relationship. In such cases, the program has no authority over the former staff member or CASA GAL.





## APPENDIX "B"

### Gal 503.06 Disclosures, Conflicts of Interest and Appearances of Impropriety.

(a) A guardian ad litem who is aware that he or she possesses a prior acquaintance of any type, including but not limited to a professional, personal, or financial relationship, with any party in a case, shall:

(1) At or before the time of appointment, disclose such fact to the parties and the appointing court, either orally or in writing; and

(2) If such an acquaintance becomes known only after appointment, immediately disclose such fact to the parties and the appointing court, either orally or in writing.

(b) A guardian ad litem shall:

(1) Seek to decline appointment in a proceeding where he or she has a present or prior personal, professional, business or legal relationship with any party involved in the proceeding that the guardian reasonably believes would adversely impact upon his or her ability to perform the functions of a guardian ad litem in accordance with these rules and in accordance with any requirements of the appointing court; and

(2) If a relationship described in (a) (1) above arises after appointment, advise the court of the existence of such a relationship and seek an order regarding whether or not he or she must withdraw.

(c) If it is alleged by a party to any proceeding in which a guardian ad litem is appointed that the guardian ad litem has failed to disclose any present or prior acquaintance of any type that impacts upon his or her objectivity, or upon his or her ability to perform the functions of a guardian ad litem in accordance with these rules or in accordance with requirements of the appointing court, the guardian ad litem shall:

(1) Inform the appointing court that the allegation has been made; and

(2) Respond either orally or in writing to the appointing court and to all parties regarding the nature of the present or prior acquaintance, if any.

(d) A guardian ad litem shall immediately disclose to the appointing court and to the board the existence of any civil, equity or other writ or petition, or criminal charge, of which he or she is aware alleging that any of the following persons have engaged in child abuse or neglect, as that term is used within the meaning of RSA 169-C, or that any of the following persons have engaged in adult abuse, as that term is used within the meaning of RSA 161-F:

(1) The guardian ad litem him or herself;

(2) The guardian ad litem's spouse;

(3) The parent or guardian of a child of the guardian ad litem where the child is the alleged victim; or

(4) Any person with whom the guardian ad litem resides.

(e) Unless otherwise allowed by the appointing court after disclosure by the guardian ad litem, no guardian ad litem shall serve on any case if a civil, equity or other writ or petition, or criminal charge, of child abuse or neglect, or adult abuse in violation of RSA 161-F, is pending against him or her.



(f) If a guardian ad litem is a party to any case in a specific court, other than in his or her capacity as a guardian ad litem, he or she shall not serve as a guardian ad litem in that specific court unless:

(1) He or she immediately discloses to the judge making the appointment that he or she is a party to a case in the specific court, as well as the name and nature of any such case and requests direction from the appointing court as to service or continued service as a guardian ad litem; and

(2) After such disclosure, the judge appoints the person to serve as a guardian ad litem, or consents to the person's continued service as a guardian ad litem, provided that during the pendency of any decision by the appointing court as to continued service, the guardian ad litem may continue to serve.

(g) No person shall serve as a guardian ad litem if that person is a party to a pending, contested matter, other than in his or her capacity as a guardian ad litem, involving issues of fact or law similar to, or the same as, those that may be raised in a case to which the person may be appointed as guardian ad litem unless:

(1) He or she immediately discloses to the judge making the appointment that he or she is a party to the pending, contested matter involving issues of fact or law similar to, or the same as, those that might be raised in a case to which the person might be appointed as guardian ad litem, as well as the name and nature of any such case and requests direction from the appointing court as to service or continued service as a guardian ad litem; and

(2) After such disclosure, the judge appoints the person to serve as a guardian ad litem, or consents to the person's continued service as a guardian ad litem, provided that during the pendency of any decision by the appointing court as to continued service, the guardian ad litem may continue to serve.

(h) Whenever a guardian ad litem is, or becomes, a party, except solely by virtue of his or her appointment as a guardian ad litem, to any proceeding in any court, regardless of the capacity in which he or she is named as a party, the guardian ad litem shall immediately notify the following authorities of the existence of the case, describing the nature of the case in such notification:

(1) The appointing court;

(2) The administrative judge designated under New Hampshire supreme court rule 54 for each court in which the person is serving as a guardian ad litem, or, if the guardian ad litem is appearing before the supreme court, the clerk of the supreme court; and

(3) The board.

(i) A guardian ad litem shall not serve in a case if he or she has any financial relationship with any counsel on the case or any material witness unless:

(1) He or she immediately discloses to the judge making the appointment that he or she has such a financial relationship, as well as the nature of any such relationship and requests direction from the appointing court as to service or continued service as a guardian ad litem; and

(2) After such disclosure, the judge appoints the person to serve as a guardian ad litem, or consents to the person's continued service as a guardian ad litem provided that during the pendency of any decision by the appointing court as to continued service, the guardian ad litem may continue to serve.



Gal 503.07 Business Transactions.

(a) Except for the guardian ad litem's fee agreement, a guardian ad litem shall not, during the term of his or her appointment, enter into any business transaction with a recipient of services, a party, counsel for a party, or a material witness.

(b) A guardian ad litem shall not possess an ownership, possessory, security, or other pecuniary interest of any type that is unfavorable to a recipient of services, unless the appointing court, after full disclosure to it of the nature of the interest, allows the guardian ad litem to serve while still in the possession of the interest.

(c) Except for the guardian ad litem's fee agreement, a guardian ad litem shall not, without the express written agreement of all of the parties, enter into a business relationship of any type with any of the following persons during the time of the guardian ad litem's appointment in a case, or for a period of 6 months after the appointment has ended:

- (1) The recipient of services; or
- (2) If the case to which the guardian ad litem was appointed involved child custody, any party to the case.

The above are taken from the N.H. Supreme Court: Guidelines and Standards for Guardians ad Litem.



## APPENDIX C

### Governing Principles for Processing Violations [ of Standards of Conduct ] :

- An organizational commitment to addressing violations and conflicts.
- Ongoing education and discussion within the CASA program involving staff and CASA GALs.
- Written standards addressing foremost areas of concern.
- A group process for identifying, processing, and resolving violations of conduct and conflict of interest issues.
- Assessing violations and conflicts with the well-being of the children CASA serves and the CASA organization foremost in mind
- Recognition that standards of conduct cannot answer or resolve all violations and conflicts of interest, and that there can be exceptional circumstances which render a standard non-applicable but only after review and approval by CASA's senior management team.
- Recognition that all staff members and CASA GALs have a responsibility to ensure that standards are taken seriously.

Revised 3/1/2021





## Appendix B

### CASA of NH Organization Chart

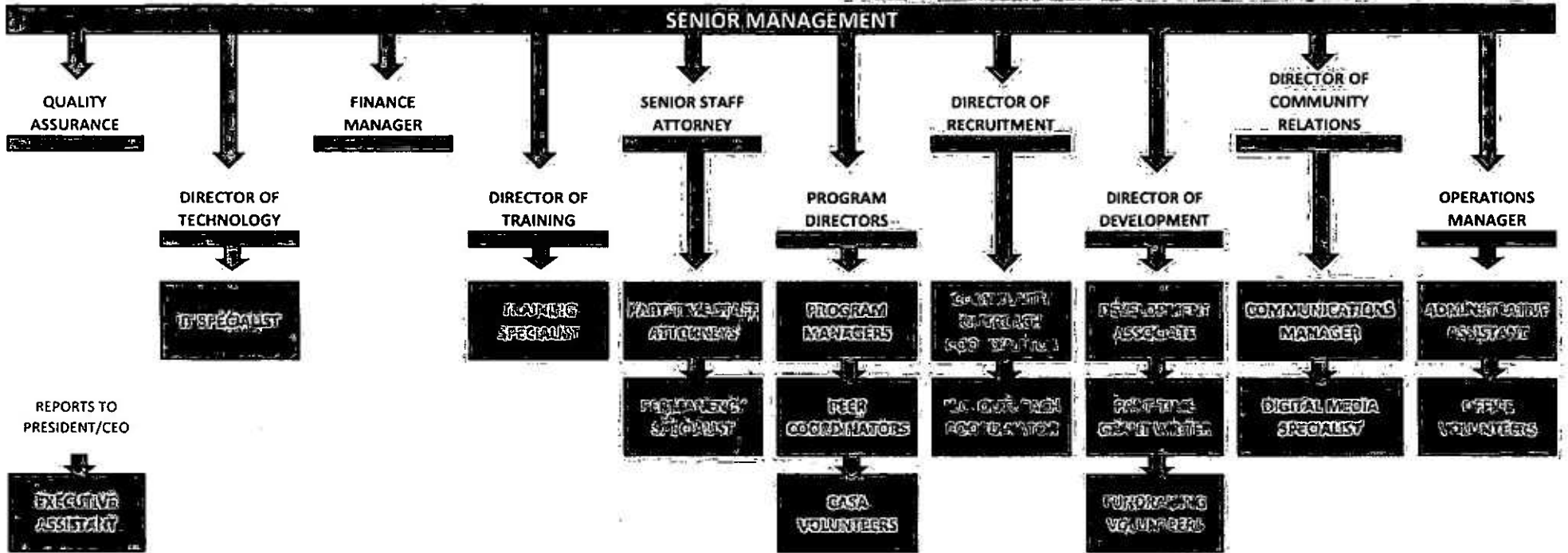


# Organization Chart

BOARD OF DIRECTORS

↓  
PRESIDENT/CEO

↓  
SENIOR MANAGEMENT





## Appendix C

### CASA of NH Audited Financial Statements

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**FINANCIAL STATEMENTS**

**JUNE 30, 2021**



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## HESSION & PARE, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

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### INDEPENDENT AUDITOR'S REPORT

To the Board of Directors  
Court Appointed Special Advocates of New Hampshire, Inc.  
Manchester, New Hampshire

#### Opinion

We have audited the accompanying financial statements of Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") (a nonprofit organization), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, 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 CASA as of June 30, 2021, 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 Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of CASA 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 the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

To the Board of Directors  
Court Appointed Special Advocates of New Hampshire, Inc.

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 CASA's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

**Auditor's 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 auditor's 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, including omissions, 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 statements.
- 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 CASA'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 CASA's ability to continue as a going concern for a reasonable period of time.

To the Board of Directors  
Court Appointed Special Advocates of New Hampshire, Inc.

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 CASA's 2020 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated September 15, 2020. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2020, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Manchester, NH  
November 8, 2021

*Heser & Pore pc*

## COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

## STATEMENT OF FINANCIAL POSITION

As of June 30, 2021  
(with comparative totals for 2020)

Assets	ASSETS		2021	2020
	Without Donor Restrictions	With Donor Restrictions		
Cash	\$ 3,248,769	\$ 620,588	\$ 3,869,357	\$ 2,283,238
Endowment investments	-	1,016,649	1,016,649	790,893
Sponsorship receivable	2,000	-	2,000	-
Grants receivable	176,068	-	176,068	150,357
Pledges receivable, net	534,137	-	534,137	579,389
Prepaid expenses	2,380	-	2,380	2,380
Property and equipment, net	1,045,309	-	1,045,309	1,103,821
<b>Total assets</b>	<b>\$ 5,008,663</b>	<b>\$ 1,637,237</b>	<b>\$ 6,645,900</b>	<b>\$ 4,910,078</b>
<b>LIABILITIES AND NET ASSETS</b>				
<b>Liabilities</b>				
Accounts payable	\$ 31,342	\$ -	\$ 31,342	\$ 92,952
Accrued expenses	167,496	-	167,496	152,734
Notes payable	-	-	-	334,200
<b>Total liabilities</b>	<b>198,838</b>	<b>-</b>	<b>198,838</b>	<b>579,886</b>
Commitments (see Notes)				
<b>Net assets</b>				
Without donor restrictions	4,809,825	-	4,809,825	2,936,372
With donor restrictions	-	1,637,237	1,637,237	1,393,820
<b>Total net assets</b>	<b>4,809,825</b>	<b>1,637,237</b>	<b>6,447,062</b>	<b>4,330,192</b>
<b>Total liabilities and net assets</b>	<b>\$ 5,008,663</b>	<b>\$ 1,637,237</b>	<b>\$ 6,645,900</b>	<b>\$ 4,910,078</b>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2021

	Without Donor Restrictions	With Donor Restrictions	2021
Public support			
Contributions	\$ 723,195	\$ 393,900	\$ 1,117,095
Government grants	2,734,360		2,734,360
Fundraising events, net of costs of \$63,085	286,379		286,379
Private grants	289,381	84,975	374,356
Other income	365,685		365,685
In-kind donations	21,772		21,772
Total public support	<u>4,420,772</u>	<u>478,875</u>	<u>4,899,647</u>
Investment income, net of fees of \$7,491	<u>1,175</u>	<u>171,505</u>	<u>172,680</u>
Total public support and investment income	4,421,947	650,380	5,072,327
Net assets released from restrictions			
For satisfaction of program restrictions	<u>406,963</u>	<u>(406,963)</u>	
Total public support, investment income and net assets released from restrictions	<u>4,828,910</u>	<u>243,417</u>	<u>5,072,327</u>
Expenses			
Program services	2,518,048		2,518,048
Supporting activities			
Management and general	143,933		143,933
Fundraising	<u>293,476</u>		<u>293,476</u>
Total expenses	<u>2,955,457</u>	<u>-</u>	<u>2,955,457</u>
Increase in net assets	1,873,453	243,417	2,116,870
Net assets, beginning of year	<u>2,936,372</u>	<u>1,393,820</u>	<u>4,330,192</u>
Net assets, end of year	<u>\$ 4,809,825</u>	<u>\$ 1,637,237</u>	<u>\$ 6,447,062</u>

See notes to financial statements.

## COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

## STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2020

	Without Donor Restrictions	With Donor Restrictions	2020
Public support			
Contributions	\$ 1,429,668	\$ 614,694	\$ 2,044,362
Government grants	1,637,976	-	1,637,976
Fundraising events, net of costs of \$39,681	196,373	-	196,373
Private grants	279,209	139,450	418,659
Other income	27,556	-	27,556
In-kind donations	25,735	-	25,735
Total public support	<u>3,596,517</u>	<u>754,144</u>	<u>4,350,661</u>
Investment income, net of fees of \$7,043	<u>7,515</u>	<u>26,953</u>	<u>34,468</u>
Total public support and investment income	3,604,032	781,097	4,385,129
Net assets released from restrictions			
For satisfaction of program restrictions	<u>122,989</u>	<u>(122,989)</u>	
Total public support, investment income and net assets released from restrictions	<u>3,727,021</u>	<u>658,108</u>	<u>4,385,129</u>
Expenses			
Program services	2,250,394	-	2,250,394
Supporting activities			
Management and general	201,425	-	201,425
Fundraising	<u>303,653</u>		<u>303,653</u>
Total expenses	<u>2,755,472</u>		<u>2,755,472</u>
Increase in net assets	971,549	658,108	1,629,657
Net assets, beginning of year	<u>1,964,823</u>	<u>735,712</u>	<u>2,700,535</u>
Net assets, end of year	<u>\$ 2,936,372</u>	<u>\$ 1,393,820</u>	<u>\$ 4,330,192</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2021  
(with comparative totals for 2020)

	Program Services	Management and General	Fundraising	2021	2020
Payroll					
Salaries and wages	\$ 1,743,489	\$ 99,658	\$ 203,202	\$ 2,046,349	\$ 1,805,899
Payroll taxes	143,329	8,193	16,705	168,227	137,163
Total payroll	1,886,818	107,851	219,907	2,214,576	1,943,062
Other					
Insurance	186,689	10,671	21,758	219,118	222,012
Professional fees and contract labor	79,049	4,518	9,213	92,780	64,541
Training	77,085	4,406	8,984	90,475	115,706
Rent	54,417	3,111	6,342	63,870	57,737
Depreciation	52,322	2,991	6,098	61,411	41,520
Office expense	42,532	2,432	4,957	49,921	71,698
Service contracts	32,793	1,875	3,822	38,490	79,452
Telephone	19,876	1,136	2,317	23,329	20,856
Postage	15,584	891	1,816	18,291	16,886
Dues, memberships and subscriptions	13,987	800	1,630	16,417	12,783
Repairs and maintenance	13,876	793	1,617	16,286	8,133
Bank fees	13,691	782	1,596	16,069	10,533
Travel	10,265	587	1,196	12,048	47,689
Utilities	8,570	490	999	10,059	10,646
Printing	5,685	324	663	6,672	11,541
Conferences and meetings	2,965	169	346	3,480	2,463
Gifts and promotions	1,442	83	168	1,693	5,236
Meals and entertainment	402	23	47	472	12,823
Advertising					155
Total other	631,230	36,082	73,569	740,881	812,410
Total expenses	\$ 2,518,048	\$ 143,933	\$ 293,476	\$ 2,955,457	\$ 2,755,472

See notes to financial statements.



COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF CASH FLOWS

For the Year Ended June 30, 2021  
(with comparative totals for 2020)

	<u>2021</u>	<u>2020</u>
Cash flows from operating activities		
Change in net assets	\$ 2,116,870	\$ 1,629,657
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	61,410	41,520
Net realized and unrealized (gain) on investments	(148,168)	(7,761)
(Increase) decrease in sponsorships receivable	(2,000)	7,556
(Increase) decrease in grants receivable	(25,711)	11,609
Decrease (increase) in pledges receivable	45,252	(579,389)
Contributions restricted for long-term investment	(51,400)	(35,305)
(Increase) in prepaid expenses	-	(2,380)
(Decrease) increase in accounts payable and accrued expenses	(46,848)	83,596
Net cash provided by operating activities	<u>1,949,405</u>	<u>1,149,103</u>
Cash flows from investing activities		
Proceeds from sale of investments	171,248	157,662
Purchase of investments	(248,836)	(208,670)
Purchase of property and equipment	(2,898)	(82,111)
Net cash used in investing activities	<u>(80,486)</u>	<u>(133,119)</u>
Cash flows from financing activities		
Contributions restricted for long-term investment	51,400	35,305
Borrowings on loan	-	334,200
Forgiveness of debt	(334,200)	-
Net cash (used in) provided by financing activities	<u>(282,800)</u>	<u>369,505</u>
Net increase in cash and cash equivalents	1,586,119	1,385,489
Cash and cash equivalents, beginning of year	<u>2,283,238</u>	<u>897,749</u>
Cash and cash equivalents, end of year	<u>\$ 3,869,357</u>	<u>\$ 2,283,238</u>

See notes to financial statements.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 1. NATURE OF ACTIVITIES**

Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") is a non-stock, non-profit corporation organized in New Hampshire. CASA's primary service is training volunteers in New Hampshire to advocate for abused and neglected children in the court system. The major source of revenue is government grant income.

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Significant accounting policies**

CASA prepares its financial statements in accordance with generally accepted accounting principles promulgated in the United States of America (U.S. GAAP) for not-for-profit entities. The significant accounting and reporting policies used by CASA are described subsequently to enhance the usefulness and understandability of the financial statements.

**Comparative financial information**

The financial statements of CASA include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with CASA's financial statements for the year ended June 30, 2020, from which the summarized information was derived.

**Use of estimates and assumptions**

Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities and the reported revenues and expenses. Accordingly, actual results may differ from estimated amounts.

**Cash equivalents**

For purposes of reporting cash flows, CASA considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. There were no cash equivalents at June 30, 2021. Temporary cash investments held in the investment portfolio are excluded from cash and cash equivalents.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**Net assets**

The financial statements report net assets and changes in net assets that are based upon the existence or absence of restrictions on use that are placed by its donors, as follows:

Net assets without donor restrictions – Net assets without donor restrictions are resources available to support operations. The only limits on the use of these net assets are the broad limits resulting from the nature of CASA, the environment in which it operates, the purposes specified in its corporate documents and its application for tax-exempt status, and any limits resulting from contractual agreements with creditors and others that are entered into in the course of its operations.

Net assets with donor restrictions – Net assets with donor restrictions are resources that are restricted by a donor for use for a particular purpose or in a particular future period. Some donor-imposed restrictions are temporary in nature, and the restriction will expire when the resources are used in accordance with the donor's instructions or when the stipulated time has passed. Other donor-imposed restrictions are perpetual in nature; CASA must continue to use the resources in accordance with the donor's restrictions.

**Investments**

CASA carries investments in marketable securities with readily determinable fair values based upon quoted market prices. Unrealized and realized gains and losses are included in the accompanying statement of activities and changes in net assets with investment income. Purchased and gifted securities are recorded at fair value on the date of the acquisition or gift date, net of any brokerage fees. CASA's investments do not have a significant concentration of credit risk within any industry, geographic location or specific location.

**Sponsorships receivable**

Sponsorships receivable consist of amounts billed to event sponsors for events that have already occurred, but for which amounts have not yet been paid. CASA establishes its allowance for uncollectible accounts based on prior collection experience. It is CASA's policy to charge-off uncollectible accounts receivable when management determines the receivable will not be collected. Management does consider a variety of factors, including risk characteristics of the selected accounts, number of days outstanding and current economic conditions.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**Pledges receivable**

CASA has launched a capital campaign to generate funds to expand their capacity to meet the emergency faced by our children today from the impact of the opioid epidemic. The campaign was designed to solicit pledges to be paid over time (up to 5 years). Pledges are recorded as net assets with donor restrictions due to the purpose and/or implied time restrictions. The contributions are recorded as revenue at the time the pledges are made. When the purpose and/or time restrictions are met, the time restrictions are released and the amounts are recorded on the statement of activities as net assets released from restrictions.

**Property and equipment**

Property and equipment are recorded at cost, or in the case of donated assets, at fair value. Items with an individual or aggregate cost of less than \$1,000 are expensed in the year of purchase. Maintenance, repairs and minor renewals are expensed as incurred.

The provision for depreciation is made using the straight-line method by annual charges calculated to absorb the costs over the following estimated useful lives:

Buildings and improvements	39 years
Furniture, equipment and software	3-5 years

**Revenue recognition**

CASA has revenue streams that are accounted for as a reciprocal exchange transaction, including grants and fundraising events.

Because CASA's performance obligations relate to contracts with a duration of less than one year, CASA has elected to apply the optional exemption provided in FASB ASC 606-10-50-14(a), *Revenue from Contracts with Customers*, and, therefore, is not required to disclose the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied or partially unsatisfied at the end of the reporting period. There are no incremental costs of obtaining a contract and no significant financing components.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Grants and fundraising events are recognized ratably over the period each service is provided on a straight-line basis in an amount that reflects the consideration CASA expects to be entitled to in exchange for those services. All CASA's revenue from contracts with customers are from performance obligations satisfied over time. Prices are specific to a distinct performance obligation and do not consist of multiple transactions.

**Contributions and grants**

Contributions, including unconditional promises to give, are recognized when received. All contributions are reported as increases in net assets without donor restrictions unless use of the contributed assets is specifically restricted by the donor. Amounts received that are restricted by the donor to use in future periods or for specific purposes are reported as increases in net assets with donor restrictions. Contributions restricted by the donor are reported as increases in net assets without donor restrictions if the restriction expires in the fiscal year in which the contributions are recognized. When a restriction expires, donor restricted net assets are reclassified to net assets without donor restrictions.

**Donated goods and services**

A significant portion of CASA's functions are conducted by unpaid officers, board members and volunteers. The value of this contributed time is not reflected in the accompanying financial statements since it does not meet the criteria necessary for recognition under U.S. GAAP. Donated materials and equipment are reflected as in-kind donations at their estimated fair value at the date of receipt.

**Functional allocation of expenses**

The costs of providing various programs and other activities have been summarized on a functional basis in the accompanying statement of activities and changes in net assets and in the statement of functional expenses. Accordingly, certain costs have been allocated among program services, supporting activities and fundraising as benefited.

**Advertising costs**

CASA charges advertising costs to operating expenses as incurred.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (concluded)**

**Income taxes**

CASA is a not-for-profit organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code and is classified as other than a private foundation. However, certain unrelated business income is subject to federal taxation. For the year ended June 30, 2021, there was no liability for tax on unrelated business income. Accordingly, no provision for federal income tax has been recorded in the accompanying financial statements.

CASA is no longer subject to income tax examinations by U.S. Federal or State tax authorities for tax years before 2017.

**Accounting pronouncement adopted**

In May 2014, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers Topic (606)*. This ASU supersedes the revenue recognition requirements in *Topic 605, Revenue Recognition*, and most industry-specific guidance. The core principle of the guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. CASA adopted this ASU on July 1, 2020.

CASA implemented ASU 2014-09 using a full retrospective method of application. The adoption of ASU 2014-09 resulted in changes to the disclosure of revenue. There were no material changes to the recognition or presentation of revenue as a result of the application of ASU 2014-09. As a result, no cumulative effect adjustment was recorded upon adoption.

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 3. LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use within one year of June 30 are:

	<u>2021</u>	<u>2020</u>
Financial assets:		
Cash	\$ 3,869,357	\$ 2,283,238
Endowment investments	1,016,649	790,893
Sponsorship receivable	2,000	-
Grants receivable	176,068	150,357
Pledges receivable	<u>534,137</u>	<u>579,389</u>
Total financial assets	5,598,211	3,803,877
Less financial assets held to meet donor-imposed restrictions:		
Purpose-restricted net assets	(86,942)	(21,178)
Pledges receivable	(534,137)	(579,389)
Donor-restricted endowment funds	<u>(1,016,649)</u>	<u>(790,893)</u>
Amount available for general expenditures within one year	<u>\$ 3,960,483</u>	<u>\$ 2,412,417</u>

CASA's endowment funds consist of donor-restricted endowments. Income from donor-restricted endowments is available for general use and could be made available if necessary. Donor-restricted endowment funds are not available for general expenditure.

Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT

The FASB defines fair value as the price that would be received for an asset or paid to transfer a liability (an exit price) in CASA'S principal or most advantageous market in an orderly transaction between market participants on the measurement date.

The standard establishes a fair value hierarchy which requires CASA to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that CASA has the ability to access as of the measurement date.

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

**Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT (continued)**

Level 2: Significant other observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or other inputs that are observable or can be corroborated by observable market data.

Level 3: Significant unobservable inputs that reflect CASA's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

In many cases, a valuation technique used to measure fair value includes inputs from multiple levels of the fair value hierarchy. The lowest level of significant input determines the placement of the entire fair value measurement in the hierarchy.

Investments measured at fair value at June 30 are summarized below:

<b>June 30, 2021</b>	<b>Fair Value</b>	<b>(Level 1)</b>	<b>(Level 2)</b>	<b>(Level 3)</b>
Valued on a recurring basis				
Investment cash	\$ 71,532	\$ 71,532	\$ -	\$ -
US equities	520,965	520,965	-	-
International equities	77,188	77,188	-	-
Fixed income	325,748	-	325,748	-
Other investments	<u>21,216</u>	<u>21,216</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 1,016,649</u>	<u>\$ 690,901</u>	<u>\$ 325,748</u>	<u>\$ -</u>
<b>June 30, 2020</b>	<b>Fair Value</b>	<b>(Level 1)</b>	<b>(Level 2)</b>	<b>(Level 3)</b>
Valued on a recurring basis				
Investment cash	\$ 33,836	\$ 33,836	\$ -	\$ -
US equities	380,155	380,155	-	-
International equities	53,559	53,559	-	-
Fixed income	306,990	-	306,990	-
Other investments	<u>16,353</u>	<u>16,353</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 790,893</u>	<u>\$ 483,903</u>	<u>\$ 306,990</u>	<u>\$ -</u>



COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

**Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT (concluded)**

Fair values for investments are determined by reference to quoted market prices and other relevant information generated by market transactions. The fair value of pledges receivable is estimated at net realizable value. The fair value of Level 2 investments has been measured using quoted market prices of similar assets and the fair value market approach.

Generally accepted accounting principles require disclosure of an estimate of fair value of certain financial instruments. CASA's significant financial instruments are cash and other short-term assets and liabilities. For these financial instruments, carrying values approximate fair value.

**Note 5. PLEDGES RECEIVABLE**

Pledges receivable were as follows at June 30:

	<u>2021</u>	<u>2020</u>
Promises to give expected to be collected in		
Less than one year	\$ 380,345	\$ 329,868
One to five years	<u>192,600</u>	<u>296,067</u>
	572,945	625,935
Less discount to present value	(7,511)	(15,249)
Less allowance for uncollectible pledges	<u>(31,297)</u>	<u>(31,297)</u>
Net pledges receivable	<u>\$ 534,137</u>	<u>\$ 579,389</u>

Pledges receivable are reported at their fair value, which is estimated as the present value of expected future cash inflows on a non-recurring basis. At June 30, 2021, a discount rate of 3.0% was considered to determine net present value. As discussed in Note 4, the valuation technique used by CASA is a level 3 measure because there are no observable market transactions.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 6. PROPERTY AND EQUIPMENT**

Property and equipment are stated at cost and were as follows at June 30:

	<u>2021</u>	<u>2020</u>
Buildings and improvements	\$ 1,394,343	\$ 1,394,343
Furniture, equipment and software	<u>204,457</u>	<u>258,205</u>
	1,598,800	1,652,548
Less accumulated depreciation	<u>553,491</u>	<u>548,727</u>
Property and equipment, net	<u>\$ 1,045,309</u>	<u>\$ 1,103,821</u>

**Note 7. NET ASSETS WITH DONOR RESTRICTIONS**

Net assets with donor restrictions are available for the following purposes or periods at June 30:

	<u>2021</u>	<u>2020</u>
Time		
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 361,945	\$ 190,440
Pledges receivable	534,137	579,389
Restricted for		
Computer upgrades	-	18,461
COOS county	60,975	-
Language bank	24,000	-
Generator	1,967	2,717
Endowment restricted in perpetuity	<u>654,213</u>	<u>602,813</u>
Total	<u>\$ 1,637,237</u>	<u>\$ 1,393,820</u>

**Note 8. ENDOWMENT FUNDS AND NET ASSETS**

CASA adheres to the Other Presentation Matters section of the Presentation of Financial Statements for Not-for-Profit Organizations in accordance with U.S. GAAP. U.S. GAAP provides guidance on the net asset classification of donor-restricted endowment funds for a non-profit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA). U.S. GAAP also requires additional disclosures about an organization's endowment

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)**

funds (both donor-restricted endowment funds and board-designated endowment funds), whether or not the organization is subject to UPMIFA.

The State of New Hampshire enacted UPMIFA effective July 1, 2008, the provisions of which apply to endowment funds existing on or established after that date. CASA adopted these provisions for the year ended June 30, 2009.

CASA's endowment is comprised of five named funds and includes donor-restricted endowment funds. As required by GAAP, net assets associated with endowment funds, including any funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Directors of CASA has interpreted UPMIFA as allowing CASA to appropriate for expenditure or accumulate as much of an endowment fund as CASA determines to be prudent for the uses, benefits, purposes and duration for which the endowment fund is established, subject to the intent of the donor as expressed in the gift instrument.

The original gift is defined by CASA as (a) the original value of gifts donated to the donor-restricted endowment, (b) the original value of any subsequent gifts to donor-restricted endowment, and (c) accumulations to donor-restricted endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

*Investment Return Objectives, Risk Parameters and Strategies*

CASA has adopted an investment policy, approved by the Board of Directors, to create a balanced portfolio among several asset classes managing moderate levels of return with moderate levels of risk, while exceeding long-term inflation. Given CASA has no immediate intention of appropriating any assets for expenditure, there is currently no spending policy in place for the year ended June 30, 2021. However, management is currently in the process of establishing a spending policy that will be in accordance with UPMIFA. During this process, CASA will consider the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of CASA and (7) the investment policies of CASA.

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)

Endowment net assets composition by type of fund were as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>June 30, 2021</b>			
Donor-restricted endowment funds	\$ -	\$ 1,016,649	\$ 1,016,649
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>June 30, 2020</b>			
Donor-restricted endowment funds	\$ -	\$ 790,893	\$ 790,893

Endowment net assets were as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>June 30, 2021</b>			
Investments, beginning of year	\$ -	\$ 790,893	\$ 790,893
Net investment income	-	23,338	23,338
Unrealized gain	-	140,306	140,306
Realized gain	-	7,862	7,862
Total investment return	-	171,506	171,506
Contributions	-	54,250	54,250
Investments, end of year	\$ -	\$ 1,016,649	\$ 1,016,649

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (concluded)

	Without Donor <u>Restrictions</u>	With Donor <u>Restrictions</u>	<u>Total</u>
June 30, 2020			
Investments, beginning of year	\$ -	\$ 732,124	\$ 732,124
Net investment income	-	19,193	19,193
Unrealized gain	-	17,011	17,011
Realized (loss)	-	(9,250)	(9,250)
Total investment return	-	26,954	26,954
Contributions	-	31,815	31,815
Investments, end of year	\$ -	\$ 790,893	\$ 790,893

In a prior year, CASA created a donor-restricted endowment fund named in memory of one of CASA's strongest supporters, Mr. John Zahr. While the endowment principal will be permanently invested, the income from the endowment may be used to support the general operations of CASA, unless otherwise stated by the donor. Through the donor-restricted endowment fund, donors who feel compelled to leave a legacy gift or otherwise invest in CASA's future will now have that opportunity.

Note 9. NOTES PAYABLE

On April 13, 2020, CASA was granted a loan from St. Mary's Bank in the amount of \$334,200 through the Paycheck Protection Program ("PPP") under Division A, Title I of the CARES Act, which was enacted March 27, 2020. Funds from the loan may only be used for payroll costs, costs used to continue group health care benefits, rent, and utilities. Under the terms of the PPP, certain amounts of the loan may be forgiven if they are used for qualifying expenses as described in the CARES Act. On January 11, 2021, the entire loan amount was forgiven.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 10. CONCENTRATION OF CREDIT RISK**

CASA maintains its cash at various institutions insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per depositor at each financial institution. At June 30, 2021, CASA's uninsured cash balance at one financial institution totaled \$3,119,207.

**Note 11. OPERATING LEASE COMMITMENTS**

CASA has operating lease agreements for various office space in Laconia, Dover Claremont, Berlin and Keene, New Hampshire. These lease agreements require monthly rental payments ranging from approximately \$400 to \$1,900 and expire between November 2021 and October 2025.

There is currently no rent requirement other than utilities for CASA's Colebrook office. The estimated fair value of the monthly rental for this space was \$7,800.

Minimum future commitments under non-cancelable operating leases are as follows:

<u>Year ending June 30,</u>	<u>Amount</u>
2022	\$ 51,717
2023	42,217
2024	23,217
2025	23,217
2026	3,600
Total	<u>\$ 143,968</u>

For the years ended June 30, 2021 and 2020, rent expense was \$63,870 and \$57,736, respectively.

**Note 12. RETIREMENT PLAN**

CASA has a defined contribution plan covering all eligible employees. CASA makes no contributions to the plan, but employees may make contributions to the plan up to the maximum amount allowed by the Internal Revenue Code.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

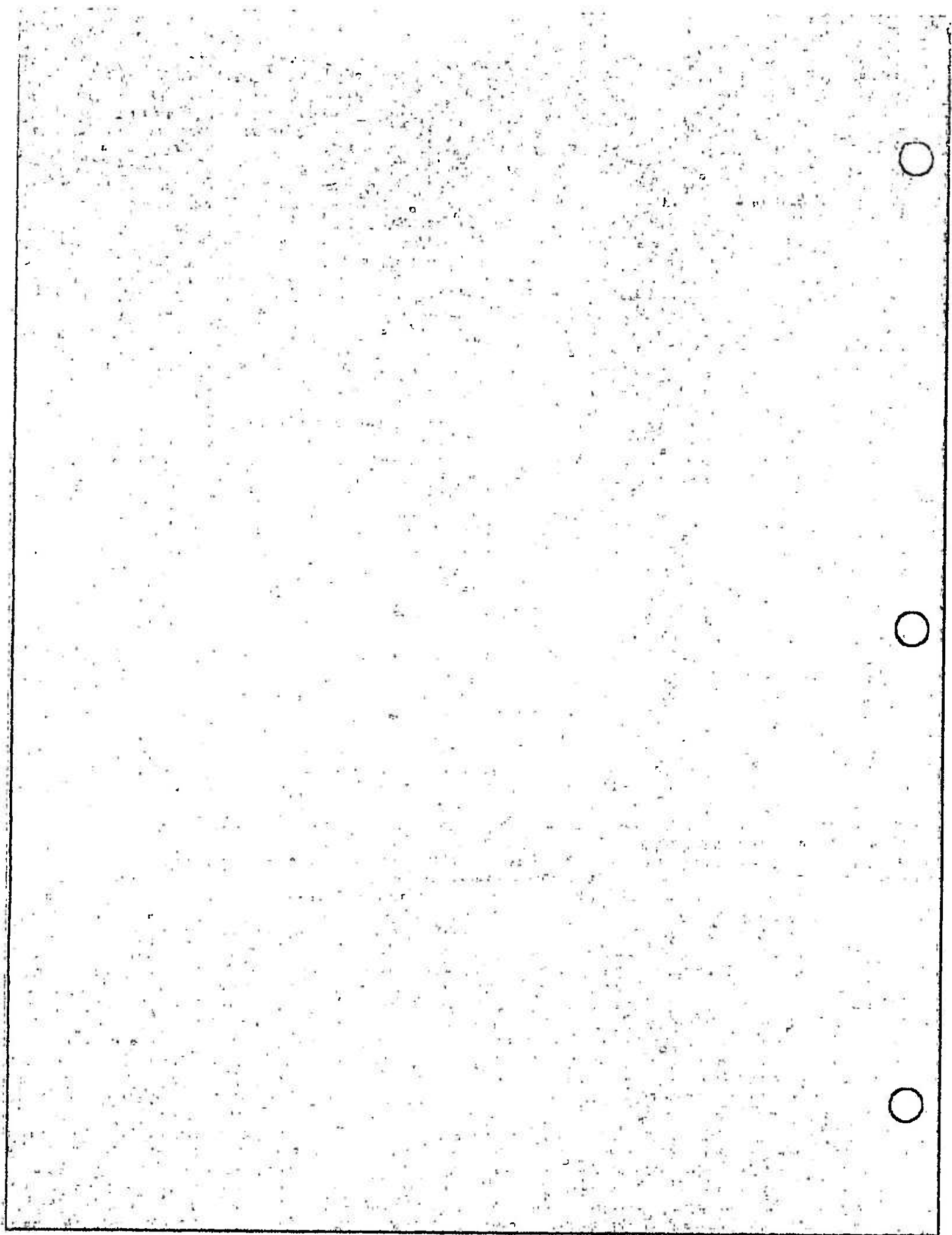
**NOTES TO FINANCIAL STATEMENTS**

**Note 13. COMMITMENTS AND CONTINGENCIES**

CASA has entered into grant agreements that are recognized when qualifying costs are incurred for cost-reimbursement grants or when a unit of service is provided for performance grants. Revenue from government agencies are subject to review by grantor agencies. The review could result in the disallowance of expenditures under the terms of the grants or reductions of future grant awards.

**Note 14. SUBSEQUENT EVENTS**

CASA has evaluated subsequent events through November 8, 2021, the date which the financial statements were available to be issued, and has not evaluated subsequent events after that date. No subsequent events were identified that would require disclosure in the financial statements for the year ended June 30, 2021.





**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**FINANCIAL STATEMENTS**

**JUNE 30, 2022**

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**HESSION & PARE, P.C.**  
CERTIFIED PUBLIC ACCOUNTANTS

62 Stark Street, Manchester, New Hampshire 03101  
603-669-5477 FAX 603-669-0197

**INDEPENDENT AUDITOR'S REPORT**

To the Board of Directors  
Court Appointed Special Advocates of New Hampshire, Inc.  
Manchester, New Hampshire

**Opinion**

We have audited the accompanying financial statements of Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, 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 CASA as of June 30, 2022, and the changes in net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**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 Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of CASA 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.

**Emphasis of Matter**

Subsequent to the date of the financial statements, we issued other reporting required by *Government Auditing Standards*. Our opinion is not modified with respect to this matter.

**Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

To the Board of Directors  
Court Appointed Special Advocates of New Hampshire, Inc.

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 CASA's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

#### **Auditor's 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 auditor's 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 statements.
- 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 CASA'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 CASA's ability to continue as a going concern for a reasonable period of time.

To the Board of Directors  
Court Appointed Special Advocates of New Hampshire, Inc.

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 CASA's 2021 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 8, 2021. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2021, is consistent, in all material respects, with the audited financial statements from which it has been derived.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated November 16, 2022 on our consideration of CASA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of CASA's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering CASA's internal control over financial reporting and compliance.

Manchester, NH  
November 7, 2022, except for other reporting required  
by *Government Auditing Standards* as to which  
the date is November 16, 2022

*Hessum 7 Paul PC*

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FINANCIAL POSITION

As of June 30, 2022  
(with comparative totals for 2021)

ASSETS

	Without Donor Restrictions	With Donor Restrictions	2022	2021
Assets				
Cash	\$ 3,587,856	\$ 139,342	\$ 3,727,198	\$ 3,869,357
Investments	1,404,174	894,175	2,298,349	1,016,649
Sponsorship receivable	10,025	-	10,025	2,000
Grants receivable	174,234	-	174,234	176,068
Pledges receivable, net	-	224,698	224,698	534,137
Prepaid expenses	-	-	-	2,380
Property and equipment, net	1,056,940	-	1,056,940	1,045,309
<b>Total assets</b>	<b>\$ 6,233,229</b>	<b>\$ 1,258,215</b>	<b>\$ 7,491,444</b>	<b>\$ 6,645,900</b>

LIABILITIES AND NET ASSETS

Liabilities				
Accounts payable	\$ 40,208	\$ -	\$ 40,208	\$ 31,342
Accrued expenses	98,553	-	98,553	167,496
<b>Total liabilities</b>	<b>138,761</b>	<b>-</b>	<b>138,761</b>	<b>198,838</b>
Commitments (see Notes)				
Net assets				
Without donor restrictions	6,094,468	-	6,094,468	4,809,825
With donor restrictions	-	1,258,215	1,258,215	1,637,237
<b>Total net assets</b>	<b>6,094,468</b>	<b>1,258,215</b>	<b>7,352,683</b>	<b>6,447,062</b>
<b>Total liabilities and net assets</b>	<b>\$ 6,233,229</b>	<b>\$ 1,258,215</b>	<b>\$ 7,491,444</b>	<b>\$ 6,645,900</b>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2022

	Without Donor Restrictions	With Donor Restrictions	2022
Public support			
Contributions	\$ 627,320	\$ 725,422	\$ 1,352,742
Government grants	1,989,070		1,989,070
Fundraising events, net of costs of \$131,983	624,582	-	624,582
Private grants	238,200	178,650	416,850
Other income	31,458	-	31,458
In-kind donations	31,493	-	31,493
Total public support	<u>3,542,123</u>	<u>904,072</u>	<u>4,446,195</u>
Investment loss, net of fees of \$14,224	<u>(94,699)</u>	<u>(152,403)</u>	<u>(247,102)</u>
Total public support and investment income	3,447,424	751,669	4,199,093
Net assets released from restrictions			
For satisfaction of program restrictions	<u>1,130,691</u>	<u>(1,130,691)</u>	
Total public support, investment income and net assets released from restrictions	<u>4,578,115</u>	<u>(379,022)</u>	<u>4,199,093</u>
Expenses			
Program services	2,794,184		2,794,184
Supporting activities			
Management and general	184,761	-	184,761
Fundraising	314,527		314,527
Total expenses	<u>3,293,472</u>		<u>3,293,472</u>
Increase in net assets	1,284,643	(379,022)	905,621
Net assets, beginning of year	<u>4,809,825</u>	<u>1,637,237</u>	<u>6,447,062</u>
Net assets, end of year	<u>\$ 6,094,468</u>	<u>\$ 1,258,215</u>	<u>\$ 7,352,683</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2021

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>2021</u>
Public support			
Contributions	\$ 723,195	\$ 393,900	\$ 1,117,095
Government grants	2,734,360		2,734,360
Fundraising events, net of costs of \$63,085	286,379	-	286,379
Private grants	289,381	84,975	374,356
Other income	365,685		365,685
In-kind donations	<u>21,772</u>		<u>21,772</u>
Total public support	<u>4,420,772</u>	<u>478,875</u>	<u>4,899,647</u>
Investment income, net of fees of \$7,491	<u>1,175</u>	<u>171,505</u>	<u>172,680</u>
Total public support and investment income	4,421,947	650,380	5,072,327
Net assets released from restrictions			
For satisfaction of program restrictions	<u>406,963</u>	<u>(406,963)</u>	
Total public support, investment income and net assets released from restrictions	<u>4,828,910</u>	<u>243,417</u>	<u>5,072,327</u>
Expenses			
Program services	2,518,048		2,518,048
Supporting activities			
Management and general	143,933		143,933
Fundraising	<u>293,476</u>		<u>293,476</u>
Total expenses	<u>2,955,457</u>		<u>2,955,457</u>
Increase in net assets	1,873,453	243,417	2,116,870
Net assets, beginning of year	<u>2,936,372</u>	<u>1,393,820</u>	<u>4,330,192</u>
Net assets, end of year	<u>\$ 4,809,825</u>	<u>\$ 1,637,237</u>	<u>\$ 6,447,062</u>

See notes to financial statements.



COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2022  
(with comparative totals for 2021)

	Program Services	Management and General	Fundraising	2022	2021
Payroll					
Salaries and wages	\$ 1,834,955	\$ 121,335	\$ 206,551	\$ 2,162,841	\$ 2,046,349
Payroll taxes	151,439	10,014	17,047	178,500	168,227
Benefits	6,309	417	710	7,436	
Total payroll	1,992,703	131,766	224,308	2,348,777	2,214,576
Other					
Insurance	192,655	12,739	21,686	227,080	219,118
Advertising	148,890	9,845	16,760	175,495	
Professional fees and contract labor	87,765	5,803	9,880	103,448	92,780
Depreciation	58,893	3,894	6,630	69,417	61,411
Office expense	57,020	3,769	6,418	67,207	49,921
Rent	55,093	3,643	6,201	64,937	63,870
Service contracts	48,843	3,230	5,498	57,571	38,490
Telephone	25,899	1,713	2,915	30,527	23,329
Repairs and maintenance	24,011	1,587	2,703	28,301	16,286
Dues, memberships and subscriptions	20,437	1,351	2,300	24,088	16,417
Travel	19,097	1,262	2,150	22,509	12,048
Bank fees	17,201	1,138	1,936	20,275	16,069
Postage	13,443	889	1,513	15,845	18,291
Training	12,544	829	1,413	14,786	90,475
Utilities	7,867	520	886	9,273	10,059
Printing	5,491	363	618	6,472	6,672
Meals and entertainment	3,775	250	425	4,450	472
Gifts and promotions	1,284	85	144	1,513	1,693
Conferences and meetings	1,273	85	143	1,501	3,480
Total other	801,481	52,995	90,219	944,695	740,881
Total expenses	\$ 2,794,184	\$ 184,761	\$ 314,527	\$ 3,293,472	\$ 2,955,457

See notes to financial statements.

## COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

## STATEMENT OF CASH FLOWS

For the Year Ended June 30, 2022  
(with comparative totals for 2021)

	<u>2022</u>	<u>2021</u>
Cash flows from operating activities		
Change in net assets	\$ 905,621	\$ 2,116,870
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	69,417	61,410
Net realized and unrealized loss (gain) on investments	282,856	(148,168)
Loss on disposal of fixed asset	849	-
(Increase) in sponsorships receivable	(8,025)	(2,000)
Decrease (increase) in grants receivable	1,834	(25,711)
Decrease in pledges receivable	309,439	45,252
Contributions restricted for long-term investment	(30,279)	(51,400)
Decrease in prepaid expenses	2,380	-
(Decrease) in accounts payable and accrued expenses	(60,077)	(46,848)
Net cash provided by operating activities	<u>1,474,015</u>	<u>1,949,405</u>
Cash flows from investing activities		
Proceeds from sale of investments	609,751	171,248
Purchase of investments	(2,174,307)	(248,836)
Purchase of property and equipment	(81,897)	(2,898)
Net cash used in investing activities	<u>(1,646,453)</u>	<u>(80,486)</u>
Cash flows from financing activities		
Contributions restricted for long-term investment	30,279	51,400
Forgiveness of debt	-	(334,200)
Net cash provided by (used in) financing activities	<u>30,279</u>	<u>(282,800)</u>
Net (decrease) increase in cash and cash equivalents	(142,159)	1,586,119
Cash and cash equivalents, beginning of year	<u>3,869,357</u>	<u>2,283,238</u>
Cash and cash equivalents, end of year	<u>\$ 3,727,198</u>	<u>\$ 3,869,357</u>
Schedule of noncash investing and financing activities		
Fair value of donated assets	<u>\$ 31,493</u>	<u>\$ 21,772</u>
Forgiveness of Paycheck Protection Program loan	<u>\$ -</u>	<u>\$ 334,200</u>

See notes to financial statements.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 1. NATURE OF ACTIVITIES**

Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") is a non-stock, non-profit corporation organized in New Hampshire. CASA's primary service is training volunteers in New Hampshire to advocate for abused and neglected children in the court system. The major sources of revenue are government grant income and contributions.

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Significant accounting policies**

CASA prepares its financial statements in accordance with generally accepted accounting principles promulgated in the United States of America (U.S. GAAP) for not-for-profit entities. The significant accounting and reporting policies used by CASA are described subsequently to enhance the usefulness and understandability of the financial statements.

**Comparative financial information**

The financial statements of CASA include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with CASA's financial statements for the year ended June 30, 2021, from which the summarized information was derived.

**Use of estimates and assumptions**

Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities and the reported revenues and expenses. Accordingly, actual results may differ from estimated amounts.

**Cash equivalents**

For purposes of reporting cash flows, CASA considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. There were no cash equivalents at June 30, 2022. Excess cash is deposited into a sweep account and earns interest on a daily basis. Temporary cash investments held in the investment portfolio are excluded from cash and cash equivalents.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**Net assets**

The financial statements report net assets and changes in net assets that are based upon the existence or absence of restrictions on use that are placed by its donors, as follows:

Net assets without donor restrictions – Net assets without donor restrictions are resources available to support operations. The only limits on the use of these net assets are the broad limits resulting from the nature of CASA, the environment in which it operates, the purposes specified in its corporate documents and its application for tax-exempt status, and any limits resulting from contractual agreements with creditors and others that are entered into in the course of its operations.

Net assets with donor restrictions – Net assets with donor restrictions are resources that are restricted by a donor for use for a particular purpose or in a particular future period. Some donor-imposed restrictions are temporary in nature, and the restriction will expire when the resources are used in accordance with the donor's instructions or when the stipulated time has passed. Other donor-imposed restrictions are perpetual in nature; CASA must continue to use the resources in accordance with the donor's restrictions.

**Investments**

CASA carries investments in marketable securities with readily determinable fair values based upon quoted market prices. Unrealized and realized gains and losses are included with investment income in the accompanying statement of activities and changes in net assets. Purchased and gifted securities are recorded at fair value on the date of the acquisition or gift date, net of any brokerage fees. CASA's investments do not have a significant concentration of credit risk within any industry, geographic location or specific location.

**Sponsorships receivable**

Sponsorships receivable consist of amounts billed to event sponsors for events that have already occurred, but for which amounts have not yet been paid. CASA establishes its allowance for uncollectible accounts based on prior collection experience. It is CASA's policy to charge-off uncollectible accounts receivable when management determines the receivable will not be collected. Management does consider a variety of factors, including risk characteristics of the selected accounts, number of days outstanding and current economic conditions.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**Pledges receivable**

CASA has launched a capital campaign to generate funds to expand their capacity to meet the emergency faced by our children today from the impact of the opioid epidemic. The campaign was designed to solicit pledges to be paid over time (up to 5 years). Pledges are recorded as net assets with donor restrictions due to the purpose and/or implied time restrictions. The contributions are recorded as revenue at the time the pledges are made. When the purpose and/or time restrictions are met, the time restrictions are released and the amounts are recorded on the statement of activities as net assets released from restrictions.

**Property and equipment**

Property and equipment are recorded at cost, or in the case of donated assets, at fair value. Items with an individual or aggregate cost of less than \$1,000 are expensed in the year of purchase. Maintenance, repairs and minor renewals are expensed as incurred.

The provision for depreciation is made using the straight-line method by annual charges calculated to absorb the costs over the following estimated useful lives:

Buildings and improvements	39 years
Furniture, equipment and software	3-5 years

**Revenue recognition**

CASA has revenue streams that are accounted for as a reciprocal exchange transaction, including grants and fundraising events.

Grants and fundraising events are recognized ratably over the period each service is provided on a straight-line basis in an amount that reflects the consideration CASA expects to be entitled to in exchange for those services. All CASA's revenue from contracts with customers are from performance obligations satisfied over time. Prices are specific to a distinct performance obligation and do not consist of multiple transactions.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Because CASA's performance obligations relate to contracts with a duration of less than one year, CASA has elected to apply the optional exemption provided in FASB ASC 606-10-50-14(a), *Revenue from Contracts with Customers*, and, therefore, is not required to disclose the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied or partially unsatisfied at the end of the reporting period. There are no incremental costs of obtaining a contract and no significant financing components.

**Contributions and grants**

Contributions, including unconditional promises to give, are recognized when received. All contributions are reported as increases in net assets without donor restrictions unless use of the contributed assets is specifically restricted by the donor. Amounts received that are restricted by the donor to use in future periods or for specific purposes are reported as increases in net assets with donor restrictions. Contributions restricted by the donor are reported as increases in net assets without donor restrictions if the restriction expires in the fiscal year in which the contributions are recognized. When a restriction expires, donor restricted net assets are reclassified to net assets without donor restrictions.

**Donated goods and services**

A significant portion of CASA's functions are conducted by unpaid officers, board members and volunteers. The value of this contributed time is not reflected in the accompanying financial statements since it does not meet the criteria necessary for recognition under U.S. GAAP. Donated materials and equipment are reflected as in-kind donations at their estimated fair value at the date of receipt.

**Functional allocation of expenses**

The costs of providing various programs and other activities have been summarized on a functional basis in the accompanying statement of activities and changes in net assets and in the statement of functional expenses. Accordingly, certain costs have been allocated among program services, supporting activities and fundraising as benefited.

**Advertising costs**

CASA charges advertising costs to operating expenses as incurred.

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

**Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (concluded)**

**Income taxes**

CASA is a not-for-profit organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code and is classified as other than a private foundation. However, certain unrelated business income is subject to federal taxation. For the year ended June 30, 2022, there was no liability for tax on unrelated business income. Accordingly, no provision for federal income tax has been recorded in the accompanying financial statements.

CASA is no longer subject to income tax examinations by U.S. Federal or State tax authorities for tax years before 2018.

**Note 3. LIQUIDITY AND AVAILABILITY**

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use within one year of June 30 are:

	<u>2022</u>	<u>2021</u>
Financial assets:		
Cash	\$ 3,727,198	\$ 3,869,357
Investments	2,298,349	1,016,649
Sponsorship receivable	10,025	2,000
Grants receivable	174,234	176,068
Pledges receivable	<u>224,698</u>	<u>534,137</u>
Total financial assets	6,434,504	5,598,211
Less financial assets held to meet donor-imposed restrictions:		
Purpose-restricted net assets	(139,342)	(86,942)
Pledges receivable	(224,698)	(534,137)
Donor-restricted endowment funds	<u>(894,175)</u>	<u>(1,016,649)</u>
Amount available for general expenditures within one year	<u>\$ 5,176,289</u>	<u>\$ 3,960,483</u>

CASA's endowment funds consist of donor-restricted endowments. Income from donor-restricted endowments is available for general use and could be made available if necessary. Donor-restricted endowment funds are not available for general expenditure.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT**

The FASB defines fair value as the price that would be received for an asset or paid to transfer a liability (an exit price) in CASA'S principal or most advantageous market in an orderly transaction between market participants on the measurement date.

The standard establishes a fair value hierarchy which requires CASA to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that CASA has the ability to access as of the measurement date.

Level 2: Significant other observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or other inputs that are observable or can be corroborated by observable market data.

Level 3: Significant unobservable inputs that reflect CASA's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

In many cases, a valuation technique used to measure fair value includes inputs from multiple levels of the fair value hierarchy. The lowest level of significant input determines the placement of the entire fair value measurement in the hierarchy.

Investments measured at fair value at June 30 are summarized below:

<b>June 30, 2022</b>	<b>Fair Value</b>	<b>(Level 1)</b>	<b>(Level 2)</b>	<b>(Level 3)</b>
Valued on a recurring basis				
Investment cash	\$ 93,824	\$ 93,824	\$ -	\$ -
US equities	608,890	608,890	-	-
International equities	177,636	177,636	-	-
Fixed income	1,254,322	-	1,254,322	-
Other investments	<u>163,677</u>	<u>163,677</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 2,298,349</u>	<u>\$ 1,044,027</u>	<u>\$ 1,254,322</u>	<u>\$ -</u>



COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT (concluded)

June 30, 2021	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 71,532	\$ 71,532	\$ -	\$ -
US equities	520,965	520,965	-	-
International equities	77,188	77,188	-	-
Fixed income	325,748	-	325,748	-
Other investments	<u>21,216</u>	<u>21,216</u>	-	-
Total investments	<u>\$1,016,649</u>	<u>\$690,901</u>	<u>\$325,748</u>	<u>\$ -</u>

Fair values of Level 1 investments are determined by reference to quoted market prices and other relevant information generated by market transactions. The fair value of Level 2 investments has been measured using quoted market prices of similar assets and the fair value market approach.

Generally accepted accounting principles require disclosure of an estimate of fair value of certain financial instruments. CASA's significant financial instruments are cash and other short-term assets and liabilities. For these financial instruments, carrying values approximate fair value.

Note 5. PLEDGES RECEIVABLE

Pledges receivable were as follows at June 30:

	<u>2022</u>	<u>2021</u>
Promises to give expected to be collected in		
Less than one year	\$ 181,196	\$ 380,345
One to five years	<u>77,300</u>	<u>192,600</u>
	258,496	572,945
Less discount to present value	(2,501)	(7,511)
Less allowance for uncollectible pledges	<u>(31,297)</u>	<u>(31,297)</u>
Net pledges receivable	<u>\$ 224,698</u>	<u>\$ 534,137</u>

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

**Note 5. PLEDGES RECEIVABLE (concluded)**

Pledges receivable are reported at their fair value, which is estimated as the present value of expected future cash inflows on a non-recurring basis. At June 30, 2022, a discount rate of 3% was considered to determine net present value. As discussed in Note 4, the valuation technique used by CASA is a level 3 measure because there are no observable market transactions.

**Note 6. PROPERTY AND EQUIPMENT**

Property and equipment are stated at cost and were as follows at June 30:

	<u>2022</u>	<u>2021</u>
Buildings and improvements	\$ 1,394,343	\$ 1,394,343
Furniture, equipment and software	<u>262,127</u>	<u>204,457</u>
	1,656,470	1,598,800
Less accumulated depreciation	<u>599,530</u>	<u>553,491</u>
Property and equipment, net	<u>\$ 1,056,940</u>	<u>\$ 1,045,309</u>

**Note 7. NET ASSETS WITH DONOR RESTRICTIONS**

Net assets with donor restrictions are available for the following purposes or periods at June 30:

	<u>2022</u>	<u>2021</u>
Time		
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 209,542	\$ 361,945
Pledges receivable	224,698	534,137
Restricted for		
CRM system	52,816	-
Leadership coaching program	46,550	-
Fiscal year 2023 operations	15,000	-
COOS County	-	60,975
Language bank	24,000	24,000
Generator	1,117	1,967
Endowment restricted in perpetuity	<u>684,492</u>	<u>654,213</u>
Total	<u>\$ 1,258,215</u>	<u>\$ 1,637,237</u>

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 8. ENDOWMENT FUNDS AND NET ASSETS**

CASA adheres to the Other Presentation Matters section of the Presentation of Financial Statements for Not-for-Profit Organizations in accordance with U.S. GAAP. U.S. GAAP provides guidance on the net asset classification of donor-restricted endowment funds for a non-profit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA). U.S. GAAP also requires additional disclosures about an organization's endowment funds (both donor-restricted endowment funds and board-designated endowment funds), whether or not the organization is subject to UPMIFA.

The State of New Hampshire enacted UPMIFA effective July 1, 2008, the provisions of which apply to endowment funds existing on or established after that date. CASA adopted these provisions for the year ended June 30, 2009.

CASA's endowment is comprised of five named funds and includes donor-restricted endowment funds. As required by GAAP, net assets associated with endowment funds, including any funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Directors of CASA has interpreted UPMIFA as allowing CASA to appropriate for expenditure or accumulate as much of an endowment fund as CASA determines to be prudent for the uses, benefits, purposes and duration for which the endowment fund is established, subject to the intent of the donor as expressed in the gift instrument.

The original gift is defined by CASA as (a) the original value of gifts donated to the donor-restricted endowment, (b) the original value of any subsequent gifts to donor-restricted endowment, and (c) accumulations to donor-restricted endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

*Investment Return Objectives, Risk Parameters and Strategies*

CASA has adopted an investment policy, approved by the Board of Directors, to create a balanced portfolio among several asset classes managing moderate levels of return with moderate levels of risk, while exceeding long-term inflation. Given CASA has no immediate intention of appropriating any assets for expenditure, there is currently no spending policy in place for the year ended June 30, 2022. However, management is currently in the process of establishing a spending policy that will be in accordance with UPMIFA. During this process, CASA will consider the following

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)

factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of CASA and (7) the investment policies of CASA.

Endowment net assets composition by type of fund were as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>June 30, 2022</b>			
Donor-restricted endowment funds	\$ -	\$ 894,175	\$ 894,175
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>June 30, 2021</b>			
Donor-restricted endowment funds	\$ -	\$ 1,016,649	\$ 1,016,649

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)

Endowment net assets were as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>June 30, 2022</b>			
Investments, beginning of year	\$ -	\$ 1,016,649	\$ 1,016,649
Net investment income	-	20,090	20,090
Unrealized loss	-	(303,336)	(303,336)
Realized gain	-	<u>130,843</u>	<u>130,843</u>
Total investment loss	-	(152,403)	(152,403)
Contributions	-	<u>29,929</u>	<u>29,929</u>
Investments, end of year	<u>\$ -</u>	<u>\$ 894,175</u>	<u>\$ 894,175</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>June 30, 2021</b>			
Investments, beginning of year	\$ -	\$ 790,893	\$ 790,893
Net investment income	-	23,338	23,338
Unrealized gain	-	140,306	140,306
Realized gain	-	<u>7,862</u>	<u>7,862</u>
Total investment return	-	171,506	171,506
Contributions	-	<u>54,250</u>	<u>54,250</u>
Investments, end of year	<u>\$ -</u>	<u>\$ 1,016,649</u>	<u>\$ 1,016,649</u>

COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

**Note 8. ENDOWMENT FUNDS AND NET ASSETS (concluded)**

In a prior year, CASA created a donor-restricted endowment fund named in memory of one of CASA's strongest supporters, Mr. John Zahr. While the endowment principal will be permanently invested, the income from the endowment may be used to support the general operations of CASA, unless otherwise stated by the donor. Through the donor-restricted endowment fund, donors who feel compelled to leave a legacy gift or otherwise invest in CASA's future will now have that opportunity.

**Note 9. CONCENTRATION OF CREDIT RISK**

CASA maintains its cash at various institutions insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per depositor at each financial institution. At June 30, 2022, CASA's uninsured cash balance at one financial institution totaled \$2,989,591.

**Note 10. OPERATING LEASE COMMITMENTS**

CASA has operating lease agreements for various office space in Laconia, Dover Claremont, Berlin and Keene, New Hampshire. These lease agreements require monthly rental payments ranging from approximately \$440 to \$1,900 and expire between November 2022 and October 2025.

There is currently no rent requirement other than utilities for CASA's Colebrook office. The estimated fair value of the monthly rental for this space was \$7,800.

Minimum future commitments under non-cancelable operating leases are as follows:

Year ending <u>June 30,</u>	<u>Amount</u>
2023	\$ 50,345
2024	27,965
2025	23,565
2026	<u>3,685</u>
Total	<u>\$ 105,560</u>

For the years ended June 30, 2022 and 2021, rent expense was \$64,937 and \$63,870, respectively.

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 11. RETIREMENT PLAN**

CASA has a defined contribution plan covering all eligible employees. During the year ended June 30, 2022, CASA approved plan contributions up to 2% of eligible employees' salary. For the year ended June 30, 2022, CASA contributed \$7,436. CASA made no contributions to the plan during the year ended June 30, 2021.

**Note 12. COMMITMENTS AND CONTINGENCIES**

CASA has entered into grant agreements that are recognized when qualifying costs are incurred for cost-reimbursement grants or when a unit of service is provided for performance grants. Revenue from government agencies is subject to review by grantor agencies. The review could result in the disallowance of expenditures under the terms of the grants or reductions of future grant awards.

**Note 13. SUBSEQUENT EVENTS**

CASA has evaluated subsequent events through November 7, 2022, the date which the financial statements were available to be issued, and has not evaluated subsequent events after that date. No subsequent events were identified that would require disclosure in the financial statements for the year ended June 30, 2022.



## Appendix D

CASA/GAL Collaterals





## CASA OF NH ADVOCATE ANNUAL CHECK-IN FORM

Name of Advocate: \_\_\_\_\_  
Period of Evaluation: \_\_\_\_\_  
Total # of cases handled or hours contributed: \_\_\_\_\_  
Name of Program Manager: \_\_\_\_\_

**Questions – Begin with asking;**

**Do I have permission to share some of your feedback with members of our Senior team?**

What do you feel was your greatest success this year?

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What do you feel your greatest challenge(s) was/were this past year? What were the obstacles? As a result of the challenge, what tools have you been able to add to your "tool box"?

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What skills or areas of knowledge do you see yourself working on in the year ahead that CASA can support you with?

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On-going Support Groups are intended to provide enrichment opportunities for all advocates. What have you most enjoyed or benefitted from in your participation in these groups? Are there any topics or speakers you would like to hear more about or from? If you haven't attended support groups, what are the barriers for you? How can we help?

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Please share with me any ways I can further support you in this role? What should I be doing more of? What should I be doing less of?

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What are ways the CASA organization can further support you and better respond to your needs as a CASA/GAL?

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Additional Comments: \_\_\_\_\_

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Signature of Program Manager: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of CASA of NH Advocate: \_\_\_\_\_

Date Reviewed: \_\_\_\_\_

The Fostering Futures program engages CASA/GAL volunteers as advocates for and advisors to foster youth ages 14-21. The program is built around the framework of the Fostering Connections to Success Act, to help youth identify supportive, lifelong adult connections, and to develop specific plans for their transition to become independent, successful adults. A key principle of the training and work with older youth is the "possible selves" model, based on research out of the University of Michigan, to help young people achieve their full potential.

## Fostering Futures: Supporting Youth Transitions Into Adulthood

### Tools for the Advocate:

- An Older Youth Needs assessment, focusing on education, employment, housing, life skills, mental/physical health needs, and relationships
- A goal-setting packet, based on the "possible selves" concept from the University of Michigan Institute of Social Research

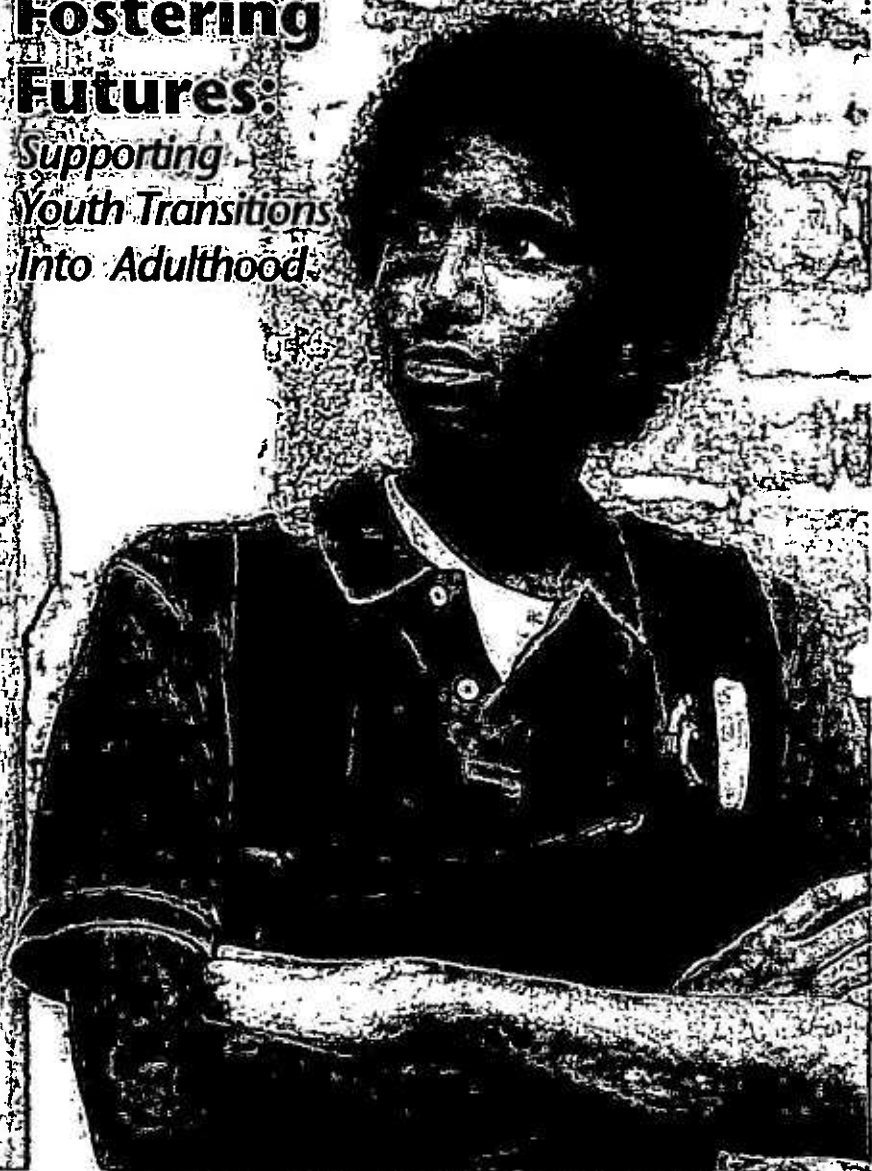
### Goals for the Youth:

- A sense of permanence by connecting to at least one caring, committed adult who will be a long-term support
- Empowered to plan for their future and make choices that will positively impact their future years
- Confidence that their CASA/GAL volunteer will be a tenacious advocate to obtain needed services, and a trusted guide to help them navigate through important decisions

For more information:



Development of the Fostering Futures program was supported by a grant from the Walmart Foundation.





## Professional Development Requirements for CASA Guardians ad Litem

### PROFESSIONAL DEVELOPMENT AND YOU

*"Ordinary people doing extraordinary things."*

These words are typically used to describe Court Appointed Special Advocate Guardians. We are highly trained professionals from all walks of life who advocate for the best interests of children in abuse or neglect situations. As with other professional organizations, CASA of New Hampshire believes in on-going professional development for its members. We are enthusiastic about the various ways our volunteers can strengthen their knowledge about families, the law, and the children they advocate for. CASA of New Hampshire's Professional Development Standards are in place in order to accomplish several goals:

- To ensure that each CASA continues his/her training each year and broadens his/her knowledge base about issues relevant to GAL work;
- To further strengthen the CASA program's assistance to courts statewide;
- To maintain compliance with the National CASA Association program standards.

### REQUIREMENTS

As part of their professional development beyond the Pre-Service Training, CASAs will make a commitment to earning 12 credits of on-going training each calendar year. For new CASAs, the number of credits would be prorated according to the number of months remaining in the year during which they completed training.

### TYPES AND VALUES

Credits can be earned in a variety of ways. Below is a listing of ways to earn credit and the verification required.

**CASA Monthly Support Groups** earn hour-for-hour credit: A two-hour support group would earn two credits. Verification is provided through attendance at the meeting.

**CASA Summer Series** also earn hour-for-hour credit and will typically earn 1-2 credits each session for the attendee. Verification is provided through attendance at the in-service.

**Granite State College** opens their caregiver series to CASA staff and advocates as well as foster parents and relative caregivers.



**Approved Conferences.** These are the same conferences that CASA staff attend for professional development. One credit is earned for each hour of workshops attended. Approved conferences include, but are not limited to:

- National CASA Association Conference
- AG's Conference on Child Abuse & Neglect
- AG's Conference on Domestic Violence
- DCYF Annual Conference
- Foster Parent Conference
- Dartmouth-Hitchcock CHAD Conferences

**Other Relevant Conferences:** Some other types of conferences may be directly applicable to GAL work. For example, a medical conference, teacher workshop, legal conference, etc. A CASA may submit a copy of the workshop description to the Professional Development Team for review. If the conference is offering CEUs for the workshops, the number of CEUs will determine the number of credits applied.

**Independent Research, E-Learning, and other formats:** There are other ways individuals can earn credits as well. These include on-line training through <https://member.nationalcasagal.org/blog/>, which provides an entire library of resources for advocates, reading of relevant books and periodicals, research of case-specific subjects, videos and DVDs, on-line excerpts from the National CASA Conference. Your CASA supervisor will oversee your independent research project and help to determine the amount of credit you will earn for these activities.

CASA of New Hampshire - P.O. Box 1327, Manchester, NH 03105  
www.casanh.org | 800-626-0622 | speakup@casanh.org  
BERLIN CLAREMONT COLEBROOK DOVER KEENE LACONIA MANCHESTER





# CASA/GAL Volunteer Qualifications & Training Requirements

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## Qualifications

Persons applying to be CASA volunteers must meet the following requirements:

- Minimum Age of 21 years
  - Minimum education requirement: high school degree or GED
  - Oral and written communication skills
  - Ability to relate to diverse people
  - Basic understanding of children and families
  - Confidentiality and objectivity
- 

## Screening

Persons qualifying to be CASA volunteers must submit a comprehensive application, undergo three personal reference and three criminal background checks (State Police, Child Abuse Registry, Sex Offender). They then must participate in 40 hours of training.

---

## Training: 40-Hour Curriculum

Offers a broad overview of the course agenda. Covers the role and responsibilities of the CASA/GAL volunteer. The activities in this unit are designed to establish an environment that is conducive to participation and learning.

### **The Law, the Child Protection System, and the Courts**

Provides an historical review of child advocacy, the importance of confidentiality, information about how cases of abuse and/or neglect come to the attention of DCYF (Division for Children, Youth & Families) and a general overview of the juvenile court process. The activities of this chapter are designed to help the participants become more comfortable with the courtroom experience.

### **Cultural Awareness**

Examines the dynamics of cultural differences. Participants examine values and how values determine how a culture meets and defines basic needs. Participants will identify their own values and relate those values to those of other cultures. Activities will give participants the opportunity to identify how language, class, and culturally bound values influence the recommendations concerning the child. Participants are encouraged to gain competence working cross culturally, identifying ways to become more sensitive to cultural diversity.

### **Understanding Families - Part 1**

Focuses the CASA/GAL on strengths and resources within families, and discusses risk factors (including substance abuse, domestic violence and mental illness) that influence the ways a family copes with change, crisis and stress. Activities in this chapter will help the CASA/GAL recognize personal values and maintain objectivity regarding risks for a child.

### **Understanding Families - Part 2**

Discusses the impact of parental substance abuse, poverty and domestic violence on children. Participants will separate myths from facts about poverty. This chapter will also focus on the bond children have with their

families. Activities will help the participant focus on the feelings and fears of the children for whom they will advocate.

### **Understanding Children**

Analyzes a child's needs, assesses age-appropriate behaviors, identifies behavioral signs of attachment and lack of attachment in children, recognizes typical reactions of children and their parents to separations and loss, examines a child's need for a safe and permanent home, identifies warning signs which might require professional assessment and/or intervention. Activities will focus the participant on child development and on any issues which might require professional assessment and/or intervention.

### **Communicating as a CASA/GAL Volunteer**

Names the basic elements of communication, recognizes the importance of observation in gathering information about children and identifies the elements of a successful child interview, reviews important skills for building rapport and trust with a child, applies a collaborative approach to dealing with conflict, identifies different styles of dealing with conflict and revisits the concept of confidentiality.

### **Practicing the CASA/GAL Volunteer Role - Gathering Information**

Reviews the process used to appoint a CASA/GAL volunteer to a case, creates and implements a strategy to gather information about a case, identifies the components of a successful interview and names community recourses that might be effective in addressing the needs of a child.

### **Practicing the CASA/GAL Volunteer Role - Reporting and Monitoring**

Systematically organizes information pertinent to a case, synthesizes information to write an effective court report, utilizes all of the above to make appropriate recommendations about the needs of a child, identifies strategies for testifying and presenting information in court effectively, practices the steps required to monitor a case from the dispositional order until the child is in a safe, permanent home. Activities are designed to help the CASA/GAL create an effective court report and gain confidence in presenting information to the court.

### **Pulling it All Together**

Identifies strategies for self-care, identifies safety tips for volunteers; reviews the role of CASA/GAL program staff for volunteer supervision and support; reviews office procedures for case assignment, obtaining records, submitting court reports; revisits the need for an advocate for abuse and/or neglected children; wrap-up.

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## **Additional Training Requirements**

- Permanency (3 hours)
- Termination of Parental Rights (3hours)
- Fostering Futures (12 hours)

---

## **Continuing Education**

CASA volunteers are required to earn 12 or more continuing education credit hours per calendar year.

Activities that earn these credits include, but are not limited to:

- CASA support group meetings.
- CASA in-service presentations.
- Related conferences (DYCF Conference, AG Conference on Domestic Violence, etc.)
- Related statewide opportunities through local programs providing assistance to families.

(For further information see attached brochure).

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## **Evaluation**

CASA volunteers are evaluated by their supervisor annually. (See attached form)



**CASA**

Court Appointed Special Advocates  
**FOR CHILDREN**

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**New Hampshire**

## Appendix E

Continuing Education for CASA Staff





## TRAINING FOR CASA OF NH STAFF

### I. INITIAL TRAINING

All new CASA staff members, regardless of prior training and/or experience, are required to complete the program's forty (40) hour training program. Training commences at the outset of a new staff member's employment or as soon thereafter as possible.

In addition, all new volunteer Program Manager staff members are required to attend CASA's three (3) hour training programs on permanency and on termination of parental rights/mediated agreements. Both of these trainings build on concepts that are introduced in the forty (40) hour training program.

### II. CONTINUING EDUCATION

All CASA direct program staff members are required to attain at least twelve (12) hours of continuing education credits per year.

### III. FOSTERING FUTURES

All CASA staff and volunteers working with older youth are required to take a twelve (12) hour Fostering Futures Training. This curriculum was developed by the National Court Appointed Special Advocate Association and focuses on improving outcomes for older and aging-out youth (14-21 years of age) served by CASA/GAL volunteers. It has been informed by the 2008 *Fostering Connections to Success Act* and is inspired by a model of youth advocacy and development called *possible selves*.

OBJECTIVES for the Fostering Future training:

- Older youth served by CASA/GAL volunteers trained with this curriculum will be more likely to set goals for their future and have clear ideas about how to achieve them.
- These youth will be empowered with practical knowledge such as how to schedule a doctor's appointment, find housing and engage in healthy relationships with family and friends.
- Older youth served by CASA/GAL volunteers trained with this curriculum will develop knowledge and skills to successfully transition to adulthood.
- CASA/GAL volunteers will be aware of the needs that older youth typically have and the resources within the local community to assist these youth.
- CASA/GAL volunteers will develop skills to assist the child in identifying permanent, caring adult connections, outside their family, to assist in sustaining their successful future.
- CASA/GAL volunteers who complete this curriculum will be better equipped to work alongside older youth in order to help them realize better outcomes than the unnerving statistics typical of youth who age out of the system.

### IV. OTHER TRAINING

Staff training is considered an ongoing part of employment rather than a technical requirement. Consequently, additional training takes place in a variety of ways. Examples include guest

speakers at support groups and staff meetings; and case reviews/issue discussion involving all CASA Program Managers, the program's staff attorney and program directors at the monthly staff meetings.

Another example is the New Hampshire program on a yearly basis having Program Manager representation at several annual conferences pertaining to child protection. These include conferences sponsored by CASA National, New Hampshire DCYF, and the N.H. Attorney General's Child Abuse and Neglect.

An especially important source of training is CASA's participation in state-wide initiatives that have a significant bearing on child protection cases. Over the years, this has included regular participation in the Court Improvement Project, the Greenbook Project, the Child Fatality Review Team, The Attorney Generals task Force on Child Abuse & Neglect, the mediated adoption/agreement committee, the Chief Justice's Commission on the Status of the Courts and the N.H. Guardian ad Litem Board.



## Appendix F

CASA of NH Personnel Resumes



## Resumes for CASA Personnel

- Marcia R. Sink, President and CEO
- Elizabeth Paine, Esquire, Senior Staff Attorney
- Diane Valladares, Recruitment Director
- Bernadette Melton-Plante, CASA/GAL Program Director
- Jonelle Gaffney, CASA/GAL Program Director
- Idina Auth, CASA/GAL Program Manager
- Erin Boylan, CASA/GAL Program Manager
- Erin Duggan, CASA/GAL Program Manager
- Rebecca Hester, CASA/GAL Program Manager
- Nancy Isikoff, CASA/GAL Program Manager
- Amy Jenkins, CASA/GAL Program Manager
- Donald Leighton, CASA/GAL Program Manager
- Gillian Little, CASA/GAL Program Manager
- Julie Louissaint, CASA/GAL Program Manager
- Megan Marino, CASA/GAL Program Manager
- Steve Pruyne, CASA/GAL Program Manager
- Shiloh Remillard, CASA/GAL Program Manager
- Mark Rissala, CASA/GAL Program Manager
- Angela Sames, CASA/GAL Program Manager
- Jenny Sheehan, CASA/GAL Program Manager
- Alison Wheeler, CASA/GAL Program Manager
- Elizabeth Beeson, Grant Writer
- Tarah Bergeron, Development Specialist
- Andrea Brochu, Recruitment Outreach Coordinator-North Country
- Christine Brophy, Technology Director
- Jennifer Curran, Quality Assurance Specialist
- Caroline Delaney, Staff Attorney
- Amanda Desmarais, Communications Manager
- Melissa Desrosiers, Executive Assistant
- Katelyn Ellison, Communications Assistant/Digital Media Specialist
- Christine Gagne, Finance Manager
- Molly Hill, Training Specialist
- Tessa Dyer, IT/Tech Specialist
- Suzanne Lenz, Development Director
- Mista McDonnell, Operations Manager
- Katie Pelczar, Recruitment Outreach Coordinator-Lakes Region
- Kerri Rice, Reception/Admin Assistant
- Kelly Smith, Training Director
- Jessica Storey, Staff Attorney+ Permanency Specialist
- Erica Thoits, Director of Community Relations

Marcia Ressimeyer Sink, Ph.D. -- President and CEO  
Court Appointed Special Advocates (CASA) of New Hampshire, Inc.  
Manchester, New Hampshire

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VITA

Native of New York, Marcia Sink is a former foster and adoptive parent with a bachelor's degree in Human Services and an Honorary Doctorate of Laws degree from St. Anselm College. She is the mother of three grown sons and lives in Manchester, NH.

PROFESSIONAL EXPERIENCE

Founder of the New Hampshire CASA program. Since 1988, Ms. Sink has worked diligently to develop and expand the CASA program to reach the goal set in 1989 – namely, to have CASA Guardian ad litem representation available to each and every child in the New Hampshire courts who has suffered abuse and/or neglect.

COMMITTEE MEMBERSHIPS

- Member NH Commission on Access to Justice
- Active member of the New Hampshire Attorney General's Task Force on Child Abuse and Neglect since 1991.
- Appointee to the New Hampshire Child Fatality Review Team since 1992.
- Member of the Advisory Board for the New Hampshire Court Improvement Project.
- Executive Committee member New Hampshire Model Court project.
- Chair Model Court subcommittee on Children & Youth in Court
- Active member National CASA Association Public Policy committee since 1994
- Former President of the National CASA Board of Directors.
- Former member Governor's Judicial Selection Commission.

HONORARY DEGREE

Doctorate of Laws and Letters from Saint Anselm College, Manchester, New Hampshire, at its 119<sup>th</sup> Commencement on May 19, 2012.

2013 graduate of Leadership New Hampshire.

AWARDS

- 2016 Child and Family Services, *Voice for Children Award*
- 2014, *Outstanding Woman in Business*, NH Business Review
- 2012, *Governor's Award for Volunteer Management*
- 2012 NH Partners in Service *Bruce E. Friedman Award*
- 2010, Manchester Women's Club *Athena Award*
- 2004, University of NH's *Granite State Award*
- 2001, New Hampshire Bar Association's *Frank Rowe Kenison Award*
- 1999, New Hampshire Women's Fund *NH Women of the Twentieth Century*
- 1999, Governor's Commendation
- 1997, National CASA Association *Kappa Alpha Theta Program Director of the Year*

- 1995, Greater Manchester Association of Social Service Agencies' *James B. Sullivan Human Services Leadership Award*
- 1994, *Attorney General's Task Force Award*
- 1993, *Odyssey House's Arthur E. Brady Jr. Award*

#### PROFESSIONAL ACCOMPLISHMENTS

Ms. Sink has led the CASA of New Hampshire organization to become a key participant in the state's juvenile court & child protection systems. Under her direction, CASA of New Hampshire has earned the respect of the members of US Congress, state legislators, the Office of the NH Attorney General, the Governor's office and other key decision makers. She continues to work closely with the state's judiciary to better serve children throughout New Hampshire.

#### CIVIC/Non-profit CONTRIBUTIONS

Trustee, The Mayhew Program, Bristol, NH

Church Council Member President (2014-2016) Gethsemane, Lutheran Church, Manchester.

Leadership New Hampshire Alumni, class 2013

#### OTHER

Professional Life Coach, certified by the Institute for Professional Excellence in Coaching (IPEC)  
Justice of the Peace

#### PERSONAL

Running, gardening, spending time with her family and extended neighborhood family, as well as relaxing on the shores of the 1<sup>st</sup> Connecticut Lake in Pittsburg.NH.

# Elizabeth Paine



## EDUCATION

**University of Maine School of Law** 1989  
JURIS DOCTOR Portland, Maine

**Williams College** 1985  
BACHELOR OF ARTS Williamstown, Massachusetts  
*Major: History of Ideas*

**Swarthmore College** Swarthmore, Pennsylvania 1981-1982

**American Institute of Foreign Study** Evian, France 1980 - 1981

## LEGAL WORK EXPERIENCE

**Senior Staff Attorney** 2014-present  
CASA OF NH, In-House Counsel for Non-profit Court Appointed Special Advocate Program.

**OVW Court Training Grant Project Director** 2013- 2014  
OVW Court Training and Improvement Grant manager, Chair of Steering Committee, grant management and oversight.

**New Hampshire Circuit Court Domestic Violence Specialist** 1999- 2014  
Violence Against Women Act (VAWA) grant funded position with the Administrative Office of the Court and Circuit Court. Duties include: serving as the VAWA Point of Contact for the Court System; grant writing, managing the Court's VAWA Project; revising statewide protocols for domestic violence; training for judges and staff on use of the protocols and forms; working with Court staff and representatives of Department of Safety on the design, and implementation, of the Protective Order Phase of J-ONE; serving as liaison between Office of the Administrative Judge and Governor's Commission Against Domestic and Sexual Violence; oversight of Circuit Court Domestic Violence Data Warehouse Project; work with Protective Order Registry contacts at the state and federal level; Project Coordinator COSCA grant for Criminal Bail Order creation, former member of the "Greenbook Project " Court Team.

**Project Consultant** 1997- 1999  
NEW HAMPSHIRE DISTRICT COURT DOMESTIC VIOLENCE DATA COLLECTION PROJECT  
Duties include coordination and supervision of Court based data collection project funded by the State Justice Institute. Responsible for grant writing, project funding and administration.

**STATEWIDE COORDINATOR**  
NEW HAMPSHIRE DISTRICT COURT DOMESTIC VIOLENCE COORDINATING COUNCIL PROJECT 1994-1997  
Duties included acting as policy liaison between local volunteer councils, the New Hampshire District courts, the N.H. Governor's Commission on Domestic Violence, and state funding sources under the Violence Against Women Act. Responsible for grant writing and project funding.

**Attorney** December 1996 - June 1997  
LAW OFFICE OF WILLIAM D. PAINE II P.A. North Conway N.H.  
Oversight of office closure and wind up of the solo law practice of the late William D. Paine, II

**Assistant County Attorney** March 1991- June 1994  
MERRIMACK COUNTY ATTORNEY'S OFFICE Concord, N.H.  
Special Prosecutor for Child Abuse and Sexual Assault: March 1991- July 1993.  
General Felony Prosecution from July 1993 - June 1994.

Associate Attorney  
LAW OFFICE OF WILLIAM D. PAINE II P.A.  
General Practice

July 1990- March 1991  
North Conway, N.H.

Law Clerk  
WESCOTT MILLHAM & DYER  
General Practice

September 1989-May 1990  
Laconia, N.H.

Intern Cumberland County Attorney's Office  
Prosecuted misdemeanor and traffic offenses in District Court

1988-89  
Portland, Maine

CASA Court Appointed Special Advocate  
Cumberland County Superior Court, Cumberland, Maine

1987-1989

#### BAR ADMISSIONS

State of New Hampshire 1990  
State of Maine 1990  
New Hampshire Federal District Court 1991

#### PROFESSIONAL COMMITTEES AND COMMUNITY INVOLVEMENT

N.H. Guardian Ad Litem Board 2014-present

New Hampshire Governor's Commission on Domestic Violence 1995- 2014  
Executive Committee Member, Public Education Committee- Chair 1999- 2002,  
Domestic Violence Fatality Review Committee 1999-present, Chair 2010-present,  
Conference Planning Committee, Protocol Committee,  
Former member of the Supervised Visitation Committee,  
Member of Attorney General's Task Force on Visitation, 2013- present.

Interagency Coordinating Council for Women Offenders 2006- 2014  
Vice Chair, Hiring Committee for Administrator of Women Offenders

Andover School District Moderator 2013-present

Endowment For Health 2017-present  
Board of Directors

New Hampshire Public Radio 2017-present  
Board of Directors

Northern Forest Canoe Trail 2013-2016  
Board of Directors  
Search Committee new Executive Director

New Futures, Board of Directors, Chair 2011-2013 2007-2013  
Search Committee for new Executive Director  
Policy and Advocacy Committee, 2007-2010

Andover Beacon 2008-2013  
Board of Directors

New Hampshire Supreme Court 2005-2007  
Commission on the Status of the Legal Profession

New Hampshire Commission on the Status of Women 2001-2007  
Vice Chair 2005-2007, Legislative Committee,



Women's Prison Project, contributor -The Legal Handbook for Women

<b>New Hampshire Charitable Foundation North Country Region Advisory Board Incorporator, Director, Chair</b>	<b>1996-2007</b>
<b>Leadership New Hampshire</b>	<b>2003-2004</b>
<b>Plymouth Domestic Violence Coordinating Council</b>	<b>1994-1996</b>
<b>New Hampshire Coalition Against Domestic and Sexual Violence Board Member, Legislative Committee</b>	<b>1994-1996</b>
<b>New Hampshire Bar Association Committee on Gender Equality</b>	<b>1992-1994</b>

#### TEACHING EXPERIENCE

<b>Police Standards and Training Council</b>	<b>2007</b>
<b>New Hampshire Bar Association DOVE Project</b>	<b>1996</b>
<b>University of New Hampshire Paralegal Certificate Program- Civil Procedure</b>	<b>1993</b>
<b>TASIS Cyprus, American History</b>	<b>1985</b>

#### RELATED TRAINING

<b>Circuit Court Judges Training</b> <i>Presenter: Domestic Violence Data 2013</i>	<b>June, 2014</b>
<b>Partnering For a Future without Violence</b> <i>Presenter: Civil Protection Orders and Criminal Protection Orders: How they work and how are they different</i>	<b>June, 2014</b>
<b>Circuit Court Judges Training</b> <i>Presenter- Red Flags in Domestic Violence Homicides</i>	<b>November, 2013</b>
<b>AmeriCorps Advocate Training</b> <i>Faculty- Full Faith and Credit and Court Domestic Violence Protocols</i>	<b>November, 2013</b>
<b>New Hampshire General Court</b> <i>Presenter- Domestic Violence Fatality Review Data Report</i>	<b>September, 2013</b>
<b>Partnering for a Future Without Violence</b> <i>Presenter: Civil Protection Orders and Criminal Protection Orders: How they work and how are they different? Presenter: Domestic Violence and Stalking 101; Presenter: Firearms and Domestic Violence Law in New Hampshire.</i>	<b>June, 2013</b>
<b>Department of Safety: Firearms Return in Criminal cases</b>	<b>April, 2013</b>
<b>New Hampshire Circuit Court</b> <i>Presenter: Criminal Bail Orders</i>	<b>September, 2012</b>

New Hampshire 18th Annual Statewide Conference On Domestic and Sexual Violence Co- presenter: Domestic Violence Data <i>Co-Presenter:</i> Firearms and Domestic Violence Laws in New Hampshire <i>Moderator:</i> Labarre Fatality Review Workshop <i>Moderator:</i> Panel on Unequal Treatment	June , 2012
Circuit Court Clerks Meeting <i>Presenter-</i> The Protective Order Registry	September, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty-</i> Civil Protective Orders and Criminal Protective Orders: How do they work and How are they different?	June, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty-</i> The Protective Order Registry	June, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty-</i> Domestic Violence Fatality Review Workshop	June, 2011
New Hampshire District Court Judges Conference <i>Presenter-</i> Qualifying Misdemeanor Crimes of Domestic Violence	January, 2011
Conference of State Court Administrators, New Orleans, LA <i>Presenter-</i> VAWA Point of Contact in the Courts,	November, 2010
Strengthening Firearms Protections: Improving the System-wide responses National Network to End Domestic Violence. Baltimore MD.	July, 2010
New Hampshire Fifteenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty-</i> Full Faith and Credit and Criminal Bail Protective Orders	May 2009
AmeriCorps Victim Advocate Training <i>Faculty-</i> Full Faith and Credit and Court Domestic Violence Protocols	January, 2009
New Hampshire Department of Safety Agency, Terminal Coordinators Conference, <i>Faculty-</i> Criminal Bail Protective Orders	November 2008
Regional Training for Family Division Clerks on Domestic Violence <i>Co-Presenter-</i> Domestic violence refresher taught with NHCADSV staff	February- March 2008
Training for New Hampshire Coalition Against Domestic Sexual Violence PMC <i>Presenter-</i> Domestic Violence and Stalking Forms Revisions and Project Passport	December 2007
New Hampshire Thirteenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty-</i> Revisions of NH's Civil Protective Order Forms, Extending Project Passport.	June 2007
Covering the Nation: Extending Project Passport Northeast/Great Lakes Meeting National Center for State Courts, Boston MA. <i>Faculty</i>	March 2007
Domestic Violence and Firearms: A National Summit on Community Safety New Hampshire State Team member	September 2006
New Hampshire Tenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty-</i> presented on the New Hampshire Domestic Violence Registry	June 2004
New Hampshire Seventh Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty</i> – presented on Grafton County Greenbook Project	June 2001
Elizabeth Paine-Resume	

STOP TA Fatality Review Conference <i>Faculty</i> -presented panel on Media and Fatality Review Teams	November 2000
New Hampshire Fourth Annual Statewide Conference on Family Violence <i>Faculty</i> -presented workshop on SJI Domestic Violence Data Collection Project	June 1998
New Hampshire's Third Statewide Conference on Family Violence <i>Faculty</i> and Conference Committee Member	June 1997
Association of Family and Conciliation Courts Facing Up to the Complexities of Family Violence: NO SIMPLE SOLUTIONS. Boston, Massachusetts	September 1996
Presented and facilitated workshops on New Hampshire's Domestic Violence Protocol Keene, Hampton, Berlin and Plymouth, N.H.	May- June 1996
Domestic Violence and Sexual Assault and the Legal System: A Conference for For Victim Advocates <i>Faculty</i> - Conducted a workshop on Domestic Violence and the District Court Protocol	May 1996
STOP Violence Against Women Grantees Conference, Washington D.C. One of three Representatives from New Hampshire	July 1995
New Hampshire's Second Statewide Conference on Family Violence, Conference Co-chair.	March 1995
Facilitated workshops on the Violence Against Women Act conducted by Bonnie Campbell. Moderator for a panel on weapons and VAWA.	March, 1995
National Council of Juvenile and Family Court Judges Workshop on Coordinating Councils. San Jose, California <i>Faculty</i> . Presented on data collection efforts in New Hampshire	February 1995
New Hampshire First Statewide Conference on Family Violence Waterville Valley, N.H. Conference Committee	May 1994
Career Prosecutor's Course. National College of District Attorneys' Houston, Texas.	June 1993
Courts and Communities: Confronting Violence in the Family. The National Council of Juvenile and Family Court Judges. Member of New Hampshire State Team	March 1993
Office of Juvenile Justice and Delinquency Prevention Training in Child Abuse Investigation and Exploitation	April and December 1992
National Center for Prosecution of Child Abuse. Basic Training for Child Abuse Prosecutors Hartford, Connecticut	June 1991
Abuse and Victimization in Life Span Perspective, Harvard Medical School & Children's Hospital, Boston, Massachusetts	April 1991

**Diane M. Valladares**

**EXPERIENCE**

**CASA of NH, Manchester, NH**

November 2002 - Present

Training and Recruitment Coordinator for statewide non-profit volunteer guardian ad litem program, representing abused and neglected children in the NH court system. Recruit, screen and interview candidates to serve child clients, set training schedule, coordinate speakers. Increased retention of volunteers by 100% during my first year through monthly newsletters and educational conferences for volunteers. Daily tasks include maintenance of two volunteer databases (COMET and Gift Maker Pro), application processing, follow-up of volunteer inquiries, interview and class scheduling. Monthly budget and application reports for staff and Board, as well as press releases. Publish yearly calendar and business directory, as well as recruitment and retention materials. Maintain and update training manual for volunteers. Plan and execute two major volunteer events per year.

**WHITNEY LAW OFFICES, Nashua, NH**

January 2001 - June 2002

Paralegal Assistant for private law practice specializing in family, real estate, personal injury, bankruptcy and criminal law. Responsibilities included screening clients, maintaining calendar, case maintenance, research, interaction with court officers, client correspondence, billing, handling phones and mail.

**DESIGNWARES, 206 Main Street, Nashua, NH, 03060**

August 2000 - Present

Sales Consultant for upscale retail artisan boutique. Responsibilities include customer service inventory control, purchasing, maintaining mailing list database, merchandising. Currently work almost exclusively on maintaining the customer database for sales promotions.

**BICENTENNIAL ELEMENTARY SCHOOL, Nashua, NH**

September 1996 - June 1999

Educator, Grade 4. Created and implemented educational plans for heterogeneously grouped, inclusionary classes utilizing reading and writing workshop approach to integrated language arts, hands-on science and mathematics, and a class meeting approach to solving issues and problems. Served as PTO liaison.

**CHARLOTTE AVENUE / BICENTENNIAL ELEMENTARY SCHOOL, Nashua, NH**

September 1991 - January 1996

Special Education Paraprofessional Modified assignments and gave academic support within the classroom to students on individual education plans at the fifth and sixth grade level. Provided one-on-one, small group and whole class instruction. Administered various assessments (Woodcock-Johnson, K-TEA, TOWL) to individual students.

**EDUCATION:** Rivier College, Nashua, NH, 1996 B.A. Elementary Education  
The Berkeley School, White Plains, NY - 1979, Secretarial Diploma

**PROFESSIONAL AFFILIATIONS:** Nashua College Club, Vice President  
CASA of NH - Guardian ad Litem  
NH Notary Public and Justice of the Peace

**REFERENCES:** Excellent references available on request.

# BERNADETTE M. PLANTE

## OBJECTIVE

To obtain a challenging full or part time position within the educational, childcare, or social services field that will fully utilize my diverse knowledge, education, and experience.

## PROFESSIONAL PROFILE

### Guardian Ad Litem, Court Appointed Special Advocate

- Excellent knowledge of Juvenile Court/Child Welfare System.
- Assisted in development of organizational policies for Guardian Ad Litem & Staff.
- Represented organization at both state and local level.
- Supervision and Training of professional development of staff.
- Member of the Senior Management Team.
- Up-to-date on current industry trends with staff recruiting and development experience.
- Proven track record for providing quality client assessment, counseling, and referrals.
- Experience in networking with local/state agencies and grant writing.
- Ability to work productively both independently or as a cooperative team member.
- Solid background in designing/implementing new behavioral and vocational programs

### Parent Child Mediation, City of Nashua, NH

## WORK HISTORY

### CASA (COURT APPOINTED SPECIAL ADVOCATE) OF NEW HAMPSHIRE (2001 - Present)

#### Senior CASA Program Manager (2008-Present)

- Court Diversion Program (2007-2009)
- Supervised Staff Supervisors in Colebrook, Berlin, Plymouth, Manchester and Nashua District and Family Courts to ensure effective service delivery to abused and neglected children.
- Acted as a liaison to all North Country, Lakes Region, Manchester and Nashua local offices of the Division of Children, Young and Families (DCYF).
- Developed and provided training standards for both Staff, Volunteers and Guardian Ad Litem.
- Conducted performance evaluations of Staff.
- Valuable Professional of the Senior Management Team.

#### Supervisor of Guardian Ad Litem (2001-2008)

- Recruited, screened, trained and supervised CASA Guardian Ad Litem Volunteers, providing 40 hour intensive training.
- Responsible for matching case's to appropriate Volunteer (all cases are abuse and neglect petitions filed through either District or Family Court).
- Co-managed all cases with volunteer, maintaining monthly supervision data in CASA database, provided data quarterly, or as needed, to Executive Director
- Ensured all Court Reports prepared by CASA/GAL are typed, edited, reproduced and delivered with the statutory time frames to court and all relevant parties.
- Acted as a liaison to Court Personnel.

## **NASHUA PASTORAL CARE CENTER INC, Nashua, NH (1996 -2001)**

### Emergency Assistance Outreach Director (1998 - 2001)

- Continuously handled a high-risk caseload, managed Annual Grants, and prepared statistical information for the United Way.
- Assisted in résumé writing and preparation for non-skilled working population.
- Developed job opportunities for professional, skilled, and non-skilled clientele.
- Represented organization as a public speaker at public relations events and fund-raisers.
- Managed 200 volunteers and coordinated annual Christmas Program, which served over 680 families.

### Case Manager (1996 - 1998)

- Managed high-risk caseload working with women in recovery from addictions.
- Co-facilitated bi-weekly support group for women to empower and assist with integration into the community.
- Co-facilitated weekly parenting group for women in recovery.
- Facilitated educational, housing, and individual plans to become non-recipients of welfare.
- Developed close working relationships with educational personnel from local colleges, the City, and Welfare Department.
- Maintained up-to-date on local and state changes pertaining to welfare reform.

## **BIG BROTHERS/BIG SISTERS OF GREATER NASHUA, Nashua, NH (1996 - 1997)**

### Case Worker

- Handled caseload of 25 families and recruited/trained volunteers.
- Assisted in major fundraising projects and writing press releases.
- Provided sexual abuse prevention training to children, parents, and volunteers.
- Interviewed and screened adults and children for program eligibility.
- Aided in providing support groups for parents and volunteers, addressing parenting issues of elementary aged children to teenagers.
- Researched potential grant possibilities and represented organization at public speaking engagements.

## **EDUCATION**

### **MELTON MOWBRY COLLEGE, Leicester, England**

B.S. Degree Equivalent in Social Work & Child Welfare with additional post graduate study.

## **CONTINUING EDUCATION**

NH Attorney General's Task Force Conference on Child Abuse & Neglect  
PSNH Conference on Electric Utility Service for Low-income Families  
Nurturing Families through Recovery, Coalition on Addiction, Pregnancy & Parenting  
Intake & Assessment; Division of Children, Youth & Families  
Working with Chronically Mentally Ill Patients, Manchester Mental Health  
Juvenile Court Process; Div of Children, Youth & Families  
Working with Sexually Abused Children; Division of Children, Youth & Families

Fetal Alcohol Syndrome, Rivier College, Nashua, NH  
Dynamics of Child Abuse and Neglect within the Family; Division of Children, Youth & Families  
Cultural Awareness, Rivier College, Nashua, NH  
Assessment & Case Planning, Big Brothers/Big Sisters of America  
Physical & Psychological Adolescent Changes  
Mediating Divorce, Child Parent Mediation  
Dealing with Domestic Violence  
Community Conference; Division of Children, Youth & Families

## **REFERENCES ARE AVAILABLE ON REQUEST**

Bernadette M. Plante-Resume

# Jonelle Gaffney

**Objective:** To obtain full time employment that would allow me the opportunity to continue to work with families and children in the social service spectrum by helping to assist in providing services to families in need.

**Education:** Southern New Hampshire University - Manchester, New Hampshire  
Bachelor of Arts in Psychology  
Minor in Sociology, 2000-2004  
Graduated Cum Laude

2002-2004: Treasurer of the National Honor Society for Psychology (PSI CHI)

## Professional Experience

**CASA of NH, Manchester, NH**  
**(October 2009 to Present)**  
**CASA Guardian Ad Litem Senior Program Director**

- Responsible for the recruitment, training, and on-going supervision of volunteer guardian ad litem assigned to abused and neglected children in the court system.
- Oversee seven program managers

**Devereux Florida, Orlando, FL**  
**(October 2008-September 2009)**  
**Family Case Manager-Specialized Medical Unit**

- Identified needs of and provided direct care services to families in meeting the specialized needs of medically involved or medically fragile children within the child welfare system
- Developed, implemented, and monitored family case plans and provided families with the necessary skills and motivation in order to meet the goals of the case plan to ensure child safety and well-being
- Determined the need for child removal, continued services, or termination of services based upon an expert child safety assessment
- Empowered and promoted self sufficiency of clients
- Wrote documents for the Court; including Shelter Petitions, Predisposition Reports, Judicial Reviews, Status Reports, and Case Plans
- Provided testimony to the Court and served as a liaison between the Department of Children and Families and the Court
- Provided clients with services, such as daycare and other referrals to community agencies for counseling and financial assistance
- Facilitated multi-disciplinary meetings to collaborate on ideas and suggestions to help families successfully meet the needs of their children
- Attended meetings with the legal department, foster care department, and the child protection team to make informed decisions regarding child safety and permanency planning
- Acted as a mentor to other workers within the service center

**Devereux Florida, Orlando, FL**  
**(June 2007-October 2008)**  
**Family Case Manager**

- Provided direct care services to families where some indicators of abuse, abandonment, or neglect issues have been identified



- Developed, implement, and monitored family case plans
  - Determined the need for child removal, continued services, or termination of services based upon an expert child safety assessment
  - Empowered and promoted self sufficiency of clients
  - Wrote documents for the Court; including Shelter Petitions, Predisposition Reports, Judicial Reviews, Status Reports, and Case Plans
  - Provided testimony to the Court and served as a liaison between the Department of Children and Families and the Court
  - Provided clients with services, such as lower cost daycare and other referrals to community agencies for counseling and financial assistance.
- Attended meetings with the legal department, foster care department, and the child protection team to make informed decisions regarding child safety and permanency planning

**Key Program, Inc., Methuen, MA  
(September 2006-June 2007)  
Assistant Program Supervisor**

- Assisted the program supervisor in managing residential facility, including staff supervision and ensuring clients' treatment goals and needs are being met. Monitor program organization, client files, scheduling, and general program maintenance
- Utilized techniques from the Crisis Prevention and Intervention Institute to facilitate the de-escalation of clients who are in crisis
- Provided twenty-four hour on call support to residential caseworkers in ensuring clients' and staff's safety
- Utilized the Situational Leadership Model in providing formal and informal supervision to direct care staff with regards to their performance and professional development
- Facilitated client referrals, intakes, and discharge meetings

**Key Program Inc., Methuen, MA  
(May 2004-September 2006)  
Residential Caseworker**

- Supervised children (aged 12-18) in a residential setting on achieving their treatment plan goals, documenting their stay, managing behavioral problems, implementing consequences, and helping clients develop positive social skills and life skills
- Worked directly with families of various ethnicities and backgrounds to understand the families different needs
- CPR, First Aid, and CPI Certified
- Attended multiple trainings focusing on family works, juvenile justice, 51A reporting, common diagnosis (bi-polar, multiple personality disorder, ADHD, and schizophrenia)

**Specialized Trainings and/or Certifications**

- Certified Family Services Counselor (March 2008)
- Specific trainings as they relate to the following: Health and Information and Accountability Act (HIPAA), Code of Ethics, Medical Neglect, Child Abuse Prevention, Early Childhood Trauma, Domestic Violence, Supervising Visits for Sexually Abused Children, Educational Trainings, Drug Abuse, and other various trainings as they relate to the field of child welfare.

References available upon request

## Idina M. Auth

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An **exceptional leader**, with proven results in retaining customers and producing results. Engages one-on-one with individuals at all levels of the organization to build on their strengths and increase engagement

### Leadership in Practical Problem Solving

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- **Streamlining critical program management activities:** Developed recommendations and guided changes that enabled project management governance and increased executive confidence in strategic results
- **Recordkeeping solutions:** Ran performance evaluations and vendor searches for multiple clients for plans of all sizes. Familiar with leading retirement recordkeeping platforms available in the U.S.
- **Product development:** Guided client product definitions, including Health Savings Accounts and small and large market retirement products. Remediated large market clients to increase adoption of preferred product offerings.
- **Business transformation:** Piloted process redesign for addressing customer servicing issues, that ultimately resulted in 37% savings by decreasing call volume and improving customer satisfaction
- **Retaining at-risk clients:** Applied data-driven approach to demonstrate service performance against client expectations, demonstrating tenacity and transparency in improving operations

### Capabilities and Skills

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Program management	Process improvement
Coaching and mentoring	Operations management
Talent development and retention	Organizational transformation
Strategic planning	P&L management

### Maximizing Client Benefits

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- **Consistent, high customer satisfaction:** Transparently addressed customer perceptions, establishing controls, measuring SLAs and reporting results for top clients
- **Project management practice lead:** Developed industry perspectives shared across the client base for increasing confidence in strategic plan and project execution
- **Client relationship management:** Managed relationship for marquee client, addressing key dissatisfiers, increasing adoption of standard services while deepening and expanding partnership
- **Client adoption:** Focused client service team on increasing profitability for key clients by leveraging benefits administration expertise to guide clients to more standardized services and better customer experience

## Idina M. Auth

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### Experience

**CASA of New Hampshire**, Nonprofit providing a voice for abused and neglected children in New Hampshire 2018 - Present

**Program Manager, Employee**

- Coach and guide 30+ volunteers through their cases to enhance advocacy for the children. Work includes individual coaching, coordinating monthly continuing education and reviewing court reports
- Focus on volunteer retention by creating connections and rewarding efforts

**Guardian ad Litem, Volunteer**

- Advocate for the best interests of abused or neglected children

**Tata Consultancy Services**, Information technology consulting firm 2017 - 2022

**Senior Consultant, Product Owner for Operations, Plan Onboarding and Data Analytics**

- Coordinated work of up to 70 people across 3 continents to develop cutting edge technology for the US Retirement industry
- Facilitated 3rd party audit of delivery which yielded exceptional results

**BridgePoint Group**, premier strategic consulting firm servicing Fortune 1000 clients and focused exclusively on the challenges facing the financial services industry 2011 - 2017

**Senior Consultant, Program Management Practice Lead**

- Leader for field enablement and program oversight for average of 40 projs/yr
- Developed recommendations to achieve strategic goals for retirement providers
- Specialties: Strategic planning, streamlining implementation, vendor selection and management, product development life cycle

**Fidelity Investments**, Fidelity Employer Services Company administered Health & Welfare benefits for top companies in the U.S. 2001 - 2010

**Vice President, Health & Welfare Benefits Administration**

- Led team of 50-100 associates, including Client Service Managers, Project Managers, Project Analysts and Issue Resolution to deliver Health & Welfare benefits for 600,000+
- Established new primary office location in Albuquerque, NM

**Director, Client Services**

- Expanded and strengthened client relationship of marquee client

**Operations Delivery Director**

- Supervised staff of Project Managers and Operations Delivery Leaders; established new office in Raleigh, NC; spearheaded 1st organizational Six Sigma kaizen event

**Senior Manager, Project Management**

- Championed process improvements for Annual Enrollment

**Senior Project Manager, Platform Conversion**

- Led 2 simultaneous platform conversions of \$1.5M and 18 months

### Education

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**Princeton University**, Princeton NJ

B.A. in Philosophy (graduated cum laude)

*Certified Six Sigma Green Belt*

*Certificate in Business Administration/Project Management from University of California, Berkeley*

# ERIN BOYLAN

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## Accomplishments

President of Family Support New Hampshire  
SPARK NH Council Member - Vice Chair  
Wellness and Primary Prevention Council  
Positive Solutions for Families Trainer  
Presenter at 2013 & 2017 Strengthening Families Summit  
PIC Parent Advocate  
National Child Passenger Safety Technician

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## Experience

- Program Manager** Sept 2022 to Current  
**CASA of New Hampshire** August 2018 to Jan 2022  
Supervise CASA GALs Manchester, NH
- Review and approve court reports
  - Represent CASA in court
  - Plan and facilitate support groups for advocates
  - Assist in facilitating new CASA training
  - Work in the child's best interest
- Family Support Service Coordinator** Jan 2012 to August 2018  
**Easter Seals Child Development & Family Resource Center** Manchester, NH
- Consults with Department of Health and Human Services, school personal, medical providers, and other local agencies to assist families in utilizing existing services and minimizing duplication.
  - Acts as an advocate for and assists families in gaining services.
  - Coordinates parent education, adult education, and other classes as needed.
  - Evaluates, plans, designs, organizes, and directs program activities, either directly or through subordinates to meet the needs of the families served.
  - Collaborate with other organizations to further the mission of the agency.
- Lead Preschool Teacher** Sep 2008 to Dec 2011  
**Visiting Nurses Association** Manchester, NH
- Created and implemented developmentally-appropriate curriculum that addresses all learning styles.
  - Promoted good behavior by using positive behavior interventions and supports method.
  - Organized activities that developed children's physical, emotional, and social growth.
  - Worked closely with center director, family support service coordinator, classroom teaching teams and other specialist.
- Physical & Health Education Teacher** Aug 2006 to Jun 2008  
**Bishop Brady High School** Concord, NH
- Designs physical education and health curriculum in conjunction with department head.
  - Maintained up-to-date lesson plans, and scope and sequence for all courses.
  - Established positive relationships with students, parents, colleagues, and administrators.

- Kept accurate records of student performance, maintaining a confidentiality of student records and information at all times.
- Drafted letters of recommendation for students' college applications.

**Paraprofessional**

Dec 2005 to Jun 2006

Kimball School - Concord, NH

- Worked with special education staff and classroom teachers to implement and evaluate instructional programs and individual student progress.  
Conducted small group and individual classroom activities based on differentiated learning levels.

**Kindergarten Teacher**

Aug 2002 to Aug 2005

The Learning Center at Concord Hospital  
Concord, NH

- Used a variety of activities and instructional methods (songs, stories, media, structured games, art, outdoor activities etc.) to motivate and stimulate children's abilities
- Fosters cooperative social behavior through games and group projects to assist children in forming satisfying relationships with other children and adults.
- Observed and evaluated children's performance, behavior, social development, and physical health.
- Provided a variety of materials and resources for children to explore, manipulate, and use, both in learning activities and in imaginative play.

**Education**

<b>MS, Sports Administration</b> Southern New Hampshire University - Manchester, NH Sports Administration	2012
<b>BS, Elementary Education</b> Elmira College - Elmira, NY Elementary Education	2002

**Additional Work Experience**

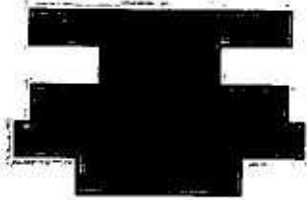
<b>Assistant Cheerleading Coach</b> Southern New Hampshire University - Manchester, NH	2014 -2016
<b>Head Cheerleading Coach</b> Plymouth State University - Plymouth, NH	2009 - 2013
<b>Head Cheerleading Coach</b> Bishop Brady High School - Concord, NH	2002 - 2008

**Certifications**

NH Early Childhood and Family Mental Health Intermediate Credential  
 NH Early Childhood Teacher Level 3  
 New York State Provisional Teacher Certification



# Erin C Duggan, ESQ



## PROFESSIONAL SUMMARY

### **Program Manager, CASA of New Hampshire**

**2022-Present**

Assists in recruitment, interviewing, and screening of Volunteer Advocates & Peer Coordinators. Assists in training of Volunteer Advocates & Peer Coordinators. Supervises Volunteer Advocates and Peer Coordinators who volunteer in Family Courts. Ensures all court case data and files are accurate and up to date. Collaborates with community partners such as court personnel, Division of Children, Youth & Families, and others.

### **Child Welfare Attorney, Erin C. Duggan Law, Concord, MA**

**2013-2022**

Sole proprietor focused in the areas of Family, Child Welfare and Criminal Law. My work in this area allows me to zealously advocate for my clients in court while also counseling and guiding them in other areas of their lives. My efforts on behalf of my clients have provided me with opportunities to work with many public and private organizations including Department of Children and Families, Committee for Public Council Services, multiple public school districts, UMass Medical Center and several other hospitals and psychiatric programs serving children and adolescents,

### **Youth Services Coordinator, Town of Concord, Concord MA**

**2011-2013**

Established the Youth Services Coordinator position for the Town of Concord and served in the role while establishing the programs, relationships, and services that continue to benefit youths and parents alike. Focused on improving the quality of life of Concord's school-age children and adolescents by providing access to counseling services and professional advice regarding the problems facing young people in modern society. Addressed a wide range of issues spanning home, school, community, and social groups. Worked to provide young people with opportunities to enhance their physical, emotional, intellectual, and spiritual well-being.

### **MetroWest WomenAid, Framingham MA**

**2008- 2011**

#### **Founder/Director**

One of four founders of Metrowest WomenAid - a recognized 501(3)(c) non-profit organization specializing in providing emergency funding for local families in critical need. Provided both strategic vision as well as day-to-day operational effort to sustain and extend the

organization's reach throughout the surrounding communities. Solely responsible for attaining and maintaining 501(3)(c) status for the corporation which was granted by the Internal Revenue Service in May of 2010.

**The Law Offices of Dierdre O'Brien ESQ, Concord MA**

**2007 -2009**

**Associate Attorney**

Provided legal assistance and expertise for parties involved in cases in the Probate Court. Drafted agreements and other documents as required by each individual matter. Coordinated and conducted client meetings, provided pre-mediation counseling, and prepared legal opinions for clients.

**Office of the Middlesex County District Attorney, Somerville MA**

**1999-2000**

**Assistant District Attorney – Child Abuse Division (Superior Court)**

Served on a team of prosecutors, victim witness advocates, child interview specialists, and State Police officers dedicated to the investigation and prosecution of abuse cases involving children under the age of 16. Investigated cases, interviewed witnesses, counseled victims, and prosecuted perpetrators of child abuse throughout Middlesex County.

**Office of the Middlesex County District Attorney, Concord MA**

**1997-1999**

**Supervising Assistant District Attorney (District Court)**

Oversaw the prosecution of all criminal cases entering Concord District Court. Directly prosecuted all complex and high profile cases while assigning other cases to junior prosecutors. Trained and supervised 3 Assistant District Attorneys as well as the support staff for the Concord office. Headed the Community Based Justice Program working with school personnel, public safety professionals, and social service providers in nine surrounding communities to help identify at-risk youths and provide them with the positive alternatives to steer them away from crime and violence.

**Office of the Middlesex County District Attorney, Lowell MA**

**1995-1997**

**Assistant District Attorney – Domestic Violence Abuse Division (District Court)**

Directly prosecuted a wide range of criminal cases while specializing in those that involved domestic violence. Assisted victims with the legal process and provided counseling on the availability of domestic violence-related services. Planned, oversaw, and participated in regular Domestic Violence Roundtable discussions which brought community members and law enforcement together to discuss issues and potential solutions to a variety of Domestic Violence related issues.

**Office of the Middlesex County District Attorney, Cambridge MA**

**1990-1995**

**Victim Witness Advocate – Victim Witness Services Bureau**

Guided and supported victims of violent crimes and their families through the legal process as each case progressed through the system. Owned and maintained a caseload of current victims and families – constantly informing them of their rights while acting as their dedicated contact with the District Attorney's Office. Assisted individuals in obtaining Restraining Orders



and maintained a master list of resources for victims. Established referrals to social agencies and followed up with agencies and individuals to ensure that the victims' needs were met.

**Office of the Middlesex County District Attorney, Cambridge MA** **1988-1990**

**Jury of Six Support Staff**

Assisted with the preparation of cases for prosecution, coordinated activities within the support staff to ensure efficient utilization of resources, and provided general administrative support to Attorneys within the office.

**COMMUNITY SERVICE**

**Chapel Hill-Chaucy Hall School, Waltham, MA** **2014-2018**

**Chair of Parent Guardian Group**

Responsible for researching and selecting speakers for topics of interest to the parent guardian community. Oversaw several subcommittees within the PGA organization while interacting regularly with school administrators and members of the Board of Trustees.

**National Charity League, Middlesex Chapter** **2014-2016**

**Grade Level Advisor**

Provided grade specific guidance and support for mothers and daughters working together on Community Service Projects.

**Title IX Girls Running Club, Cambridge, MA** **2011-2013**

**Secretary, Vice-president**

Performed fundraising, program management, and long-range planning. Worked directly with the Executive Director providing guidance and oversight to ensure that all activities reinforced the core values of the organization as articulated in the program mission statement.

**Rotary International, Concord MA** **2014-2019**

Regularly attended club functions and chaired at least two projects per year.

**Concord Public Libraries, Concord MA** **2011-2018**

Worked with teenage librarians to develop and implement reading programs dedicated to adolescents.

**2Volunteer, Concord, MA** **2012-2021**

Served as a member of a board of 5 individuals who work with Concord Carlisle High School to assist students in finding community service opportunities and confirming hours for students applying for the Presidential Service Award.

**Thoreau School PTG, Concord MA**

**2007-2010**

**President/Chief Executive Officer**

Called and presided over all meetings of the organization. Responsible for ensuring that the Board's directives were carried out by coordinating the work of the officers. Attended monthly PTG Presidents meetings to coordinate activities among PTG organizations and with School Administrators. Reported status updates to the Thoreau School PTG membership and solicited feedback for future activities.

**Thoreau School PTG, Concord MA**

**2005-2007**

**Secretary**

Recorded and published the minutes of all meetings of the organization. Maintained the minutes in a continuous record and handled all correspondence for the organization.

**EDUCATION**

**Massachusetts School Of Law, Andover MA**

**Juris Doctorate**

(Admitted to the Massachusetts Bar: May 1995. New Hampshire Bar Application pending)

**University Of Massachusetts, Lowell MA**

**Bachelor of Science, Criminal Justice**

**REFERENCES**

(Available Upon Request)

## Rebecca J. Hester

### PROFESSIONAL EXPERIENCE

#### CASA NEW HAMPSHIRE

September 2019 to present

#### PROGRAM MANAGER

- Supervise approximately 35-40 volunteer advocates
- Review and approve advocate court reports and cover court appearances when necessary
- Liaison with DCYF
- Provide support, mentorship and coaching for advocates on their cases to ensure that they are fulfilling their mandated duties.

#### PORTSMOUTH POLICE DEPARTMENT

April 1996 to September 2019

#### DETECTIVE & DETECTIVE SERGEANT, Investigative Division

March 2008 to September 2019

#### Detective Sergeant (July 2016 through the present)

- Direct supervisor for the School Resource Officer (SRO) Program, overseeing the daily tasks for both the middle school and high school SRO.
- Coordinate with Middle School and High School staff members regarding the SRO program
- Direct supervisor for juvenile investigator responsible for assigning and reviewing all reports and investigations related to juvenile offenders and victims.
- Continue to coordinate our response with the Division of Children, Youth and Families.
- Continue to conduct investigative duties
- Responsible for conducting employee background investigations

#### Juvenile Prosecutor (December 2009 through the present)

- Review police reports for prosecutorial merit and determine appropriate charges.
- Initiate court process to include filing petitions and ensuring proper legal service.
- Prepare discovery and case-related subpoenas.
- Coordinate with all involved witnesses and victims.
- Negotiate plea agreements with juveniles, attorneys and families.
- Prepare for trial and represent the State as prosecutor in trial proceedings.
- Maintain communication with Juvenile Probation/Parole Officers.
- Co-founded the Portsmouth Resource Connections Team, a multi-disciplinary wrap-around team including the Division for Children Youth and Families, Juvenile Justice, Portsmouth School District, Seacoast Mental Health, Families First and the Chase Home for Children.

#### Investigator (June 2009 through July 2016)

- Serve as primary investigator in child abuse and neglect allegations as well as crimes ranging from burglary to death investigations.
- Certified as a trained forensic interviewer responsible for interviewing child victims and witnesses.
- Primary department liaison with the Division of Children, Youth and Families in abuse and neglect investigations.
- Interview adult victims and witnesses and interrogate adult and juvenile suspects of crimes ranging from fraud, to rape and serious assaults.
- Responsible for recognizing, locating and collecting evidence at crime scenes.
- Process evidence in a manner according to policy and best practice to best allow for the successful identification and prosecution of a suspect.

Rebecca Hester-Resume

**Liaison to Rockingham County Attorney's Office (2010 through the present)**

- Assist in preparation of felony level case files for submission to the RCO for prosecution.
- Coordinate required or requested follow-up investigation both pre- and post-submission.
- Present felony cases at Grand Jury.
- Prepare and coordinate subpoenas for service for Superior Court witnesses, both law enforcement and civilian.

**School Resource Officer / Investigator (2008-2009)**

- Assigned to be a police liaison for the staff, students and families of the four elementary schools.
- Implemented a teaching program for children 5-11 years old emphasizing safety skills.
- Supervised crossing guards assigned to all Portsmouth schools, including the development and implementation of a written protocol for crossing guards.

**CANINE HANDLER, Patrol Division**

November 2000 to March 2008

- Assigned as sole handler for K-9 Viktor, a dual-certified patrol and narcotics detection dog.
- Maintained all appropriate documentation of continual training and certifications in a court ready format.
- Responsible for directing responding officers, recognizing and utilizing additional resources and coordinating appropriate perimeters to maximize the effectiveness of the canine at a crime scene while minimizing the contamination of potential evidence.
- Regularly represented the Department in a highly visible public relations role throughout the state.
- Received numerous awards through a nationally recognized association for proficiency to include a National Certification in narcotics detection in 2006.

**PATROL OFFICER, Patrol Division**

April 1996 to March 2008

- Performed patrol related duties to include the preliminary investigation of serious crimes such as sexual assaults, assaults and significant property crimes.

**DEPARTMENT INSTRUCTOR**

- Field Training Officer from 1999 to present; those duties included the immediate supervision of assigned trainees, field instruction in tactics and policy and procedure.
- Defensive Driving instructor for the Department since 2000; those duties include developing practical as well as classroom lesson plans geared towards improving risk management in this high liability arena.

**NH POLICE K-9 ACADEMY**

May 2004 to March 2008

**Assistant Trainer, Patrol and Narcotics Detection**

- Responsible for supervising the training of canine teams from multiple agencies with handlers to include annual practical evaluations of team proficiency.
- Developed and implemented lesson plans for basic training as well as in-service teams.
- Selected by the Academy Head Trainer to fill in that position when he was absent.

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**SPECIALIZED TRAINING**

CASA New Hampshire Permanency Training – November 2019

CASA New Hampshire TPR Training – October 2019

CASA New Hampshire Volunteer Advocate Training – October 2019

109th Police Academy – NH Police Standards and Training Council – April 1996

**Supervision:**

FBI-LEEDA Supervisor Leadership Institute – May 2017

First Line Supervision – May 2017

**Prosecution:**

Basic Police Prosecutor – December 2009

**Juvenile Investigations:**

Rebecca Hester-Resume

Conducting Child Abuse Investigations – March 2018  
Partnering for a Future Without Violence Conference – October 2017  
12<sup>th</sup> Annual New England School Safety Conference – April 2017  
Conducting Unexplained Child Death Investigations – February 2017  
Domestic Minor Sex Trafficking – November 2014  
Child Death and Homicide Investigations – April 2013  
24<sup>th</sup> Annual Crimes Against Children Conference (Dallas, TX) – August 2012  
Juvenile Justice – Juvenile Compliance update – November 2010  
Emerging Trends in Child Sexual Abuse – May 2009  
Child Investigative Interviewing – November 2008  
NH Attorney General's Conference on Child Abuse and Neglect – September 2008 through 2013  
Child Abuse Injury Reconstruction – September 2008  
Basic School Resource Officer – July 2008

**General Investigations:**

Cold Case Homicide Investigations – June 2016  
Background Investigations – December 2015  
Investigating and Prosecuting Human Trafficking – June 2013  
NH Attorney General's Conference on Domestic Violence and Sexual Assault – June 2012  
Sex Crimes Investigation – October 2011  
NYPD Homicide Investigation Training – November 2009  
Basic Criminal Investigation – September 2009  
Death and Homicide Investigation – April 2009  
Certified Electronic Evidence Collection – January 2009  
Reid Interview and Interrogation Technique – September 2008  
Sexual Assault Investigation and Prosecution – September 2007  
Digital Photography for Law Enforcement – May 2007

**Instructor Training:**

Child Victims in the Commercial Sex Industry (Train the Trainer) – April 2013  
Instructor Development – April 2001  
Defensive Driving Instructor – May 2000  
Field Training Officer – February 2000

**Peer Support Training:**

Critical Incident Peer Support – October 2013  
Critical Incident Peer to Peer Training – May 2014

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**CURRENT CERTIFICATIONS**

United States Police Canine Association Level 1 Patrol Dog Trainer  
United States Police Canine Association Narcotics Detector Dog Trainer

**PROFESSIONAL AFFILIATIONS**

Seacoast Community Diversion Program – Advisory Board 2017- present  
Portsmouth Resource Connections Team – Founding member 2010-present  
Working Dog Foundation – Lifetime Board member  
Chief Administrator 2006-2008  
Secretary 2005-2006  
United States Police Canine Association  
Member since 2000

**EDUCATION**

Middlesex Community College Mass. (1995-1996)  
Criminal Justice Major  
University of Massachusetts – Amherst (1989-1993)  
Studio Art Major

# Nancy Isikoff

## Skills

- Extensive knowledge of the varied issues involved in child protection cases
- Expertise in juvenile court procedures
- Conducting trainings in child welfare law for multidisciplinary collaterals
- Ability to manage large caseloads efficiently
- Collaborative approach to problem solving
- Ability to synthesize information from multiple collaterals to determine what is in a child's best interest
- Excellent oral and written presentation skills honed over 34 years trying cases in juvenile courts

## Education And Training

05/1984

J.D.:

**Georgetown University Law Center**

Washington, D.C.

Honors: Law Review - The Georgetown Law Journal  
Editorial Board Associate

05/1978

**Bachelor of Arts:**

English

**Colgate University**

Hamilton, New York

Honors: New York State Regent's Scholarship Award  
Dean's List

## Summary

Attorney with thirty four years' experience litigating child protection cases in the juvenile courts; Skilled at conducting trainings on child welfare law; Adept at organizing and smoothly managing large caseloads; Expertise in collaborating with families and professionals in multiple disciplines to determine what is in a child's best interest; Experienced in establishing trust and rapport with all collaterals to a case including social workers/supervisors, family members, foster and adoptive families, clinicians, court personnel and CASA's; Passionate about child protection and supporting struggling families.

## Experience

**CASA-NH - Program Manager, Laconia, 11/2021 - present**

- Supervise, coach and support CASA/GAL volunteers that advocate for the best interest of children within the juvenile court system.
- Manage assignment and monitoring of CASA/GAL cases for 3 courts.
- Provide casework supervision and edit court reports for advocates.

**Department of Children and Families Massachusetts - Assistant Regional Counsel**

*Boston, MA*

*02/1988 - 03/2021*

- represented DCF in Juvenile Court by preparing and litigating custody, termination of parental rights, guardianship and adoption cases.
- interviewed and prepared witnesses for trial including many expert witnesses on issues such as sexual abuse, domestic violence, substance abuse and mental health.
- prepared petitions, memorandum of law, findings of facts and other legal documents for agency court involved cases.
- legal consults with social workers to determine whether and/or when it was necessary to petition the court for custody.
- conducted legal trainings for new social workers on the court process, writing court reports and testifying in court.
- conducted trainings for agency staff on legal issues pertaining to agency work, changes to law, regulation or policy, and other topics as needed.
- conducted trainings on child welfare law for collaterals such as court clinicians, district attorneys, and multidisciplinary teams.

**Mintz, Levin, Cohen, Ferris, Glovsky & Popeo - Litigation Associate**

*Boston, MA*

*01/1984 - 01/1988*

**Congressmen Leo Ryan and Wayne Grisham - Legislative Assistant**

*Washington, D.C.*

*01/1978 - 01/1981*

# Amy Jenkins



## Experience

### **Program Manager**

CASA of New Hampshire  
Manchester, NH

July 2020- Present

- Provide supervision, support, and on-going training for volunteer advocates.

### **Director/ Lead Teacher**

**East Andover Village Preschool**  
East Andover, NH

June 2015 to July 2020

- Responsible for hiring, staff training, enrollment, marketing, billing, payroll, and communications.
- Work cooperatively with a parent advisory board.
- Oversee daily operations of the center and ensure compliance with the State of NH Child Care Licensing rules.
- Design and implement age appropriate curriculum
- Identify students with learning challenges and special needs. Recommend testing and participate/lead teams in developing IEPs for students
- Participate on special education team supervising IEP implantation. Establish working relationship with testing professionals and OT, PT, S/L specialists in order to design/coordinate curriculum and provide cohesive student experience.

### **Educator/Service Coordinator Family Centered Early Supports and Services**

**PathWays of the River Valley**  
Claremont, NH

October 2011 to June 2015

- Assisted families in setting educational goals for their children (ages birth-three,) modeled teaching methods, tracked progress.
- Collaborated with area agencies, including DCYF, Good Beginnings, CASA volunteers, and Visiting Nurses to provide families with needed supports.
- Worked to empower parents to advocate for their children.
- Developed and implemented IFSPs

### **Assistant Director/Preschool Teacher**

**Proctor Child Care/ Preschool**

Andover, NH

July 2002 to June 2011

- Assisted in daily operations of child care center.
- Developed and implemented educational program for high school student volunteers.
- Hiring Committee member.
- Mentor/Supervisor for NHTI's Child Development Program students, Fall 2005-Spring 2010.
- Responsible for organizing staff development and evaluations.
- Planned annual and special events including parent education nights, fundraisers, and year-end celebrations.

## Education

**Granite State College, Concord, NH**  
BS Early Childhood Education, June 2011

**Proctor Academy, Andover, NH**  
Diploma, June 1990

## Certifications/Licenses

**State of NH Educator License**  
May 2018 to June 2021

**Heartsaver First Aid CPR AED**  
February 2020 to February 2022



# Donald L. Leighton, J.R.

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## OBJECTIVE

Determined, open-minded and detail oriented individual seeks a position in a fitting role that will utilize skills and challenge growth in the field of social work.

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## EDUCATION

**MOUNT WASHINGTON COLLEGE:** Manchester, NH *Graduated December 2014*  
Bachelor's Degree in Criminal Justice: Cumulative GPA 3.14/4.0

**HESSER COLLEGE:** Manchester, NH *Graduated April 2013*  
Associate's Degree in Criminal Justice: Cumulative GPA 3.8/4.0

**THOMAS COLLEGE:** Waterville, ME *September 2006 – May 2008*  
Studied Marketing

### Relevant Course Work

- Constitutional Law and Procedure
- Criminal Law and Judicial Process
- Juvenile Justice and Delinquency
- Corrections Policies and Procedures
- Report Writing and Interviewing
- Criminology

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## PROFESSIONAL EXPERIENCE

**CASA of NH:** Manchester, NH *May 2022-Present*  
*Program Manager*

- Case Manage caseload of 40+ volunteers overseeing cases involving child abuse and neglect
- Maintain orderly files and paperwork to comply with grant requirements for recording
- Coordinates with multiple different organizations to effectively make referrals
- Follow all protocols and guidelines under RSA 169-C

**Families In Transition:** Manchester, NH *February 2020-May 2022*  
*Case Manager—Shelter and Outreach*

- Case Manage caseload of 50+ individuals experiencing homelessness in both emergency shelter and encampments
- Assist 24/7 staff maintain safety and security within adult emergency shelter facilities
- Coordinates with multiple different organizations to effectively make referrals for clients
- Maintain SAMSHA guidelines regarding grant funding for outreach program
- Use de-escalation skills to effectively diffuse volatile situations between clients/staff
- Redirect inappropriate behaviors
- Maintains excel databases regarding statistics and reporting criteria for city and government
- Train new case managers on outreach policies and procedures

**Adams and associates/New Hampshire Job Corps Center:** Manchester, NH *January 2018-February 2020*  
*Counselor*

- Case Manage caseload of 50+ Students progress and productivity per criteria set by Department of Labor
- Assist students develop coping skills to work through struggles, and life obstacles
- Coordinate with multiple departments to ensure student success
- Help drive student productivity towards attaining education and training
- Assist with student retention
- Redirect inappropriate behaviors and recommend alternative behavior solutions
- Demonstrates three M's to students and staff (modeling, mentoring, monitoring)
- File paperwork correctly and orderly for record and department of labor audits.
- Assigned as Team Lead for Audit Assessment

**Adams and associates/New Hampshire Job Corps Center: Manchester, NH**  
**Residential Coordinator**

*June 2016-January 2018*

- Assists Dorm Supervisor with roles regarding staff accountability
- Carries out assigned tasks in a timely manner
- Assigned as Weekend Center Shift Manager
- Assists Success team with student plans and concerns
- Redirects inappropriate behaviors
- Demonstrates three M's to students and staff (modeling, mentoring, monitoring)
- File paperwork correctly and orderly for record and department of labor audits.

**Nashua Children's Home: Nashua, NH**  
**Youth Counselor**

*January 2016-June 2016*

- Role model for young adults to re-enter home living environments
- Account for safety, security and welfare of individuals
- Redirect troubled behaviors displayed within residential youths
- File proper and accurate reports regarding student behavior

**Becket Family of Services: Plymouth, NH**  
**Youth Counselor**

*February 2015- January 2016*

- Role model for young adults within the justice system
- Account for safety, security and welfare of individuals
- Redirect troubled behaviors displayed within residential youths
- File proper and accurate reports regarding student behavior

**Penobscot County Sheriff's Office: Bangor, Maine**  
**Corrections Officer**

*November 2013- January 2015*

- Certified in A, B, and C level corrections training to State of Maine standards
- Accountable for conducting checks for safety and security throughout an assigned area
- Uphold policies and procedures to ensure safety and security of public, co-workers, and inmates
- Demonstrates reliability and dedication by executing extra assignments.
- Cross trained in transportation division of Corrections Department
- Crisis intervention Team certified by National Association for Mental Illness (NAMI)

**WENDY'S: Merrimack, NH**  
**Shift Manager**

*August 2011 - November 2013*

- Directly dealt with the public and ensured satisfaction with their restaurant experience
- Accountable for handling all cash transactions and maintain balanced registers at all times
- Uphold all company policies and procedures (food preparation, crew and disciplinary actions)
- Demonstrates excellent leadership ability by delegating tasks to a crew of eight individuals
- Responsible for keeping track of all inventories and making sure all products is stocked for the shift

**BENEFIT STRATEGIES: Manchester, NH**  
**Client Relations Team Member**

*October 2011 - January 2012*

- Advised customer account status
- Field customer questions and concerns
- Follow-up existing questions and inquiries
- Ensured accuracy and professionalism
- Upheld all HIPAA guidelines on a daily basis

**CALLOGIX/BLUE CROSS BLUE SHIELD OF MASSACHUSETTS: Bedford, NH**  
**Account Rep**

*July 2010 - August 2011*

Donald Leighton-Resume

- Solved member problems when bills are received
- Contacted doctors' offices regarding referrals
- Worked closely with members to understand benefits
- Assisted in healthcare benefit comprehension and met quality assurance criteria on phone calls

**CCS COLLECTIONS SERVICES/WACHOVIA EARLY-OUT:** Andover, MA

*June 2009 – July 2010*

**Collections Representative**

- Collected on overdrawn bank accounts
- Met or exceeded monthly collection quota
- Resolved account balances, upheld company guidelines

**UNICEL/VERIZON WIRELESS:** Bangor, ME

*May 2008 – June 2009*

**Financial Service Representative**

- Received three certificates exceptional individual performance
- Collected \$85,000 monthly (\$65,000 as goal)
- Followed FCC regulations and guidelines
- Entered data accurately and proficiently
- Worked as part of highly specialized team, servicing client-sensitive materials and transactions

# Gillian R. Little

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## PROFESSIONAL STATEMENT

I am a highly ambitious, goal motivated, and organized asset to this team. I have obtained 7 years of experience, knowledge, and skills while working in the behavioral management field. I am a strong advocate, problem solver, and empathetic person who can adapt to high intensity situations quickly. I can work independently or in a team setting while delivering quality work.

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## EDUCATION

### Southern New Hampshire University - Hooksett, NH

Major: Psychology: Child and Adolescent Development

- Registered Behavior Technician Certified, 2020-2021
- Safety-Care Trained, 2021
- CITI Program, Social and Behavioral Research Certificate, Active

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## RELATED COURSEWORK

### Sociology of Deviant Behavior, A- 2020

- Adverse behaviors of those in adults and children.
- Applied the sociological analysis of the nature, cause, and societal reactions to deviant behavior and mental illness.
- Learning the fundamentals of behaviors in people and how to apply it to my everyday work.

### Ethics and Laws in Child Welfare, A- 2022

- Apply state and federal laws, regulations, and ethical principles of the child welfare program to real-life situations.
- Examined child custody, foster care, adoption, and the child "best interest" standards.
- Analyzed Department of Health and Human Services and community resources for assisting families and children from birth to adolescence in navigating legal and child welfare guidelines.

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## WORK EXPERIENCE

### CASA of New Hampshire – Manchester, NH

March 2023 - Current

*Program Manager*

- Supervises CASA GALs
- Attend meetings with DCYF to allow open communication and goal setting.
- Reviews and approves court reports.
- Represents CASA in court.
- Collaborates with advocates to enhance their reports for the court.
- Maintains open and communicative relationship with supervisors.
- Works for the child's best interest.

### Boston Baby Nurse and Nanny- Stoneham, MA

January 2022-January 2023

*Private Nanny*

- Created and followed the routine of the child.
- Implemented learning and play strategies.
- Achieved developmental milestones ahead of the child's age.
- Housekeeping duties as it related to the care of the child.

### Seacoast ABA- Dover, NH

May 2021 - January 2022

*Paraprofessional/Substitute Teacher*

- Worked with multiple high need students throughout the day.
- Collected relevant behavior data to further assess the student.
- Followed behavior plans, emergency plans, and IEPs.
- Consulted with coordinators frequently about progress or concerns.
- Advocated for children dealing with abuse and neglect.
- Collaborated with peers to support and teach families.

## JULIE M. LOUISSAINT, MSW

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### EDUCATION

**Boston College**, Chestnut Hill, MA, May 2014

Master of Social Work, Macro Practice, Children, Youth, & Families

**Roger Williams University**, Bristol, RI, May 2011

Bachelor of Arts in Anthropology/Sociology, Spanish, *summa cum laude*

Theses: "Understanding the Cultural Values of Latino Adoptive Families in Southern New England"; "La comprensión de los valores culturales de las familias latinas adoptivas en el sur de Nueva Inglaterra"

**Fulbright Grant Award**, El Salvador, September 2011 - July 2012

Lived in El Salvador for ten months to conduct anthropological research on the culture of adoption. Used qualitative methods to organize in-depth interviews that focused on the social, political, and historical components that have influenced the cultural construction of adoption in El Salvador and contributed to its shifting intercountry adoption statistics.

### RELEVANT WORK EXPERIENCE

**Program Manager**, CASA of New Hampshire (Court Appointed Special Advocates), May 2022 - Present

- Assists in training of Volunteer Advocates & Peer Coordinators
- Supervises, coaches, and supports up to 50 CASA Guardians ad Litem (Volunteer Advocates) and Peer Coordinators to oversee and implement the direct service of the CASA Program in Family Courts to advocate effectively on behalf of vulnerable children
- Ensures all court case data and files are accurate and up to date
- Collaborates with community partners such as court personnel, Division of Children, Youth & Families, and others

**Advocate Supervisor**, Boston CASA (Court Appointed Special Advocates), April 2018- May 2022

- Maintain organized, accurate and up-to-date physical and electronic case records in compliance with Agency protocols, ensuring data integrity for reporting needs
- Supervise 25-30 volunteer advocates
- Support volunteer advocates in the completion of court-mandated duties, including developing and submitting monthly contact logs, editing and submitting court reports, case plans, and participating in court hearings and case meetings
- Exercise discretion and independent judgment to assist advocates in creative problem solving, utilizing community resources, and ensuring accuracy and consistency with permanency planning law and best practices
- Facilitate and mediate relationships between advocates and professionals, family members, and court officials as needed
- Maintain monthly minimum contact with advocates, providing coaching and advice tailored to individual case and volunteer needs
- Annually evaluate advocate performance in the fulfillment of their duties
- Implement a systematic, comprehensive onboarding training for new Advocate Supervisor staff

**Program Coordinator, Silver Lining Mentoring, June 2016 - April 2018**

- Responsible for screening, training, creating, and supporting relationships between mentors and mentees to uphold or exceed average match lengths of 55 months
- Effectively managed a caseload of up to 24 mentee-mentor matches
- Proactively communicated with mentor, mentee, social worker, parent/guardian, clinician, and other supportive adults throughout the relationship, including DCF and FamilyNetworks
- Served as a resource-broker for youth and families in need of additional services
- Planned and implemented enrichment activities to build community, including youth/mentor group events at least every other month, workshops on topics that are of interest to youth, and SLM's annual camping trip
- Participated in program evaluation efforts by collecting and entering ongoing evaluation data on matches into Efforts-to-Outcomes and Salesforce database

**Office Assistant, International Consortium for Health Outcomes Measurement, May 2014 – Oct 2014**

- Provided general, clerical and organizational support to the entire ICHOM team
- Attended to daily team e-mail inboxes
- Ordered, sorted, and stocked office supplies as needed
- Scheduled meetings and prepared supporting documents as necessary
- Supported various elements of the planning and execution of the annual ICHOM conference
- Tracked office expenses accurately, clearly, and consistently

**Library Binding Assistant, Boston College, O'Neill Library, March 2013- May 2014**

- Processed 50 to 100 periodicals each week to be sent to the AcmeBinding Company
- Identified and correct mistakes in the Library's Integrated Library System (Ex Libris Alma) during routine processing
- Input information and binding instructions for each volume in order to produce a printed binding ticket and online record
- Created new records in the Ex Libris Alma database for titles being bound

**ACTIVITIES**

**Internship, Donaldson Adoption Institute, Newton, MA, September 2012 – May 2014**

- Provided policy and advocacy support by participating in administrative tasks, conducting literature reviews, collecting qualitative data for reports, and examining policy briefs
- Worked closely with the President, Education Director, Project Associate, and Senior Fellows in promoting the advancement of policy positions and advocacy strategies on subjects related to adoption

**Internship, Adoption Community of New England, Inc., Westborough, MA, May 2010 - Aug 2010**

- Provided administrative and research assistance for two office administrators
- Educated and advocated on behalf of birth parents, adoptive parents, and adopted persons through seminars, workshops, support groups, and exhibition at the North American Council on Adoptable Children (NACAC) Conference
- Worked cooperatively with adoption professionals and agencies to present one of the largest annual adoption conferences in the country

**SKILLS**

**Computer Skills**

- Experience with CASA Manager, Survey Monkey, Salesforce, EvolvCS software, FileMaker Pro software, Microsoft Office (Outlook, Word, Excel, & PowerPoint)

**Language**

- Studied Spanish for eleven years

## Megan M. Marino

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### WORK EXPERIENCE: CHILD WELFARE AND EDUCATION

- |                            |   |
|----------------------------|---|
| January 2023–Present       | <b>Program Manager</b><br>CASA of New Hampshire, Laconia, NH  |
| November 2011–Present      | <b>Adjunct Instructor, English (Campus and Online)</b><br>Southern New Hampshire University, Manchester, NH           |
| September 2012–Present     | <b>Adjunct Instructor, English (Campus and Online)</b><br>NHTI, Concord's Community College, Concord, NH              |
| August 2020–June 2021      | <b>Special Education Teacher, K-5, NH Alternative 4 Certification</b><br>Canterbury Elementary School, Canterbury, NH |
| August 2019–July 2020      | <b>Special Education Assistant</b><br>Canterbury Elementary School, Canterbury, NH                                    |
| January 2013–February 2014 | <b>Academic Advisor, First Year Experience</b><br>Southern New Hampshire University, Manchester, NH                   |

### SUMMARY OF ADDITIONAL WORK EXPERIENCE

Prior to beginning my career in child welfare and education, I worked for over a decade as a writer, an editor, and a manager of marketing, membership, programs, and events for both for-profit and nonprofit organizations, such as Arcadia Publishing, Jefferson Pilot Financial, Capitol Center for the Arts, and the NH Writers' Project.

### EDUCATION

- |                            |  |
|----------------------------|--|
| June 2009–May 2011         | <b>Master of Education in Elementary Education, NH K-8 Certification</b><br>Franklin Pierce University, Manchester, NH |
| September 2003–August 2005 | <b>Master of Arts in Writing and Literature</b><br>Rivier College, Nashua, NH  |
| September 1995–May 1999    | <b>Bachelor of Science in Business Administration</b><br>University of New Hampshire, Durham, NH                       |

**Stephen G. Pruyne**



## **Education**

1994-1996 **M.S. in Environmental Education, Lesley College**

1983-1988 **B.A. in Mathematics, Amherst College**

## **Employment**

2006-present **CASA Program Manager, CASA of NH**

- Supervise volunteer CASA GALs in Portsmouth and Brentwood Family Courts.
- Plan and organize monthly support groups for volunteers.
- Work as part of a training team to train new volunteers.
- Update database on all court cases.

2002-2006 **Leaders' Project Director, Dover Middle School**

- Work with teachers and administrators to plan and coordinate a wide array of after-school classes.
- Responsible to oversee US Department of Education grant.
- Plan and facilitate monthly Advisory board meetings to bring local youth organizations and school personnel together.

2000-2002 **Regional Coordinator, PlusTime NH**

- Coordinate technical assistance, training, networking meetings and grant research for out-of-school providers in Seacoast.
- Increase community awareness of the need for high quality out-of-school programs for a healthy community.
- Supervise AmeriCorps VISTA members in their role with programs.

**References available on request**



# Shiloh Remillard

## Education

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<b>Granite State College</b> Bachelor in Individualized Studies English Language Arts	<b>2009-2012</b>
<b>White Mountains Community College</b> Associate in Early Childhood Education Certificate in Special Education	<b>2004-2008</b>
<b>Berlin High School</b> High School Degree	<b>1997-2001</b>

## Workshops and Training

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CPR and First Aid certified	<b>March 2016</b>
CLASS Reliable Observer	<b>September 2016</b>
Teaching Strategies Gold Interrater Reliable	<b>June 2014</b>
Practice Based Coaching	<b>March 2017</b>

## Early Childhood Experiences

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### **CASA of New Hampshire Program Manager** **October 2017- Current**

The Program Manager is responsible for supervising the CASA advocates and overseeing their management of the cases appointed to them. The program manager also is responsible for entering and updating data in the CASA Manager system, providing support groups and training for the advocates, partnering with the other service providers and ensuring that best practices are followed.

❖ 40 Hours per week

### **Tri-County Head Start Education Content Manager and Site Supervisor** **April 2014-September 2017**

The Education Content Manager is responsible for the planning and administering of the Head Start Performance Standards related to education services for children and families. Services must fall in line with the program's multiple systems and must include ongoing assessment to ensure the quality of the services provided. The education manager is responsible for overseeing the education staff, managing the Teaching Strategies Gold system, analyzing the child outcomes data as well as the CLASS observation data, and organizing the development of a professional development system for the program, which includes Practice Based Coaching.

The Site Supervisor is responsible for overseeing day-to-day operations at a specific site, supervision, and training of site staff to ensure quality program services in a positive and nurturing environment.

❖ 40 Hours per week

**Tri-County Head Start Center Lead Teacher  
2014**

**January 2011-April**

A center Lead Teacher oversees day-to-day operations, to provide quality care and active supervision to all preschool children in the Head Start classroom. The teacher must ensure all Head Start performance standards are being met as well as all NH licensing rules. The teacher is responsible for creating a developmentally appropriate environment and lesson plan that follows the Creative Curriculum program. The teacher must complete ongoing quality assessments on the children in the classroom and utilize the Teaching Strategies Gold system. The teacher must also develop supportive relationships with the children and families through daily interactions and scheduled visits.

- ❖ 35 hours per week

**Tri-County Head Start Associate Combo Teacher  
January 2011**

**September 2009-**

The Associate teacher is responsible for assisting the Lead teacher in all day-to-day operations and to provide quality care and active supervision to all preschool children in the Head Start classroom. The Associate teacher must help to ensure all Head Start performance standards are being met as well as all NH licensing rules. The Associate teacher is responsible for helping to create a developmentally appropriate environment and lesson plan that follows the Creative Curriculum program. The Associate teacher must assist in completing ongoing quality assessments on the children in the classroom and utilize the Teaching Strategies Gold system. The Associate teacher must also develop supportive relationships with the children and families through daily interactions and scheduled visits.

- ❖ 35 hours per week

**White Mountains Childcare Center Child Care Assistant  
2009**

**January 2007-June**

The Child Care Assistant helps to ensure that high quality care is give to all children at all times. In this multiage childcare center the majority of my time was spent with the toddlers. This included setting up the environment, planning for the day and caring out routine activities (meals, diapering, story time, rest time, center time, creative activities and outdoor activities). Occasionally days were spent assisting in the infant room and others in the preschool room if assistance was necessary.

- ❖ 30 hours per week

**Activities**

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- I am an active member in the Coos Coalition Professional Development group.
- In my spare time I enjoy being outside with my family. I love kayaking, trail running, snowshoeing and gardening. I also have a passion for cooking. I enjoy trying out new recipes on my family and exploring fresh flavors.

**Honors/Awards/Credential**

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Member of Phi Theta Kappa  
Made Dean's List 09-10

**References**

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References available upon request

## **Mark Rissala**

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### **PROGRAM MANAGER**

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Dependable and organized team player, results driven leader, managing employee compliance, hiring, onboarding and performance management. Offering twenty-five years' experience with dispute resolution, developing employees and program management through smart, strategic thinking that anticipates outcomes. Skilled at building relationships, in which employees feel comfortable voicing questions and concerns, and contributing new ideas that advance performance. Track record of leading change that drives efficiency and profitability. Implements practical practice improvements that enhance organization's overall effectiveness, harnesses the latent potential of its workers and transforms individuals into top-performers.

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### **PROFESSIONAL EXPERIENCE**

#### **CASA of New Hampshire, Claremont/New Hampshire Program Manager (Dec 2019-Current)**

- Review new cases and assign appropriate volunteers taking into account their strengths, personal choices and needs of the children to ensure an effective match
- Provided supervision, assistance, and consultation for CASA volunteers to support them in advocating for society's most vulnerable population
- Review and edit Court reports of assigned CASA volunteers to ensure they are written according to Court Protocols, they are accurate and convincing
- Assist and collaborate with CASA staff and volunteers to promote CASA in the community and increase numbers of volunteers and supporters

#### **The Orion House, Inc., Newport/New Hampshire Program Director (Jan-July 2019)**

- Provided stability to a residential program for adolescent males that had become chaotic and counterproductive, progressing from three Critical Incident Reports daily to an occasional report monthly
- Initiated a process to transform the program into a Trauma Informed Treatment Center to align with changes in group care funding relative to the Family First Prevention Act
- Recreated the behavior management system balancing accountability and treatment, increased dialogue and administered behavior modification with conditioning and replacement techniques, as well as interventions that enhanced learning
- By way of the New Hampshire Child Welfare Education Partnership, brought innovative training to the program such as Trust Based Relational Intervention (TBRI), an evidence based, trauma informed, attachment centered training
- Revised the Job Description of the Educational Coordinator to allow for the flow of information about Residents' attendance at classes, academic progress and completion of assignments to address needs in real time resulting in Residents scoring average and above
- Developed procedures for Residential Supervisors to streamline their duties, provided coaching and support, and maintained a presence in the program

**Department of Health and Human Services Claremont/New Hampshire  
Supervisor, Program Management, Field Worker (1999 – 2017)**

- Provided leadership to multiple dynamic teams while leading new practice initiatives in support of the strategic goals of the organization
- Reviewed all incoming applications and resumes, interviewed and selected applicants, and integrated new employees into the organization
- Trained and supervised direct reports to become efficient, effective and emotionally secure completing assignments during times of turnover, increased initiatives and general work overload
- Championed practice enhancement, utilizing Lean Six Sigma, and team skill development in district office with accomplishments utilized by other district offices
- Developed and strategically moved direct reports to essential positions including promotion to a supervisor
- Conducted abuse and neglect investigations, evaluated information, highlighting ambivalence between behavior and personal desires to restore balance to families
- Worked together with CASA workers to improve outcomes for children

**EDUCATION/ PROFESSIONAL DEVELOPMENT/AFFILIATIONS**

**M.S. DEGREE, MANAGEMENT  
ANTIOCH NEW ENGLAND GRADUATE SCHOOL  
KEENE/NEW HAMPSHIRE**

**B.S. DEGREE, HUMAN SERVICES  
SPRINGFIELD COLLEGE  
MANCHESTER/NEW HAMPSHIRE**

## Angela M. Sames



**Career Objective:** To secure a position that will allow me to make a significant contribution to the success and well-being of others.

**Education:** Murray State University Murray, Kentucky  
Bachelor of Science in Agriculture  
Area: Animal Health Technology  
Date of Graduation: August 2002

### Career Related

**Experience:** CASA of New Hampshire Manchester, NH  
June 2021-present Program Manager  
-Assists in recruitment, interviewing, and screening of Volunteer Advocates & Peer Coordinators  
-Assists in training of Volunteer Advocates & Peer Coordinators  
-Supervises Volunteer Advocates and Peer Coordinators who volunteer in Family Courts  
-Ensures all court case data and files are accurate and up to date  
-Collaborates with community partners such as court personnel, Division of Children, Youth & Families, and others

April 2018-June 2021 CASA by the Lakes Murray, Kentucky  
Advocate Coordinator  
-case management  
-volunteer training and support  
-volunteer recruitment  
-assist with fundraising and marketing  
-attend court twice a week  
-experience working with community partners, attorneys, and court staff  
-organize and facilitate In Service trainings for volunteers and Board Members  
-general support for CASA staff

February 2005-August 2017 Companion Animal Hospital Benton, Kentucky  
Practice/Office Manager (2010-2017)  
-Inventory ordering and management  
-Payroll  
-Hiring and training of staff  
-Facilitated programs to attract new clients and retain existing clients  
-Prepared and followed monthly budgets  
-Set goals for hospital and employee performance  
-Monitored, reported and collected on accounts payable and receivable  
-Maintained positive, cooperative relationships with employees  
-Promoted quality and improvement of veterinary care and client relations  
-Staff management and scheduling

- Reception duties, including answering phones, scheduling appointments and collecting payments
- Established hospital policies and procedures
- Directly supervised client and patient care
- Monitored and maintained client compliance
- Monitored and maintained patient records
- Directly worked with special needs student workers and interns

**Veterinary Technician (2005-2010)**

- Assisted in surgery, monitored anesthesia,
- Updated/started patient records
- Conducted fecal exams/identified parasites
- Ran blood chemistry/panels including liver and kidney enzymes and WBC differential
- Animal restraint, physical exams, administered vaccines
- Intramuscular, intravenous, and subcutaneous injections
- Placed IV catheters
- Performed dental procedures

August 2003-June 2004

**Vanderbilt University Medical Center**

Nashville, Tennessee

**DNA Resources Core Laboratory**

**Research Assistant I**

- DNA/RNA extraction from blood, tissue, buccal, mouthwash, and cell culture samples
- Tissue culture, transcription, cryopreservation
- Filing and requisitioning of DNA/RNA samples
- Familiar with the MAGNA PURE and AUTOPURE extraction robots
- Limited experience with Real Time PCR ABI equipment
- Daily lab maintenance including proper destruction of waste

**Skills:**

Proficient in Microsoft Office, Windows, Zoom and Skype  
 Optima Case Management Program  
 Veterinary software-V-tech/V-tech Platinum Software  
 Social Media Management  
 The ability to communicate with, supervise and empower volunteers to be effective in their roles

**Honors and Activities:**

Gamma Beta Phi Honor Society  
 Alpha Zeta National Agriculture Honor Society  
 Phi Eta Sigma Honor Society

**Volunteer:**

As an Advocate Coordinator at CASA by the Lakes, I spent most of my time supporting the work of our volunteers, offering guidance and support whenever it was needed. But during this time, I also took on cases, advocating for several abused and neglected children. I felt it was important to understand and experience the role as a CASA volunteer in order to provide the most beneficial support to those actively in the that role.

During my time at Companion Animal Hospital, I helped organize and plan many charity functions benefiting the Marshall County Exceptional Center (a non-profit agency for adults with intellectual and developmental disabilities) and Marshall County Animal Shelter. These functions included the annual chili cook-off and ice cream social.

**References:**

Available Upon Request

Angela James Resume

# JENNY A. SHEEHAN



## PROFESSIONAL EXPERIENCE

August 2001 - Present      *C.A.S.A of NH, Guardian ad Litem Program Manager,  
Dover, New Hampshire*

Supervise forty Court-appointed Guardians ad Litem from the Rochester, Dover and Ossipee District Courts in cases of child abuse/neglect. Responsible for volunteer recruitment and training, public speaking for the agency, and supervision of all volunteer Guardians ad Litem.

2000 - 2001      *Director, Seacoast Child Advocacy Center, Portsmouth,  
New Hampshire*

Director of a countywide program specializing in the forensic interviews of abused/neglected children. Designed, implemented and oversaw facility and policies. Helped to organize countywide team including prosecution, law enforcement, D.C.Y.F., medical, therapists and other child advocates. Spoke to numerous area agencies, conducted fundraising activities, and wrote grant to sustain budget.

1995 - 2000      *Director, Victim Advocate Program,  
Rockingham County Attorney's Office, Brentwood, N.H.*

Supportive liaison between victims of crime (and their families) and prosecutor, beginning with pre-indictment interviews. Interview victim for police, if necessary, and prepare for trial. Advocate for victim's input in all phases of criminal justice system, accompany victim through depositions, and court testimony and sentence/parole hearings. Address local groups, law enforcement via training and public forums.



1991 - 1995

*Child Protective Worker, N.H. Division for  
Children, Youth and Families, Portsmouth, N.H.*

Investigated/assessed reports of sexual, physical and emotional abuse/neglect and violence. Interviewed victim(s), and perpetrator to evaluate risk to victim. Collected and documented evidence to support petition to court, and testified at all court hearings. Conducted hundreds of children, sibling, and family interviews. Located placements for children in alternative home or childcare facility if necessary. Worked closely with N.H. State Police, local police, therapists, schools, pediatricians and prosecutors.

1987-1989

*Finance Staff, Dukakis for President  
Campaign, Chauncy Street, Boston, Mass.*

During primary and presidential campaign, traveled throughout the U.S. raising money and organizing high-dollar fundraising events for the Dukakis for President campaign.

1983 - 1987

*Coordinator, N. Y.S. Division for Youth,  
Try on School for Boys, Johnstown, N. Y.*

Supervised staff of thirty employees in secure rehabilitative setting for repeat juvenile male offenders, ages 12-18. Managed a cottage of forty at-risk youths, conducted daily group counseling, prepared reports to Courts and advocated for youths at all Court hearings. Provided ongoing training of staff and conducted periodic staff performance evaluations.

1978 - 1983

*Juvenile Parole Officer,  
N.Y.S. Division for Youth, Glens Falls, N.Y.*

Supervised aftercare/parole of fifty court-placed youths ages 12-19. Designed and enforced parole program for each, encompassing all educational, employment, counseling, health and legal requirements. Assessed youth's adjustment to family/community; revoked parole if necessary. Sought, evaluated and licensed foster homes as temporary or permanent placements.

**EDUCATION**

Skidmore College, Saratoga Springs, N.Y.  
B.A., Sociology, Social Work. Cum Laude

*References available upon request*

# **Alison Wheeler**



## **EDUCATION:**

2001 Bachelor of Arts-Psychology, University of Vermont  
1997 High School Diploma, Brattleboro Union High School

## **EMPLOYMENT:**

2022-Present: Program Manager, CASA of New Hampshire, Keene NH

In this position, I am responsible for supervising, coaching and supporting CASA Guardian Ad Litem (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.

2012-2022: Children's Integrated Services (CIS) Coordinator, Winston Prouty Center, Brattleboro VT

In this position, I am responsible for the administrative oversight of the Children's Integrated Services program, which serves at risk pregnant women and families with children birth-age 6. This includes intake and referrals, data management and reporting, coordinating and facilitating team meetings, program planning, outreach and collaboration with community partners, supporting and supervising program staff, in addition to other office duties and responsibilities. I am also a part of the organizational management team, supporting and participating in the operations and planning for all programs in the agency.

Nov 2009-2012: Children's Integrated Services (CIS) Family Support Worker, Winston Prouty Center

In this position, I provided home visits to pregnant women and families, offering support with individual and family goals, in addition to assisting families with resources such as housing, transportation, and childcare. I maintained accurate and thorough files and worked closely with area agencies to coordinate the needs and goals of the family.

Nov 2009-present: Developmental Home Provider, Families First, Brattleboro VT

In this position, I am a contracted employee caring for an individual with a developmental disability living in my home. This includes attending to daily needs, administering medications, assisting with medical and other appointments, working on individualized goals and life skills training.

Feb 2004-Aug 2009: Program Director, Amherst Apartments Program, ServiceNet, Amherst, MA

In this position, I was responsible for the supervision of staff and management of a supported housing/outreach program for individuals with severe and persistent mental illness. This position required communication and coordination with medical providers, Case Managers, Clinical and Division Directors, hospital providers, and other treatment teams. I worked to ensure the overall organization and administration of the program to meet the needs of the agency, staff and clients.

Sept 2002-Jan 2004: Clinical Assistant, CODTP, Howard Center, Burlington, VT

In this position, I provided administrative and clinical support to clinicians and staff, as well as assisting in the development and implementation of treatment plans for clients. Some of my responsibilities included: preparing reports, coordinating appointments, co-facilitating treatment

groups, database management, medical transcription, attending and note taking at meetings, filing, organizing and distributing information for staff.

Oct 2000-Jan 2004: Item Processor, Banknorth Group, Williston, VT

Duties included data entry, balancing banking transactions at deposit level using system functions, and identifying and adjusting errors made by customers, tellers, and departments.

Feb 2001-Aug 2002: Research Assistant, Coping Together Project, University of Vermont, Burlington, VT

In this position, my duties included both administrative and organizational work on a large research study examining support groups and emotional adjustment in women with newly diagnosed breast cancer. Other duties included conducting DSM interviews, running participants through a computer task to test attentional biases, scheduling and organizing meetings and appointments, and providing support to principal investigator of study.

**OTHER RELEVANT EXPERIENCE/TRAINING:**

Board of Directors Secretary, Meeting Waters YMCA, 2017 to present  
CPR/First Aid

Mandated Reporter

Brazelton Touchpoints

Strengthening Families

Trauma Informed Practice

**EMPLOYMENT REFERENCES:**

Luisa Oakley, Children's Integrated Services, [REDACTED]

Ren Yao, ServiceNet [REDACTED]

Debra Kitzmiller, Vermont Dept of Health, [REDACTED]

## ELIZABETH BEESON

### Profile

A seasoned professional with over 20 years of experience with grant research, proposal development, and writing, as well as more than ten years of nonprofit leadership experience. An expert specializing in establishing grant fundraising strategies for public charities. A successful record of coordinating and driving seven-figure capital campaigns with a demonstrated ability to more than double program enrollment and operations revenues. Numerous national, state, and regional publication credits and a related Master's degree.

### Experience

#### Grant Writing and Proposal Development

- Extensive experience researching, developing, and writing grant proposals to large national foundations, corporate foundations, private foundations, and state, federal, and local entities
- Skilled at all aspects of proposal development, including letters of inquiry, budget preparation, project timelines, logic models, and grant reports
- Adept at using a variety of grant research tools, including the Foundation Center databases, Guidestar, GrantStation, and Grants.gov
- Proven track record of securing capital, operating, program, capacity-building, and multi-year grants

#### Management

- Executive Director for seven years at the Circle Program, an innovative camp and mentoring program for at-risk girls
- Managed and completed a two-year capital campaign to build a summer camp facility and increase program endowment
- Raised program awareness using digital media, publications, nonprofit networking, video, and media outreach
- More than doubled operating revenue over four years through grant writing and annual giving campaigns

## Research and Writing

- Researched and wrote the Annenberg Foundation's nationally distributed *Why Rural Matters: The Need for Every State to Take Action on Rural Education*
- Wrote white papers addressing rural education issues
- Extensive internet research, best practices research, data analysis, and grant writing skills

## Professional Experience

### Elizabeth Beeson Grant Consulting — 2014-Present

Current clients include CASA of NH, Granite YMCA, Boys & Girls Club of Manchester, Spaulding Academy & Family Services, Mayhew Program, Diversity Workforce Coalition, Girls at Work, *FIRST* New Hampshire, CATCH Neighborhood Housing, Positive Tracks, and Friends of Alne.

### Grant Reviewer — 2013-2016

Peer grant reviewer for corporate foundations, the Corporation for National and Community Service, and the Office of Family Assistance

### Executive Director — 2002-2009

The Circle Program, Plymouth, NH

### Policy Analyst — 1998-2002

Rural School and Community Trust, Washington, DC

Previously employed with Josiah Bartlett Center for Public Policy as Executive Director (1997-1998); Women's Health Services as Family Planning Counselor (1995-1997). Sabbatical to raise family (2009-2014)

## Education

Tufts University, Medford, MA

MA in Urban and Environmental Policy, 1997

BA in English and Sociology, 1994, Cum laude

## Volunteering

Circle Program mentor for at-risk NH girls

Girls on the Run coach

Brigid's House of Hope (for survivors of human trafficking) grant reviewer

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Elizabeth Beeson-Resume

# Tarah Bergeron



Authorized to work in the US for any employer

## Work Experience

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### **Development Assistant**

CASA of NH - Manchester, NH  
January 2021 to Present

- Maintain donor database
- Support Development, Events, and Communications on donor related projects
- Point of Contact person for town funding
- Research and create new donor opportunities and outreach

### **Database Administrator**

Families in Transition-New Horizons - Manchester, NH  
January 2019 to Present

- Maintain accurate donor database for fundraising and Management support
- Apply database updates and changes to meet company needs
- Utilize Salesforce for donor upkeep and budgeting
- Utilize Pardot for marketing needs and donor retention
- Monitor database usage and troubleshoot any potential issues that arise
- Proficient in Microsoft Platforms (including Excel, Word, PowerPoint and Publisher)

### **Volunteer Outreach and Engagement VISTA**

Families in Transition- New Horizons AmeriCorps VISTA Program - Manchester, NH  
November 2017 to January 2019

#### Duties:

- Developed and implemented systems for the agency's volunteer programs which helped to strengthen the program and allow for the capacity for more volunteers.
- Expanded outreach efforts of FIT by building stronger and new connections with local schools, colleges, community groups, churches/religious organizations, and businesses.
- Strengthened volunteer leadership opportunities that support staff efforts and revamped Youth Leadership Programs
- Expanded the in kind donation program for Families in Transition, secured additional funding through grants and requests.

#### Accomplishments:

- Oversaw over 100 volunteer hours, saving Families in Transition- New Horizons over \$5,000
- Aided in maternity leave coverage of Resource Development Manager
- Successfully oversaw sponsorship and fundraising for highly visual events

### **Apparel and Accessories Area Supervisor**

KOHL'S DEPARTMENT STORE - Worcester, MA

June 2012 to August 2014

- Assisted store manager with global communications
- Ensured company procedures and policies met

### **Children's and Footwear Department Supervisor**

KOHL'S DEPARTMENT STORE - Leominster, MA

August 2010 to June 2012

- Executed department merchandising and operational functions to Company Standards
- Directed workflow to Sales Associates, orientated and trained new Sales Associates

### **Administrative Assistant**

KOHL'S DEPARTMENT STORE - Leominster, MA

June 2009 to August 2010

- Responsibilities included all scheduling and maintenance of company calendar
- Prepared and published reports, PowerPoint presentations, and spreadsheets
- Highly confidential position

### **Customer Service Specialist**

KOHL'S DEPARTMENT STORE - Leominster, MA

November 2007 to June 2009

- Oversaw store opening procedures
- Assisted store managers with safe deposits, and cash office reports

## **Education**

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### **BACHELOR OF BUSINESS ADMINISTRATION in Management**

UNIVERSITY OF ALASKA ANCHORAGE - Anchorage, AK

December 2016

## **Skills**

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- Microsoft Office (10+ years)
- Peoplesoft (5 years)
- Administrative Support (5 years)
- Event Coordination (5 years)
- Networking (5 years)
- Community Relations (10+ years)
- Fundraising
- Budgeting
- Sales Support (7 years)
- Database Administration

## Awards

### **2015 Key Spouse of the Year- 361st Recruiting Squadron**

March 2016

Awarded by Lt. Col. Jason Scott for exceptional service and support to the mission and spouses of the 361st Recruiting Squadron, geographical location: AK, WA, OR.

### **2015 Key Spouse of the Year- 372d Recruiting Group**

March 2016

Awarded for being top Key Spouse for all of West Coast and Asia Recruiting Squadrons.

### **2015 Recruiting Services Key Spouse of the Year**

April 2016

Awarded for being top Key Spouse for all active duty United States Air Force Recruiting Squadrons across the globe.

### **National Engaged Leader Award**

December 2016

Awarded by the National Society of Leadership and Success for going above and beyond the required induction steps. These steps included additional community service hours, a core commitment to bettering myself as a leader, and committing to helping others reach their leadership potential.



# Andrea E. M. Brochu

## Skills

Grant Writing, Implementation & Execution \* Program Development & Administration  
Community Collaborations \* Budget Performance & Financial Reporting  
Detailed Oriented \* Capacity Building \* Strong Organizational Skills  
Professional Presentations \* Public Speaking, Advocacy, Legislative Testimony  
Dedication \* Determination \* Fortitude

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## Professional Experience

### CASA NH

#### North Country Outreach Coordinator

January 2020 – Present

- Increase public awareness and marketing of CASA programs throughout Belknap, Coos, Carroll, and Grafton counties
- Assists in ongoing development and implementation of CASA's volunteer recruitment plan to include recruitment, screening and organizing trainings
- Conducts screening and interviewing of prospective candidates
- Develops and maintains relationships with current volunteers, community and civic organizations and other prospective partners
- Tracks data and information relevant to local funding sources

### Northern Community Investment Corporation

#### Director of Economic Development

November 2018 – December 2019

- Conceived, structured and implemented community and economic development projects, including grant writing as needed, in order to implement the project. Provided ongoing oversight of the project from concept to completion
- Provided services to assist organizations, businesses and communities with regional economic development initiatives; project management, grant management and grant administration to coordination of the organization's activities and monitoring of the organization's expenditures.
- Established, maintained and improved communications and constructive working relationships with all individuals and organizations appropriate to NCIC's goals and objectives including representatives of local, regional, state and national/federal public and private sector institutions. Such responsibilities included dissemination of public information as appropriate and representing the organization to the public
- Structured, wrote and coordinated grant applications, working closely with grant agencies including but not limited to USDA, EDA, State Community Development Block Grant Program and HUD
- Assessed community and economic development needs of the NCIC region and implemented measures within NCIC's capacity to address those needs

- Provided administrative and technical supervision to the Economic Development Staff., directed and balanced workloads according to priorities, evaluated work performance, and provided training as needed

**Tri-County Community Action Program, Inc.**  
**Division Director: Energy, Elder & Outreach Services**

- Worked in conjunction with the CEO, COO and CFO to conceive, structure and implement objectives and programs for Division while managing program and grant administration, and actively the Division's resources, revenues and expenditures and monitoring of budget performance
- Ensured client services were in compliance with standards, regulations and guidelines of the Agency, State of New Hampshire, federal government, professional organizations, accrediting bodies and funding sources
- Actively researched and wrote grants ranging from 5k to multi-million-dollar programs; providing ongoing oversight of programs from concept to completion, as well as overseeing systems that include data maintenance and retention for grant and program administration and management
- Effectively contributed and collaborated as a member the Agency's Senior Management Team, considering the needs of the Agency while simultaneously balancing the interests of the geographical service area in decision making
- Monitored accessibility, quality and integration of programmatic services while maintaining collaborative and constructive relationships with Agency staff, community members, community organizations, and all those appropriate to the Agency's goals and objectives; including dissemination information to the public as appropriate
- Managed a large staff, and a team of managers, working closely to establish, maintain and improve communications and constructive working relationships with staff. Providing administrative and technical supervision, assessing and managing workloads, evaluating work performance and providing training and opportunities for training when appropriate
- Advanced knowledge and understanding of Federal and State laws, rules and regulations pertaining to operations and systems relevant to grant contracts

**Child Advocacy Center of Coos County**  
**Executive Director**

- Oversaw Agency resources, revenues and expenditures and monitor budget performance
- Provided leadership and execution in developing program, organizational and financial plans with the Board of Directors to advance the mission of the Agency
- Hired, trained, and supervised staff members, ensuring personnel have appropriate training and education
- Maintained official records and documents, and ensure compliance with federal, state, and local regulations
- Researched and write grants to support programs, monitor results, and prepare grant reports and financial statements for funders and Agency to include managing and conducting ongoing program evaluation and outcome measurements

- Implemented and manage Agency's county-wide multi-disciplinary team and facilitation of case coordination for forensic interviews and case review for any and all partner agency service requests
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### Education

- Master of Public Administration, Norwich University, Northfield, VT, 2011
  - Bachelor of Science - Criminal Justice Administration, Granite State College, NH, 2007
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### Professional Leadership & Civic Affiliations

- Tillotson Community Practitioner Network, 2019 - Present
- Leadership New Hampshire Graduate, 2015
- Trained Team Facilitator, 2012
- Nationally Trained Forensic Interviewer, 2011

# Christine A. Brophy

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## EDUCATION:

State University of New York College at Fredonia, Bachelor of Science, May 1992, *Majors:* Music Therapy, *Minors:* Psychology, Applied Voice Theater

Black Hills State University, Spearfish, South Dakota May, 1996 - December, 1996 18 credits toward a Masters/Certification in Education, GPA: 4.00

## PROFESSIONAL EXPERIENCE:

*CASA of NH*, Manchester, NH

Oct, 1998 to Present

- Director of Technology

*Jewish Home and Care Center*, Milwaukee, Wisconsin

April, 1997-May, 1998

Unit Coordinator of the Helen Bader Center - a state of the art 24 bed mid-stage dementia unit which has been used as model for similar programs across the country

- Managed all department staff (including nurses, CNAs, housekeeping, laundry, activities, Social Worker, and dietary)
- Supervised interdisciplinary cooperation in the planning and-implementation of individual resident plans of care
- Performed personnel functions including interviewing prospective staff, conducting performance evaluations, and disciplinary actions
- Facilitated and implemented training of nursing assistants, activity staff, dietary, housekeeping and social worker in helping dementia residents reach and maintain their highest level of ADL and cognitive functioning
- Developed, coordinated, and directed a well rounded, quality seven day a week therapeutic program
- Empowered team members to insure a sense of ownership for their tasks in helping the residents reach their full potential; increased staff morale
- Increased family involvement on unit by initiating and chairing quarterly family meetings and events; started a monthly newsletter for family members; provided resources for families to use during visits; dealt with all family concerns
- Executed or assigned all facets of assessment, implementation, and documentation including Mini Mental State examination, Functional Behavioral Profile, MDS, quarterly notes, and care plans; competed chart audits on a regular basis; assessed individuals for admission to and discharge from the Helen Bader Center
- Brought unit into compliance with all federal, state, and Jewish Home and Care Center's policies and procedures and participated in State survey
- Supervised Personalized Activity Therapy (P.A.T.) Program Coordinator - a day program for mid to late stage dementia residents
- Planned and implemented outings into the community
- Acted on the following committees: Helen Bader Advisory Council - Chairperson, Interdisciplinary Treatment Team Meetings - Chairperson, Dining Enhancement Committee - Team Leader, Safety Committee, Morning Report, Campus Forward, Clinical Review - Alternate

Activity Director (in addition to above responsibilities) of the Jewish Home and Care Center

February, 1998 - May, 1998

- Supervised activity staff members, scheduled staff, planned programming, and performed all duties of an Activity Director for a 232 bed nursing home

- Managed a budget and allocated resources
- Interviewed hired and trained new activity staff members and new activity director
- ~~Assistant Activity Director~~ February, 1997-April, 1997  
Supervised staff members, scheduled staff, and assisted in planning programs for 232 bed nursing home. Developed and implemented repertoire of ethnic activities and music appropriate to the Jewish Home and Care Center population.

***Buffalo Hearing and Speech Center (BHSC), Buffalo, New York***

March, 1992 - January, 1996

Music Therapist in program for preschoolers and toddlers with severe speech and language impairments, including several children with sensory, emotional and behavioral difficulties.

- Developed and implemented a music therapy program; including standards of operation, documentation, and scheduling
- Established individualized goals and objectives; executed all facets of assessment, implementation, and documentation; and determined effective treatment approaches
- Participated as a full member of Interdisciplinary Treatment Teams and Total Quality Management (TQM) teams focusing on public relations, marketing, staff education and training, safety, and community education
- Assisted in grant writing to fund music therapy program and obtain additional equipment
- Maintained an annual budget for supplies and equipment
- Generated interdisciplinary individual and group programming with occupational therapists, speech-language pathologists, and psychologists
- Led and collaborated with an interdisciplinary team to write BHSC's Behavioral Management Policy and monitored classrooms for compliance with policy regulations
- Wrote CPSE Evaluation Summaries and had the first child in Western New York mandated for music therapy services
- Developed a music therapy curriculum to enhance and support the Early Childhood Program's curriculum

***Autistic Services, Inc., Buffalo, New York***

April, 1992-August, 1992

Program Instructor for individuals with autism residing in an Intermediate Care Facility.

- Provided Active Treatment Services for adults with autism

***Wassaic Developmental Center, Wassaic, New York***

August, 1991 -February, 1992

Professional clinical internship with institutionalized and community based adults and geriatrics diagnosed as Mentally Retarded/Developmentally Delayed, including profoundly to mildly retarded, autistic, multiply handicapped and dual diagnosed.

- Established individualized goals and objectives; executed all facets of assessment, implementation, and documentation; and determined effective treatment approaches
- Conceived, wrote, and directed an adapted version of "The Wizard of Oz" for adult and geriatric individuals with MR7DD to perform
- Designed and used various pieces of adapted equipment and visual aids

**PROFESSIONAL ACHIEVEMENTS:**

- Presented a variety of in-service programs for professionals and college students.
- Published work: Creative Arts Therapy Activity Guide - an activity guide for teachers that uses the creative arts to work on a variety of skills and goal areas.
- Television appearances: Channel 7 News Health Cast Special on Music Therapy at BHSC A.M. Buffalo as part of an overview of BHSC

**ADDITIONAL TRAINING:**

- Strategies for Crisis Intervention and Prevention I arrrHI
- Computer Skills - Word Perfect, MacWrite II, Microsoft Word, Clarisworks, AmiPro 3.0, PrintShop
- CASA (Court Appointed Special Advocate) for children who were allegedly abused and/or neglected
- Rhythm-Based Music Therapy and Improvisational Music Therapy

**PROFESSIONAL CERTIFICATION:**

*Registered Music Therapist, American Music Therapy Association*

**HONORS AND SCHOLARSHIPS:**

Hillman Scholarship of Music,  
State University of New York College at Fredonia.

Robert E. Marsh Award, Outstanding Student in Musical Theater,  
State University of New York College at Fredonia.

Elizabeth Marsh Scholarship for Music Therapy,  
State University of New York College at Fredonia.

Dean's List and National Dean's List.

**REFERENCES:**

Helene Cohen, SLP-CCC  
Former Director of Early Childhood Program at Buffalo Hearing and Speech Center

[Redacted]

Jeanine Sisco, RMT-BC  
Director of Recreation and Music Therapy Programs

[Redacted]

Conio Loretto, RMT-BC

[Redacted]

Liza Franz - special education teacher (formerly at Buffalo Hearing and Speech Center)

[Redacted]

Mary Lesjak  
Administrator - Jewish Home and Care Center

[Redacted]

# Jennifer Curran

Excels at building relationships and leveraging the varied skills of individuals. Demonstrates a proven record of effective communication to leadership teams and consensus building among stakeholders. Experienced leader who thrives in a diverse and extended team environment. Life-long learner. Mother, Marathoner, Ironman Finisher, Marine Corps Veteran.

## EXPERTISE INCLUDES:

Effective Communicator  
Strategic Influencer

Dynamic Leader  
Inclusive Collaborator

Conceptual Thinker  
Strong Analytical Skills

## PROFESSIONAL EXPERIENCE:

### **CASA of New Hampshire**

#### **Quality Assurance Specialist**

**March 2022 Present**

*Skills: Leadership, training, coaching, attention to detail*

- Lead facilitator of CASA's JEDI advisory group
- Project lead for all National CASA compliance audits, both for State and local programs:
- Continue to improve and develop the quality assurance process for program adherence to CASA of NH standards of operation, National CASA State and local program standards, NH Guardian ad litem rules, any applicable state and federal laws, funder requirements and volunteer advocacy in keeping with the organization's mission, vision, and values

### **Program Manager**

**September 2019 – March 2022**

- Training, supervising, and building the skills of approximately 45 individual volunteers who act as guardians ad litem for abused and neglected children in the NH courts
- Ensures all court case data and files are accurate and up to date
- Recruit guest speakers and organize support groups for continuing education opportunities
- Liaise with various agencies in advocacy of children's safety and permanency

### **RiverWalk Resort at Loon Mountain**

**May 2017 – April 2019**

#### **Real Estate Executive, Lincoln, New Hampshire**

*Skills: Sales growth, strategic inventory analysis, opportunity identification*

- Responsible for growth of ownership base YOY for luxury residences
- Team lead on new B2B revenue channel for upcoming resort expansion plans
- Manage inventory mix to ensure proper fit for customer as well as optimal financial performance for the company

### **UPS (United Parcel Service)**

**March 2016 – January 2017**

#### **Account Manager, Aerospace and Defense, Singapore**

*Skills: Global trend analyzation, streamline business processes, revenue growth*

- Grew UPS market share in Asia by winning contract for the largest Aerospace and Defense company in the country
- Understand the impact of technology in logistics and translate that to revenue growth for UPS customers. Won new contract for multi-national Aerospace company with new location in Singapore
- Relay how global trends will impact customers and deliver proactive solutions for their supply chain, mitigating risk and streamlining technology solutions to capitalize early before competitors

**ADP (Automatic Data Processing)**

**October 2013- October 2015**

**Human Capital Management, Major Accounts, Orlando, FL**

*Skills: Effective communication, proactive needs assessment, strategic action planning, SASS*

- Consulted with executives to increase the productivity and ROI of their HCM investment
- Thought leader on sociopolitical and economic influences, which drive market decisions and need for business transformation
- Proactive liaison between external and internal service teams. Built trusted relationships by delivering on service promise

**Wyndham Destinations (RCI)**

**April 2010- October 2013**

**Manager, Business Development, Orlando, FL**

*Skills: Project management, vendor management, budgeting and execution, CRM*

- Lead internal and external cross-functional teams in varying geographies on projects that included mobile applications, website execution, and sales center effectiveness. All projects completed on time, on budget, and recognized by several company and industry level awards
- Ensured consistent communication and delivery on expectations throughout client's lifecycle. Established trust and rapport as point of contact for new clients
- Conduct industry research to provide valuable insight to clients and internal teams

**Cork & Olive**

**November 2009- April 2010**

**Marketing Director and Social Media Manager, Orlando, FL**

*Skills: Customer relationship management, campaign development, social media marketing*

- Directed public relations and social media efforts resulting in the addition of 800 new customers
- Responsible for email marketing campaigns, surveys, and distribution of promotional materials
- Initiated a customer relations program to follow-up with all new and existing customers

**United States Marine Corps**

**May 2003- May 2008**

**Senior Intelligence Analyst and Section Manager**

*Skills: Leadership, analytic problem solving, presentation ability, critical attention to detail*

- Instructed, supervised, and evaluated the performance of 30 personnel and managed the production and quality control of all released intelligence products
- Prioritize mission critical tasks and execute in a fast-paced environment
- Monitored oversight and compliance procedures as well as directed daily operations and training of junior analysts
- Researched, developed, and coordinated the dissemination of more than 1,000 reports for upper management personnel, including top military ranks

**HONORS, AWARDS, AND RECOGNITION**

- 2013 Speaker for Florida Diversity Council Young Women in Leadership event
- 2013 Speaker at Southeast ARDA conference on social media and customer engagement
- Published in November/December 2013 Developments (ARDA) magazine
- 2012 Cover Feature of Florida Business Trend Profile
- Four-time COM! Recipient (internal Wyndham award); two team and two individual awards

**EDUCATION**

**University of Central Florida, Rosen College** **Orlando, FL**

Bachelor of Science in Hospitality Management, Graduated with Honors, May 2011

**Foreign Language Training Center Europe** **Garmisch, Germany**

Serbian and Croatian language, Graduated with Honors, February 2005

**Defense Language Institute** **Monterey, CA**

Associate of Arts in Serbian/Croatian- Linguist and Baltic Region Specialist, November 2004



**CAROLINE K. DELANEY, ESQ.**

**LEGAL EXPERIENCE**

**COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE (CASA-NH)** **Manchester, NH**  
*Staff Counsel* **September 2016-Present**

Act as in-house staff counsel for CASA-NH staff and volunteers. Provide initial and on-going service training for staff and volunteers on the legal process in Abuse/Neglect (RSA 169-C), Termination of Parental Rights (RSA 170-C) and Mediated Adoption (RSA 170-B: 14) proceedings. Represent CASA-NH in court filing appropriate motions and memos of law. Review and edit reports submitted to Court by CASA-GAL's and prepare CASA-GAL's to testify as witnesses in court proceedings. Assist the President/CEO with personnel and other management issues including contract review.

**New Hampshire Department of Revenue Administration (DRA)** **Concord, NH**  
*Revenue Counsel* **March 2014 - September 2016**

Served as general counsel to the DRA. Advised DRA Commissioner and administration on tax matters, and personnel issues. Managed all DRA litigation and represented DRA in administrative hearings. Managed DRA's administrative rule making process including testifying before legislative committees. Drafted and reviewed business contracts. Conducted department wide trainings.

**Morrison Mahoney LLP** **Manchester, NH**  
*Associate* **January 2009 - February 2014**

Handled all aspects of varied insurance defense litigation including professional liability, premises liability and worker's compensation cases. Regularly advised insurance companies in the areas of New Hampshire insurance coverage and worker's compensation law.

**Wiggin & Nourie, P.A.** **Manchester, NH**  
*Associate* **Sept. 2006 - Oct. 2008**

Attorney in Insurance Defense Practice Group. Attended hearings, mediations, depositions and drafted pleadings.

**Law Office of John B. Schulte** **Manchester, NH**  
*Staff Litigation Counsel* **March 1998 - Sept. 2004**

Served as in-house trial attorney for Liberty Mutual Insurance Company. Represented Liberty Mutual insureds in automobile and premises liability cases in all state courts. Represented employers at the New Hampshire Department of Labor in worker's compensation hearings and appeals.

## EDUCATION

**Northeastern University School of Law**  
J.D. 1997

**College of the Holy Cross**  
B.A. English 1991

## OTHER EXPERIENCE

**Community Family Life Services**  
*Grant Administrator/Casemanager/Outreach Coordinator*

**Washington, D.C.**  
**Aug. 1992 – May 1994**

Administered Department of Housing and Urban Development grant. Supervised six grant casemanagers and coordinated referrals. Provided case management to homeless families living in CFLS' transitional housing program working towards achieving self-sufficiency. Provided case management to families living in Washington D.C. city shelters.

**The Jesuit Volunteer Corp**  
*Emergency Services Coordinator/ Advocate for the Elderly*

**Washington, D.C.**  
**Aug. 1991 – June 1992**

Served low income families and seniors volunteering for two Washington D.C. social service agencies, The Northwest Settlement House and Community Advocacy and Referral for the Elderly ("C.A.R.E.").

## MEMBERSHIPS

New Hampshire Bar Association  
New Hampshire Women's Bar Association

# Amanda Desmarais

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**Communications Manager**  
**CASA of NH, Manchester, NH**

**October 2021 – present**

Court Appointed Special Advocates (CASA) of New Hampshire is a nonprofit that recruits, trains, and supports community volunteers to serve as advocates for children throughout the state who have experienced abused or neglect.

- Manage relationships with advertising vendors and negotiate contracts
- Design and write ads for a variety of formats, including print, digital, and social
- Manage grant spend for advertising and make marketing budget recommendations for grant applications
- Design various collateral, including annual report, appeals, and event materials
- Manage and update website content using Wordpress

**Marketing Communications Specialist**  
**Merchants Fleet, Hooksett, NH**

**September 2018 – September 2021**

Merchants Fleet is the nation's fastest growing fleet management company, providing flexible funding and service options for organizations that leverage vehicles to run their operations.

- Collaborate with subject matter experts to research, write and edit educational articles & thought leadership pieces
- Manage content publishing deadlines & overall campaign schedule
- Research, write, and edit marketing collateral on a variety of industry topics
- Organize and manage webinar creation and execution
- Execute targeted email nurture tracks & newsletters in Pardot and track corresponding campaign performance in Salesforce
- Manage LinkedIn, Twitter, and Facebook pages and track metrics
- Post content on website & assist marketing agency in executing SEO optimizing efforts

**Marketing Coordinator**  
**Berkshire Hathaway HomeServices Verani Realty, Londonderry, NH**

**January 2017 – September 2018**

Verani Realty is a locally owned real estate brokerage serving New Hampshire and Massachusetts.

- Wrote, scheduled and monitored social media content across Facebook, Twitter, Instagram, and LinkedIn according to business goals
- Edited and distributed weekly blog content
- Designed, wrote, and edited sales sheets and marketing collateral for both internal and customer-facing use
- Upheld national brand standards across print collateral and online platforms
- Designed, wrote, and distributed internal email communications for staff and sales associates
- Collaborated with marketing department to assess content needs and determine steps to achieve strategic goals
- Supported the organization and publicization of VeraniCARES charitable fundraisers and events

***Inbound Marketing Specialist  
190west, Westford, MA***

***March 2016 – November 2016***

190west is a small digital marketing agency focused on human resource and IT companies.

- Set up contact lists and email campaigns using Pardot and HubSpot
- Monitored and reported on email campaign performance
- Wrote and laid out landing pages for optimal user experience and conversions
- Assessed client needs and recommended marketing tactics and strategies to meet goals
- Edited case studies, blogs, and email content

***Communications Administrator, Web Content Manager  
New Hampshire Housing Finance Authority, Bedford, NH***

***July 2012- March 2016***

New Hampshire Housing supports, promotes, and finances affordable housing and related services for New Hampshire residents. Their programs include rental assistance, affordable housing development funding, and mortgages and homeownership programs.

- Collaborated with marketing team to create, execute, and monitor marketing campaigns
- Managed social media content and monitored performance to align with business goals
- Wrote and distributed blog content through WordPress
- Designed, wrote, and edited marketing collateral
- Maintained website via CMS system and led two redesigns to improve structure and content
- Educate staff on brand standards and communications/marketing best practices

**Volunteer Experience**

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***Board of Trustees, Red River Theatres, Concord, NH – May 2021- present***

***Member – Stay Work Play Advocacy Network – April 2021 – present***

***VISTA Leader (Marketing specialization)***

***July 2011-July 2012***

***AmeriCorps VISTA at Families in Transition, Manchester, NH***

Full-time volunteer dedicated to increasing organizational capacity of the Families in Transition VISTA Program, which hosted AmeriCorps VISTA members at nonprofit organizations across New Hampshire.

- Recruited and mentored of a team of 12 statewide volunteers
- Managed social media, e-newsletter, and website content to promote program
- Assisted with Families in Transition marketing efforts and fundraising events as needed

***Development Assistant***

***July 2010-July 2011***

***AmeriCorps VISTA at Court Appointed Special Advocates (CASA) of NH, Manchester, NH***

Full-time volunteer dedicated to increasing organizational capacity at CASA of NH, a nonprofit dedicated to providing volunteer court advocates for children who have been abused and neglected.

- Wrote press releases and online content promoting CASA's mission
- Assisted in fundraising appeals and major annual events

**Technology Platforms**     Adobe InDesign; Microsoft Office; Pardot

**Education**             Southern New Hampshire University M.S. in Marketing – Market Research & Analytics  
                                 University of New Hampshire B.A. English/Journalism and International Affairs

# MELISSA J. DESROSIERS

**Objective** To obtain a job that would best utilize my creative and administrative skills and experience to make a difference in my community.

**Computer Skills** Proficient in Microsoft Office Programs (Word, Excel, PowerPoint, Publisher, Outlook), QuickBooks, Sage Accpac & Payment Solutions, Advantage, Experience with both PC and Mac

## Experience

**CASA of New Hampshire** Manchester, NH

*Executive Assistant* (December 2022-Present)

- Provide administrative support to President & Senior Leadership Staff

**Printers Square, Inc. (dba Talient Action Group)** Manchester, NH

*Accounting Assistant* (August 2011-December 2022)

- Manage periodic accounting tasks: payables, receivables, collections, and payroll
- Perform various administrative tasks

**Southern New Hampshire Dance Theater** Bedford, NH

*Instructor/Choreographer* (September 1996-November 2011)

- Teach dance classes and choreograph and/or stage productions

*Administration Coordinator* (September 2003-August 2011)

- Responsibilities included customer service, office management, communications, miscellaneous administrative projects such as student database, accounts receivable, organizing various marketing materials, non-profit book-keeping & budget analysis

**Granite Group Benefits, LLC** Manchester, NH

*Business Manager* (February 1999 – September 2003)

- Responsibilities included coordination of client presentations and renewals, general accounting (A/R & A/P), office management, small group management, various secretarial duties

**Kellogg Sales Company** Bedford, NH

*Frozen Sales Administration Coordinator* (June 1994 – January 1999)

- Responsible for creating, organizing, and updating administrative policies and procedures for Perishables Sales Division for entire U.S., collecting sales data, creating and updating various spreadsheets

**Education** **Butler University** (1989 – 1993) Indianapolis, IN

*Bachelor of Fine Arts, cum laude*

**References** Available Upon Request

# Katelyn Ellison

## WORK EXPERIENCE

### **Court Appointed Special Advocates (CASA) of New Hampshire, Manchester, New Hampshire**

*Digital Media Specialist, June 2021 – Present*

Write and design content for newsletters, press releases, and website as needed • Manage social media accounts including Instagram, Facebook, and LinkedIn • Manage greeting card fundraising program

### **New Hampshire Institute of Politics at Saint Anselm College, Manchester, New Hampshire** *Communications Specialist, May 2014 – September 2017*

Wrote press releases, media advisories, and content for College website • Managed social media accounts including Twitter and Facebook, and updated Institute website • Co-advised student ambassador program with over 100 students

### **New Hampshire Historical Society, Concord, New Hampshire**

*Education Programs Coordinator, June 2013 – May 2014*

Coordinated programs for youth and adult audiences • Maintained daily operations of the Education Department, including handling mailings, budgets, and communications with the public • Interviewed, hired, and supervised museum teachers

*Museum Teacher, November 2011 – June 2013*

Presented programs to school groups within the museum and in schools throughout New Hampshire • Researched information relating to New Hampshire history to revise existing programs • Created training materials for new teachers and participated in training activities

### **Manchester School District, Manchester, New Hampshire**

*Special Education Paraprofessional, September 2010 – August 2011*

Provided individualized support to students with learning disabilities • Provided general assistance to classroom teachers • Modified assignments, exams, and other materials to provide varying levels of instruction to students

*Substitute Teacher, May 2007 – June 2010*

Managed classrooms of 20 - 30 students • Implemented lesson plan left by teacher and ensured students remained on task • Provided assistance and feedback to students regarding assignments

## EDUCATION

### **Tufts University, Medford, Massachusetts**

Master of Arts, 2011

Museum Education

### **Stonehill College, Easton, Massachusetts**

Bachelor of Arts, 2009

Fine Arts

## BOARD INVOLVEMENT

New Hampshire Council for the Social Studies, Historian, 2013 - 2022

Hooksett PTA, Publicity Chair, 2022 - Present

# Tessa Dyer

## Professional Experience

June 2006 - Present    CASA of NH                      Manchester, NH

### **Program Manager (June 2006-January 2022) & IT Specialist (Jan 2022-present)**

Recruit, Train, and Supervise volunteers who serve in the Merrimack County Area as Guardian Ad Litem for abused and neglected children whose families are involved in the Court system. Participate in committees and initiatives in the child protection system. Managed a case load that varied between 45-60 cases involving 39-45 volunteers. Maintain continuing education in the child welfare system.

Member of NH Model Court Committee working in collaboration with the Court System, DCYF, Judges, Attorney's, and Private GAL's to develop protocols to better outcomes for children in Abuse and Neglect Cases.

Provide support to the IT Director by working directly with Program Staff to ensure accurate data entry is occurring. Ensure staff are able to access our system, problem solve, run reports, report on data, visit regional offices to ensure technology is working and up to date.

May 2000 – June 2006    Concord Boys & Girls Club                      Concord, NH

### **Unit Director**

Manage daily operation of a Club with an after-school membership of 100 children ages 6-12 and 6 part-time staff. Plan and implement programs and activities for children that foster a sense of belonging, usefulness, influence, and competence. Participate in meetings between school staff, parents, and other agencies regarding the well-being of children who are clients. Manage daily operation of a summer day camp program of 120 children and 23 staff. Compile weekly, monthly, and yearly statistical reports. Collaborate on several partnerships with other child serving agencies and schools. Assist in developing budgets for the overall program. Ensuring that operations stay within the budget.

2000 Child & Family Services    Manchester/Franklin, NH

### **Tracker**

Tracking and supervision of adjudicated youth ages 11-17. Compile and present reports to juvenile probation officer regarding youth. Attend court hearings with youth and the juvenile probation officer.

1998 – 1999    Boys & Girls Club of the Nashville Area                      Nashville, NC

### **Program Director/Interim Unit Director**

Manage Club operations of after-school and summer camp program. Compile weekly and monthly statistical reports. Direct involvement with daily activities for Club members

1994 – 1998    North Carolina Wesleyan College    Rocky Mount, NC

### **BA Justice Studies**

Regular attendance at: NH Attorney General's Conference on Child Abuse and Neglect; NH Attorney General's Conference on Domestic Violence; NH DCYF Conference

## Education

## Ongoing Education

National CASA Conference 2006, 2012, 2015; NH NAMI Conference on Mental Health in Schools; Webinars Through National CASA; Ongoing training in the field through workshops/events, and child welfare classes Offered through Granite State College in partnership with DCYF.



# CHRISTINE M. GAGNE

## EXPERIENCE

### 2009-Current CASA of NH

#### *Finance Manager/Grant Reporter*

- All aspects of bookkeeping for a non-profit corporation that advocates for abused and neglected children in the NH court system with the use of Quickbooks Software, Microsoft Excel and Word.
- Accounts Payable, and General Ledger reconciliations. Prepare monthly financial information for finance committee and board of directors
- Payroll processing, including preparing weekly payroll and addressing all HR needs
- Grant expense reporting monthly and Grant writing with financial information for new grants
- Prepare work papers for year-end audit by outside CPA.

### 2006-Current Christine Duhaime/Gagne: Accounting Services

#### *Accounting for small businesses*

- Compile financials and run payroll for 6 small businesses with the use of Quickbooks Software, Peachtree, Microsoft Excel and Word.

### 2000 - 2006 Hopkinton Forestry & Land Clearing/Contoocook River Lumber

#### *Accounting Manager/Office Coordinator*

- All aspects of bookkeeping for a forestry and lumber company working with Peachtree Accounting Software, Microsoft Excel and Word, Depreciation software, and Quickbooks for owner's personal books
- Accounts Receivable, Inventory, Accounts Payable, and General Ledger reconciliations. Reviewing weekly cash flow budgets and prepared monthly financial information for owners.
- Payroll processing, including preparing weekly payroll, quarterly reporting, W-2 processing and 1099's.
- Prepared workpapers for yearly review by outside CPA.

### 1999-2000 D.S. Cole Growers

#### *Accounting Manager*

- Worked with DacEasy Accounting Software, Microsoft Excel and Word and Greenhouse Software for sales.
- Responsible for Accounts Payable, Inventory, Sales and Ordering. Processed Sales and Shipping.
- Training of new employees in accounting as company grew and new employees were hired.

### 1986-1999 Michie Corporation

#### *Accounting Manager/Office Coordinator*

- All aspects of bookkeeping for a manufacturing company working with in-house accounting software system, Microsoft Excel and Word, Lotus 123 and Q&A Software. Worked with the four owners of the company.
- Responsible for Accounts Receivable, Accounts Payable, Fixed Assets, general ledger processing, bank reconciliations, fleet truck registrations, calculate sales commissions and payroll processing.

## EDUCATION

1986-1987 UNH - Business Accounting Major

1988-1995 New Hampshire Technical Institute - Business Accounting Major - Associates Degree

## COMMUNITY SERVICE

2000-2006 Weare Winter Wanderers Snowmobile Club -Treasurer

Christine Gagne-Resume

Molly Hill



## Professional Profile and Work History

**Title: Training Specialist**

**Employer: CASA of NH: 2019-Present**

**138 Coolidge Ave, Manchester, NH**

- Responsible to train volunteer advocates. The volunteers are appointed by Judges in the Family Court system to advocate for the needs and best interests of children in abuse and neglect cases.

**Title: Program Manager**

**Employer: CASA of NH: 2015-2019**

**138 Coolidge Ave, Manchester, NH**

- Responsible to recruit, train, supervise and mentor approximately 40 volunteer advocates. The volunteers are appointed by Judges in the Family Court system to advocate for the needs and best interests of children in abuse and neglect cases.

**Title: Parent Aide**

**Employer: Child and Family Services: 2009-2015**

**464 Chestnut Street, Manchester, NH**

- Work cooperatively with families throughout the reunification process with their child/ children
- Provide education to families including but not limited to: nutrition, nurturing skills, basic childcare, safety and age appropriate activities
- \* Work cooperatively with all member of the case, including: parents, children, attorneys, CASAs, CPSWs, therapists, and supervisors
- \* Attend FAIR meetings
- \* Attend and testify in court as requested by CPSW or CASA
- \* Document all visits and contacts throughout the case
- \* Create court reports summarizing documentation

**Title: General Manager**

**Employer: Antics Grill and Games/Wilsett Corporation: 1998-2003**

**South Willow Street, Manchester, NH**

- \* Recruitment of employees
- \* Manage 50+ employees and management staff
- \* Oversee 6,000+ square foot building, including all maintenance
- \* Comply with all state regulations
- \* Build relationships with local businesses
- \* Oversee accounts payable and receivable
- \* Make bank deposits and the management of money
- \* Provide profit and loss statements
- \* Create financial statements
- \* Schedule and oversee corporate functions
- \* Communicate with owners and investors of the business
- \* Create and manage advertising in the community

**CASA Guardian ad Litem Casa of**

**NH, Manchester, NH 2001-2015**

- Work professionally with all members of the case
- Advocate for the best interest of the child/children in court
- Create and submit court reports
- Visit with child/ children monthly
- Communicate with schools, doctors, therapists or any necessary professionals

**Education**

1992-1996 University of Central Florida, Orlando, FL

- Bachelors of Arts in Liberal Studies with a Minor in Communication

**References**

References are available on request.

# Suzanne Lenz

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## Skills, Knowledge and Expertise

- Capital Campaign
- Interpersonal Communications
- Grant Writing
- Resource Management
- Organization Management
- Membership, Annual, Major Gift Campaigns
- Corporate Stewardship and Sponsorships
- Donor Stewardship and Cultivation
- Special Events
- Program and Project Management

## Education

- M.A. Arts Administration 1989 University of Wisconsin Madison. WI
- B.A. Art History and German Literature 1985 Mount Holyoke College, S. Hadley, MA

## Experience

### **DIRECTOR OF DEVELOPMENT | CASA OF NH | 2016 - PRESENT**

- Work with President/CEO and Board of Directors to define and implement immediate and long-term funding options
- Perform activities toward donor cultivation (individuals, organizations, corporations, etc.)
- Oversee fundraising events and projects
- Insure appropriate recognition for donor gift contribution
- Maintain comprehensive donor database

### **VICE PRESIDENT OF DEVELOPMENT | NH INSTITUTE OF ART | 2010 - 2016**

- Directed all facets of fundraising operations for art college including growing, building and administering individual, major donor, business and capital campaigns
- Cultivated, educated and stewarded diverse relationships and partnerships
- Developed and implemented strategies for major donor acquisition and retention, grant writing, annual funds and planned giving initiatives to meet budgeted goals
- Organized internal and external events, including private donor cultivation gatherings, tours, openings, formal dinners, presentations, major donor receptions and large fundraising events
- Wrote and edited communication materials, including brochures and bi-annual college newsletter
- Worked closely with President and Trustees. Member of college leadership team
- Responsible for all short and long term planning for the department

**DIRECTOR OF DEVELOPMENT | RAW ART WORKS | 2008 – 2010**

-Oversaw all fundraising efforts for nationally-renowned art therapy organization, including generating support from individual, foundation, government and corporate sponsors.

-Managed department of three, including grant writer and corporate/foundation administrator

Planned and implemented a myriad of fundraising and donor cultivation events

**DIRECTOR OF DEVELOPMENT | THE CHILDREN'S MUSEUM OF NH | 2005 – 2008**

-Managed all fundraising efforts, including: strategic planning, proposal writing, major donor cultivation, stewardship and solicitation, annual fund and capital campaign administration, corporate and foundation research, special events, corporate membership and sponsorship solicitation

**DIRECTOR OF DEVELOPMENT | MERRIMACK REPERTORY THEATRE | 2003 – 2005**

-Managed all fundraising efforts for professional theatre, including: strategic planning, proposal writing, annual fund appeals, special events (gala and major donor events), corporate membership and sponsorship solicitation, major donor cultivation and stewardship, budget management and volunteer/committee administration

**VICE PRESIDENT | CREATIVE ALLIES SPECIAL EVENTS CLUB | 1997 – 2003**

-Managed all aspects of a shared interests and events club; oversaw daily administration and long-range planning

-Grew club to 2,000 members

-Developed Business Plan, including Corporate Membership and CEO Executive Program

-Planned, marketed and hosted over 300 educational, cultural and social events.

**MEMBERSHIP DIRECTOR | THE BOSTON'S CHILDREN'S MUSEUM | 1995 – 1997**

-Administered all membership efforts, including: special events: development and implementation of acquisition and retention programs: direct mail campaigns: corporate partner marketing

-Created and marketed new categories of membership (School, Community and Grandparent)

-Managed \$350,000 budget

-Organized successful month-long direct mail campaign/promotion that resulted in 600 new memberships (a 20% increase); increased overall memberships by 12% in first yr.

**RELATED EXPERIENCE:**

Board Member, Ballet Theatre of Boston, 1996-1998

Speaker, New England Museums Association, "A Marketing Approach to Membership" 1996

Board Member, A Suitable Image, 2002-2008

Fundraising Committee Chair, Top of the Arts, Arts and Business Council of Boston, 2003

Committee Member, Wentworth Coolidge Mansion Summer Arts Festival, 2007

Development Committee Member & Volunteer, Seacoast Family Promise, 2007-Present

**MISTA McDONNELL**

**WORK BACKGROUND**

**Operations Manager, CASA of New Hampshire, MARCH 2022 TO PRESENT**

**Basic Functions:**

Oversee the material and physical needs of CASA of NH's seven offices. Oversee that incoming mail and email is processed daily.

**Major Duties & Responsibilities:**

- Oversee the daily operational tasks of the management of the front office and supervision of the office coordinator
- Maintain office equipment and supply inventories at each of the seven CASA offices, visiting regional offices a minimum of quarterly
- Oversee the screening, training, supervision and scheduling of volunteer support staff for main office and all regional offices
- Act as the point of contact for building/office(s) landlords, vendors; coordinating projects pertaining to building/office(s) upkeep
- Keep organizational information updated
- Supervise building(s) cleaner, giving direction on areas of the building in need of attention
- Troubleshoot equipment issues (computer, printers and phones)
- Performs/assists with logistics of internal & external events
- Supports staff/other departments as needed

**Business Manager, McLEAN COMMUNICATIONS LLC, 2012 TO MARCH 2022**

- Maintain day-to-day business operations of McLean and ensure all staff have the tools they need to be successful – this includes procuring office supplies, making sure that the office systems are all working smoothly and maintaining a good working relationship with our printing and circulation/newsstand suppliers. Also includes liaising with all vendors, including property management, HVAC repair/service company, IT service company, cleaning company, etc. to ensure the smooth running of the office and support systems.
- Works with the publisher, sales director and event/marketing manager to create the budget each fiscal year for submission/approval by corporate, then as a team develop business strategies to meet established goals. Continuously monitor progress throughout the year and communicate results to the senior leadership team.
- Handle all accounting processes including all Accounts Receivable activities, including collections; approve and code Accounts Payable for processing by corporate; as well as preparing monthly General Ledger entries for reconciliation with corporate. Report/discuss monthly results with the publisher and sales director.

- Support all team members as needed, including managing an admin assistant in support of office operations and sales/marketing/event/executive support.

**Bookkeeper**

**McLEAN COMMUNICATIONS, MAY 1986 TO 2012**

**VOLUNTEER WORK**

Girls Incorporated of New Hampshire

**MENTOR IN THE BOLD FUTURES MENTORING, 2017 TO PRESENT**

**EDUCATION**

Southern New Hampshire University

Associates in Accounting

*References provided upon request*

# KATIE PELCZAR

Communications professional offering over fifteen years of experience, with a focus on print and digital design, social media, and customer service. Excels at working individually and as part of a team to deliver high-quality, innovative work in a fast-paced environment. Known for strong communication and analytical skills, attention to detail, and personableness. Offers advanced computer skills, a track record for successful delivery of work, and a positive and enthusiastic approach.

## Core Competencies

Catalog & Magazine Design

Photo Editing

Print & Online Advertising

Print Production

Email Campaigns

Customer Service

Copywriting & Editing

Social Media

Digital Video & Audio Editing

Computer Skills: Adobe InDesign, Photoshop, Illustrator, Dreamweaver, and Acrobat; Microsoft Word and Excel; WordPress; MailChimp; and Filemaker Pro. Adept on Mac and PC platforms.

## Experience

CASA of NH, Laconia, NH

Jan 2021 to Present

### Community Outreach Coordinator

- Assist in the ongoing development and implementation of CASA's volunteer recruitment plan, including contacting local businesses, service clubs, churches, and chambers of commerce to disseminate information regarding CASA's volunteer opportunities
- Collaborate with Community Events Coordinator to establish a speaking engagement and informational session calendar, in conjunction with scheduled trainings
- Work with State Director of Communications on social media efforts, TV, radio and print ads
- Respond to requests for information regarding volunteer opportunities and disseminate appropriate materials
- Conducts screening and interviewing of prospective volunteers
- Update and maintain relevant data in volunteer/donor database
- Develop and maintain relationships with current volunteers and assist in retention activities
- Assist in organizing and coordinating volunteer recognition events
- Assist in planning of local and regional fundraising events
- Cultivate relationships with community and civic organizations and other prospective partners for the purpose of recruitment and awareness

VILLAGE WEST PUBLISHING, Gilford, NH

Sep 2019 to July 2020

### Graphic Designer

Designed and produced magazine articles, ads, and social media posts; created and deployed eblasts; coded articles for web and digital viewing

- Responsible, along with Art Director, for the layout and production of a monthly magazine
- Created fresh and engaging article layouts to illustrate and emphasize the copy
- Oversaw the New Products section of the magazine, including reaching out to manufacturers to gather products, sending info to copywriter, maintaining a database of products, and selecting the product assortment each month
- Assisted web designer with web content, including coding for articles, eNews stories, and recipes
- Created compelling Facebook posts, leading to a steady increase in followers
- Built and deployed eNews mailings

KEEPSAKE QUILTING/F+W MEDIA/STEELCITY, Moultonborough, NH

Jan 2015 to Aug 2019

### Senior Designer

Designed and produced catalogs, retail and trade-show signage, ads, emails, Facebook posts and other marketing  
Katie Pelczar-Resume



materials for use in print, digital, and social media

- Responsible for the layout and editing process of up to 15 catalogs and look books per year, both print and digital, always on schedule
- Worked closely with copywriters to achieve required copy length and clarity of message
- Acted as point-person to catalog printer, providing print-ready files and fielding questions
- Designed and built multiple marketing emails per month for list of 208K subscribers, which generated high open and click-through rates
- Created compelling Facebook and blog posts that drew high engagement
- Created and edited inspirational graphics and photos for print and web
- Worked with photography team on shoots, giving styling and conceptual direction
- Executed all work with company branding and customer experience first in mind
- Seamlessly assumed 50% of the workload of a second designer when that position was eliminated

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SQUAM LAKES AREA CHAMBER OF COMMERCE, Ashland, NH

Feb 2009 to April 2011

***Design & Email Marketing***

- Designed and facilitated the printing of area brochures, membership materials, and rack cards, including communicating with printers and obtaining printing quotes
- Sourced content for, designed, and distributed a monthly e-newsletter featuring area news and events and special offers from member businesses
- Answered chamber members' questions and assisted them as needed

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KEEPSAKE QUILTING/NEW TRACK MEDIA/F+W MEDIA, Moultonborough, NH

March 2005 to Jan 2015

***Designer***

- Designed and produced print and digital catalogs for four crafting company titles
- Worked closely with merchandising and marketing teams to create fresh, inspirational, and on-brand visuals for catalogs, advertisements, and shop signage
- Wrote blog and Facebook posts for Patternworks, our knitting and crocheting title

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KEEPSAKE QUILTING/RIVERSIDE, Moultonborough, NH

June 2004 to March 2005

***Design Assistant***

- Maintained image and copy database; prepared files for the designers; proofed catalog spreads, ads, and signage; prepared files for printing

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BOSTON COLLEGE MEDIA TECHNOLOGY SERVICES,  
Chestnut Hill, MA

Sep 2000 to May 2004

***Television Services Work-study***

- Video recorded lectures, performances, and events for professors and on-campus organizations
- Trained students and faculty on the use of video editing software

## Education

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BOSTON COLLEGE, Chestnut Hill, MA

Bachelor of Arts

***Major:*** Communications ***Minor:*** Film Studies

## Experience

### **CASA of NH, Manchester, NH**

2021-Current

#### Administrative Assistant

- Maintains a presentable and organized reception area
- Handles incoming calls and processes mail daily
- As necessary maintains ongoing communication with CASA Staff
- Handle phone requests for information regarding the CASA program
- Greet and direct visitors
- Provides general clerical support
- Maintains office equipment and supply inventories
- Oversees and supports office volunteers

### **Freudenberg-NOK, Manchester, NH**

2019 to 2020

#### Sourcing/Demand Planning Analyst

- Ensure inventory is kept at appropriate levels to meet requirements
- Monitor suppliers for accurate and timely delivery of materials
- Provide analysis and recommendations for procurement process improvements
- Coordinate cycle counts and perform root cause analysis
- Collaborate with business cells, engineers, and operations to fulfill customer requirements
- Identify and manage potential inventory obsolescence to minimize write-offs

### **Koko FitClub, Nashua NH**

2015 to 2019

#### Manager/Master Fit Coach

- Train and assist members in use of exercise machines, focusing on proper form
- Recruit new members, retain, encourage and motivate current members
- Maintain and update membership databases, follow-up on new leads and trial members
- Document daily processes and train staff on all procedures and metrics reporting
- Promote Koko within community, participate in local health fairs and community events
- Resolve any technical or mechanical issues with computer or fitness equipment

### **Harvey Building Products, Londonderry, NH**

2002 to 2014

#### Materials Management Analyst (2011-2014)

- Manage all materials for MFG division, ensuring data consistency, accuracy, and integrity
- Maintain materials thru life-cycle changes, including additions, revisions, and depletions
- Process Product Change Authorizations (PCAs) as needed
- Liaison with Engineering, PDM, and Production to research and resolve material usage issues
- Participated in company-wide project to transition to SAP ERP system:
  - Acted as Subject Matter Expert (SME) for Material Master (MM) module
  - Validated all data integrated into new ERP system
  - Executed individual scenario and end-to-end testing
  - Trained end users on basic navigation of the system

#### Inventory Manager (2006-2013)

- Monitor inventory levels averaging \$8M for MFG division
- Manage staff of four buyers
- Maintain cycle count schedules and procedures, reconcile counts, perform root cause analysis
- Team leader for division's annual physical inventory, including preparation and training counters
- Collaborate with plant managers and receivers to resolve inventory issues

#### Purchasing Manager (2003-2006)

- Monitored inventory levels averaging \$2M for Construction Products division (CPD)
- Managed two purchasing agents and two material planners
- Researched potential new suppliers and products, and maintained current vendor relationships
- Oversaw development of new BOMs, defined release scopes and schedules, met all deadlines

**Material Planner (2002-2003)**

- Analyzed, developed, tested and deployed BOMs for order entry system
- Worked with production manager to ensure accurate material allocation in BOMs
- Documented all releases and provided training and instructions to end users
- Trained new material planners on all BOM creation and maintenance procedures

***Computer Sciences Corporation, Waltham, MA***

**1997 to 2001**

**Senior Consultant/Software Engineer (2000-2001)**

- Developed, tested, and integrated complex components for web-based applications
- Executed SQL queries against an Oracle database
- Tested database access methods via the application

**Senior Consultant/Year 2000 Renovation Engineer (1997-2000)**

- Analyzed, modified, and tested all client components for Year 2000 compliance
- Generated final reports and documentation, packaged, and delivered all renovated code to client
- Mentored junior team members in all aspects of development and renovations
- Received rapid promotions by consistently obtaining results which exceeded expectations

***Johnny Rockets, Inc., Burlington, MA***

**1994 to 1997**

**Store Manager**

- Oversaw daily operations including customer relations, product preparation, safety, sanitation
- Recruited and trained staff
- Reviewed daily and weekly inventories to ensure accuracy
- Ordered food products and inventory; performed semi-annual inventory

***West Suburban Elder Services, Watertown, MA***

**1990 to 1992**

**Data Specialist**

- Entered data for the client tracking system
- Created and revamped reports for staff and assisted with projects as needed
- Generated monthly statistics and Medicaid forms required by the Executive Office of Elder Affairs
- Participated in statewide user group meetings to improve data processing system

**Education**

**Salem State College, Salem, MA**

**1996**

*B.S., Business Administration, Minor: Computer Science*

*Summa Cum Laude*

*Concentration: Management Information Systems*

**Summary of Skills**

- SAP ERP system, proficient in Excel
- MS Office, Windows NT/XP/7/8/10

*Kelly Smith, LICSW*

**EDUCATION:**

**MSW** Social Work  
University of Kentucky, 1990

**BA** Psychology  
Hanover College, 1986

**NH License, LICSW #1179**

**PROFESSIONAL EXPERIENCE:**

**CASA, NEW HAMPSHIRE**

Director of Training, March 2016-present

**PRIVATE PRACTICE, CONCORD, NH**

Therapist and Consultant, November 2003 - present

- o Individual and family therapy specializing in trauma, loss, and attachment with foster and adoptive children and families
- o Curriculum development and teaching adoption concepts to pre-adoptive parents
- o *Consultation to NH Court Improvement Project* regarding permanency planning, best practice and Model Court protocols
- o *Clinical consultant for a NH adoption law firm (James Bianco, Assoc.)*
- o Travel with adoptive families to their adoptive child's homeland (includes China, Guatemala, Peru, Paraguay, and Ethiopia)
- o Consultation to school districts regarding special education programming for foster and adoptive children
- o *Clinical Consultant for NH Court Appointed Special Advocates (CASA)*, including clinical consultation and training to staff and volunteers
- o *Clinical Consultant for Dartmouth College, Department of Psychiatry-Trauma Research Center*

**CASEY FAMILY SERVICES, CONCORD, NH**

Supervisor, March 1995 – November 2003

- o Program development and clinical supervision of a post adoption program
- o Collaboration and training for professionals in the areas of attachment and trauma
- o Technical assistance to state as well as private, non-profit organizations on program development, clinical intervention, and permanency planning

**HANNAH NEIL CENTER FOR CHILDREN, COLUMBUS, OHIO**

Director, 1992-1995

- o Director of a partial hospital program within a comprehensive mental health continuum for children, adolescents, and families.
- o Clinical supervision of 25 therapists;
- o Direct fiscal planning and management of a \$2 million budget
- o Program development to meet treatment and community needs
- o Coordination, training and supervision of student interns and work study students
- o Coordinator of continued quality improvement program which included the collection and analysis of statistical data related to peer review, quality assurance and utilization review.

*Awarded Therapist of the Year by Governor Hassan and NAMI*



## JESSICA STOREY

**OBJECTIVE** Engaging volunteers in meaningful opportunities to enhance their communities.

- 
- SKILLS & ABILITIES**
- Proven leader managing volunteers in the child protection system challenged by substance abuse mental health crisis.
  - Recruiting, training, supervising, coaching, and constructively evaluating volunteers to ensure their capability and confidence and to uphold the organization's high standards for quality.
  - Extensive writing experience, ranging from fun local news stories and in-depth looks at policy to legal briefs.
  - Comfortable communicating and collaborating with an array of people who have different interests and needs.
  - Familiar with Microsoft Word, Excel, CASA Manager database, GoTo Meeting, Zoom and Survey Monkey.

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**EXPERIENCE** **STAFF ATTORNEY & PERMANENCY SPECIALIST, CASA OF NH**

July 2018 to the present.

As part of the legal team, I oversee the TPR (termination of parental rights) portion of on-going CASA cases. I work closely with individual CASA GALs as they write the reports making their final recommendation whether to terminate the rights of their CASA child's parent and I'm available to answer procedural questions about the TPR process they may have.

**PROGRAM MANAGER, CASA OF NH**

August 2011 into July 2018.

I supervised approximately 45 exceptional people who volunteer to advocate as guardians *ad litem* for children who are the subject of abuse or neglect petitions in Grafton and Belknap counties.

- I provided training to in-coming CASA volunteers and on-going education for existing CASAs.
- I coached CASAs drafting court reports, preparing to speak in court, and debriefing about what transpired after court.
- I discussed how to negotiate with DCYF workers, parents, et al, process visits they

have had with their CASA children & youth and strategize regarding interactions with all others involved.

- I am an engaging trainer and thoughtful sounding board for challenging situations.

**ATTORNEY, ORR & RENO**

2005-2008.

I participated in the general practice law firm of Orr & Reno in Concord, NH as an associate attorney after interning in the summer of 2004. I handled many types of cases and specialized in regulatory work, such as zoning, health care regulation and environmental regulation.

**REPORTER, CASHMERE VALLEY NEWS**

2000-2002.

I began as a sports writer for a small town paper when I lived in Washington state. The paper was associated with two other small town papers, and I became a principal writer of material for all three papers.

**WHOLESALE SALES MANAGER, CANOE IMPORTS**

1997-1999.

I sold canoes and kayaks at a popular store near Burlington, VT. While I always helped with retail sales, I came to manage the significant wholesale business to camps and institutions.

**EFL TEACHER, KHON KAEN UNIVERSITY**

1995-1996.

I taught English to university students in Thailand for two semesters after I graduated from Princeton University.

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**EDUCATION**

**LITTLETON HIGH SCHOOL – LITTLETON, NH – HIGH SCHOOL DIPLOMA**

Graduated salutatorian in 1991.

**PRINCETON UNIVERSITY – PRINCETON, NJ – B.A.**

Graduated in 1995. Philosophy major, Linguistics certificate.

**BOSTON UNIVERSITY SCHOOL OF LAW – BOSTON, MA – J.D.**

Graduated cum laude in 2005.

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**REFERENCES**

Available upon request.

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## Erica Thoits



### PROFILE

I am a former senior editor and current Director of Community Relations at CASA of New Hampshire. I excel at team leadership, event organization, time management, communications, writing, proofreading, multitasking, and organization.

### KEY SKILLS

- Team management
- Ability to work under pressure
- Time and deadline management
- Multitasking
- Organization
- Writing
- Editing
- Proofreading
- Social media: Facebook and Instagram
- Events

### EDUCATION

BA English/Journalism  
University of New Hampshire

Erica Thoits-Resume

## WORK EXPERIENCE

### DIRECTOR OF COMMUNITY RELATIONS

*CASA of New Hampshire*

July 2022-Present

### EDITOR-IN-CHIEF

*New Hampshire Home*

May 2020-June 2022

- Lead a core editorial staff of four full-time employees, plus a roster of freelance writers, photographers and illustrators
- Plan budgets and negotiate contracts with freelancers
- Work closely with multiple departments, including sales staff, marketing, web and events
- Collaborate with art director and design team to develop and implement visual elements in all aspects of the publication
- Develop and optimize online and print strategies to maximize coverage, advertiser funding and subscriptions

### MANAGING EDITOR

*New Hampshire Magazine*

Jan. 2007-June 2022

- Manage freelance writers, coordinating 5-10 remote workers, plus two direct reports
- Ensure all internal, external and publication deadlines were met
- Coordinate with multiple teams, including sales staff, web, marketing, and events departments
- Oversee compliance with style guidelines and brand identity throughout entire publication portfolio
- Assist with publication of digital and print products to maintain cohesive brand identity
- Write print editorial, web and newsletter content, marketing materials, and ad copy as needed
- Help maintain social media presence to promote publications and solicit new readers
- Work with the art director and creative team to produce captivating and successful content
- Help plan and execute events
- Publish content on website

## VOLUNTEER WORK

Girls Inc. of New Hampshire  
Bold Futures Mentoring Program

*References provided upon request.*



## Appendix G

CASA of NH Employee Handbook



**CASA OF NEW HAMPSHIRE, INC.  
EMPLOYEE HANDBOOK**



**CASA**

**Court Appointed Special Advocates  
FOR CHILDREN**

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**New Hampshire**

Effective March 19, 2019

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**CASA OF NEW HAMPSHIRE, INC.**

**MISSION STATEMENT**

CASA of New Hampshire strives to protect the rights of our state's most vulnerable children to live, learn and grow in the embrace of a loving family. Our trained volunteer advocates speak for abused children's best interests in New Hampshire's family court system.

## ABOUT OUR HANDBOOK

On behalf of CASA of New Hampshire, Inc. ("CASA") and your colleagues, I welcome you and wish you every success here. We believe that each employee contributes directly to CASA's growth and success and we hope that you will take pride in being a member of our team.

We respect our employees and take pride in being a fun and fair workplace. We foster this through open communications, and this employee handbook ("Handbook") is an important part of those communications. This Handbook was developed to describe some of the expectations for our employees and to outline the policies, programs, and benefits available to eligible employees. You are expected to read, understand, and comply with all provisions of the Handbook. It describes many of your responsibilities as an employee and outlines the programs currently offered by CASA to benefit employees.

This version of the Handbook replaces and supersedes all prior handbooks, policies, practices, and understandings of CASA. CASA retains flexibility in the administration of the policies and procedures contained in the Handbook. CASA also reserves the right to change, amend or eliminate any of the policies and/or benefits described in the Handbook at any time, with or without notice, as business, employment, legislation, and economic conditions may warrant. Please also understand that although this Handbook is an important resource for you and CASA, it is not a contract and should not be construed as a contract. We ascribe to a policy of employment at-will, and nothing in this Handbook is intended to undermine that. In all instances, CASA strives to comply with applicable law, and to the extent that anything in this Handbook contradicts applicable law, the rule of law will apply.

One of our objectives is to provide a work environment that is conducive to both personal and professional growth. We welcome any suggestions that you may have regarding improving productivity or working conditions and we hope that you will maintain open communications with us. This Handbook is not intended to replace open communications. You should feel free at any time to discuss any questions, complaints, or suggestions with the President/CEO.

We hope that your experience here will be challenging, enjoyable, and rewarding. CASA wishes you success and fulfillment in your position with us. Again, welcome!

Sincerely,



---

Marcia (Marty) Ressimyer Sink  
President and CEO

## EMPLOYMENT POLICIES

### 1. INTRODUCTION

All CASA employees are expected to carry out the performance of their duties in a professional, respectful, and competent manner. This Handbook is intended to outline expectations for CASA employees. Questions regarding specific content of the Handbook or about a particular policy or procedure should be directed to the employee's supervisor or President/CEO.

#### Equal Employment Opportunity

CASA is deeply committed to a policy of equal employment opportunity for all of its employees. This commitment means CASA actively seeks and employs qualified persons in all job classifications, and administers all personnel actions affecting employees without discrimination on the basis of race, color, religion, sex, age, national origin, mental or physical disability, veteran status, marital status or sexual orientation or any other basis protected by state or federal law. This policy applies to all terms and conditions of employment, including, but not limited to: recruitment, hiring, placement, promotion, transfer, retention and training, termination, layoff, recall or rehire, leaves of absence, compensation and benefits.

Management is primarily responsible for assuring that equal employment opportunity policies are implemented, but all employees are asked to share in that responsibility.

If an employee perceives any discriminatory action or practice, please report it in accordance with the anti-harassment policy below. We prohibit any form of retaliation against individuals who raise issues of equal employment opportunity or participate in an investigation prompted by a compliant. Appropriate disciplinary action may be taken against any employee who violates this policy up to and including immediate termination.

#### Americans with Disabilities Act (ADA)

CASA is committed to complying with all applicable provisions of the Americans with Disabilities Act (ADA). It is CASA's policy not to discriminate against any qualified employee or applicant with regard to any terms or conditions of employment because of such individual's disability or perceived disability so long as the employee can perform the essential functions of the job. Consistent with this policy of non-discrimination, CASA will provide reasonable accommodations to a qualified individual with a disability, as defined by the ADA, who has made CASA aware of his or her disability, provided that such accommodation does not constitute an undue hardship to CASA.

An employee with a disability who believes he or she needs a reasonable accommodation to perform the essential functions of his or her job should contact the President/CEO. CASA encourages individuals with disabilities to come forward and request reasonable accommodation. You will be expected to promptly provide this information and engage in an interactive process with us so that we may evaluate whether you qualify for accommodation and make appropriate determinations regarding reasonable accommodations.



CASA may decline to provide accommodation in certain circumstances including, but not limited to, when: (1) the requesting employee is not a qualified individual with a disability within the meaning of state or federal law; (2) the accommodation would pose an undue hardship to CASA or our employees; and/or (3) the employee may cause a direct threat to his or her own health or safety or the health or safety of others, even with the benefit of reasonable accommodation.

Employees with questions or concerns about this policy should contact the President/CEO.

### Anti-Harassment & Anti-Discrimination Policy and Complaint Procedure:

CASA has adopted a policy of zero tolerance with respect to unlawful employee harassment, discrimination and retaliation. CASA expressly prohibits any form of unlawful harassment, discrimination, or intimidation based on race, color, religion, ancestry, sex, pregnancy, national origin, age, gender identity, physical or mental disability, military service or veteran status, marital status, genetic information, sexual orientation or other characteristics protected by applicable law.

#### Definition & Prohibited Conduct

Harassment and discrimination refer to conduct or behavior, which is personally offensive or threatening, impairs morale, or interferes with the work effectiveness of employees and is based on age, race, religion, ancestry, color, sex, pregnancy, national origin or ancestry, sexual orientation, gender identity, marital status, military service or veteran status, physical or mental disability or handicap, genetic information or other characteristics protected by applicable law. Examples of harassment include conduct or comments that threaten physical violence; offensive, unsolicited remarks; unwelcome gestures or physical contact; display or circulation of written materials, items or pictures, that are degrading to individuals or groups based upon the characteristics listed above; and verbal abuse or insults about or directed at any employee, or group of employees because of any of the characteristics listed above.

Offensive comments, jokes, innuendoes, and other statements or conduct based on an individual's membership in any of the legally protected categories listed above have no place in a business environment and will not be tolerated. Prohibited conduct also includes, but is not limited to, slurs, epithets, derogatory comments, ridicule; verbal or physical abuse; unwelcome jokes, teasing; unwelcome sexual advances, requests for sexual favors; posting of offensive pictures, photographs, cartoons, or comments; oral, computer, phone (including telephone messages), text messages, tweets, blogs, or social networking sites; or other similar verbal or physical conduct.

Employees must not use CASA property, such as CASA software and equipment, to transmit or receive any threatening, offensive, or disruptive messages in violation of CASA's Anti-Harassment Policy.

We expect that every employee will adhere to this important policy against discrimination and harassment in all of their dealings with other employees, volunteers, and others with whom you come in contact as part of your work. Any suspected violation of this policy should be reported to CASA immediately in accordance with the reporting procedures outlined below. Any

employee who engages in behavior in violation of this policy will be subject to disciplinary action, up to and including termination of employment.

#### Sexual Harassment

One type of harassment that deserves specific attention is sexual harassment. Sexual harassment is illegal. Sexual harassment involves unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- Submission to the conduct is made either an explicit or implicit condition of employment or advancement;
- Submission to or rejection of the conduct is used as the basis for an employment or advancement decision affecting the harassed employee; or
- The harassment has the purpose or effect of substantially interfering with the employee's work performance or creates an unreasonable, intimidating, hostile, or offensive work environment.

Sexual harassment applies not only to interactions between members of the opposite sex but also between members of the same sex.

While it is not possible to list all of the types of conduct that may violate this policy, the following are some examples of conduct that will not be tolerated by CASA:

- Unwelcome sexual advances – whether they involve physical touching or not
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life, comments on an individual's body, comments about an individual's sexual activity, deficiencies or prowess
- Offering employment benefits in exchange for sexual favors
- Making or threatening reprisals after a negative response to sexual advances
- Displaying sexually suggestive, racist or insensitive objects, pictures, cartoons or posters
- Sending or viewing inappropriate e-mail messages or viewing inappropriate web sites
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments
- Inappropriate physical conduct such as touching, assault, impeding or blocking movements
- Inquiries into one's sexual experiences
- Discussion of one's sexual activities

#### Individuals and Conduct Covered

These policies apply to all applicants and employees, whether related to conduct engaged in by fellow employees or someone not directly connected to CASA (e.g., an outside consultant or volunteer).

Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as during work-related trips, work-related meetings and work-related social events.

Supervisors, managers or any other employee who compromises the authority of their position to control, influence or affect the career, salary or job of another employee (or prospective employee) through any form of sexual harassment will be subject to severe disciplinary action.

#### Employee Responsibility & Reporting

As a CASA employee, you are responsible for keeping our work environment free of harassment. Anyone who feels that he or she has been subject to conduct that violates this policy must report the incident immediately to their supervisor/manager and/or President/CEO.

#### Investigation

When CASA receives notice of an incident reported to management, through this procedure, it will take prompt and appropriate action to thoroughly and impartially investigate the situation, as may be appropriate given the circumstances. The President/CEO typically has the primary responsibility of investigating and resolving complaints of harassment and will promptly undertake such an investigation. The investigation will be handled as discreetly as possible, consistent with a thorough investigation, and disclosure will be limited to those who have a need to know to investigate the matter or take appropriate remedial measures. In some instances, CASA may designate another individual (internal or external) as the responsible party for the investigation. All employees are required to fully and honestly participate as requested by CASA in any such investigation.

#### No Retaliation

Open communications of this type are important and employees can raise concerns and make reports without fear of reprisal. CASA will not tolerate retaliation against any employee who files a good faith complaint under this policy or against anyone who participates or otherwise assists in a complaint investigation. Any employee found to have engaged in retaliation will be subject to disciplinary action, which may include suspension or immediate termination of employment. Employees who feel they have been subjected to retaliation should follow the reporting procedure contained above and report the concern as soon as possible.

#### CASA Determinations & Disciplinary Action

CASA will take all reasonable steps to protect its employees from being subjected to harassment or discrimination by other employees, volunteers, or anyone else who has contact with an employee. In determining whether alleged conduct violates this policy, the totality of the circumstances, the nature of the conduct and the context in which the alleged incidents occurred will generally be considered.

CASA considers violation of this Anti-Harassment and Discrimination Policy to be a serious matter. Violations of this policy can result in disciplinary action, up to and including the suspension or immediate termination of employment. CASA may also take other corrective and remedial actions.

### Whistleblower Protection

**Purpose:** CASA is committed to adhering to all applicable laws, regulations and CASA policies, and fostering an environment that is free from all forms of intimidation and retaliation. CASA likewise expects all employees to observe high standards of work and personal ethics in the conduct of their duties and responsibilities. This policy is one of a number in place to help ensure maintenance of the high ethical standards to which we all are committed. CASA will endeavor to address appropriately all serious concerns brought to its attention about legal, financial, accounting or work related improprieties. If improper conduct is found to have occurred, CASA will take appropriate corrective action.

**Reporting Process:** Any employee who has a good faith belief that any financial, accounting or work related wrongdoing or unlawful or unsafe activity has occurred, or will occur, may bring his or her concern to the President/CEO without fear of harassment or retaliation. The disclosure of such information is sometimes known as "whistle blowing." Such concerns may be reported to any one of the following individuals: the Board of Directors or the President/CEO.

**Anonymity:** Employees are encouraged to put their names to allegations because appropriate follow-up questions and investigation may not be possible unless the source of the information is identified. Concerns expressed anonymously will be investigated to the extent possible, but consideration will be given to the likelihood of confirming the allegation from attributable sources.

**Prohibition against Retaliation:** Employees who raise concerns pursuant to this policy are protected from retaliation. CASA expressly prohibits any form of retaliation against individuals who in good faith report suspected violations of law, cooperate in governmental hearings, inquiries or investigations, or refuse to carry out illegal directives. CASA will not discharge, demote, suspend, threaten, harass, or in any manner discriminate or retaliate against anyone because that person has made a report consistent with this policy. Anyone who engages in such prohibited retaliatory conduct will be subject to disciplinary action up to and including possible termination of employment. Any conduct which is perceived as retaliatory should be reported immediately in accordance with the reporting procedure outlined above.

**Investigation and Resolution:** If CASA receives a report of alleged improper conduct pursuant to this policy, it will investigate the matter promptly and thoroughly. All employees are expected to cooperate fully with any investigation. Failure to cooperate will be grounds for discipline up to and including possible termination of employment. Reporting improper conduct will not absolve the "whistleblower" of personal responsibility if he or she participated in the wrongdoing. If improper conduct has in fact occurred, CASA will address the issue in a manner that reflects its high ethical and legal standards.

**Acting in Good Faith:** Anyone reporting a suspected violation of law or CASA policy must be acting in good faith and have reasonable grounds for suspicion of illegal, dishonest or inappropriate activity. Allegations that prove to have been made maliciously, recklessly or with knowledge that the allegations are false will be viewed as a serious disciplinary offense and may result in disciplinary action, up to and including termination of employment or dismissal from a current position.

## 2. EMPLOYMENT

### Employment At-Will

We value our employees and hope that employment remains mutually satisfying for the long term, but we also recognize that changes occur and that both CASA and our employees benefit from flexibility. We therefore believe in and adhere to a policy of employment at-will as this maintains maximum flexibility for CASA and our employees.

Our at-will employment relationship allows CASA or an employee to terminate the employment relationship at any time, with or without cause or notice. This Handbook is prepared for informational purposes only and does not constitute a contract between CASA and its employees and should not be construed as such.

The at-will nature of an employment relationship cannot be changed by anyone other than the President/CEO. Any agreement by the President/CEO to change the at-will nature of an employment relationship will be effective only if the agreement is in writing and signed by the President/CEO and the employee.

### Compliance with the Immigration Reform and Control Act

CASA is committed to immigration law compliance and to employing only those individuals who are authorized to work in the United States.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment in the United States, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility within three (3) days of hire. Former employees who are rehired must also complete the form if they have not completed an I-9 with CASA within the past three years, or if their previous I-9 is no longer retained or valid.

Failure to provide the requisite documentation sufficient to demonstrate eligibility to work in the United States within the time frame set forth above may result in termination of employment. Employees with questions or seeking more information on work authorization issues are encouraged to contact the Finance Manager.

### Personnel Records/ Status Changes

CASA maintains personnel records for every employee. The personnel file may include such information as the employee's job application, resume, records of training, documentation of performance appraisals, salary increases, and other employment records.

Supervisors may only have access to personnel file information on a need-to-know basis subject to the prior approval of the Finance Manager or the President/CEO. A supervisor considering the hire of a former employee or transfer of a current employee may be granted access to the file, or limited parts of it, in accordance with applicable law.

All personnel records are the property of CASA. An employee may have access to his or her personnel records upon request to the Finance Manager. Access to your records is arranged at a mutually agreeable time, during normal working hours, within a reasonable time after the employee makes the request. The Finance Manager or the President/CEO or designee will be present during the record inspection to assist the employee in understanding the content of the records.

If an employee wishes to dispute information in his or her personnel records, the employee may submit a written statement for disagreement, which will be included in the file. An employee, however, may not alter or change documents in his or her files without CASA's express approval.

In order to maintain the accuracy of each employee's records and to avoid issues, compromising your benefit eligibility or having W-2s returned, employees are required to promptly notify the Finance Manager of any change to personal information including:

- Marital status
- Home address or phone number
- Person to be notified in case of emergency
- Beneficiary designations for any insurance, disability or pension plans
- Number of dependents for withholding tax and benefit plans
- Birth or adoption of child
- Driver's license status
- Emergency telephone number
- Name and social security number
- Education achievements

As changes in family status (marriage, civil union, divorce, dependents, etc.) may also impact benefit eligibility, such changes must be reported within 30 days of the change.

Failure to update the information described above could result in failure to receive timely pay or forfeiture of certain rights under CASA's group benefit plans.

#### Reference and Background Checks:

To ensure that individuals who join CASA are well qualified and to ensure that CASA maintains a safe and productive work environment, it is our policy to conduct criminal background checks on all applicants who accept an offer of employment. Background checks may include verification of any information on the applicant's resume or application form.

All offers of employment are conditioned on receipt of a criminal background check report that is acceptable to CASA. All background checks are conducted in conformity with the Federal Fair Credit Reporting Act, the Americans with Disabilities Act, state and federal privacy and antidiscrimination laws, and any other applicable law. Reports are kept confidential and are only viewed by individuals involved in the hiring process.

If information obtained in a background check would lead CASA to deny employment, a copy of the report will be provided to the applicant, and the applicant will have the opportunity to dispute the report's accuracy. Background checks may include a criminal record check, although a criminal conviction does not automatically bar an applicant from employment.

Additional checks such as a driving record or credit report may be made on applicants for particular job categories if appropriate and job related.

CASA also reserves the right to conduct a background check for current employees to determine eligibility for promotion or reassignment in the same manner as described above.

#### **Motor Vehicle Records Check**

A valid driver's license and an acceptable motor vehicle record may be required as part of the hiring process if the job responsibilities require the use of a motor vehicle. A motor vehicle record which is determined to be unacceptable will result in a decision not to hire an applicant or, if a conditional offer has been extended, to revoke the offer.

CASA may require periodic driving record checks for existing employees, and employees are required to authorize such checks, if necessary, as a condition of employment. In addition, any employee who drives a personal vehicle as part of his or her job responsibilities must immediately notify the Finance Manager in the event of any change in drivers' license status.

#### **Categories of Employees**

All employees are designated as either non-exempt or exempt under state and federal wage and hour laws. The following is intended to help employees understand employment classifications and employees' employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. The right to terminate the employment-at-will relationship at any time is retained by both the employee and CASA.

Non-exempt employees are not exempt from the overtime pay requirements of the Fair Labor Standards Act (FLSA) and are therefore entitled to overtime pay under the specific provisions of applicable laws. A non-exempt employee's pay for hours worked in excess of 40 hours will be calculated at the rate of one and one half times the regular hourly rate. Please see the Overtime Pay Policy for additional information. Non-exempt employees are generally paid on an hourly basis, although there are other methods of pay that may be used.

Exempt employees are excluded from the overtime pay requirements of the FLSA and are therefore not entitled to overtime pay as their salary represents compensation for all work performed in a pay period. Exempt employees are generally paid on a salary basis, although there are other methods of payment that may be used.

An employee's exempt or non-exempt classification may be changed upon written notification by CASA management.

In addition to the above categories, each employee will belong to one other employment category:

*Regular, Full-time Employees:* Regularly scheduled to work a full-time schedule of at least 40 hours per week. Generally, they are eligible for benefit offerings, subject to the terms, conditions, and limitations of each benefit program.

*Regular Part-time Employees:* Regularly scheduled to work less than the full-time schedule and fewer than 30 hours per week. While they do receive certain legally mandated benefits, they employees are generally ineligible for other benefit programs.

*Temporary Employees:* Hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees do receive certain legally mandated benefits, they are ineligible for all other benefit and insurance programs.

#### Orientation/Introductory Period

~~The first 90 days of employment are an orientation or introductory period for all employees.~~ This gives the employee the opportunity to determine if CASA and the position are suitable, and gives the President/CEO an opportunity to determine the employee's suitability for the job. At any time during the orientation period, the program may discharge the employee without warning or cause. If, after 90 days the employee's supervisor determines a further orientation period is needed, the supervisor may extend the orientation period. Any decision to extend the orientation period must be in writing.

Prior to the completion of the orientation period, the employee's supervisor will evaluate the employee's performance and recommend whether to continue employment. The successful completion of the orientation period does not create a contractual relationship, guarantee employment for any specific duration or establish a termination for cause standard. The employment relationship with CASA is at-will.

### 3. COMPENSATION

#### Work Schedules/Punctuality

CASA requires the presence and diligent efforts of its employees in order to maintain standards consistent with our mission. Accordingly, different working hour schedules will be established by CASA to best support its needs. These schedules are established and periodically reviewed and will generally remain in effect until compelling circumstances require a change. CASA reserves the right to alter or amend any employee's work schedule in accordance with the needs of the organization.

Employees are expected to arrive to work on-time. As a general rule, employees are expected to work a full day, unless prior arrangements are made with their supervisor.



### Timekeeping

Federal and state laws require employers to keep accurate records of the time worked by non-exempt employees. Such employees are required to record when they report to work and when they stop working. As a general matter, employees are entrusted to work their scheduled hours and are expected to demonstrate honesty and diligence in completing and submitting time records. Time records must be completed fully and accurately, and employees may not provide any false information on time records or any other CASA documents. These records are used to ensure that employees are paid correctly for all hours worked, for all paid time off and for all approved absences.

CASA requires exempt employees, as well, to record their work hours and paid time off. Exempt employees should keep their supervisor informed of work schedules, meetings outside of the office and out of town travel. Any false, inaccurate, and/or altered reporting of time worked or paid time off by any employee or on behalf of another employee will be cause for disciplinary action, up to and including discharge.

### Pay Periods and Pay Days

CASA's weekly pay period begins at 12:01 am on Sunday and ends at 12:00 midnight on Saturday. CASA's pay day is the Friday following the close of the bi-weekly pay period.

For clarity, paychecks are issued every two weeks for work performed during the preceding pay period. CASA does not grant any advances on pay.

In lieu of a paper check, employees may elect to receive their pay by setting up direct deposit into their own personal bank accounts. If you have chosen to receive a paper check instead of using our direct deposit option, your paycheck may be hand-delivered directly to you or put in your CASA mailbox. No other person may pick up your paycheck unless we have your authorization in writing.

### Pay Stubs & Payroll Deductions

All employees receive a paystub which itemizes the income earned as well as any withholdings and deductions. Please review your pay stub each time that you are paid to ensure that it is accurate. If you have any questions or concerns about information reported on your pay stub, please contact the Finance Manager for prompt investigation and resolution.

### Payroll Deductions for All Employees

There are generally two categories of payroll deductions: those required by state or federal law and those authorized by the employee.

Payroll deductions required by state and federal law include federal withholding, income tax, social security tax, and wage garnishments required by law, such as child support payments, court-ordered payments, and IRS garnishments.

If authorized in writing or online by an eligible employee, CASA will also make payroll deductions for health and dental insurance, savings plans, retirement contributions, and other deductions permitted by applicable state and federal law. Unless otherwise required by law, CASA may accept or reject requests for voluntary deductions at its sole discretion.

#### Payroll Deductions for Exempt Employees

CASA complies with all federal and state laws with regard to deductions from paychecks, including deductions from the salaries of exempt employees. In accordance with the laws, salaried exempt employees receive a predetermined salary which is not subject to reduction because of variations in the quality or quantity of work performed, and is not subject to reduction for absences requested by CASA or due to CASA's operating requirements.

CASA recognizes that under federal and state law there are only limited reasons for which an exempt employee's salary for a pay period can be subject to deductions. CASA prohibits deductions from salaries that are inconsistent with an employee's exempt status.

Exempt employees should note that salaries are subject to modification from time to time such as at compensation review time, when an employee's position or responsibilities change, and at other appropriate times.

Exempt employees should also note that it is permissible for an employer to apply paid time off to partial or full day absences for personal reasons, sickness, or disability, and that applying paid time is not considered a deduction from salary.

#### Questions Regarding Paychecks

If you have any questions or concerns about your paycheck or any deductions from your pay, please contact the Finance Manager as soon as possible.

If you do not receive a prompt response or are dissatisfied in any way with the response you receive, you should feel free to contact the Finance Manager or the President/CEO.

Questions and concerns regarding pay and deductions will be looked into and addressed as may be appropriate. If there has been an error, such as a deduction made in error, the employee will receive a corrected check or a check reimbursing the employee for the error, whichever CASA determines to be practicable under the circumstances.

Employees should feel free to communicate any questions or concerns regarding pay or deductions without fear of reprisal. Retaliation against employees who have expressed concerns using this procedure is prohibited.

#### Overtime

Overtime will be paid to all non-exempt employees in compliance with applicable federal and state wage and hour laws. Payment of overtime will be paid at the rate of one and one-half (1½) times an employee's regular hourly rate for all hours worked in excess of 40 hours per workweek. Only time actually worked will be considered in the calculation of overtime hours.

Paid time off, bereavement, jury duty time, and other time away from work will not be considered time worked for the purpose of determining the overtime 40 hour base pay week.

Consistent with the explanation above, an employee who works in excess of eight (8) hours in any given day will not be entitled to overtime pay unless that employee's total work hours for the work week exceeds 40 hours, or unless such overtime pay is otherwise required by applicable state law.

Employees are expected to work any overtime requested by their supervisor. The employer determines the necessity of overtime. Written authorization by an employee's supervisor is required before any overtime may be worked. Failure to obtain supervisory approval to work overtime will result in disciplinary action, up to and including discharge.

#### **Two-Hour Minimum Pay**

There may be times when CASA needs to make staffing changes. CASA will do its best to notify employees in advance of any scheduling changes. In the event that an employee reports for work as directed, and is subsequently sent home due to staffing changes, he or she will be paid a minimum of two hours. In the event that an employee asks to leave early due to a personal emergency or illness, or refuse a work assignment, he or she will be paid only for hours actually worked that day.

#### **Performance and Salary Reviews**

A performance review or appraisal provides an opportunity for ongoing communication between the employee and the supervisor about job performance. On or about the anniversary date or at least annually, the supervisor and employee will meet to review and discuss job performance, goals, career development and any concerns about job duties. These review sessions provide an excellent opportunity for on-going, constructive feedback and a means for the employee to develop skills and abilities. A supervisor may hold informal or more frequent review sessions as needed. While every effort will be made to conduct performance reviews timely, certain circumstances may prevent or delay such reviews.

On or around the anniversary date in the present position or at least annually, a supervisor and or the President/CEO may conduct a salary review. During this meeting, total compensation and performance will be discussed. A salary review does not always result in a salary increase. If a salary increase is recommended, it will be based upon performance since the last increase, years of service and placement in the salary range. Other factors affecting the award of salary increases are the financial position of CASA, the local and national economy, local and national salary trends and trends in the nonprofit arena.

#### **Promotions**

CASA promotes from within to fill a vacancy whenever practical. Vacancies, however, will be filled in the manner determined by the program to best serve its interest. If an employee's work performance has been rated satisfactory or above by the supervisor and the employee meets the qualifications of a vacant position, the employee may be eligible for a promotion. An employee who feels qualified for a vacant position should discuss the possibilities with the supervisor.

### Training and Development Opportunities

CASA encourages the professional development of all employees. If a training opportunity becomes available, the employee should discuss it with the supervisor. Any workshop or seminar that may qualify for financial assistance from the agency, must be related to the current job or enhance the potential for future assignments. Approval for all seminars and workshops will be at the discretion of the employee's supervisor and the President/CEO.

#### 4. ON THE JOB

##### Open Door Policy

CASA is committed to providing the best possible environment for the maximum development and achievement of goals for all of its employees. Our practice has always been to treat each employee as an individual. We have sought to develop a spirit of teamwork, i.e. individuals working together to attain a common goal. In order to maintain an atmosphere where these goals can be accomplished, we have provided a workplace that is comfortable and progressive. Most importantly, we have created a workplace where communications are open and problems can be discussed and resolved in a mutually respectful atmosphere taking into account individual circumstances and the person as well. We firmly believe that by communicating with each other directly, we can continue to resolve any difficulties that may arise and develop a mutually beneficial and satisfactory relationship.

CASA desires and intends to deal fairly with all employees, and further understands that in any organization there may be misunderstandings or misinterpretations. Employees are encouraged to make CASA aware of any problems.

At times, problems may develop between an employee and supervisor or an employee and co-worker. To resolve the problem, the employee should discuss it with the supervisor or co-worker. If the discussion does not result in a satisfactory solution, the employee may seek assistance through a problem resolution process. If the employee still has questions after meeting with the supervisor or co-worker or the employee would like further clarification on the matter, the employee may request a meeting with the President/CEO. The President/CEO will review the situation and determine the appropriate course of action.

##### Standards of Conduct

Work standards are necessary to make sure we all have a common understanding of what types of behavior and conduct are expected. This allows us to consistently enforce a set of standards that creates a positive work environment and earns the respect of each other and those we serve.

Examples of improper conduct include falsification of agency records, insubordination, theft or dishonesty, excessive absenteeism or tardiness, possession of a weapon or firearm, unsatisfactory job performance, engaging in harassment, disclosing confidential information, creating and/or contributing to a culture of disrespect and/or intolerance, reporting to work under the influence of alcohol or drugs and using obscene, abusive or threatening language. These examples are not all-inclusive, but present the types of conduct and behavior that are unacceptable to CASA and are contrary to its standards.

Violation of these standards and any other type of conduct the program considers contrary to its standards will result in disciplinary action, up to and including discharge. The employee's supervisor, in consultation with the President/CEO, has the discretion to decide appropriate disciplinary action, depending on the infraction and the employee's work record.

This policy does not alter the at-will status of the employment relationship. CASA reserves the right to terminate an employee's employment at any time, with or without cause and with or without notice.

### **Code of Ethics**

CASA conducts all facets of its operations in an ethical and professional manner, and adheres to all applicable federal, state and local laws and regulations. We treat each other and those associated with our program with respect and dignity. To that end, our organization adheres to six essential values. We are:

Service Oriented  
Committed to Quality  
Ethical  
Fair, Honest, & Human  
Accountable  
Mission-directed

All staff members are responsible for adhering to these six essential values in executing the responsibilities of their jobs and in representing CASA. It is important to define organizational expectations in the areas of ethical and professional behavior. Staff members appreciate knowing what is expected of everyone within your workplace culture. Once guidelines have been established, preferably with staff input, refer to them often in day-to-day operations as well as during employee performance review meetings.

### **Confidentiality**

In the course of employment, employees will become privileged to confidential information, such as information related to the children we serve. Work-related confidential information includes identity of the CASA's volunteers, internal reports, policies, procedures or other internal work-related confidential communications. Confidential information may not be removed from CASA without its permission and employees must not disclose confidential information to any unauthorized person inside or outside of CASA. It is important that all employees maintain the confidentiality of such information.

Misuse or divulgence of confidential information will result in disciplinary action, up to and including discharge.

No employee shall discuss any cases specific or non-specific with the media or press, unless permission has been given by the President/CEO.

The obligation of confidentiality is not extinguished by termination of employment. Additionally, CASA has taken measures to protect the confidentiality of personal employee

information. Only those with a legitimate work-related reason may have access to the information in employee files.

### Outside Employment

An employee may accept outside employment when it will not conflict with job performance for CASA. Employees may not engage in any outside activity that would involve the use or disclosure of any confidential information regarding the program or the children we serve. Outside employment must not interfere with an employee's work schedule, adversely affect the efficient performance of the employee's regular duties, be in conflict with the program work performed by the organization (e.g., home studies), or cause the employee to be ill or accident-prone through fatigue, worry or other condition. If an employee has any questions about whether his/her outside employment conflicts, he/she should consult with the President/CEO.

### Attendance & Call-in Policy

CASA believes that a good record of attendance and punctuality is an essential component of good work performance. Employees are expected to be at work when they are scheduled to be and show up on time, alert and ready for action. If an employee is sick or going to be late, he or she must let his or her supervisor know (in the manner that they have informed the employee of) at least two (2) hours prior to his or her scheduled start time. If an employee is absent more than one (1) day, the absence must be reported each day to his or her supervisor unless other arrangements have been made with his or her supervisor in advance. Sending a message through a co-worker or family member is not acceptable protocol except if the employee is incapacitated and unable to call. Unnecessary absences and lateness are expensive, disruptive and place an unfair burden on fellow employees and managers. We expect excellent attendance from each employee.

Excessive absenteeism, tardiness or failure to follow call-out procedures may result in disciplinary action, up to and including termination. We consider absences of five (5) consecutive days without notification to be job abandonment and a voluntary resignation.

### Hours of Work

CASA is open Monday through Friday from 8:00am to 4:00pm. The normal work day is eight (8.0) hours, and the normal work week is forty (40) hours for all full-time employees.

Non-exempt employees must not work any hours that are not authorized. Non-exempt employees must not start work early, finish work late or perform any other extra or overtime work unless they are authorized to do so and record their time on their time sheets. Any falsification of time records or failure to report hours worked may result in disciplinary action, up to and including termination.

### Lunch Break

All full time employees including supervisors may take up to a 60 minute paid lunch break during their regular work day. Lunch breaks may not be used to make up time for tardiness or to

leave work early without the approval of the supervisor. Employees should take their lunch break and other breaks away from their workstation.

Part-time employees who work between 20 and 30 hours per week may take up to a 30 minute paid lunch break during their regular work'day. Part-time employees who work less than 20 hours per week do not receive a paid lunch break but may take an unpaid lunch break up to 30 minutes if approved by a supervisor.

#### **Lactation/Breastfeeding**

For up to one year after a child's birth, any employee who is breastfeeding her child will be provided with reasonable break times as needed to express breast milk for her baby. However, a break of more than 20 minutes in length will be unpaid for a non-exempt employee. CASA will make reasonable effort to provide a private room for this purpose, other than a restroom. Any breast milk stored in a refrigerator must be labeled with the name of the employee and the date of expressing the breast milk. Any nonconforming products stored in the refrigerator may be disposed of. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage or refrigeration and tampering. Nursing mothers wishing to use a room must request the room by contacting the President/CEO.

#### **Professional Attire**

Professional attire is required by all CASA staff members when conducting CASA business. This includes but is not limited to:

- All court room appearances (including "corridor work")
- Meetings with judges and other court personnel
- CASA Board of Directors meetings
- Meetings with DCYF/Attorneys
- Volunteer training and interviewing sessions
- Representing the CASA program at conferences & seminars
- Any professional meeting where the employee is representing the organization.

Professional attire is:

- Dresses
- Suits
- Skirts
- Pant suits, if pants must be worn which are not part of a suit, they should be accompanied by a blazer or jacket.

All court room appearances require Professional Attire which is generally regarded as business suits or dresses. Men should wear suits or sport coats and a tie in the court room at all times.

Employees who are not scheduled to be in court are required to wear businesses casual attire. Business casual, generally, is still a dressed-up or tailored look – i.e. tailored slacks, less formal

dresses and skirts, dress loafers and oxfords, blouses, collared or mock collared shirts, sweaters, sports coats with or without ties.

The following are examples of inappropriate office attire on any workday:

- Tank tops, low-cut blouses or dresses and any clothing items exposing the midriff area of the body
- Dirty or ripped clothing or shoes
- T-shirts
- Shirts with large, offensive or politically-charged logos or slogans
- Shorts
- Sport sandals, "flip flops" or Crocs
- Sneakers, athletic shoes or tennis shoes
- No blue jeans, jean style pants (like cords), skinny jeans of any color (jean jumpers, shirts, skirts or dresses are acceptable)
- Leggings are fine as long as they are worn with at least a tunic length (mid-thigh or longer) top
- No shirts with cutout shoulders ("cold shoulder shirts")
- Dresses/skirts should be at a length that is comfortably appropriate and does not ride up when seated
- No spaghetti strap dresses or "beachy" wear
- No gym clothes, spandex, sweat pants, etc.
- No flannel shirts
- Nylons are not necessary during warmer weather.
- Sport coats or blazers, are appropriate to put on over more casual tops, shirts, blouses if necessary for attending court, meetings, etc.

Please be neat, clean, pressed, etc.

Management reserves the right to determine appropriateness. Any employee who is improperly dressed will be counseled or in severe cases may be sent home to change clothes. Continued disregard of this policy may be cause for disciplinary action, which may result in termination. CASA will make religious accommodation for an employee's religious beliefs or practices unless doing so would create undue hardship to CASA.

#### **CASA Equipment, Tools, Supplies & Premises and Personal Possessions**

Employees shall not use any CASA equipment, tools, supplies, or premises, unless authorized to do so by virtue of their job duties and responsibilities or have permission from the President/CEO. Employees are prohibited from using CASA equipment, tools, supplies, or premises for personal purposes unless specifically authorized by their supervisor. Upon separation from employment at any time (for any reason, including resignation), or upon request at any time, employees are required to return any such property immediately.

All employees are responsible for taking precautions to safeguard the physical security of CASA's equipment, tools, supplies and premises, including laptops, cell phones, iPads and any



other provided electronic devices issued to perform the employee's job function. These rules also apply to electronic equipment and information. Disks, CDs, USB portable drives, and other removable drive devices containing sensitive, confidential, or proprietary information should be stored in a locked drawer, whenever possible. Computers should be locked or turned off when not in use for an extended period of time or when an employee is out of his or her office, unless directed by the IT Director.

Any employee who violates this policy or uses the communications systems for improper purposes may be subject to discipline, up to and including termination.

### **Electronic Communications**

All computer, electronic and telephonic documents and communications transmitted by, received from or stored in office equipment are the property of CASA. Employees shall not disguise their identity when creating or transmitting messages or material on CASA computers or equipment and are not to transmit material in violation of any organization policy, law or regulation.

Employees are to use caution and take all reasonable care to protect CASA's computer equipment from viruses, damage or theft, including using anti-virus software. From time-to-time audits may be conducted of all software on computers in the workplace to identify any potential virus or security threats or unlicensed, illegal, or unauthorized software copies.

An employee's computer file and electronic and telephonic communications are not private. Employees have no right to privacy in their use of CASA's equipment. We reserve the right to randomly inspect or monitor employees' use of the equipment at any time to determine that the use is authorized for a work-related purpose.

Personal use of CASA computers is permissible during lunch break. However, employees are reminded that CASA has access to all personal information on an employee's computer and thus employees should not save passwords used for banking or other purposes on their CASA computer.

Personal e-mail should not be accessed through a CASA computer unless it is for a legitimate business purpose. Accessing personal e-mail through a CASA computer poses a potential cyber security issue, so employees should only open e-mails related to CASA business.

CASA reserves the right to access voicemail, email and internet systems and obtain communications within the systems, including past voicemail and email messages, without notice to users in the ordinary course of work when deemed appropriate to do so. Further, internet usage may be reviewed to ensure that such use is appropriate. The reasons for which management may obtain such access include, but are not limited to: maintaining the system; preventing or investigating allegations of system abuse or misuse; assuring compliance with software copyright laws; complying with legal and regulatory requests for information; and ensuring that organization operations continue appropriately during an employee's absence.

CASA reserves the right to block and/or monitor internet access to any sites, monitor user's electronic communications and activity on other network connected devices.

Documents, messages and computer software developed by employees on behalf of CASA, or that is purchased for the use of CASA, is the property of CASA.

We expect employees to maintain the confidentiality of CASA messages and information. Transmitting or otherwise disseminating proprietary data, trade secrets, or other confidential information outside of CASA is strictly prohibited, unless the transmission is expressly authorized as part of any employee's job responsibilities.

When working off site, employees must remain mindful of protecting confidential information contained on CASA laptops and other equipment. Employees are expected to safeguard CASA laptops and other equipment when working off site and to not expose laptops and other equipment to excessive heat or cold.

Any violation of this policy will result in disciplinary action, up to and including termination.

#### Social Media Policy - Acceptable Use

CASA respects the right of its employees to use personal Web sites and Weblogs (blogs) as a medium of self-expression and networking on their own time. Generally, however, employees are expected to use good judgment using social networking sites and in their blogs, especially when identifying themselves as a CASA employee, and must not discuss any confidential or internal information regarding CASA, its management, staff members, or volunteers. Employees should refrain from checking social media sites during work time and may do so during lunch. Social media may be used by employees for work purposes during work time.

#### Procedures.

Employees are expected to respect the privacy of other employees and refrain from posting photos, opinions, or other information which may portray other employees, or others in work relationships with CASA in a negative manner. Notwithstanding the foregoing, this policy does not apply to communications about working conditions protected under the National Labor Relations Act.

The publication of confidential information relating to CASA, its services, products, volunteers and work affiliates is prohibited. If employees are uncertain whether information is confidential, they should consult their supervisor.

Employees are reminded that information posted on personal websites can be viewed by members of the public, by others in CASA, by volunteers, or by donors to the Organization. Employees are expected to be respectful and avoid disparaging remarks or images.

Employees are expected to comply with copyright laws and avoid plagiarism. CASA logos and trademarks may not be used without prior written consent from the President/CEO.

If an employee has identified on his/her personal website that he/she is employed by CASA, then CASA strongly encourages that a disclaimer be included that states that the opinions provided do not represent the views of CASA. These restrictions apply not only to employees' personal websites, but to postings on other websites, including the personal websites of non-employees.

As a CASA employee, you are responsible for complying with this policy. Any employee, who becomes aware of an incident in violation of this policy, whether by witnessing the incident or being told of it, should report it to the President/CEO. When CASA becomes aware that such a violation might exist, it will take prompt and appropriate action to investigate and address the situation.

Employees are reminded that certain policies, such as harassment for example, apply to employees' off-duty conduct that affects that workplace, which may result in disciplinary action, up to and including, the suspension or termination of the offender. CASA will take immediate and appropriate corrective action when it determines that a violation of policy has occurred through the use of social networking.

Failure to adhere to this policy will result in disciplinary action, up to and including termination.

#### Personal Telephone Calls

CASA recognizes that there are times when personal calls must be made or received during work hours. However, please keep these calls to a minimum and we encourage that calls be made during lunchtime so that personal calls do not disrupt the work day.

#### Use of Cell Phones

This policy outlines the use of personal cell phones at work, including special issues related to camera phones, the personal use of work cell phones and the safe use of cell phones by employees while driving.

#### Personal Cell Phones

While at work, employees are expected to exercise the same discretion in using personal cellular phones as is expected for the use of CASA phones. Excessive personal calls during the workday, regardless of the phone used, can interfere with employee productivity and be distracting to others. A reasonable standard is to limit personal calls during the workday to breaks and lunch hour.

For any cell phone at work, employees should keep the phone off when not needed or keep the phone on vibrate or a low volume ring so as not to disrupt the work area.

If using a cell phone for music, employees should refrain from using headsets. Employees may provide their own Bluetooth speaker.

CASA is not be liable for the loss of or damage to personal cellular phones or Bluetooth speakers brought into the workplace.

#### Camera Phones and Other Cameras

CASA prohibits employee use of camera phones (for taking pictures) involving Confidential Information. This is a preventative step necessary to secure CASA Confidential Information and other CASA information.

#### Safety Issues Relating to Cell Phone Use

Employees must comply with NH's Hands Free Law while driving on CASA business. Safety must come before all other concerns. Regardless of the circumstances, including slow or stopped traffic, employees are strongly encouraged to pull off to the side of the road and safely stop the vehicle before placing or accepting a call, texts or e-mail. If acceptance of a call is unavoidable and pulling over is not an option, employees are expected to keep the call short and use hands-free options, refrain from discussion of complicated or emotional discussions, and keep their eyes on the road. Special care should be taken in situations where there is traffic, inclement weather, or the employee is driving in an unfamiliar area. These safety precautions apply while an employee is driving on CASA business, and also apply at any time when an employee is driving if a phone call relates to CASA business.

Under no circumstances should employees place themselves or others at risk to fulfill business needs.

Much like other violations of traffic or speeding laws, employees who are charged with traffic violations resulting from the use of their phone while driving will be solely responsible for all liabilities that result from such actions.

Violations of this policy may result in disciplinary action, up to and including termination of employment.

## **5. TIME OFF FROM WORK**

### Leaves Of Absence Generally

Generally, if an employee must be absent from work for a period of more than one (1) week, a formal leave of absence, approved by the President/CEO is necessary. More complete descriptions of specific employee leave policies are included below. However, there are some general rules that apply to all leaves of absence.

Unless otherwise provided by applicable law, employees on any form of leave of absence must use all accrued vacation and sick time prior to taking unpaid leave. In addition, employees on approved leaves of absence (other than Personal Leaves of Absence), in CASA's sole and absolute discretion, may be permitted to take an advance on remaining vacation and sick time that would be available to them through the balance of the calendar year. Employees borrowing time must complete the form(s) required by the President/CEO, which will include an agreement to repay CASA for time used but not accrued in the event you are separated from employment for any reason, including resignation. Please see the Benefits section of this Handbook for additional information.

Employees who are on leaves of absence and receiving workers' compensation or short- or long-term disability benefits do not have to use their available vacation and sick time once those benefit payments begin, but may elect to do so to supplement their benefit pay. Please note that workers' compensation benefits received plus any supplement added through use of vacation and sick time may not exceed 100% of the employee's regular pay in any pay period. To the extent that an employee is eligible for two or more types of leave, the leaves will run concurrently.

The following leaves may be approved by the CASA:

### Vacation Time

CASA provides vacation time based upon anniversary of date of hire. Eligible employees accrue vacation time beginning on the employee's hire date each year. This process will provide our employees with specific accrual amounts at each pay period. CASA provides paid vacation time to full-time employees and employees working 30 or more hours per week. Employees classified as temporary employees are not eligible to accrue vacation time.

### Accrual of Vacation Time:

Regular, full-time and eligible part-time (regularly scheduled to work 30hrs/wk.) employees accrue vacation time each anniversary year:

- 3 weeks during the first 1-5 years of service.
- 4 weeks after 5 years of service.
- 5 weeks after 10 years of service.

Employees who work 30 hours/wk. earn vacation time on a pro rata basis. Part-time employees who work fewer than 30hrs/wk. are not eligible for vacation time.

### Use of Vacation Time:

Employees who have completed 3 months of continuous service are eligible to use vacation time.

All requests for vacation must be submitted to the supervisor for approval at least one month before the date of the vacation. Employees may not take more than two consecutive weeks of vacation at one time unless special permission has been granted by the President/CEO.

CASA requires all employees to use earned vacation prior to their next anniversary date.

Vacation time will not be carried forward to the next anniversary year: an employee who is unable to use earned vacation time in the anniversary year that it was earned, will lose it. However, if there are extraordinary circumstances, the President/CEO may approve the carryover of vacation time. Employees will not be paid for any unused vacation time upon separation of employment.

### Sick Time

Regular, full-time employees may accrue up to 80 hours of sick time each calendar year and may use sick time after completing three months of continuous service. Part-time employees who work 30 hours per week or more accrue sick time on a pro rata basis. Only employees who have worked a full calendar year will receive the full 80 hours of sick time. Sick time accrual for an employee's first calendar year of employment will be based on the employee's actual weeks worked and will accrue at a rate of 1.53 hours per week. If the employee works less than 40 hours per week, the rate will be based upon the employee's actual weekly salary hours. Employees are encouraged to contact the Finance Director with any questions.

Sick leave may be used by employees for their own illness or to care for dependents who are ill. Dependents are identified as those to whom you are primary caregiver and can be claimed on federal tax returns. Sick leave may also be used in the case of a Parental/Family Leave as outlined in the Parental/Family Leave policy section of this handbook.

Employees who have been absent for more than 5 consecutive days for medical reasons are required to provide their supervisor with a medical release prior to returning to work. Failure to provide such medical release will result in an unauthorized absence. A statement from an employee's doctor may be required at other times as determined by the employee's supervisor. An employee who exceeds the allotment of sick days will have the option of using vacation days or personal days. If the employee has exhausted all accrued and earned paid time off, the missed days will be unpaid.

Employees who are unable to report to work because of illness are required to notify their supervisor before their normal reporting time. Failure to do so may result in an unauthorized absence. Employees may carry over unused sick time into the new benefit year in an amount not to exceed a total of 240 hours of sick time. Unused sick time is not paid out upon separation of employment.

#### Personal Time

~~(Regular, full-time employees accrue 16 hours of personal time each calendar year and may use personal time upon completing 3 months of continuous service. Part-time employees who work 30 hours per week or more accrue personal time on a pro rata basis. Only employees who have worked a full calendar year will receive the full 16 hours of personal time. Personal time accrual for an employee's first calendar year of employment will be based on the employee's actual weeks worked and will accrue at a rate of 3.1 hours per week.)~~ If the employee works less than 40 hours per week, the rate will be based upon the employee's actual weekly salary hours. Employees are encouraged to contact the Finance Director with any questions.

Personal time should be requested at least 2 weeks in advance. Personal leave is not granted automatically. Requests for a personal leave may or may not be approved at the discretion of CASA. However, to maintain well-being, employees are encouraged to take personal time. Any unused personal time will be carried forward to the next calendar year and will be counted towards the total of 240 hours of sick time.

Unused personal time is not paid out upon separation of employment.

#### Holidays

It is CASA's policy to provide its eligible regular full-time and part-time employees time off with pay in observance of the following holidays: New Year's Day, Martin Luther King Jr. Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Thanksgiving Day, the day after Thanksgiving and Christmas Day.

Employees may be scheduled to work a holiday as staffing and operational needs require. Regular part-time employees however, are only eligible for holiday pay if they would normally be scheduled for work when the holiday is observed. These employees will receive holiday pay

for their normal work day hours, not to exceed 8 hours. For example, if the employee normally works 6 hours in a day, the employee would be paid 6 holiday hours, not 8. Furthermore, a regular part-time employee who works a Monday, Wednesday, Friday schedule would not be eligible to receive holiday pay for a Thursday holiday (such as Thanksgiving), but would be eligible to receive holiday pay for a Friday holiday (such as the day after Thanksgiving).

An exempt employee who works a holiday may take another day as the paid holiday with the approval of the supervisor. This day must be taken within 60 days of the scheduled holiday. When a scheduled holiday falls on a Saturday or Sunday, CASA will observe the holiday on either the preceding Friday or the following Monday, as determined by the President/CEO.

Temporary employees and employees who are regularly scheduled to work fewer than 30 hours a week are not eligible to receive holiday pay.

If a holiday falls during an employee's scheduled vacation period, the holiday is not charged against the employee's vacation. Instead, that day is paid through the holiday pay benefit.

### Personal Leave of Absence

An employee who has exhausted all forms of leave available to him or her under our other policies may apply for a personal leave of absence without pay in the event they need to be absent from work for compelling personal reasons. Regular, full-time employees who have completed 1 year of continuous employment may be eligible for a personal leave of absence up to 6 weeks unpaid.

A personal leave of absence is time off from scheduled work without pay for non-medical reasons. Personal leave is not a privilege and in no instance is a leave granted automatically. Requests for a personal leave may or may not be approved at the discretion of CASA.

Considerations for approving a personal leave will depend on:

- (1) The reason for the leave.
- (2) The length of the requested leave.
- (3) The employee's overall performance and dependability record.
- (4) The employee's length of service.
- (5) The program's staffing needs.

An employee who wishes to take a personal leave of absence must submit a written request to the supervisor at least 30 days in advance of the leave date. To maintain benefits during a personal leave of absence, an employee must make advance arrangements with the President/CEO. Group benefits for an employee and dependents will continue as long as the employee remains on an approved personal leave of absence, and the employee pays the required benefit premium payments. Employees will be required to make such payments on a monthly basis. Employees are not eligible for holiday pay during a personal leave. Paid time-off benefits will not accrue during an unpaid personal leave.

Upon return from a personal leave of absence, CASA will attempt to assign the employee to the former or a similar position. The program, however, cannot guarantee that the employee's former position or any position will be available following a personal leave of absence. If the

employee's former or a similar position is unavailable, the employee will be assigned to a position for which the employee is qualified, if such a position is available. If no position is available, the employee's employment will be terminated.

If an employee fails to report to work or contact CASA on the scheduled date of return from an approved personal leave of absence, it will be assumed that the employee has voluntarily quit and the employee's separation from employment will be processed.

Employees on personal leave are responsible for contacting the Finance Manager at least once every other week during the absence to provide updates regarding their status and intentions to return to work. Working while on personal leave is not permitted. Failure to return from a personal leave of absence on the date agreed upon will be treated as a voluntary resignation.

An employee who has been on personal leave due to his or her own medical condition will be required to submit a fitness for duty certificate before returning to work.

### Medical Leave of Absence

Employees who have completed 1 year of continuous service are eligible for a medical leave of absence. If an employee is unable to work because of medical reasons, the employee may request a medical leave of absence up to 6 weeks of unpaid leave in a 12-month period.

An employee who elects to take a medical leave of absence must submit a written request to the supervisor at least 30 days in advance if the leave is foreseeable. If the leave is unexpected, the employee must notify the supervisor and provide written notice as far in advance of the anticipated leave date as practical. Normally, this would be within two business days of when the need for leave becomes known to the employee. The employee must provide medical certification to support the request for medical leave. If the employee fails to complete and submit medical verification, the request for a leave will be denied.

Before an employee may return from a medical leave, the employee will be required to produce a "Fitness to Return-to-Work" certificate, indicating that the employee is able to return to work and stating a return to work date. An employee who needs an extension of the leave beyond the projected return to work date must obtain supervisory approval in advance.

The employee must use all accrued sick days as part of a medical leave. The remainder of the leave will be unpaid. Employees, however, may use earned vacation as part of the leave.

CASA will maintain the employee's health coverage under its group health plan during a medical leave. If part of the leave is paid, premium contributions will be deducted from this pay. If the leave is unpaid, the employee must submit the premium payment to the President/CEO by the first of the month for which coverage is effective. If an employee's medical leave of absence is extended beyond 6 weeks, benefits will terminate, and the employee may elect State Continuation coverage.

An employee's election to take a medical leave will not result in loss of any employment benefits that accrued before the start of the employee's leave. Paid time off benefits, however, will not



accrue during any unpaid leave. Employees are not eligible for holiday pay while on medical leave.

An employee who takes a medical leave of absence has no guarantee of reinstatement, unless otherwise required by state law. The program, however, will attempt to assign the employee to the former or a similar position. If the employee's former or a similar position is not available, the employee will be assigned to a position for which the employee is qualified, if one is available. If no position is available, employment will be terminated. Employees who fail to return to work on the return-to-work date and who have not been granted an extension will be considered to have voluntarily resigned. Working while on medical leave is not permitted.

### Parental/Family Leave:

Regular, full-time and eligible part-time employees who have completed 1 year of continuous employment may be eligible for a parental/family leave of absence up to 6 weeks unpaid in a 12 month period.

Requests for a parental/family leave may or may not be approved at the discretion of CASA. Requirements for approving a parental/family leave are as follows:

- (1) The birth and first year care of a child.
- (2) The adoption or foster placement of a child in the employee's home.
- (3) To care for a spouse, child or parent with serious health conditions.

The employee must use all accrued sick days as part of a parental/family leave. The remainder of the leave will be unpaid. Employees, however, may use earned vacation as part of the leave.

An employee who wishes to take a parental/family leave of absence must submit a written request to the supervisor at least 30 days in advance of the leave date. To maintain benefits during a parental/family leave of absence, an employee should make advance arrangements with the President/CEO. Group benefits for an employee and dependents will continue as long as the employee remains on an approved parental/family leave of absence, and the employee pays the required benefit premium payments.

Upon return from a parental/family leave of absence, CASA will attempt to assign the employee to the former or a similar position. The program, however, cannot guarantee that the employee's former position or any position will be available following a parental/family leave of absence. If the employee's former or a similar position is unavailable, the employee will be assigned to a position for which the employee is qualified, if such a position is available. If no position is available, the employee's employment will be terminated. Parental/family leaves of absence are unpaid, but an employee must use earned vacation and parental/family days as part of the leave. Employees are not eligible for holiday pay during a parental/family leave. Paid time-off benefits will not accrue during an unpaid parental/family leave.

Working while on parental/family leave is not permitted. Failure to return from a parental/family leave of absence on the date agreed upon will be treated as a voluntary resignation.

### **Bereavement Leave**

Regular, full-time employees who have completed 90 days of continuous employment may take up to three (3) days of leave with pay if a death occurs in the employee's immediate family. These three (3) days are not to extend more than one week beyond the date of the funeral. If additional time is required or desired, the employee may request to use accrued vacation time or personal days. If time off without pay is requested for more than five (5) workdays, the Personal Leave of Absence Policy will apply.

Immediate family includes spouse, child (including adopted children), parent, brother, sister, grandparent, grandchild and all the above relatives who are in-laws or step-relatives, and any other member of the same household.

Pay is based on eight (8) hours of straight time per day for employees working a regular full time work schedule. Employees are eligible for Bereavement Pay on regularly scheduled work days only.

Employees requesting time off from work for bereavement must notify their immediate supervisor of the needed time off.

### **Jury Duty and Witness Leave**

Regular, full-time employees who have completed 6 months of continuous employment are eligible for jury duty pay. Employees must notify their supervisor immediately when called for jury duty, and must provide a copy of the jury summons to their supervisor. If the employee has given prompt advance notice of jury duty, then CASA will pay the employee the difference between the amount normally received for his or her scheduled work day and the amount received for jury service for up to ten (10) business days, unless otherwise required by law.

When an employee is not scheduled for jury duty or is released early during the day, it is expected that the employee will report to work. Failure to do so will result in forfeiture of jury duty pay.

CASA will provide employees with time off for witness duty. The employee is required to present the subpoena requiring him or her to appear as a witness in a legal proceeding for which he or she is not a plaintiff or a defendant. Witness duty is unpaid, unless state law requires otherwise. Should the employee be subpoenaed by CASA, or otherwise requested by CASA to appear as a witness, any related absence time will be paid in the employee's normal wages.

### **Voting Time Leave**

Generally, employees are expected to vote during non-work hours. If the employee can only vote during work hours, he/she must get prior approval from both the supervisor and President/CEO for unpaid time off to vote, unless state law requires otherwise.

### Military Leave:

Employees who are Reservists in any branch of the United States Armed Forces or members of the National Guard in any state of the United States or are employees who enter active military service with the United States Armed Forces or National Guard or are members of the United States Commissioned Corps of the Public Health Service or any other person (collectively referred to as "uniformed services") designated by the President of the United States as entitled to benefits in accordance with the federal Uniformed Services Employment and Reemployment Rights Act of 1994 ("USERRA") during a time of war or emergency will be provided with leaves of absence for active duty, training, or to meet military-related obligations.

Employees needing military leave must notify their supervisor and the Finance Manager as soon as possible after receiving their military orders. When possible, 30 days advance notice is requested. The notice may be verbal, but must be followed up by a copy of the employee's official military orders as soon as practicable, unless military necessity prevents giving notice, or notice is impossible or unreasonable. The employee is also responsible for giving proper notification of intent to return to employment upon release from military duty.

CASA will not discriminate in hiring, employment, reemployment, or any benefits of employment against any individual because of that individual's service in the United States uniformed services. Pay, benefit and reinstatement rights will be in accordance with USERRA and any applicable state law. CASA will not tolerate any retaliation against any individuals because of their service in the uniformed services or their engagement in any other activities protected under USERRA. Please contact the President/CEO for more information regarding military leave.

### Crime Victim Leave (NH):

CASA provides unpaid leave to employees who are victims of crimes or who are the immediate family members of victims of certain crimes, subject to the terms and conditions of this policy.

For the purposes of this policy only, the following terms shall have the designated meanings:

**Crime.** An offense designated by law as a felony or a misdemeanor.

**Victim.** Any person who suffers direct or threatened physical, emotional, psychological, emotional, psychological, or financial harm as a result of the commission or attempted commission of a crime.

**Immediate Family.** Father, mother, stepparent, child, stepchild, sibling, spouse, grandparent, or legal guardian of the victim, or any person involved in an intimate relationship and residing in the same household with the victim.

CASA will grant an unpaid leave of absence for an eligible employee to attend court or other legal or investigative proceedings associated with the prosecution of a crime in which the employee: (i) was a victim; (ii) is part of the immediate family of a homicide victim; (iii) is part of the immediate family of a child under the age of eighteen (18) who was a victim; or (iv) is part of the immediate family of an incompetent adult who was a victim. Any employee who takes

leave under this policy may elect to use any accrued paid vacation time or personal leave time during any portion of the leave of absence.

An eligible employee must provide CASA with copies of written notices of hearings, conferences, and meetings that the employee must attend as part of the criminal proceedings prior to taking such leave (the "Required Documentation"). CASA will keep the Required Documentation confidential to the extent required by law. Upon receipt of the Required Documentation, CASA will grant employee unpaid leave for such period of time as necessary, as long as the length of the absence or the effect of the absence does not create an undue hardship to CASA.

#### **Pay for Volunteer Firefighters, Auxiliary Police Officers or Volunteer Ambulance Attendants**

If an employee serves as a volunteer fire fighter, auxiliary police officer or volunteer ambulance attendant, he or she should tell his or her supervisor and the President/CEO. When a state of emergency is declared by the Governor or General Court of New Hampshire during the employee's regular shift to respond to an emergency, he or she will be paid for time lost from work.

Payment will not be made for routine meetings or training. Volunteer ambulance attendants must not schedule themselves for volunteer time during their normal shift hours. Volunteer fire fighters cannot leave work for limited calls (gasoline wash-downs, etc.).

Payment will be made at the employee's regular straight-time rate.

#### **Return to Work from Non-Work Related Illness or Injury**

If an employee is returning to work following an absence, accident or illness and has been out for less than three (3) work days and is able to perform the full range of their job, it is not necessary for the employee to report to the Finance Manager.

Employees returning to work following an absence, accident or illness and have been out for three (3) work days or more must present to the Finance Manager prior to return to work. The supervisor will be advised if work restrictions are in effect.

Any employee who presents at any time with a note from a physician for restricted duty will be directed to Finance Officer.

## **6. EMPLOYEE BENEFITS**

CASA provides certain group benefits which are summarized in this section. CASA periodically reviews the benefits package and reserves the right to amend or terminate, in whole or in part, at any time the package as appropriate to CASA's operation. If any question arises regarding the interpretation or operation of these plans, the answers will be determined by reference to the legal/formal plan documents rather than the summaries contained in this Handbook. For further information regarding the individual plans, you should review the most recent summary plan description, if applicable, and/or contact the Finance Manager.

### Insurances & Group Benefit Plans

CASA offers eligible employees the ability to participate in a variety of insurance and group benefit plans. Please note that CASA periodically reviews its benefit programs and reserves the right to amend or terminate, in whole or in part, at any time, any of its benefit programs.

Benefits commence on various dates as specified in the Summary Plan Descriptions. Late entrants may be denied coverage or subject to plan limitations. Please note that certain part-time employees and temporary employees are not eligible for benefit coverage. Further details concerning these benefits, including eligibility requirements, can be found in the summary plan descriptions available from the Finance Manager.

Some insurances require an employee contribution. CASA sets these rates and may adjust them periodically in its discretion.

An employee who desires to change dependent coverage as a result of a life event should apply for the change in writing to the Finance Manager within thirty (30) days of the date of the life event (i.e. marriage, divorce, legal separation, birth or adoption of a child, spouse's change in insurance eligibility due to loss or gain of spouse's employment, change in the employee's status from benefits eligible to benefits ineligible, dependent loss or gain of insurance eligibility, etc.). Failure to do so may impact coverage under certain benefit plans.

Additionally, eligible regular full-time employees may participate in the flex spending accounts for medical expense and dependent care reimbursement, subject to the terms, conditions, and limitations of that benefit. Contributions for medical, dental, and flex spending accounts are generally made on a pre-tax basis, except in those instances where this favorable tax treatment is not available under the terms of the Internal Revenue Code.

### Health Insurance

CASA currently offers regular full-time and part-time employees regularly scheduled to work a minimum of 30 hours per week enrollment in health insurance coverage options after 60 days following his or her date of hire. Employees have up to 30 days from their date of hire to make medical and dental plan elections. If you do not elect coverage within 30 days of your date of hire, you will not become eligible again until the next open enrollment unless you qualify for a special enrollment opportunity.

Health insurance coverage becomes effective 60 days from date of hire. CASA retains the right to change the terms and conditions of any health plan, group health plan, or similar plan offered by it, as well as change providers, as it deems necessary, with or without notice to plan participants. The health insurance benefits are described in summary plan descriptions, which are the only official and binding materials describing CASA health insurance. Eligible employees may obtain a copy of the summary plan descriptions from the Finance Manager.

CASA currently pays 100% of a full-time employee's premium. Employees are responsible for 100% of the premium portion for any additional coverage, including spousal or family coverage. Employees must pay their portion of the premium with pre-taxed dollars through payroll

deduction. CASA retains the right to change the amount employees are required to pay for health insurance at any time, as it deems necessary, with or without notice to plan participants.

#### Group Term Life Insurance/Disability Income Plans/Various Plans

CASA provides access to Group Term Life Insurance, Disability Income Plans and various other insurance plans through AFLAC. All plan premiums are paid 100% by the employee. Plan premiums must be paid by the employee through payroll deduction with either taxed or pre-taxed dollars. For AFLAC contact information please see the Finance Manager.

#### Retirement Plan

CASA offers regular, full-time and eligible part-time employees the opportunity to save regularly and defer taxes by participating in a 403B retirement plan. After meeting the eligibility requirements, an employee may invest a portion of gross pay in a variety of funds through regular payroll deductions. This plan is employee sponsored and there are no contributions from CASA.

Plan documents, investment options, and further detailed information are available from the Finance Manager. This policy is intended only as a general overview for this benefit which is governed by its plan documents.

#### Workers Compensation

In accordance with its obligations under state law, CASA provides workers' compensation insurance for employees. This insurance covers qualified work related illnesses and accidental injuries to an employee, as determined by CASA's workers' compensation carrier.

All employees must report any occupational illness or work related injury (no matter how minor) to their immediate supervisor who shall report the injury to the Finance Manager as soon as possible and in any event not later than 24 hours from the injury or onset of illness. The employee also must complete an incident report or other required insurance forms. Please read the following for more specific information:

#### Reporting Injuries

Employees who sustain work-related injuries or illnesses must inform the Finance Manager immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible. CASA will not tolerate any retaliation against employees who report injuries or illnesses in accordance with this policy or who seek workers' compensation benefits for work-related injuries and illnesses.

Neither CASA nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity, even if sponsored by CASA.

### Temporary Alternative Duty

Employees who are receiving workers compensation benefits and remain eligible for reinstatement in accordance with the state workers compensation law may be eligible for temporary alternative work duties that will allow them to progress towards returning to work in their regular position and their regular work schedule. Such temporary alternative work duties, which are short-term in nature, are identified by CASA. Temporary alternative work duties may also include reduced work schedules for a limited period of time.

An employee's eligibility for temporary alternative work duties will be made on a case-by-case basis, depending upon the employee's work restrictions and any available temporary work duties identified by CASA for which the employee is qualified and able to perform with or without reasonable accommodation. Such duties are not meant to be indefinite, but rather are generally short-term and temporary in nature. At the end of each assignment, employees will be re-evaluated to determine their ability to take on additional temporary alternative work duties and their progress in being able to return to their regular job position and work schedule.

## 7. WORKPLACE SAFETY

### Health & Safety

CASA has a continuing concern for the health and safety of every employee. CASA has a safety committee which is intended to identify and provide the necessary resources for providing a safe workplace, and to locate and correct the conditions responsible for past and potential accidents. Responsibility for the control of accidents belongs to each employee. CASA encourages all employees to contact any member of this committee if they have a concern, question, or observation regarding safety.

The following safety rules will help us maintain a safe work environment:

1. Report all injuries, no matter how slight, to your supervisor immediately.
2. Observe all danger and warning signs.
3. Employees are required to wear seat belts while on CASA business at all times.
4. Employees are required to use cell phones in "hands-free" mode while operating a personal vehicle on CASA business.
5. Report any frayed or torn electrical wires to your supervisor.
6. Report to your Director of Operations all machinery, tools or other items in need of repairs.
7. If in doubt as to any unsafe act or condition, consult your supervisor.
8. Participation in all fire drills is mandatory.
9. Employees should be sent for medical care when there is any doubt whatsoever.

An employee must not perform any task he or she feels could cause injury or harm, to self or co-workers, such as lifting heavy objects, or climbing unstable ladders. All employees must cooperate with any request by their supervisor or a Safety Committee representative to discontinue or modify any task determined to be unsafe to the employee or co-workers. To keep the work environment safe, please follow basic safety rules and keep work areas, floors and

walkways clean and free of obstructions. Unsafe conditions should be reported to your supervisor as soon as possible.

If you observe or are involved in an accident in which an employee, volunteer or visitor is injured, report the incident to your supervisor immediately, regardless of how minor the accident may seem. You must report any incident before the end of your regular work day on the day of the occurrence. Violation of any safety policy or guideline is grounds for disciplinary action, up to and including termination.

### Violence in the Workplace

CASA is committed to maintaining a safe work environment and to preventing violence in the workplace. CASA has established the following guidelines to deal with intimidation, harassment or other threats of or actual violence that may occur, whether during or after work hours, on the premises or while carrying out CASA business.

All employees are to be treated with courtesy, consideration and respect at all times. This behavior also extends to volunteers, visitors, contractors, and others we come in contact with during the course of business.

Any violent conduct or threats of violence against employee, volunteer or member of the public at any time, including off-duty periods, will not be tolerated. Examples of workplace violence includes actions such as stalking, aggression, intimidating acts, gestures or words towards another, invasion of privacy, assault, robbery, battery, and destruction of property. Violence also includes all acts of harassment, including harassment that is based on an individual's sex, race, religion, gender, age or any characteristic protected by federal, state or local law. Employees are also expected to refrain from any fighting, "horseplay", or other conduct that may be considered dangerous or intimidating to others.

If you feel you are being threatened or subject to workplace violence in any way, you must immediately report the matter to your supervisor and/or the President/CEO. The situation will be assessed and appropriate action taken.

Likewise, and given the nature of CASA's work, any person who witnesses any threats, threatening behavior, or acts of violence during work time, while on CASA business, or on CASA property (including parking or other outside areas) should report the incident immediately to your supervisor. This includes threats by employees, parents, as well as threats by volunteers, other visitors, solicitors or other members of the public. When reporting a threat or incident, be specific and as detailed as possible.

If you receive or overhear any threatening communications from an employee or outside third party, report it to your supervisor at once. Do not engage in either physical or verbal confrontation with a potentially violent individual. If you encounter a situation where you feel an individual is threatening immediate harm to an employee or other person on our premises and you are not able to contact your supervisor or President/CEO, you may contact an emergency agency (such as 911) immediately.



CASA intends to promptly and thoroughly investigate all reports or threats of actual incidents of violence and/or of suspicious individuals or activities. The identity of the individual(s) making the report(s) will be protected to the extent possible and practical. In order to maintain workplace safety and the integrity of the investigation, CASA reserves the right to suspend employees with or without pay, pending an investigation.

Anyone determined to be responsible for threats or actual incidents of violence, or other conduct that is in violation of these guidelines, will be subject to prompt disciplinary action up to and including termination of employment. Volunteers, contractors or others outside CASA determined to be responsible for threats or actual incidents of violence will be subject to possible legal recourse and will not be permitted on CASA premises nor allowed to work with/for CASA.

All employees who apply for an obtain a protective or restraining order which lists any or all CASA offices as being a protected area(s) must provide to their supervisor and the President/CEO, a copy of the petition and court order. Likewise, if any employee is involved in any personal situation involving potential violence, such as abusive partner behavior, which the employee has reason to believe would place them or employees of CASA in harm's way while on CASA premises or carrying out CASA duties, we ask you to notify the President/CEO so that CASA can assess if any protective workplace action is needed.

CASA management openly encourages employees to bring their disputes and differences with others to its attention before the situation escalates to potential violence.

#### Weapons Policy

Unless as otherwise permitted under applicable state law, employees are strictly prohibited from bringing firearms (loaded or unloaded), knives, hunting implements, explosive devices (including fireworks) or other weapons onto CASA premises, which includes all buildings, parking lots (and any vehicles in such lots), land adjacent thereto, and other sites while conducting business on behalf of CASA. Violators will be subject to appropriate disciplinary action up to and including immediate termination.

#### Drug and Alcohol Free Workplace and Testing

CASA has a longstanding commitment to provide a safe and productive work environment. Alcohol and drug misuse pose a threat to the health and safety of employees and to the security of our volunteers. For these reasons, CASA is committed to the elimination of drug and/or alcohol use and misuse in the workplace.

This policy outlines the practice and procedure designed to correct instances of identified alcohol and/or drug use in the workplace. This policy applies to all employees, all applicants for employment, and volunteers of CASA. The President/CEO is responsible for policy administration.

#### Employee Assistance and Drug-Free Awareness

Illegal drug use and alcohol misuse have a number of adverse health and safety consequences. Information about those consequences and sources of help for drug/alcohol problems is available from the President/CEO.

CASA will assist and support employees who voluntarily seek help for such problems. Such employees may be allowed to use accrued paid time off, placed on leaves of absence, referred to treatment providers and otherwise accommodated as required by law. Such employees may be required to document that they are successfully following prescribed treatment and to take and pass follow-up tests if they hold jobs that are safety sensitive or that require driving or if they have violated this policy previously.

Employees must report to work fit for duty and free of any adverse effects of illegal drugs or alcohol. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must, however, consult with their doctors about the medications' effect on their fitness for duty and ability to work safely and promptly disclose any work restrictions to their supervisor. Employees should not disclose underlying medical conditions unless directed to do so.

#### Prescribed or Over-the-Counter Medications

Prescription and over-the-counter drugs are not prohibited when taken in standard dosage and/or according to a physician's prescription. Any employee taking prescribed or over-the-counter medications will be responsible for consulting the prescribing physician and/or pharmacist to ascertain whether the medication may interfere with safe performance of his/her job. If the use of a medication could compromise the safety of the employee, fellow employees or the public, it is the employee's responsibility to use appropriate personnel procedures (e.g., call in sick, use leave, request change of duty, notify supervisor) to avoid unsafe workplace practices.

The illegal or unauthorized use of prescription drugs is prohibited. It is a violation of our drug-free workplace policy to intentionally misuse and/or abuse prescription medications. Appropriate disciplinary action will be taken if job performance deterioration and/or other accidents occur.

#### Medical Marijuana

Marijuana is a controlled substance under federal law. Thus, even if an employee has a valid prescription for medical use of marijuana, to the extent consistent with applicable state law, he or she must comply with CASA's drug-free workplace policy as set forth above and violation of the policy may result in disciplinary action, up to and including termination. In addition, CASA has no obligation to accommodate medical use of marijuana in the workplace unless otherwise required by applicable state law.

#### Crimes Involving Drugs

CASA prohibits all employees from manufacturing, distributing, dispensing, possessing or using an illegal drug in or on CASA premises or while conducting organization business. Employees are also prohibited from misusing legally prescribed or over-the-counter (OTC) drugs. Law enforcement personnel shall be notified, as appropriate, when criminal activity is suspected.

#### Fitness for Duty

CASA is committed to providing a safe environment for our employees and volunteers. If, at any time, there is a reasonable basis to believe that an employee cannot perform the essential functions of the job or that an employee poses a direct threat to the safety of themselves or to others, CASA may require that the employee furnish a statement from a physician or other

qualified professional attesting to the employee's physical and/or mental capacity for continued employment in the employee's current position. Upon review of the statement by the President/CEO, CASA may place the employee on mandatory leave or may terminate the employee if the employee is a direct threat or, with reasonable accommodation, is unable to perform the essential functions of the job.

#### **Inclement Weather or Other Emergency**

In the event that a storm occurs during working hours, CASA will always make every effort to remain open during snow days and other weather related events including floods, hurricanes or other acts of God. If the Courts are open, CASA is open since we may be required to report to Court for hearings and receive new Abuse/Neglect Petitions.

If the CASA office will not be open due to weather, supervisors will notify employees in advance via email or phone if they are required to report to the office. However, the decision to report to work or stay at home will be left up to the individual employee when safety is an issue. If employees will be late due to inclement weather they shall notify their supervisors as soon as possible.

Employees who wish to stay at home during these inclement weather events will have the option of using a vacation day, personal day, if available, or to take the day off as unpaid. Those who stay at home will need to report their preference to their supervisor for payroll accuracy.

Exempt employees working from home on an inclement weather day must set an automatic reply on Outlook indicating they are working from home and specifying how they can be reached.

#### **Smoking Policy**

Smoking poses a health risk to both smokers and nonsmokers. In addition, smoking can also damage sensitive technical equipment and can pose a safety hazard. This policy is designed to foster the health and safety of all employees and visitors to CASA. The success of this policy will depend upon the thoughtfulness, consideration and cooperation of both smokers and nonsmokers. All CASA employees, volunteers and visitors are expected to comply with the smoking regulations detailed in this policy. Employees should advise their volunteers or visitors of this policy if applicable.

Smoking or using any tobacco product, including electronic cigarettes, is strictly prohibited on CASA premises.

An employee who sees a violation of this policy may advise the smoker of CASA's smoking policy. If the smoking continues, the employee should inform his/her supervisor who will then be responsible for discussing the situation with the violator's supervisor. Further violations should be referred to the President/CEO. Violations of this policy may lead to disciplinary action up to and including termination.

## Visitors

In the interest of safety and in order not to disrupt productivity, visits from members of employees' families, friends, and former employees who wish to visit should be limited. Children, in particular, pose an added safety risk and must be accompanied by an adult employee at all times while in the facility. Personal visits should coincide with the employee's breaks or lunch period. Employees are responsible for the conduct and safety of their visitors at all times.

If an unauthorized individual is observed on CASA premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the lobby. Employees should accompany their visitors at all times and assure that their guests are not left unescorted throughout the building due to the confidential nature of our services. Animals are not permitted in the building, unless prior authorization is received by the President/CEO.

## **8. SEPARATION FROM EMPLOYMENT**

### Termination

This policy describes CASA's general philosophy and procedures concerning termination. It is not intended to form a contract between CASA and its employees, nor is it intended to undermine the at-will nature of the employment relationship. CASA recognizes that each employment relationship and termination situation presents a unique set of circumstances. CASA endeavors to deal with each individual situation on its individual facts and in the context of surrounding circumstances.

While CASA strives to address performance issues with employees on an ongoing basis, and to provide employees with an ample opportunity to improve, circumstances may arise when CASA makes the decision to terminate employment due to general performance concerns.

In addition, there are certain actions and misconduct that are so detrimental to the interests of CASA that they may result in disciplinary action, including immediate termination, without any warning or notice. While it is not possible to list all circumstances that rise to the level of warranting immediate termination, the following listing provides some examples of circumstances which are considered by CASA to constitute serious misconduct and may lead immediate termination:

- Disclosure of confidential information to unauthorized persons or entities
- Repeated tardiness
- Repeated and/or prolonged unexcused absences, or job abandonment.
- Violation of our Drug and Alcohol policy; this includes reporting for work under the influence of intoxicants or narcotics or using them while on the job; use, possession, sale, distribution or other involvement in illegal drugs or controlled substances without legal authorization or prescription
- Willful or negligent destruction of, or damage to, CASA property or products, a co-worker's property, or a customer's property or products; theft and/or unauthorized possession of CASA property or the property of others
- Engaging in any criminal activity in the performance of work duties

- Possession of firearms, explosives or other dangerous weapons or materials
- Mistreating other employees
- Dishonesty, including falsification of records or reports (oral or written)
- Insubordination
- Disregard for or violation of CASA safety policies or other CASA policies
- Failure to follow policies, guidelines and rules associated with computer hardware, software applications, information systems and resources, the Internet and/or other electronic means of communication
- All forms of discriminatory treatment, sexual harassment, harassment, and/or retaliation
- Fighting or other threatening or violent behavior, actions or remarks; verbal or physical acts of intimidation or coercion are also prohibited
- Any behavior that is offensive, immoral or indecent or that fails to respect the rights of others or lowers morale or interferes with work effectiveness
- Other misconduct detrimental to the best interests of CASA.

### Resignation

CASA also understands that there are certain times when employees elect to resign from employment. In these situations, CASA requests the courtesy of at least two (2) weeks advance notice from employees (four (4) weeks for senior management) who decide to leave its employ with a letter of resignation sent to your supervisor, with a copy to the President/CEO.

### Separation Procedures

Separating employees may be asked to meet with the President/CEO for an exit interview.

### Return of CASA Property

All separating employees are required to return all CASA Property and Confidential Information, including, without limitation, tools, equipment, keys, credit cards, work uniforms, laptop computers, pagers, cellular telephones, tools, security access key fobs, documents, data, and other property, equipment or CASA owned materials before the conclusion of their last day at work. Any existing employee may be required to return CASA property and Confidential Information at any time upon request of management.

### Re-employment

Former employees who leave CASA in good standing may be considered for rehire. Former employees who resign without adequate notice or who are discharged for cause will not be considered for rehire. A former employee who is rehired will be considered a new employee from the date of rehire for purposes of pay, benefits and years of service.

### References

It is the policy of CASA not to give oral employment references or letters of recommendation to terminated employees, unless the employee signs an authorization for release of information. In the absence of such a release, the program will confirm only date of service, job position and salary.

**Effect-on-Benefits**

The last day worked is considered the termination date. Benefits are generally discontinued as of the last day worked, unless otherwise specified in the plan document. In this case, please refer to the appropriate benefit booklet or contact the President/CEO for information on the benefit termination date. There will be no compensation for any unused vacation, sick or personal time regardless of reason for separation from CASA.

**Final Paycheck**

Final paychecks reflect regular compensation due for days/hours worked up to the effective date of termination. Final paychecks are mailed to employees on the first regular payday following the last workday, unless otherwise required by state law. You should notify CASA if your address changes during the calendar year in which termination occurs so that your tax and benefit information will be sent to the proper address.

**EMPLOYEE ACKNOWLEDGMENT FORM**

*Please sign one copy of the Form and return it to the Finance Manager.  
The other copy is for you to keep with your copy of the Handbook.*

I have received a copy of the Employee Handbook (the "Handbook") and understand that it is my responsibility to read the Handbook and comply with it.

I further understand that this Policy and Procedures Handbook is prepared for informational purposes only and does not constitute a contract between CASA and its employees and should not be construed as such. I understand that my employment by CASA is not for a definite term and may be terminated by CASA or the employee at any time, with or without notice or cause.

I am aware that CASA retains flexibility in the administration of the policies and procedures contained in the Handbook, and that CASA reserves the right to change or amend or eliminate any of the policies and/or benefits described in the Handbook at any time, with or without notice, as business, employment, legislation, and economic conditions dictate.

I understand that CASA has included in this Handbook an Anti-Harassment & Anti-Discrimination Policy because CASA seeks to provide a workplace free of sexual harassment and other prohibited discrimination. I understand that unlawful harassment will not be tolerated by CASA.

CASA has included an Information Systems Policy in this Handbook. This policy states that CASA's computer, telephone, electronic, and internet access systems are CASA property to be used primarily for business purposes and are subject to monitoring, searching, and accessing by CASA. CASA equipment and systems are not for my private use.

CASA also has included a Substance Abuse policy and policies regarding Workplace Violence and Bullying. I understand that CASA reserves the right to inspect any part of its premises, including but not limited to offices, desks or other suspected areas of concealment in order to enforce the Substance Abuse, Workplace Violence and Bullying, and other policies.

This Handbook is not intended to replace open communications. I understand that I should contact my supervisor or the President/CEO if something is not clear or if I have a complaint or problem that needs to be discussed.

**EMPLOYEE'S NAME:** \_\_\_\_\_

**EMPLOYEE'S SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**APPENDIX #1  
STANDARDS of PROFESSIONAL CONDUCT**

**Introduction**

The CASA-N.H. program is committed to its staff and CASA volunteers adhering to high standards of professional conduct. This is essential if the program is to be respected for providing quality advocacy for abused and neglected children. In addition, CASA guardian's ad litem are subject to the N.H. Supreme Court Guidelines and Standards for Guardians ad Litem.

The standards that follow have been developed by the CASA-N.H. organization. They are of two types: general and those addressing conflicts of interest. For the most part, the general standards are of the black-and-white variety whereas conflicts of interest issues can be more challenging. Explanatory notes have been provided for those standards needing clarification. In addition, Appendix "A" provides several examples illustrating different types of conflict of interest.

An effort has been made to limit the number of Standards, and to only develop a standard for those problem or potential problem areas that CASA deems most important. Should there be a conflict between a CASA-N.H. standard and a N.H. Supreme Court standard, the latter prevails.

**I. General Standards**

Standard #1:

CASA staff members and volunteers are prohibited from transporting a "case" child or parent.

Standard #2:

CASA staff members and volunteers are prohibited from having a "case" child or parent in their home.

Standard #3:

CASA staff (except the staff attorney) and volunteers are prohibited from giving legal advice to anyone associated with a CASA case.

*Explanatory note:*

Legal "advice" is distinguished from legal "information" which may be appropriate to pass on to a parent or child but only after a staff member or volunteer has consulted with CASA's staff attorney.

Standard #4:

CASA staff and volunteers are prohibited from giving therapeutic advice to anyone associated with a CASA case.



*Explanatory note:*

Therapeutic “advice” is distinguished from therapeutic “information”.

Standard #5:

CASA staff and volunteers are prohibited from giving gifts to or receiving gifts from “case” parents or any professionals associated with a case.

Standard #6:

CASA staff and volunteers are prohibited from giving gifts to a “case” child except gifts of nominal value may be considered but only in special circumstances and only with permission from a volunteer’s case supervisor.

Standard #7:

CASA supervisors are prohibited from making a material change in a CASA volunteer’s court report without the volunteer’s permission or, in the event a supervisor continues to believe a material change is essential, as provided for in Standard #8.

Standard #8:

A conflict between a CASA supervisor and volunteer over a material issue in a case or a recommendation to the court shall be referred to CASA’s senior management team by the CASA supervisor for resolution.

*Explanatory note:*

Whenever possible, a member of the senior management team will speak with the CASA volunteer as well as his/her supervisor prior to the team rendering a decision.

Standard #9:

CASA staff shall promptly advise a member of the senior management team - and CASA volunteers shall promptly advise their supervisor - if they or members of their immediate family become involved or anticipate becoming involved in any court case other than in a CASA capacity or have been criminally charged.

Standard #10:

CASA staff shall promptly advise a member of the senior management team – and CASA volunteers shall promptly advise their supervisor - if they or members of their immediate family anticipate or become employed by or volunteer their services to an organization that is involved in RSA169-C cases.

Standard #11:

CASA volunteers shall ensure the confidentiality of any CASA case files (paper and electronic) maintained in their home.

Standard #12:

CASA volunteers shall promptly return all case files (paper and electronic) in their possession to their CASA supervisor upon completing their involvement in a case.

Standard #13:

CASA volunteers shall promptly eliminate all electronically stored information upon completing their involvement in a case.

*Explanatory note:*

Whereas Standard #12 requires CASA volunteers to download any electronically stored information and to return the disc(s) along with any paper files, Standard #13 requires CASA volunteers to eliminate any electronically stored information immediately after any such information has been placed on a disc.

Standard #14:

CASA staff and volunteers shall refrain from being disrespectful to anyone associated with a CASA case.

Standard #15:

CASA staff and volunteers shall strive to act professionally at all times.

*Explanatory note:*

This standard is not limited to court appearances. It extends to any activities associated with a case and being a CASA guardian ad litem including but not limited to DCYF administrative reviews, team meetings, IEP meetings, Court Improvement project meetings, and conferences.

Standard #16:

CASA staff and volunteers shall strive to conduct themselves in such a manner that an objective person would perceive them as singularly motivated to assist the child for whom CASA has been appointed guardian ad litem.

Standard #17:

CASA staff and volunteers shall strive to consistently maintain their focus on the child's needs and interests.

## II. Conflict of Interest

### Preface

Conflicts of interest are a special type of conduct or potential conduct deserving of special consideration. They arise in all professions but are a particularly sensitive matter in court cases where important legal rights are adjudicated, including (in some cases) the permanent loss of one's child. It is for this reason that CASA believes part of being a CASA staff member or CASA volunteer includes assuming a responsibility to be vigilant re: conflicts of interest. See Appendix A for examples of a conflict of interest, a potential conflict of interest, and the appearance of a conflict of interest.

Conflicts of interest involving guardian's ad litem in New Hampshire are also controlled by the N.H. Supreme Court Guidelines and Standards for Guardians ad Litem (GAL 403.06). See Appendix B.

### Standard #18:

Staff and volunteers are discouraged from developing personal relationships with judges, DCYF personnel and other professionals who are involved with RSA169-C cases.

#### *Explanatory note:*

The purposes of this Standard are at least twofold: (1) the importance of CASA recommendations not being influenced by personal relationships; and (2) CASA avoiding the appearance that its recommendations are influenced by personal relationships. See Appendix "A" for a discussion of what constitutes a "personal relationship" as well as for other information bearing on conflicts.

### Standard #19:

Staff and volunteers shall promptly advise the CASA organization of any personal relationship with a judge, professional person, parent, child or relative of the child who is involved in any active case for which CASA is the guardian ad litem.

#### *Explanatory note:*

Because the CASA organization's integrity may be affected, conflicts of interest or potential conflicts are best resolved through a group process vs. the involved staff member or volunteer deciding on his/her own whether there is or may be a problem.

If a CASA staff member has a personal relationship, the staff member shall so advise his/her supervisor. If a CASA volunteer has a personal relationship, the volunteer shall so advise his/her supervisor. In turn, a supervisor shall so advise the senior management team. If a member of the senior management team has a personal relationship, the member shall so advise CASA's Executive Director or Sr. Staff Attorney.

Standard #20:

Staff and volunteers are discouraged from developing a personal relationship with a "case" child, during the pendency of a case and after a case closes.

*Explanatory note:*

As one CASA volunteer eloquently put it in reference to a child she served as guardian ad litem: "...I know that he's happy and safe, and I hope he forgets I was ever a part of his life, that I ever needed to be part of his life."

There are exceptions, especially after a case closes and the "client" seeks to maintain contact with the professional. See Appendix "A" for further explanation.

Standard #21:

Staff and volunteers are prohibited from developing a personal relationship with a "case" parent, during the pendency of a case and after a case closes.

*Explanatory note:*

The CASA organization does not believe there is any situation which would justify CASA continuing to serve as GAL in a case where a personal relationship has developed between the GAL and a parent during the pendency of a case. Although there might be a rare instance where developing a personal relationship after a case closes would be acceptable, the CASA organization is not comfortable with a standard that "discourages" but does not prohibit such relationships.

Standard #22:

Staff and volunteers shall promptly advise the CASA organization of any personal relationship with a current or former CASA "case" child or with someone closely related to the child.

*Explanatory note:*

As with the other reporting Standard (#19), a group process is required to assess a personal relationship because the relationship may affect the CASA organization. Standard #22 calls for the same reporting procedure as discussed in paragraph two of Standard #19.

Standard #23:

Staff and volunteers are prohibited from providing non-case related services, paid or unpaid, to any "case" child, parent or professional person during the pendency of a case.

*Explanatory note:*

Reference is made to N.H. Supreme Court Guidelines and Standards  
403.07 which is included in Appendix "B".

Standard #24:

Staff is discouraged from developing personal relationships with volunteers and vice-versa.

*Explanatory note:*

This standard refers to a CASA staff member and a CASA volunteer, not one  
CASA volunteer with another volunteer or one staff member with another staff  
member.

## APPENDIX "A"

Standard #16, as well as Standards #17-20 hinge on the term "personal relationship." The term is not easy to define, yet most people have at least a general understanding of the distinction between a professional relationship and a personal relationship.

The former can involve certain types of socializing, such as having dinner together at a conference with a group of professionals. A relationship begins to become personal when it involves after-hours socializing outside of the work setting. Also, a personal relationship can include non-romantic, non-"best friend" type relationships. However, most personal relationships are "friends"-based.

The better policy is for any CASA staff member or volunteer who is unsure whether a relationship they have is "personal" is to bring it to their supervisor's attention rather than make a self-determination.

One of the purposes of the N.H. Child Protection Act is to assure all parties a "fair hearing". RSA 169-C: 2 II. (c). Moreover, it cannot be stated too often that CASA does its work within a framework which involves constitutional rights of a high magnitude. It is for these reasons that anyone who is involved in court-managed child protection cases needs to be especially sensitive to conflict issues.

Conflicts of interest present special challenges to professional persons and organizations alike. They come in several forms including an actual conflict of interest, a potential conflict of interest, and the appearance of either an actual or potential conflict of interest.

- Example of an actual conflict of interest:

Mary Smith is the CASA GAL. Midway through a case, the child for whom Mary is the GAL is placed in a foster home. The new foster mother is Mary's sister. There is an actual conflict of interest here because it would be very difficult for Mary not to give undue weight to her sister's opinions about the child and/or the child's parent(s). Knowing that other parties know or think this, Mary would also be vulnerable to overcompensating by putting too little weight on her sister's opinions as a means of persuading others that she is not unduly influenced by her sister.

Other conflicts, some actual and others potential, are also apparent.

For example, if another party developed concerns about the foster parent (Mary's sister), it could be awkward for that party to present her concerns in a forthright way, especially in Mary's presence. Similarly, Mary would be hard-pressed to assess any concerns in an objective way.

Clearly, it would be best for all concerned for Mary to withdraw from the case, and for another CASA to replace her.

- Another example of a potential conflict of interest:

Mary Smith is the CASA GAL. The CASA supervisor is considering assigning Mary to a new case in Hillsborough County in which the children will very likely be removed from their

parents' custody at some point. Mary's sister is a newly licensed foster parent who as yet does not have any foster children in her home. DCYF has a shortage of foster homes in Hillsborough County.

Although an actual conflict of interest has not yet arisen, there is the potential for a conflict because the children for whom Mary would serve as the CASA GAL if she is appointed to the case could wind up in Mary's sister's home. The concern for the CASA supervisor is that if this happened, the supervisor would then have to take Mary off the case, thereby causing another discontinuity in the children's lives.

It is probably better for the CASA supervisor to appoint another CASA volunteer to the case at the outset to eliminate this potential conflict of interest.

• Example of an appearance of a conflict of interest:

This type of conflict often presents the most difficulty, mainly because it stands for the proposition that "even if there isn't a problem, there is or may be a problem". This sounds very confusing and hair-splitting, but is not to be dismissed out of hand, particularly in court cases where judicial decision-making often affects very important legal rights. Here is an example:

Nancy Doe is the CASA GAL. Somewhat unthinkingly, Nancy has made it a practice of sitting with the DCYF case worker in the hallway outside the court room while waiting for their case to be called. Nancy does not know the case worker other than on a professional basis, but she finds it lessens stress to share a joke or humorous situation which has nothing to do with the case. Nancy also sits next to the case worker when the parties are called into the court room for a hearing. Her recommendations are usually the same as or similar to DCYF's notwithstanding Nancy arriving at her recommendations independent of DCYF.

Like many 169-C parents, the parent in Nancy's case (Bertha B.) believes DCYF, CASA and the judge are all buddy-buddy, and that the deck is stacked against her. Bertha B. was told this by a friend who also has a 169-C case. In addition, Bertha B. has used the internet to learn more about "the system", and has "chatted" with a number of other 169-C parents. There is even an attorney web site that says DCYF shafts parents, and that CASA and DCYF are part of a corrupt system. Bottomline, Bertha B. has learned that "it's me and my lawyer (maybe) against them".

If Bertha B. ever had any doubts about this, they were out the window the first time she went to court (and every time thereafter) where it was very obvious that her child's GAL (Nancy Doe) and the DCYF worker are personal friends. As Bertha B. told her attorney, "Just look at them. Always sitting together, laughing at me, and always coming up with the same recommendations about my child. The GAL will do what DCYF wants and vice-versa. They don't care about my child. What a joke."

No doubt, Nancy would be dismayed if she overheard this, especially given there is no truth to any of it other than she does sit with the DCYF worker in the hallway and in court, and they do share some humor on occasion but it is never at Bertha B.'s expense. In addition, Nancy Doe knows without any question that she would never make a recommendation about Bertha B.'s child unless she truly felt it was in the child's best interest.

Unfortunately, Bertha B. does not know this. And, even if Nancy attempted to dissuade Bertha B. of her beliefs, she would probably not be successful unless she overcompensated and began making recommendations to please Bertha B. rather than on the basis of what is best for the child.

It might be asked "why should CASA or anyone else care whether Bertha B. has an erroneous perception of the GAL, especially if Nancy Doe knows in her heart that the only basis for her recommendations is what is best for the child?"

At least part of the answer lies (once again) with important rights being at stake, and the corresponding importance of all parties feeling they have been treated fairly. In short, maintaining the integrity of the judicial process is important. Consequently, it is incumbent upon the professionals involved with court cases (DCYF, CASA, and the judges) to do whatever they reasonably can to promote fairness as well as the perception of fairness.

Nancy Doe can do her part by making it a point not to always sit with the DCYF worker in the hallway. She can also sit apart from DCYF in the hearing room, and she can refrain from sharing jokes with DCYF in a parent's presence. In addition, she can help by spending some time with the parent in the hallway while waiting for a hearing or, if this is not feasible, sitting by herself for at least part of the time. These are reasonable adjustments, and they send messages of neutrality and independence.

If Nancy did these types of things from the outset of a case and a parent such as Bertha B. nonetheless believed that Nancy was in cahoots with DCYF, it would be unfortunate. However, there would be nothing Nancy could reasonably do to alter a parent's perception, and, consequently, she should not further concern herself with this.

Standards #16 and #18 can present particularly difficult challenges, and are deserving of additional explanation.

The first distinction to be made is between "personal" and "professional" relationships. A "personal" relationship is generally understood to mean a friendship that carries on outside the context of an abuse/neglect case or attending professional conferences, and involves socializing with one-another during non-work time. Although professional relationships can be problematic as illustrated by the above appearance of a conflict example (Nancy Doe), personal relationships are cause for greater concern because of the greater difficulty of eliminating the conflict short of CASA withdrawing from the case.

A second distinction is seen in Standard #16 which speaks to avoiding the development of personal relationships once someone has assumed a CASA staff or volunteer position with the organization. It is distinguished from situations where a personal relationship existed prior to the individual becoming a staff member or volunteer. However, even prior personal relationships need to be disclosed to the CASA organization so that conflicts of interest (be they actual, potential or appearance of) can be minimized or eliminated.

A third distinction concerns whether the personal relationship is with someone who is directly involved with 169-C cases (e.g. a person who appears in 169-C cases or does evaluations for DCYF in 169-C cases that can affect the outcome of a case) vs. someone who has indirect



involvement (e.g. foster care licensing or operates out of a different district office). The former usually presents the greatest concerns, especially if the CASA staff person or volunteer and the professional person are involved in the same case. However, the latter is not always problem-free.

It is important to note that Standard #16 "discourages" such relationships but does not forbid them. Selection of the word "discourages" reflects CASA's reluctance to venture into the private lives of staff members. On the other hand, because of the problems these relationships sometimes cause (e.g. conflicts of interest, appearance of conflicts), there needs to be a standard. Ultimately, Standard #16 relies to a significant extent on each staff member and volunteer recognizing that such relationships can affect the CASA organization, and, consequently are not solely a private matter.

Standard #18 mainly pertains to whether it is advisable for CASA staff or volunteers to develop a personal relationship with a parent or especially a child once a case has concluded. Clearly, such a relationship is not acceptable while a case is pending. Generally speaking, CASA takes much the same position after a case closes.

However, in a very small number of cases, there can be situations where not to allow for a personal relationship would be unfair to a child. Usually, it involves an older teenager who cannot return home, has been involved with the court system and CASA for years, and it is the child who seeks a personal or post-case closure relationship with the CASA or CASA program. In such cases, "personal" relationship does not include socializing after hours, but does include the child having a degree of involvement with the CASA program and staff member(s) that is generally not allowed.

Standard #18 issues need to be addressed on a case-by-case basis, subject to review by the senior management team. An exception is where the CASA staff member or volunteer is no longer affiliated with the CASA program at the time the child seeks a personal relationship. In such cases, the program has no authority over the former staff member or volunteer.

## APPENDIX "B"

### GAL 403.06 Conflict of Interest

- (a) No person shall serve as a GAL who is involved as a party in a pending, contested matter involving areas of fact or law similar to issues that may be raised in matters to which the person may be appointed as GAL.
- (b) Upon discovery of any professional, personal, or financial relationship between the GAL and either of the parties or their counsel or any material witness in the matter, the GAL shall immediately disclose such relationship to the parties and, if appropriate, to the court.
- (c) A GAL who has prior acquaintance with a party, shall not accept appointment as GAL unless, after disclosure of such fact is made by the GAL, the parties in the matter before the court agree in writing to such appointment.

### GAL 403.07 Prohibited Transactions

- (a) Except for the GAL's fee agreement, a GAL shall not, during the term of the GAL's appointment, enter into a business transaction with a child or represented person or party or material witness.
- (b) The GAL shall not knowingly acquire an ownership, possessory, security, or other pecuniary interest adverse to a child or represented person.
- (c) Nothing in this rule shall prevent a GAL from entering into a business relationship with the child or represented person after the GAL's appointment is terminated.

The above are taken from the N.H. Supreme Court Guidelines and Standards for Guardians ad Litem.

## APPENDIX "C"

### Governing Principles for Processing Violations of Standards of Conduct

- An organizational commitment to addressing violations and conflicts.
- Ongoing education and discussion within the CASA program involving staff and volunteers.
- Written standards addressing foremost areas of concern.
- A group process for identifying, processing, and resolving violations of conduct and conflict of interest issues.
- Assessing violations and conflicts with the well-being of the children CASA serves and the CASA organization foremost in mind.
- Recognition that standards of conduct cannot answer or resolve all violations and conflicts of interest, and that there can be exceptional circumstances which render a standard non-applicable.
- Recognition that all staff members and volunteers have a responsibility to ensure that standards are taken seriously.



## Appendix H

CASA of NH Letters of Reference

# The State of New Hampshire Circuit Court



David D. King  
*Administrative Judge*

Susan W. Ashley  
*Deputy Administrative Judge*

*Senior Administrator*  
Heather S. Kulp, Esq.

*Administrators*  
Sarah T. Blodgett, Esq.  
Sarah H. Freeman, Esq.  
Kate E. Geraci, Esq.  
Brigette Siff Holmes, Esq.

March 21, 2023

Richard Samdperil, Interim Executive Director  
New Hampshire Judicial Council  
25 Capitol Street, Room 424  
Concord, NH 03301-6312

Dear Richard:

I am happy to provide this letter of reference in support of CASA of New Hampshire's proposal to provide statewide Guardian ad Litem services. I have had first-hand experience with CASA as a judge serving in Family Division since 2007, and as the Lead Judge for the New Hampshire Model Court Project since 2015.

The volunteers for CASA who appear in front of me are consistently well trained and effectively supervised. CASA guardians ad litem devote, in my view, far more time to their work than many paid guardians and they bring a life experience to the courtroom that is very different from a lawyer's and invaluable to the courts. I cannot recall a single complaint concerning late-filed reports, and in those few instances where there has been an issue that was raised concerning a volunteer, I have found CASA's management team to be extremely responsive.

From the administrative perspective, for years I have worked very closely with Marcia ("Marty") Sink, President/CEO of CASA. She is a trusted member of the Model Court Executive Committee, and I serve with her on the Family Treatment Court Oversight Team as well as the Oversight Commission on Children's Services. Marty's involvement and commitment to issues affecting children and families is always complete and always valuable.

CASA has played an important role over the years in shaping public policy in the area of child abuse and neglect. CASA was at the forefront of the court's efforts, originally in the District Court and Family Division, in developing protocols in abuse

Richard Samdperil, Interim Executive Director

March 7, 2023

Page Two

and neglect cases. These protocols have been recognized nationally and were made mandatory throughout the state in 2003. Marty has continued her involvement in multidisciplinary improvements for children through her role on the Executive Committee for the Model Court, and has been instrumental in producing additional sets of protocols, or revising existing protocols, over the past decade, including protocols for: 1) Children & Youth in Court, 2) Post-Permanency Hearings in APPLA Cases, 3) Termination of Parental Rights, Surrender, Voluntary Mediation and Adoptions, 4) Missing Parents, 5) Parental Fitness Hearings, and 6) statutory revisions related to Permanency Hearings. In short, CASA is a critical partner in the development and implementation of policy in this most sensitive and important area of the law.

On behalf of the Circuit Court–Family Division, I urge the support of the Judicial Council of CASA's proposal. Richard, if you or any member of the Council would like to discuss this further with me, I would be happy to do so at your convenience.

Very truly yours,

A handwritten signature in black ink, appearing to read "Susan W. Ashley", with a long horizontal flourish extending to the right.

Hon. Susan W. Ashley  
Dep. Administrative Judge

Cc: Hon. David King, Circuit Court Administrative Judge



Jeffrey A. Meyers  
Commissioner

Joseph E. Ribsam, Jr.  
Director

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
OFFICE OF HUMAN SERVICES  
DIVISION FOR CHILDREN, YOUTH & FAMILIES

129 PLEASANT STREET, CONCORD, NH 03301-3857  
603-271-4451 1-800-852-3345 Ext. 4451  
Fax: 603-271-4729 TDD Access: 1-800-735-2964  
[www.dhhs.nh.gov/dcyf](http://www.dhhs.nh.gov/dcyf)

March 7, 2023

Richard Samdperil, Interim Executive Director  
New Hampshire Judicial Council  
25 capitol Street Room 424  
Concord, NH 03301

Dear Mr. Samdperil:

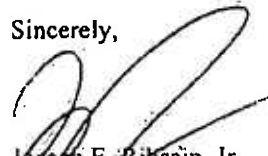
As the Director of New Hampshire's Division for Children, Youth and Families, I am pleased to be able to provide a letter of support on behalf of New Hampshire CASA and their proposal to provide guardian ad litem services for child abuse and neglect cases, termination of parental rights, adoption and all related appeals.

CASA has been and continues to be a key partner in New Hampshire's efforts to assure safety and advocacy for our children. Having CASA in the role of guardian ad litem in abuse and neglect proceedings presents the court with a unique "child-centered" perspective regarding the best interests of the child. The time, attention and focus on the child provided by CASA gives the much needed attention to our most vulnerable population.

As a child welfare professional, it has been my experience that CASA provides sustained advocacy for children engaged in the child protection system, and I appreciate the opportunity to speak affirmatively on their behalf as part of this proposal application.

If you have any questions or need additional information, please do not hesitate to contact me at any time (603) 271-4440.

Sincerely,



Joseph E. Ribsam, Jr.  
Director



Cassandra Sanchez  
Child Advocate

# State of New Hampshire

*Office of the Child Advocate*



Richard Samdperil, Acting Executive Director  
New Hampshire Judicial Council  
25 Capitol Street, Room 424  
Concord, NH 03301

Support letter for CASA program

3-16-23

Dear Mr. Samdperil,

As the Child Advocate for the State of New Hampshire, I have the unique experience of assessing the needs of our State's children and the array of services available to support their best interests. As I have familiarized myself with these services, I quickly recognized the impact the CASA advocates have on the wellbeing of our most vulnerable children. Our State, much like most across the country, is experiencing a mental health crisis that has greatly impacted our children and their families. In my work, I am finding that the children who end up in care of the State have much higher needs than they have ever had. My office works diligently to review DCYF involved cases; we are finding that DCYF case workers cannot keep up with the rising needs and the complex trauma these children bring with them to placement. It is often the CASA Guardian ad Litem's that are fearlessly advocating for these children by ensuring their placements and the agency are doing all within their power to provide the level of support to safely maintain the children in these settings. DCYF cannot do it all on their own. Our children deserve the continued advocacy of trained adults, tasked specifically with ensuring their best interests remain in the forefront.

Beyond the advocacy of these outstanding volunteers, I work closely with CASA's President and CEO, Marty Sink, on many initiatives to further the State's progress towards system improvements. It is critical for CASA to remain at the table for all discussions that impact children. Our State has been working to implement preventative supports early on, to divert families from system involvement whenever possible. CASA has played a vital role in pushing for these services as they are able to collect and share data, speak on behalf of the children they serve, and highlight what they understand as the best interest of children, backed in research and training. Marty Sink also sits on the Oversight Commission on Children's Services, a commission created by statute which supports the work of my office. The purpose of this commission is to ensure an effective, comprehensive, and coordinated system of services available to support the needs of our children. This is another example of an avenue in which CASA highlights the trends and areas of needs that they identify through individual case assignments. I am grateful to have the opportunity to work closely with and be supported by CASA of New Hampshire.

I strongly believe that CASA plays an essential role in ensuring best interest of the children in care across our State. With adequate funding, they can continue to make a large impact and further their reach. I hope that you consider the importance of their role as you review the application before you. I would be happy to answer any questions you may have for me.

Cassandra Sanchez  
Child Advocate





## Appendix I

CASA of NH  
Certificate of Authority  
Certificate of Vote  
NH Certificate of Good Standing  
Certificate of Insurance

**CERTIFICATE OF AUTHORITY**

**Marcia Sink is President/CEO of Court Appointed Special Advocates of New Hampshire, Inc., a non-profit corporation organized under the laws of New Hampshire with principle offices located at 138 Coolidge Street, Unit 1, Manchester New Hampshire (CASA-NH"). Pursuant to a resolution adopted by the Board of Directors and the Bylaws of CASA-NH, Ms. Sink has full authority to prepare, submit and present proposals in response to the Request for Proposals issued by the New Hampshire Judicial Council for guardian ad litem services for children involved in abuse and neglect cases and to enter into contracts on behalf of the corporation with the New Hampshire Judicial Council and/or the State of New Hampshire. This authority shall remain in effect until June 30, 2023 unless specifically revoked or amended.**

**This Certificate of Authority is submitted as a condition to bid on the Request for Proposals and any subsequent Agreement between the New Hampshire Judicial Council and CASA-NH.**

**The undersigned is the duly authorized Chair of the Board of CASA-NH.**

**COURT APPOINTED SPECIAL ADVOCATES  
OF NEW HAMPSHIRE, Inc.**

**By: **

**Michael Burns, Co-Chair CASA-NH**

**March 8, 2023**

**CERTIFICATE OF VOTE**  
**Without Seal**

I, Michael Burns, do hereby certify that:

1. I am a duly elected Co-Chair of Court Appointed Special Advocates of New Hampshire, Inc.  
(Corporation Name)
2. Attached are true copies of the resolutions duly adopted by vote of the Board of Directors of the Corporation  
March 8, 2023 which provide:  
(Date)

RESOLVED: That this Corporation enter into a contract with the State of New Hampshire, acting through the Judicial Council, for the provision of Guardian ad litem services for children involved in abuse and neglect cases.

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

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

3. The forgoing resolutions have not been amended or revoked, and will remain in full force and effect as of March 8, 2023 through June 30, 2025. Any amendment or revocation of these resolutions will be immediately reported to the Judicial Council and the Attorney General's Office.

(Date Contract Signed)

4. Marcia Sink is the duly elected President/CEO/Executive Director  
(Name of Contract Signatory) (Title of Contract Signatory)  
of the Corporation.


  
\_\_\_\_\_  
(Signature of the Co-Chair of the Corporation)

STATE OF NEW HAMPSHIRE  
County of Hillsborough

The forgoing instrument was acknowledged before me this 8<sup>th</sup> day of Mar, 2023,

By Michael Burns  
(Name of Co-Chair of the Corporation)

(NOTARY SEAL)

  
\_\_\_\_\_  
(Notary Public/Justice of the Peace)

Commission Expires: 10-5-25

# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on April 19, 1989. 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: 140761

Certificate Number: 0006205263



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 13th day of April A.D. 2023.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan  
Secretary of State



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/20/2023

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

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

<b>PRODUCER</b> Eaton & Berube Insurance Agency, LLC 11 Concord St Nashua NH 03064		<b>CONTACT NAME:</b> Jessica Archambault <b>PHONE (Acct. No. Ext):</b> 603-882-2768 <b>FAX (Acct. No.):</b> 603-886-4230 <b>E-MAIL ADDRESS:</b> jarchambault@eatonberube.com	
<b>INSURED</b> CASA of NH, INC PO BOX 1327 Manchester NH 03105		<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Philadelphia Insurance Company <b>INSURER B:</b> Wesco Insurance Company <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	
CASAOFN-01		NAIC # 23850	

**COVERAGES:** CERTIFICATE NUMBER: 1035015851 REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		PHPK2418899	7/1/2022	7/1/2023	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG. \$2,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY		PHPK2418899	7/1/2022	7/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000		PHUB818262	7/1/2022	7/1/2023	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WWC3594680	7/1/2022	7/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$500,000 E.L. DISEASE - EA EMPLOYEE \$500,000 E.L. DISEASE - POLICY LIMIT \$500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
New Hampshire Workers' Compensation Policy.  
Additional Insured status applies in regards to General Liability when required by a written contract. Waiver of Subrogation applies to General Liability when required by a written contract.  
Re: State of NH-GAL Grant

<b>CERTIFICATE HOLDER</b>  NH Judicial Council Grant Manager 25 Capital St., Room 42 Concord NH 03301-6312	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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## Appendix J

### CASA of NH Legal Updates

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7. For the last five years, describe each complaint, claim or case in which your organization was involved. Please state the outcome of the matter.

RESPONSE:

1. On March 20, 2018, CASA received a Notice of Claim from counsel representing Christopher M. both individually and on behalf of M.M. and J.M.

This claim was noticed as a “companion” case to the W.B. matter which has been resolved. CM is the biological father of M.M. and J.M.; he has been reunited with his children. The biological mother has been tried and convicted for the murder of her daughter, the half-sister of M.M and J.M. *On October 10, 2019 CM filed a Complaint and Demand for Jury Trial*, CASA was named as one of the defendants. On December 24, 2019 the plaintiffs filed an Emergency Motion to Stay the matter in Superior Court pending the interlocutory appeal in the Supreme Court. On January 13, 2020 CASA filed A Motion to Dismiss. The matter was stayed while another defendant took an ancillary issue to the New Hampshire Supreme Court. On January 4, 2021 the Superior Court granted CASA’s Motion to Lift the Stay and request for Status Conference. A status conference was held and the court indicated that he would allow the parties to file supplemental briefs. CASA filed its supplemental brief on March 5, 2021. The Motion to Dismiss remains pending on March 31, 2021.

2. On March 22, 2018 Mr. Matthew Phillips hand delivered a “Notice of Suit” to the Keene CASA Office.

Mr. Phillips is not currently represented by counsel. This matter involves a recently closed abuse and neglect case. Mr. Phillips is involved with a divorce proceeding and custody dispute involving the mother of the child for whom CASA was appointed to advocate. After providing Notice to its insurer, CASA has received no further correspondence on this matter. The insurer has closed their file in the matter.

3. On August 3, 2018, DCYF, CASA of New Hampshire and other organizations received a Notice of Claim in the form of a draft complaint from counsel for DT, CB and SBT.

The claim was brought by the adoptive parents of a child previously in the child protection system. The plaintiffs alleged claims against CASA under a theory that it improperly trained the CASA GAL appointed in the case. The plaintiffs alleged numerous legal theories against all named defendants. The case resolved in March 2019 prior to the plaintiffs filing suit.

4. On October 15, 2018, CASA received an e-mail from DCYF reporting that a biological mother alleged inappropriate conduct on the part of the CASA GAL appointed in her case.

Pursuant to the Memorandum of Understanding ("MOU") with the Guardian Ad Litem Board, CASA staff attorneys investigated the complaint and found the allegations to be unsubstantiated. CASA responded in writing to both the GAL Board and to DCYF outlining the steps taken and outcome of the investigation. The matter is resolved, and the CASA continues to serve on the case. No complaint was filed with the GAL Board.

5. In early August 2019 a DCYF Supervisor reached out by telephone and e-mail to CASA Program Manager and Program Director with concerns regarding the conduct of a CASA/GAL. After having reached out to DCYF the CASA/GAL had contacted the Humane Society, the Police Department and town officials regarding conditions at the home a child was living in. The DCYF Supervisor expressed strong concerns that the CASA/GAL conduct had violated the confidentiality provisions of the Child Protection Act.

CASA did an internal review of the case and determined that the CASA/GAL had also shared her concerns with the Court at a hearing in early August. Pursuant to the Memorandum of Understanding ("MOU") with the Guardian Ad Litem Board, CASA staff attorneys investigated the complaint and found the allegations to be unsubstantiated. CASA responded in writing to both the GAL Board and to DCYF outlining the steps taken and outcome of the investigation. The matter is resolved. No complaint was filed with the GAL Board.

6. On August 24, 2020, CASA received an e-mail from a great aunt of a child for whom CASA serves as the guardian ad litem; the relative alleged that the CASA GAL was biased against her adopting the child and was too closely aligned with the child's non-relative foster parents.

Pursuant to the Memorandum of Understanding ("MOU") with the Guardian Ad Litem Board, CASA staff attorneys investigated the complaint and found the allegations to be unsubstantiated. CASA responded in writing to both the GAL Board and to the great aunt outlining the steps taken and outcome of the investigation. The matter is resolved, and the CASA GAL continues to serve on the case. No complaint was filed with the GAL Board.