

DEC21 '21 PM 3:52 RCUD

21  
MAC

**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ECONOMIC & HOUSING STABILITY**

Lori A. Shiblette  
 Commissioner

Karen E. Hebert  
 Director

129 PLEASANT STREET, CONCORD, NH 03301  
 603-271-9474 1-800-852-3345 Ext. 9474  
 Fax: 603-271-4230 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

December 14, 2021

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

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division of Economic and Housing Stability, to enter into a **Sole Source** contract with Center for Policy Research (VC#285156), Denver, CO, in the amount of \$136,478 to provide a thorough, fair, and impartial review of and recommendations for the New Hampshire Child Support Guidelines, with the option to renew for up to one additional year, effective upon Governor and Council approval through December 31, 2022. 66% Federal Funds. 34% General Funds.

Funds are available in the following account for State Fiscal Years 2022 and 2023, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

**05-95-42-4270-79290000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: CHILD SUPPORT SERVICES, CHILD SUPPORT SERVICES**

State Fiscal Year	Class / Account	Class Title	Job Number	Total Amount
2022	102-500731	Contracts for Prog Svc	42700050	\$41,766
2023	102-500731	Contracts for Prog Svc	42700050	\$94,712
			<b>Total</b>	<b>\$136,478</b>

**EXPLANATION**

This request is **Sole Source** because the competitive bid for these services, which was published on the Department's website as RFP-2021-DEHS-08-GUIDE, Guidelines Review for Child Support 2021, on March 31, 2021 yielded no proposals. The Department expeditiously contacted other states to inquire on the vendor pool able and available to complete a thorough and fair review of child support guidelines. Contact with other states' child support directors resulted in the discovery that most states contracted with the Center for Policy Research in Denver, Colorado. The Department reached out to the Contractor who agreed to provide a thorough review of the child support guidelines in the same capacity as afforded other states with which they do business. The work and research involved with conducting a thorough review of the guidelines is very specialized. The Department is confident the Contractor has the experience and capacity to deliver results necessary that are fair to all parties and enable the Department to remain in compliance with RSA 458-C:6 and 42 U.S.C. § 667, which requires a quadrennial Child Support Guidelines Review.

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
Page 2 of 2

The purpose of this request is to conduct a thorough, fair, and impartial review of New Hampshire's Child Support Guidelines in accordance with 45 CFR 302.56(e) and NH RSA 458-C:6. The review will consider economic data on the cost of raising children and include analysis of case data on the application of, and deviations from, the current Child Support Guidelines. The Contractor will make recommendations for changes, if any, to the Child Support Guidelines, which are used to determine child support amounts, pursuant to RSA 458-C:6 and 42 U.S.C. § 667.

The Department is required to review the Child Support Guidelines at least once every four years to ensure the application of the Child Support Guidelines results in appropriate determination of child support amounts. The most recent review was conducted in 2017, and a final report was issued to the state in 2018.

The Contractor will prepare and submit a report that details the completed review, including the analysis with its findings and recommendations, regarding the State's Child Support Guidelines to the Department. Additionally, the review will include a determination of the State's compliance with the federal Office of Child Support Enforcement, Administration for Children and Families and the Centers for Medicare & Medicaid Services (CMS) final rule on the President's directives in Executive Order 135563: Improving Regulation and Regulatory Review, dated December 20, 2016. The final rule makes Child Support Enforcement programs more flexible, more effective and more efficient by recognizing existing child support programs; advancements in technology that can enable improved collection rates; and the move toward electronic communication and documentation management.

The Contractor will also review statutory requirements in NH RSA 458-C:6 and a statutory requirement for grandparents' liability to provide support to their grandchildren when they are born to unwed minors, NH RSA 167:3-a. The Contractor will conduct the analysis and provide a recommendation to address any conflicts between the two statutes.

Additionally, the Contractor will provide a representative to testify before the State's legislative committees following the delivery of the Child Support Guidelines Review Report, upon the State's request, to answer questions relative to the completed review of the Child Support Guidelines.

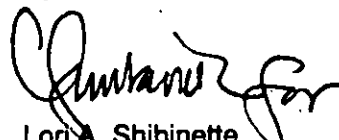
As referenced in Exhibit A, Revisions to Standard Agreement Provisions, Section 1, Subsection 1.1. of the attached agreement, the parties have the option to extend the agreement for up one (1) additional year, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval.

Should the Governor and Council not authorize this request the Department may be out of compliance with RSA Chapter 458-C:6 and Title 45 CFR 302.56(e), which mandate child support guidelines be reviewed every four (4) years. Noncompliance with federal regulations could result in penalties and loss of funding for the State.

Source of Federal Funds: Assistance Listing Number #93.563, FAIN #2101NHCSSES

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

Respectfully submitted,

  
Lori A. Shibinette  
Commissioner

Subject: Guidelines Review (SS-2022-DEHS-04-GUIDE-01)

**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 Department of Health and Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name Center for Policy Research		1.4 Contractor Address 1570 Emerson Street Denver, CO 80218	
1.5 Contractor Phone Number (303) 837-1555	1.6 Account Number 05-95-42-4270-79290000	1.7 Completion Date December 31, 2022	1.8 Price Limitation \$136,478
1.9 Contracting Officer for State Agency Nathan D. White, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature DocuSigned by: Jessica Pearson, Director Date: 12/20/2021		1.12 Name and Title of Contractor Signatory Jessica Pearson, Director Director	
1.13 State Agency Signature DocuSigned by: Karen Hebert Date: 12/20/2021		1.14 Name and Title of State Agency Signatory Karen Hebert Division Director	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: _____ On: 12/20/2021			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

**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.

## 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 omissions of the

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.

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT A**

---

**Revisions to Standard Agreement Provisions**

**1. Revisions to Form P-37, General Provisions**

1.1. Paragraph 3, Effective Date/Completion of Services, is amended by adding subparagraph 3.3 as follows:

3.3. The parties may extend the Agreement for up to one (1) additional year from the Completion Date, contingent upon satisfactory delivery of services, available funding, agreement of the parties, and approval of the Governor and Executive Council:

1.2. Paragraph 12, Assignment/Delegation/Subcontracts, is amended by adding subparagraph 12.3 as follows:

12.3. Subcontractors are subject to the same contractual conditions as the Contractor and the Contractor is responsible to ensure subcontractor compliance with those conditions. The Contractor shall have written agreements with all subcontractors, specifying the work to be performed and how corrective action shall be managed if the subcontractor's performance is inadequate. The Contractor shall manage the subcontractor's performance on an ongoing basis and take corrective action as necessary. The Contractor shall annually provide the State with a list of all subcontractors provided for under this Agreement and notify the State of any inadequate subcontractor performance.

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT B**

**Scope of Services**

**1. Statement of Work**

- 1.1. The Contractor shall provide review, analyze and provide recommendations on the New Hampshire Child Support Guidelines to the Department in accordance with New Hampshire (NH) Revised Statutes Annotated (RSA) 458-C:6 and Title 45 Code of Federal Regulations (CFR) 302.56(e),
- 1.2. The Contractor shall utilize statewide data and relevant information, when available and appropriate.
- 1.3. For the purposes of this agreement, all references to days shall mean business days, which are Monday through Friday, excluding state and federal holidays.
- 1.4. For the purposes of this agreement, all references to business hours shall mean from 8:00 AM to 4:00 PM, Monday through Friday, excluding state and federal holidays.
- 1.5. The Contractor shall conduct and complete a thorough, and impartial review of the New Hampshire Child Support Guidelines established in NH RSA 458-C, Child Support Guidelines, to determine whether application of the guidelines results in the determination of appropriate child support award amounts.
- 1.6. The Contractor shall develop a data collection strategy to analyze deviations from Child Support Guidelines and Child Support Guidelines rates including but not limited to:
  - 1.6.1. Income imputation.
  - 1.6.2. Default.
  - 1.6.3. Use of the self-support reserve.
  - 1.6.4. Payments.
- 1.7. The Contractor shall ensure the collection strategy meets federal data requirements set forth in 45 CFR§ 302.56(h)(2), and address how to sample all types of child support cases:
- 1.8. The Contractor shall establish a list of data fields to be extracted from the Department's automated system and plan for obtaining data from the Administrative Office of the Courts for child support orders not registered with the Department for enforcement.
- 1.9. The Contractor shall analyze the collected data using descriptive statistics and analysis of variance (ANOVA), when appropriate, to measure statistics including but not limited to:
  - 1.9.1. Guidelines deviations.
  - 1.9.2. Rates of income imputation.

DS  
JPD



**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT B**

---

- 1.9.3. Default.
- 1.9.4. Use of the self-support reserve.
- 1.9.5. Payments.
- 1.10. The Contractor shall ensure subgroup analyses take case type and other factors into consideration when calculating child support including but not limited to:
  - 1.10.1. Number of children.
  - 1.10.2. Income of all parties.
- 1.11. The Contractor shall develop recommendations for meeting federal requirements, that include but are not limited to:
  - 1.11.1. 45 CFR§ 302.56(c)(1)) which requires state guidelines to provide that the child support order is based on other evidence of ability to pay;
  - 1.11.2. 45 CFR§ 302.56(c)(1)(iii) which requires state guidelines to provide for the consideration of individual circumstances with income imputation; and
  - 1.11.3. 45 CFR§ 302.56(c)(3)) which requires state guidelines to provide that incarceration not be treated as involuntary unemployment.
- 1.12. The Contractor shall assess how other states, particularly comparable surrounding states, are meeting federal requirements. The Contractor shall:
  - 1.12.1. Provide exemplary language from other states; and
  - 1.12.2. Identify the limitations of various provisions.
- 1.13. The Contractor shall provide a qualified and impartial representative to testify before NH legislative committees, including subcommittees, for approximately four (4) hours in the NH House of Representatives and four (4) hours in the NH Senate, for up to a total of eight (8) hours, following delivery of the Child Support Guidelines Review Report.
- 1.14. The Contractor shall address any questions, comments and or concerns raised by any legislative committee members by providing legislative testimony that includes, but is not limited to:
  - 1.14.1. Oral summary and/or presentation of the Child Support Guidelines Review Report.
  - 1.14.2. Child Support Guidelines Review Report findings.
  - 1.14.3. Recommendations for changes.
- 1.15. Stakeholder Survey

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT B**

- 1.15.1. The Contractor shall develop an online survey, as approved by the Department, to gather feedback on experiences with the Child Support Guidelines in New Hampshire from stakeholders, which include, but are not limited to:
  - 1.15.1.1. Obligor and obligees.
  - 1.15.1.2. Department child support staff.
  - 1.15.1.3. NH Bar Association family law attorneys.
  - 1.15.1.4. Local child advocacy groups.
  - 1.15.1.5. Court staff.
  - 1.15.1.6. Judges.
- 1.15.2. The Contractor shall use the survey to solicit information regarding child support experiences as they relate to the Child Support Guidelines, including but not limited to:
  - 1.15.2.1. Child support policies.
  - 1.15.2.2. Child support procedures.
  - 1.15.2.3. Child support processes.
- 1.15.3. The Contractor shall identify general themes from the survey responses and relate them to the analysis of data gathered from case file data collected from the Department's automated system and the Administrative Office of the Courts.
- 1.16. New Hampshire Bureau of Child Support Services Queries
  - 1.16.1. The Contractor shall collaborate with the Department to determine the efficacy of querying the Department's databases, regarding child support court orders, which include but are not limited to:
    - 1.16.1.1. Data from New England Child Support Enforcement System (NECSES) and the OnBase enterprise content management system.
    - 1.16.1.2. The web-based child support calculator.
  - 1.16.2. The Contractor shall analyze case data by considering economic data on the cost of raising children gathered through sampling or other methods on the application of, and deviations from, the Child Support Guidelines.
  - 1.16.3. The Contractor shall ensure a complete analysis of the case data is available to the Department and includes but is not limited to:
    - 1.16.3.1. Labor market data by occupation and skill level for state and local job markets.

DS  
JPD

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT B**

- 1.16.3.2. The impact of Child Support Guidelines policies and amounts ordered by the courts on families with low incomes.
  - 1.16.3.3. Use of actual earnings and income of obligors and obligees.
  - 1.16.3.4. Consideration for basic subsistence needs of obligees and children and obligors with a limited ability to pay, which may include incorporation of a self-support reserve as a low-income adjustment.
- 1.16.4. The Contractor shall conduct a review and assessment of NH RSA 161-B:1, Support of Dependent Children and NH RSA 167:3-a, Liability of Grandparents in order to make recommendations for any changes in laws relative to grandparents and the establishment of child support orders as indicated in NH RSA 458.
- 1.16.5. The Contractor shall assess and review shared-parenting formulas used in other states and provide a summary of the formulas that includes, but is not limited to:
  - 1.16.5.1. Adjustments in child support amounts that correlate to shared parenting time
  - 1.16.5.2. Identification of strengths and weaknesses of various approaches used by other states.
  - 1.16.5.3. Assessments on impacts of a variety of parenting-time scenarios.
- 1.17. Progress Review and Input
  - 1.17.1. The Contractor shall attend periodic virtual meetings, as determined by the Department, with the Department during the data gathering, research, and analysis phase of the Child Support Guidelines Review.
- 1.18. Child Support Guidelines Review Report
  - 1.18.1. The Contractor shall provide a draft document to the Department entitled "Child Support Guidelines Review Report" on or before November 30, 2022, for review and feedback.
  - 1.18.2. The Contractor shall incorporate Department feedback in a revised, final report, which is due to the Department no later than December 31, 2022 that includes but is not limited to:
    - 1.18.2.1. All of the findings from the study.
    - 1.18.2.2. Proposed recommendations regarding current policy.

DS  
JPD

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT B**

- 1.18.2.3. A summary of procedures, protocols, and methodologies referenced and/or utilized to reach conclusions on recommendations.
  - 1.18.3. The Contractor shall ensure the report is written in a manner that:
    - 1.18.3.1. Satisfies all federal guidelines.
    - 1.18.3.2. Is understandable to State legislators.
  - 1.18.4. The Contractor shall address comments or concerns raised by the Department or Committee members after submission of the final report, as needed.
- 2. Exhibits Incorporated**
  - 2.1. The Contractor shall manage all confidential data related to this Agreement in accordance with the terms of Exhibit K, DHHS Information Security Requirements.
  - 2.2. The Contractor shall comply with all Exhibits D through K, which are attached hereto and incorporated by reference herein.
- 3. Additional Terms**
  - 3.1. Impacts Resulting from Court Orders or Legislative Changes**
    - 3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the Department has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.
  - 3.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services**
    - 3.2.1. The Contractor shall submit, within ten (10) days of the Agreement Effective Date, a detailed description of the communication access and language assistance services to be provided to ensure meaningful access to programs and/or services to individuals with limited English proficiency; individuals who are deaf or have hearing loss; individuals who are blind or have low vision; and individuals who have speech challenges.
  - 3.3. Credits and Copyright Ownership**
    - 3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement shall include the following statement, "The preparation of this (report, document etc.) was financed under an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT B**

Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

- 3.3.2. All materials produced or purchased under the Agreement shall have prior approval from the Department before printing, production, distribution or use.
- 3.3.3. The Department shall retain copyright ownership for any and all original materials produced, including, but not limited to:
  - 3.3.3.1. Brochures.
  - 3.3.3.2. Resource directories.
  - 3.3.3.3. Protocols or guidelines.
  - 3.3.3.4. Posters.
  - 3.3.3.5. Reports.
- 3.3.4. The Contractor shall not reproduce any materials produced under the Agreement without prior written approval from the Department.

**4. Records**

- 4.1. The Contractor shall keep records that include, but are not limited to:
  - 4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.
  - 4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 4.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives shall have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts. Upon the purchase by the Department of the maximum number of units provided for in the Agreement and upon payment of the price limitation hereunder, the Agreement and all the obligations of the parties hereunder (except such obligations as, by the terms of the Agreement are to be performed after the end of the term of this Agreement

JPD

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT B**

---

and/or survive the termination of the Agreement) shall terminate, provided however, that if, upon review of the Final Expenditure Report the Department shall disallow any expenses claimed by the Contractor as costs hereunder the Department shall retain the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

OS  
JPD

12/20/2021

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT C**

**Payment Terms**

1. This Agreement is funded by:
  - 1.1. 66% Child Support Enforcement Program, as awarded on October 1, 2020, by the Administration for Children and Families Child Support Enforcement, CFDA#93.563, FAIN#2101NHCSSES.
  - 1.2. 34% General funds.
2. For the purposes of this Agreement:
  - 2.1. The Department has identified the Contractor as a Contractor, in accordance with 2 CFR 200.331.
  - 2.2. The Department has identified this Agreement as NON-R&D, in accordance with 2 CFR §200.332.
3. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement, and shall be in accordance with the approved line item, as specified in Exhibit C-1, Budget Sheet and Exhibit C-2, Budget Sheet.
4. The Contractor shall submit an invoice in a form satisfactory to the Department by the fifteenth (15th) working day of the following month, which identifies and requests reimbursement for authorized expenses incurred in the prior month. The Contractor shall ensure the invoice is completed, dated and returned to the Department in order to initiate payment.
5. In lieu of hard copies, all invoices may be assigned an electronic signature and emailed to [dhhs.bcassaccounting@dhhs.nh.gov](mailto:dhhs.bcassaccounting@dhhs.nh.gov), or invoices may be mailed to:

Financial Manager - BCSS  
Department of Health and Human Services  
129 Pleasant Street  
Concord, NH 03301
6. The Department shall make payment to the Contractor within thirty (30) days of receipt of each invoice, subsequent to approval of the submitted invoice and if sufficient funds are available, subject to Paragraph 4 of the General Provisions Form Number P-37 of this Agreement.
7. The final invoice shall be due to the Department no later than forty (40) days after the contract completion date specified in Form P-37, General Provisions Block 1.7 Completion Date.
8. The Contractor must provide the services in Exhibit B, Scope of Services, in compliance with funding requirements.
9. The Contractor agrees that funding under this Agreement may be withheld, in whole or in part in the event of non-compliance with the terms and conditions of Exhibit B, Scope of Services.

DS  
JPD

**New Hampshire Department of Health and Human Services  
Guidelines Review**

**EXHIBIT C**

10. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this agreement may be withheld, in whole or in part, in the event of non-compliance with any Federal or State law, rule or regulation applicable to the services provided, or if the said services or products have not been satisfactorily completed in accordance with the terms and conditions of this agreement.
11. Notwithstanding Paragraph 17 of the General Provisions Form P-37, changes limited to adjusting amounts within the price limitation and adjusting encumbrances between State Fiscal Years and budget class lines through the Budget Office may be made by written agreement of both parties, without obtaining approval of the Governor and Executive Council, if needed and justified.
12. Audits
  - 12.1. The Contractor must email an annual audit to [melissa.s.morin@dhhs.nh.gov](mailto:melissa.s.morin@dhhs.nh.gov) if any of the following conditions exist:
    - 12.1.1. Condition A - The Contractor expended \$750,000 or more in federal funds received as a subrecipient pursuant to 2 CFR Part 200, during the most recently completed fiscal year.
    - 12.1.2. Condition B - The Contractor is subject to audit pursuant to the requirements of NH RSA 7:28, III-b, pertaining to charitable organizations receiving support of \$1,000,000 or more.
    - 12.1.3. Condition C - The Contractor is a public company and required by Security and Exchange Commission (SEC) regulations to submit an annual financial audit.
  - 12.2. If Condition A exists, the Contractor shall submit an annual single audit performed by an independent Certified Public Accountant (CPA) to the Department within 120 days after the close of the Contractor's fiscal year, conducted in accordance with the requirements of 2 CFR Part 200, Subpart F of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards.
  - 12.3. If Condition B or Condition C exists, the Contractor shall submit an annual financial audit performed by an independent CPA within 120 days after the close of the Contractor's fiscal year.
  - 12.4. In addition to, and not in any way in limitation of obligations of the Contract, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department all payments made under the Contract to which exception has been taken, or which have been disallowed because of such an exception.

OS  
JPD



## Exhibit C-1, Budget Sheet

	Deliverable #	1	2	4	6	7	8	
		Project Startup Meeting (with written timelines, tasks and responsibilities)	Written data collection strategy	Written recommendations to meet new fed. requirements	Economic Analysis and written summary	Analysis and written summary grandparent liability	Progress reports & meetings such as bi- monthly written status reports	FY2022 (1/1/2022 - 6/30/22)
	Deliverable Title	Written summary of workplan & recs & 2 video conf	Excel & written narrative	A) fed rule; B) 5 spec topics C) state Imputation policies*	a) plan; b) report, c) digital & written transcripts	draft & recommendations		
	Deliverable(s)							
	Fully Loaded Hourly Rate 2022*	FY2022	FY2022	FY2022	FY2022	FY2022	FY2022	FY2022
<b>Center for Policy Research (CPR)</b>								
CPR Economist/Prt Director	Hours	4.00	24.00	32.00	64.00	2.00	12.00	138.00
	\$153.36	\$613.45	\$3,680.71	\$4,907.62	\$9,815.23	\$306.73	\$1,840.36	21,164.09
CPR Oversight	Hours	1.00	2.00	0.00	2.00	2.00	2.00	9.00
	\$179.48	\$179.48	\$358.95	\$0.00	\$358.95	\$358.95	\$358.95	1,615.29
CPR Researcher	Hours	1.00	24.00	0.00	32.00	0.00	2.00	59.00
	\$60.25	\$60.25	\$1,445.93	\$0.00	\$1,927.90	\$0.00	\$120.49	3,554.57
CPR Researcher	Hours	0.00	8.00	6.00	0.00	0.00	2.00	16.00
	\$97.35	\$0.00	\$778.80	\$584.10	\$0.00	\$0.00	\$194.70	1,557.60
CPR Admin. Ass't (Unspecified)	Hours	0.00	4.00	4.00	4.00	2.00	2.00	16.00
	\$54.68	\$0.00	\$218.74	\$218.74	\$218.74	\$109.37	\$109.37	874.94
subtotal	Hours	6.00	62.00	42.00	102.00	6.00	20.00	238.00
	\$	\$853.18	\$6,483.13	\$5,710.45	\$12,320.83	\$775.05	\$2,623.87	28,766.50
<b>NH Data Collectors (to be determined)</b>								
Contracted data collectors	Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	\$ 30.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00
Final report format								
Contracted Accessibility Experts		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Contractor: Public Knowledge (PK)								
Legal Analyst	Hours	2.00	0.00	0.00	0.00	48.00	2.00	52.00
	\$ 250.00	\$500.00	\$0.00	\$0.00	\$0.00	\$12,000.00	\$500.00	13,000.00
<b>TOTAL</b>	Hours	8.00	62.00	42.00	102.00	54.00	22.00	290.00
	\$	\$1,353.18	\$6,483.13	\$5,710.45	\$12,320.83	\$12,775.05	\$3,123.87	41,766.50

## Exhibit C-2, Budget Sheet

Deliverable #	3	5	8	8	9	10	11	
Deliverable Title	Collect and analyze case file data written report & justification for original research	Develop Stakeholder survey and summarize findings a) data plan, b) database, and c) report	Analysis of shared parenting formulas and written summary	Progress reports & meetings such as bi-monthly written status reports	Draft and finalized report biweekly calls	Available for Questions	Legislative Testimony- in person	FY2023 (7/1/22 - 12/31/22)
Deliverable(s)								
Fully Loaded Hourly Rate 2022*	6 weeks FY2023	13 weeks FY2023	FY2023	19 weeks FY2023	FY2023	week 35 ish FY2023	FY2023	FY2023
<b>Center for Policy Research (CPR)</b>								
CPR Economist/Prt Director	Hours 100.00	12.00	32.00	12.00	40.00	40.00		236.00
\$153.36	\$15,336.30	\$1,840.36	\$4,907.62	\$1,840.36	\$6,134.52	\$6,134.52	4,567.26	40,760.83
CPR Oversight	Hours 16.00	2.00	4.00	2.00	8.00	4.00		36.00
\$179.48	\$2,871.62	\$358.95	\$717.91	\$358.95	\$1,435.81	\$717.91		6,461.15
CPR Researcher	Hours 160.00	40.00	0.00	2.00	24.00	16.00		242.00
\$60.25	\$9,639.52	\$2,409.88	\$0.00	\$120.49	\$1,445.83	\$963.95		14,579.77
CPR Researcher	Hours 32.00	120.00	0.00	2.00	20.00	0.00		174.00
\$97.35	\$3,115.20	\$11,682.00	\$0.00	\$194.70	\$1,947.00	\$0.00		16,938.90
CPR Admin. Ass't (Unspecified)	Hours 68.00	24.00	4.00	2.00	24.00	0.00		122.00
\$54.68	\$3,718.51	\$1,312.42	\$218.74	\$109.37	\$1,312.42	\$0.00		6,671.45
subtotal	Hours 376.00	198.00	40.00	20.00	116.00	60.00		810.00
\$	\$34,681.16	\$17,603.61	\$5,844.26	\$2,623.87	\$12,275.68	\$7,816.38		80,844.94
<b>NH Data Collectors (to be determined)</b>								0.00
Contracted data collectors	Hours 60.00	0.00	0.00	0.00	0.00	0.00		60.00
\$ 30.00	\$1,800.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		1,800.00
<b>Final report format</b>				0				0.00
Contracted Accessibility Experts	0.00	0.00	0.00	0.00	3,500.00	0.00		3,500.00
Sub-Contractor: Public Knowledge (PK)				0				0.00
Legal Analyst	Hours 0.00	0.00	0.00	2.00	8.00	6.00		16.00
\$ 250.00	\$0.00	\$0.00	\$0.00	\$500.00	\$2,000.00	\$1,500.00		4,000.00
<b>TOTAL</b>	Hours 376.00	198.00	40.00	22.00	124.00	66.00		826.00
\$	\$36,481.16	\$17,603.61	\$5,844.26	\$3,123.87	\$17,775.68	\$9,316.38	\$4,567.26	\$4,712.20

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



**CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS**

The Vendor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS**

**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by grantees (and by inference, sub-grantees and sub-contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a grantee (and by inference, sub-grantees and sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each grant during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner  
NH Department of Health and Human Services  
129 Pleasant Street,  
Concord, NH 03301-6505

1. The grantee certifies that it will or will continue to provide a drug-free workplace by:
  - 1.1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - 1.2. Establishing an ongoing drug-free awareness program to inform employees about
    - 1.2.1. The dangers of drug abuse in the workplace;
    - 1.2.2. The grantee's policy of maintaining a drug-free workplace;
    - 1.2.3. Any available drug counseling, rehabilitation, and employee assistance programs; and
    - 1.2.4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - 1.3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - 1.4. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will
    - 1.4.1. Abide by the terms of the statement; and
    - 1.4.2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
  - 1.5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 1.4.2 from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency

DS  
JPD



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

- has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- 1.6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 1.4.2, with respect to any employee who is so convicted
    - 1.6.1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
    - 1.6.2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
  - 1.7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1.1, 1.2, 1.3, 1.4, 1.5, and 1.6.
2. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

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

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

Vendor Name:

12/20/2021

Date

DocuSigned by:

Jessica Pearson, Director

Name: JESSICA Pearson, Director

Title: Director



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

**CERTIFICATION REGARDING LOBBYING**

The Vendor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

Programs (indicate applicable program covered):

- \*Temporary Assistance to Needy Families under Title IV-A
- \*Child Support Enforcement Program under Title IV-D
- \*Social Services Block Grant Program under Title XX
- \*Medicaid Program under Title XIX
- \*Community Services Block Grant under Title VI
- \*Child Care Development Block Grant under Title IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor).
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, attached and identified as Standard Exhibit E-1.)
3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Vendor Name:

12/20/2021

Date

DocuSigned by:

*Jessica Pearson, Director*

Name: JESSICA PEARSON, Director

Title: Director

Exhibit E – Certification Regarding Lobbying

Vendor Initials

DS  
JPD

Date 12/20/2021

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



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

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

**INSTRUCTIONS FOR CERTIFICATION**

1. By signing and submitting this proposal (contract), the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this proposal (contract) is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See the attached definitions.
6. The prospective primary participant agrees by submitting this proposal (contract) that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties).
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and

JPD



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

information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

**PRIMARY COVERED TRANSACTIONS**

11. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
- 11.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - 11.2. have not within a three-year period preceding this proposal (contract) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - 11.3. are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (I)(b) of this certification; and
  - 11.4. have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
12. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

**LOWER TIER COVERED TRANSACTIONS**

13. By signing and submitting this lower tier proposal (contract), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:
- 13.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
  - 13.2. where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (contract).
14. The prospective lower tier participant further agrees by submitting this proposal (contract) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

Contractor Name:

12/20/2021

Date

DocuSigned by:

Jessica Pearson, Director

Name: Jessica Pearson, Director

Title: Director



New Hampshire Department of Health and Human Services  
Exhibit G

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

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

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

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

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

Exhibit G

Contractor Initials

DS  
JPD

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





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

In the event a Federal or State court or Federal or State administrative agency makes a finding of discrimination after a due process hearing on the grounds of race, color, religion, national origin, or sex against a recipient of funds, the recipient will forward a copy of the finding to the Office for Civil Rights, to the applicable contracting agency or division within the Department of Health and Human Services, and to the Department of Health and Human Services Office of the Ombudsman.

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

- I. By signing and submitting this proposal (contract) the Contractor agrees to comply with the provisions indicated above.

Contractor Name:

12/20/2021

Date

DocuSigned by:

Jessica Pearson, Director

Name: JESSICA Pearson, Director

Title: Director

Exhibit G

Contractor Initials

DS  
JPD

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

New Hampshire Department of Health and Human Services  
Exhibit H



**CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE**

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

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

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

Contractor Name:

12/20/2021

Date

DocuSigned by:

Jessica Pearson, Director

Name: Jessica Pearson, Director  
Title: Director



## New Hampshire Department of Health and Human Services

## Exhibit I

## HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT BUSINESS ASSOCIATE AGREEMENT

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

**(1) Definitions.**

- a. "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
- b. "Business Associate" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- c. "Covered Entity" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- d. "Designated Record Set" shall have the same meaning as the term "designated record set" in 45 CFR Section 164.501.
- e. "Data Aggregation" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- f. "Health Care Operations" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- g. "HITECH Act" means the Health Information Technology for Economic and Clinical Health Act, Title XIII, Subtitle D, Part 1 & 2 of the American Recovery and Reinvestment Act of 2009.
- h. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162 and 164 and amendments thereto.
- i. "Individual" shall have the same meaning as the term "individual" in 45 CFR Section 160.103 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- j. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
- k. "Protected Health Information" shall have the same meaning as the term "protected health information" in 45 CFR Section 160.103, limited to the information created or received by Business Associate from or on behalf of Covered Entity.

3/2014

Exhibit I  
Health Insurance Portability Act  
Business Associate Agreement  
Page 1 of 6

Contractor Initials

JPD

12/20/2021  
Date



## New Hampshire Department of Health and Human Services

## Exhibit I

- l. "Required by Law" shall have the same meaning as the term "required by law" in 45 CFR Section 164.103.
- m. "Secretary" shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- n. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 164, Subpart C, and amendments thereto.
- o. "Unsecured Protected Health Information" means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.
- p. Other Definitions - All terms not otherwise defined herein shall have the meaning established under 45 C.F.R. Parts 160, 162 and 164, as amended from time to time, and the HITECH Act.

(2) **Business Associate Use and Disclosure of Protected Health Information.**

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

3/2014

Contractor Initials

12/20/2021  
Date



## New Hampshire Department of Health and Human Services

## Exhibit I

Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.

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

**(3) Obligations and Activities of Business Associate.**

- a. The Business Associate shall notify the Covered Entity's Privacy Officer immediately after the Business Associate becomes aware of any use or disclosure of protected health information not provided for by the Agreement including breaches of unsecured protected health information and/or any security incident that may have an impact on the protected health information of the Covered Entity.
- b. The Business Associate shall immediately perform a risk assessment when it becomes aware of any of the above situations. The risk assessment shall include, but not be limited to:
- o The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
  - o The unauthorized person used the protected health information or to whom the disclosure was made;
  - o Whether the protected health information was actually acquired or viewed
  - o The extent to which the risk to the protected health information has been mitigated.

The Business Associate shall complete the risk assessment within 48 hours of the breach and immediately report the findings of the risk assessment in writing to the Covered Entity.

- c. The Business Associate shall comply with all sections of the Privacy, Security, and Breach Notification Rule.
- d. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy and Security Rule.
- e. Business Associate shall require all of its business associates that receive, use or have access to PHI under the Agreement, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section 3 (I). The Covered Entity shall be considered a direct third party beneficiary of the Contractor's business associate agreements with Contractor's intended business associates, who will be receiving PHI

3/2014

Contractor Initials

12/20/2021  
Date



## New Hampshire Department of Health and Human Services

### Exhibit I

pursuant to this Agreement, with rights of enforcement and indemnification from such business associates who shall be governed by standard Paragraph #13 of the standard contract provisions (P-37) of this Agreement for the purpose of use and disclosure of protected health information.

- f. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement.
- g. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
- h. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
- i. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
- j. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
- k. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within two (2) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- l. Within ten (10) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from, or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business Associate

3/2014

Contractor Initials

12/20/2021  
Date



## New Hampshire Department of Health and Human Services

## Exhibit I

Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

**(4) Obligations of Covered Entity**

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

**(5) Termination for Cause**

In addition to Paragraph 10 of the standard terms and conditions (P-37) of this Agreement the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a breach by Business Associate of the Business Associate Agreement set forth herein as Exhibit I. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity. If Covered Entity determines that neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

**(6) Miscellaneous**

- a. Definitions and Regulatory References. All terms used, but not otherwise defined herein, shall have the same meaning as those terms in the Privacy and Security Rule, amended from time to time. A reference in the Agreement, as amended to include this Exhibit I, to a Section in the Privacy and Security Rule means the Section as in effect or as amended.
- b. Amendment. Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy and Security Rule, and applicable federal and state law.
- c. Data Ownership. The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
- d. Interpretation. The parties agree that any ambiguity in the Agreement shall be resolved to permit Covered Entity to comply with HIPAA, the Privacy and Security Rule. JPD

3/2014

Contractor Initials

12/20/2021  
Date



## New Hampshire Department of Health and Human Services

## Exhibit I

- e. Segregation. If any term or condition of this Exhibit I or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Exhibit I are declared severable.
- f. Survival. Provisions in this Exhibit I regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in section (3) I, the defense and indemnification provisions of section (3) e and Paragraph 13 of the standard terms and conditions (P-37), shall survive the termination of the Agreement.

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

Department of Health and Human Services

The State by:

*Karen Hebert*

629060E8194A116...

Signature of Authorized Representative

Karen Hebert

Name of Authorized Representative  
Division Director

Title of Authorized Representative

12/20/2021

Date

Center for Policy Research

Name of the Contractor

*Jessica Pearson, Director*

21C30E27CC2C370...

Signature of Authorized Representative

Jessica Pearson, Director

Name of Authorized Representative

Director

Title of Authorized Representative

12/20/2021

Date

OS  
*JPD*



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



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

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

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

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

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

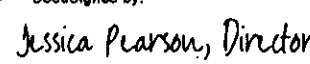
The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), and further agrees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

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

Contractor Name:

12/20/2021

Date

DocuSigned by:  
  
 Name: Jessica Pearson, Director  
 Title: Director

DS  
JPD



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

**FORM A**

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

- 14-938-7185
1. The DUNS number for your entity is: \_\_\_\_\_
2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

X NO YES

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

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

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

\_\_\_\_\_ NO \_\_\_\_\_ YES

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

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

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

Name: _____	Amount: _____
Name: _____	Amount: _____
Name: _____	Amount: _____
Name: _____	Amount: _____
Name: _____	Amount: _____

## New Hampshire Department of Health and Human Services

### Exhibit K

### DHHS Information Security Requirements



#### A. Definitions

The following terms may be reflected and have the described meaning in this document:

1. "Breach" means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
2. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.
3. "Confidential Information" or "Confidential Data" means all confidential information disclosed by one party to the other such as all medical, health, financial, public assistance benefits and personal information including without limitation, Substance Abuse Treatment Records, Case Records, Protected Health Information and Personally Identifiable Information.

Confidential Information also includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) or accessed in the course of performing contracted services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes, but is not limited to Protected Health Information (PHI), Personal Information (PI), Personal Financial Information (PFI), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.

4. "End User" means any person or entity (e.g., contractor, contractor's employee, business associate, subcontractor, other downstream user, etc.) that receives DHHS data or derivative data in accordance with the terms of this Contract.
5. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.
6. "Incident" means an act that potentially violates an explicit or implied security policy, which includes attempts (either failed or successful) to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss or misplacement of hardcopy documents, and misrouting of physical or electronic

New Hampshire Department of Health and Human Services

Exhibit K

DHHS Information Security Requirements



mail, all of which may have the potential to put the data at risk of unauthorized access, use, disclosure, modification or destruction.

7. "Open Wireless Network" means any network or segment of a network that is not designated by the State of New Hampshire's Department of Information Technology or delegate as a protected network (designed, tested, and approved, by means of the State, to transmit) will be considered an open network and not adequately secure for the transmission of unencrypted PI, PFI, PHI or confidential DHHS data.
8. "Personal Information" (or "PI") means information which can be used to distinguish or trace an individual's identity, such as their name, social security number, personal information as defined in New Hampshire RSA 359-C:19, biometric records, etc., alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother's maiden name, etc.
9. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
10. "Protected Health Information" (or "PHI") has the same meaning as provided in the definition of "Protected Health Information" in the HIPAA Privacy Rule at 45 C.F.R. § 160.103.
11. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. Part 164, Subpart C, and amendments thereto.
12. "Unsecured Protected Health Information" means Protected Health Information that is not secured by a technology standard that renders Protected Health Information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.

**I. RESPONSIBILITIES OF DHHS AND THE CONTRACTOR**

**A. Business Use and Disclosure of Confidential Information.**

1. The Contractor must not use, disclose, maintain or transmit Confidential Information except as reasonably necessary as outlined under this Contract. Further, Contractor, including but not limited to all its directors, officers, employees and agents, must not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.
2. The Contractor must not disclose any Confidential Information in response to a

## New Hampshire Department of Health and Human Services

## Exhibit K

## DHHS Information Security Requirements



request for disclosure on the basis that it is required by law, in response to a subpoena, etc., without first notifying DHHS so that DHHS has an opportunity to consent or object to the disclosure.

3. If DHHS notifies the Contractor that DHHS has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Contractor must be bound by such additional restrictions and must not disclose PHI in violation of such additional restrictions and must abide by any additional security safeguards.
4. The Contractor agrees that DHHS Data or derivative there from disclosed to an End User must only be used pursuant to the terms of this Contract.
5. The Contractor agrees DHHS Data obtained under this Contract may not be used for any other purposes that are not indicated in this Contract.
6. The Contractor agrees to grant access to the data to the authorized representatives of DHHS for the purpose of inspecting to confirm compliance with the terms of this Contract.

## II. METHODS OF SECURE TRANSMISSION OF DATA

1. Application Encryption. If End User is transmitting DHHS data containing Confidential Data between applications, the Contractor attests the applications have been evaluated by an expert knowledgeable in cyber security and that said application's encryption capabilities ensure secure transmission via the internet.
2. Computer Disks and Portable Storage Devices. End User may not use computer disks or portable storage devices, such as a thumb drive, as a method of transmitting DHHS data.
3. Encrypted Email. End User may only employ email to transmit Confidential Data if email is encrypted and being sent to and being received by email addresses of persons authorized to receive such information.
4. Encrypted Web Site. If End User is employing the Web to transmit Confidential Data, the secure socket layers (SSL) must be used and the web site must be secure. SSL encrypts data transmitted via a Web site.
5. File Hosting Services, also known as File Sharing Sites. End User may not use file hosting services, such as Dropbox or Google Cloud Storage, to transmit Confidential Data.
6. Ground Mail Service. End User may only transmit Confidential Data via *certified* ground mail within the continental U.S. and when sent to a named individual.
7. Laptops and PDA. If End User is employing portable devices to transmit Confidential Data said devices must be encrypted and password-protected.
8. Open Wireless Networks. End User may not transmit Confidential Data via an open

## New Hampshire Department of Health and Human Services

## Exhibit K

## DHHS Information Security Requirements



wireless network. End User must employ a virtual private network (VPN) when remotely transmitting via an open wireless network.

9. Remote User Communication. If End User is employing remote communication to access or transmit Confidential Data, a virtual private network (VPN) must be installed on the End User's mobile device(s) or laptop from which information will be transmitted or accessed.
10. SSH File Transfer Protocol (SFTP), also known as Secure File Transfer Protocol. If End User is employing an SFTP to transmit Confidential Data, End User will structure the Folder and access privileges to prevent inappropriate disclosure of information. SFTP folders and sub-folders used for transmitting Confidential Data will be coded for 24-hour auto-deletion cycle (i.e. Confidential Data will be deleted every 24 hours).
11. Wireless Devices. If End User is transmitting Confidential Data via wireless devices, all data must be encrypted to prevent inappropriate disclosure of information.

### III. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS

The Contractor will only retain the data and any derivative of the data for the duration of this Contract. After such time, the Contractor will have 30 days to destroy the data and any derivative in whatever form it may exist, unless, otherwise required by law or permitted under this Contract. To this end, the parties must:

#### A. Retention

1. The Contractor agrees it will not store, transfer or process data collected in connection with the services rendered under this Contract outside of the United States. This physical location requirement shall also apply in the implementation of cloud computing, cloud service or cloud storage capabilities, and includes backup data and Disaster Recovery locations.
2. The Contractor agrees to ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
3. The Contractor agrees to provide security awareness and education for its End Users in support of protecting Department confidential information.
4. The Contractor agrees to retain all electronic and hard copies of Confidential Data in a secure location and identified in section IV. A.2
5. The Contractor agrees Confidential Data stored in a Cloud must be in a FedRAMP/HITECH compliant solution and comply with all applicable statutes and regulations regarding the privacy and security. All servers and devices must have currently-supported and hardened operating systems, the latest anti-viral, anti-hacker, anti-spam, anti-spyware, and anti-malware utilities. The environment, as a

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

**Exhibit K**

**DHHS Information Security Requirements**



whole, must have aggressive intrusion-detection and firewall protection.

6. The Contractor agrees to and ensures its complete cooperation with the State's Chief Information Officer in the detection of any security vulnerability of the hosting infrastructure.

**B. Disposition**

1. If the Contractor will maintain any Confidential Information on its systems (or its sub-contractor systems), the Contractor will maintain a documented process for securely disposing of such data upon request or contract termination; and will obtain written certification for any State of New Hampshire data destroyed by the Contractor or any subcontractors as a part of ongoing, emergency, and or disaster recovery operations. When no longer in use, electronic media containing State of New Hampshire data shall be rendered unrecoverable via a secure wipe program in accordance with industry-accepted standards for secure deletion and media sanitization, or otherwise physically destroying the media (for example, degaussing) as described in NIST Special Publication 800-88, Rev 1, Guidelines for Media Sanitization, National Institute of Standards and Technology, U. S. Department of Commerce. The Contractor will document and certify in writing at time of the data destruction, and will provide written certification to the Department upon request. The written certification will include all details necessary to demonstrate data has been properly destroyed and validated. Where applicable, regulatory and professional standards for retention requirements will be jointly evaluated by the State and Contractor prior to destruction.
2. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to destroy all hard copies of Confidential Data using a secure method such as shredding.
3. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to completely destroy all electronic Confidential Data by means of data erasure, also known as secure data wiping.

**IV. PROCEDURES FOR SECURITY**

- A. Contractor agrees to safeguard the DHHS Data received under this Contract, and any derivative data or files, as follows:
  1. The Contractor will maintain proper security controls to protect Department confidential information collected, processed, managed, and/or stored in the delivery of contracted services.
  2. The Contractor will maintain policies and procedures to protect Department confidential information throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).

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

**Exhibit K**

**DHHS Information Security Requirements**



3. The Contractor will maintain appropriate authentication and access controls to contractor systems that collect, transmit, or store Department confidential information where applicable.
4. The Contractor will ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
5. The Contractor will provide regular security awareness and education for its End Users in support of protecting Department confidential information.
6. If the Contractor will be sub-contracting any core functions of the engagement supporting the services for State of New Hampshire, the Contractor will maintain a program of an internal process or processes that defines specific security expectations, and monitoring compliance to security requirements that at a minimum match those for the Contractor, including breach notification requirements.
7. The Contractor will work with the Department to sign and comply with all applicable State of New Hampshire and Department system access and authorization policies and procedures, systems access forms, and computer use agreements as part of obtaining and maintaining access to any Department system(s). Agreements will be completed and signed by the Contractor and any applicable sub-contractors prior to system access being authorized.
8. If the Department determines the Contractor is a Business Associate pursuant to 45 CFR 160.103, the Contractor will execute a HIPAA Business Associate Agreement (BAA) with the Department and is responsible for maintaining compliance with the agreement.
9. The Contractor will work with the Department at its request to complete a System Management Survey. The purpose of the survey is to enable the Department and Contractor to monitor for any changes in risks, threats, and vulnerabilities that may occur over the life of the Contractor engagement. The survey will be completed annually, or an alternate time frame at the Departments discretion with agreement by the Contractor, or the Department may request the survey be completed when the scope of the engagement between the Department and the Contractor changes.
10. The Contractor will not store, knowingly or unknowingly, any State of New Hampshire or Department data offshore or outside the boundaries of the United States unless prior express written consent is obtained from the Information Security Office leadership member within the Department.
11. Data Security Breach Liability. In the event of any security breach Contractor shall make efforts to investigate the causes of the breach, promptly take measures to prevent future breach and minimize any damage or loss resulting from the breach. The State shall recover from the Contractor all costs of response and recovery from



New Hampshire Department of Health and Human Services

Exhibit K

DHHS Information Security Requirements



the breach, including but not limited to: credit monitoring services, mailing costs and costs associated with website and telephone call center services necessary due to the breach.

12. Contractor must, comply with all applicable statutes and regulations regarding the privacy and security of Confidential Information, and must in all other respects maintain the privacy and security of PI and PHI at a level and scope that is not less than the level and scope of requirements applicable to federal agencies, including, but not limited to, provisions of the Privacy Act of 1974 (5 U.S.C. § 552a), DHHS Privacy Act Regulations (45 C.F.R. §5b), HIPAA Privacy and Security Rules (45 C.F.R. Parts 160 and 164) that govern protections for individually identifiable health information and as applicable under State law.
13. Contractor agrees to establish and maintain appropriate administrative, technical, and physical safeguards to protect the confidentiality of the Confidential Data and to prevent unauthorized use or access to it. The safeguards must provide a level and scope of security that is not less than the level and scope of security requirements established by the State of New Hampshire, Department of Information Technology. Refer to Vendor Resources/Procurement at <https://www.nh.gov/doit/vendor/index.htm> for the Department of Information Technology policies, guidelines, standards, and procurement information relating to vendors.
14. Contractor agrees to maintain a documented breach notification and incident response process. The Contractor will notify the State's Privacy Officer and the State's Security Officer of any security breach immediately, at the email addresses provided in Section VI. This includes a confidential information breach, computer security incident, or suspected breach which affects or includes any State of New Hampshire systems that connect to the State of New Hampshire network.
15. Contractor must restrict access to the Confidential Data obtained under this Contract to only those authorized End Users who need such DHHS Data to perform their official duties in connection with purposes identified in this Contract.
16. The Contractor must ensure that all End Users:
  - a. comply with such safeguards as referenced in Section IV A. above, implemented to protect Confidential Information that is furnished by DHHS under this Contract from loss, theft or inadvertent disclosure.
  - b. safeguard this information at all times.
  - c. ensure that laptops and other electronic devices/media containing PHI, PI, or PFI are encrypted and password-protected.
  - d. send emails containing Confidential Information only if encrypted and being sent to and being received by email addresses of persons authorized to receive such information.

New Hampshire Department of Health and Human Services

Exhibit K

DHHS Information Security Requirements



- e. limit disclosure of the Confidential Information to the extent permitted by law.
- f. Confidential Information received under this Contract and individually identifiable data derived from DHHS Data, must be stored in an area that is physically and technologically secure from access by unauthorized persons during duty hours as well as non-duty hours (e.g., door locks, card keys, biometric identifiers, etc.).
- g. only authorized End Users may transmit the Confidential Data, including any derivative files containing personally identifiable information, and in all cases, such data must be encrypted at all times when in transit, at rest, or when stored on portable media as required in section IV above.
- h. in all other instances Confidential Data must be maintained, used and disclosed using appropriate safeguards, as determined by a risk-based assessment of the circumstances involved.
- i. understand that their user credentials (user name and password) must not be shared with anyone. End Users will keep their credential information secure. This applies to credentials used to access the site directly or indirectly through a third party application.

Contractor is responsible for oversight and compliance of their End Users. DHHS reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided in herein, HIPAA, and other applicable laws and Federal regulations until such time the Confidential Data is disposed of in accordance with this Contract.

**V. LOSS REPORTING**

The Contractor must notify the State's Privacy Officer and Security Officer of any Security Incidents and Breaches immediately, at the email addresses provided in Section VI.

The Contractor must further handle and report Incidents and Breaches involving PHI in accordance with the agency's documented Incident Handling and Breach Notification procedures and in accordance with 42 C.F.R. §§ 431.300 - 306. In addition to, and notwithstanding, Contractor's compliance with all applicable obligations and procedures, Contractor's procedures must also address how the Contractor will:

- 1. Identify Incidents;
- 2. Determine if personally identifiable information is involved in Incidents;
- 3. Report suspected or confirmed Incidents as required in this Exhibit or P-37;
- 4. Identify and convene a core response group to determine the risk level of Incidents and determine risk-based responses to Incidents; and

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

**Exhibit K**

**DHHS Information Security Requirements**



- 
5. Determine whether Breach notification is required, and, if so, identify appropriate Breach notification methods, timing, source, and contents from among different options, and bear costs associated with the Breach notice as well as any mitigation measures.

Incidents and/or Breaches that implicate PI must be addressed and reported, as applicable, in accordance with NH RSA 359-C:20.

**VI. PERSONS TO CONTACT**

**A. DHHS Privacy Officer:**

DHHSPrivacyOfficer@dhhs.nh.gov

**B. DHHS Security Officer:**

DHHSInformationSecurityOffice@dhhs.nh.gov

# State of New Hampshire

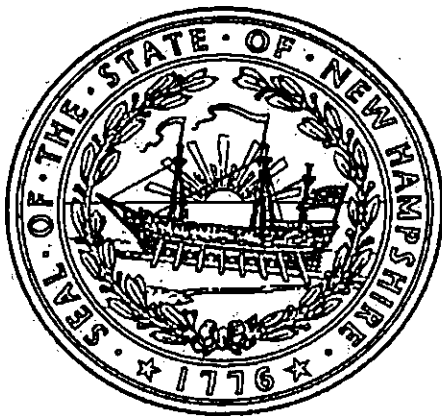
## Department of State

### CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that CENTER FOR POLICY RESEARCH is a Colorado Nonprofit Corporation registered to transact business in New Hampshire on December 13, 2021. 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: 888135

Certificate Number : 0005480659



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 December A.D. 2021.

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

William M. Gardner  
Secretary of State

CERTIFICATE OF AUTHORITY

I, Lanae Davis, hereby certify that:  
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of Center for Policy Research  
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on April, 26<sup>th</sup>, 2021, at which a quorum of the Directors/shareholders were present and voting.  
(Date)

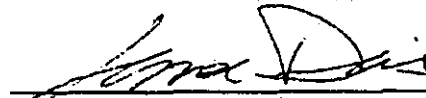
VOTED: That: Jessica Pearson President (may list more than one person)  
(Name and Title of Contract Signatory)

is duly authorized on behalf of Center for Policy Research to enter into contracts or agreements with the State  
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority remains valid for thirty (30) days from the date of this Certificate of Authority. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

Dated: 12/14/2021

  
Signature of Elected Officer  
Name: Lanae Davis  
Title: Secretary



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/14/2021

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> CO Insurance Specialist, LLC 6990 W. 38th Ave., #200  Wheat Ridge CO 80033	<b>CONTACT NAME:</b> Jaclyn Kabili <b>PHONE (A/C, No, Ext):</b> (720) 638-0850 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> info@cisforyou.com  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A: HARTFORD ACCID &amp; IND CO</td> <td style="text-align: center;">22357</td> </tr> <tr> <td>INSURER B: PHILADELPHIA</td> <td style="text-align: center;">11000</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: HARTFORD ACCID & IND CO	22357	INSURER B: PHILADELPHIA	11000	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: HARTFORD ACCID & IND CO	22357														
INSURER B: PHILADELPHIA	11000														
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															
<b>INSURED</b> Center For Policy Research 1570 Emerson St Denver, CO, 80218															

## COVERAGES

## CERTIFICATE NUMBER:

## 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	ADDC INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b>			PHPK1774492	03/22/2021	03/22/2022	EACH OCCURRENCE	2000000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	100000
							MED EXP (Any one person)	5000
							PERSONAL & ADV INJURY	2000000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	4000000
	<input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						PRODUCTS - COM/OP AGG	4000000
	OTHER:						CONTRACTUAL LIAB	1000000
	<b>AUTOMOBILE LIABILITY</b>						COMBINED SINGLE LIMIT (Ea accident)	\$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> OWNED AUTOS ONLY						BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> HIRED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS							\$
	<input type="checkbox"/> NON-OWNED AUTOS ONLY							\$
	<b>UMBRELLA LIAB</b>						EACH OCCURRENCE	\$
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE	\$
	<input type="checkbox"/> OCCUR							\$
	<input type="checkbox"/> CLAIMS-MADE							\$
	DED RETENTION \$							\$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>			34WECU4493	05/01/2021	05/01/2022	<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	\$
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory In NH)						E.L. EACH ACCIDENT	1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	1,000,000
							E.L. DISEASE - POLICY LIMIT	1,000,000
B	<b>PROFESSIONAL LIABILITY</b>			PHPK1774492	03/22/2021	03/22/2022	AGGREGATE LIMIT	4000000
							EACH INCIDENT	2000000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

## CERTIFICATE HOLDER

## CANCELLATION

State of New Hampshire  Department of Health and Human Services 129 Pleasant Street Concord NH 03301	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> <i>Christina L Martinelli</i>
--	---

© 1988-2015 ACORD CORPORATION. All rights reserved.



---

## Mission Statement for Center for Policy Research

### Our Mission

Our mission is to improve the lives of individuals, children, and families who face social and economic barriers by providing customized research, evaluation, and technical assistance to human services practitioners and policymakers.

**CENTER FOR POLICY RESEARCH**

FINANCIAL STATEMENTS

AND SUPPLEMENTARY INFORMATION

FOR THE YEAR ENDED DECEMBER 31, 2020

TOGETHER WITH INDEPENDENT AUDITORS' REPORT



**CENTER FOR POLICY RESEARCH**  
**FINANCIAL STATEMENTS**  
**AND SUPPLEMENTARY INFORMATION**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**

**CONTENTS**

	<b><u>Page</u></b>
Independent Auditors' Report	1
Financial Statements	
Statement of Financial Position	3
Statement of Activities	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to Financial Statements	7
Supplementary Information	
Indirect Cost Rate Calculation	15



November 1, 2021

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Center for Policy Research  
Denver, Colorado

**Opinion**

We have audited the accompanying financial statements of Center for Policy Research (a nonprofit organization), which comprise the statement of financial position as of December 31, 2020, 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 Center for Policy Research as of December 31, 2020, 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 Center for Policy Research 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.

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 Center for Policy Research'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 Center for Policy Research'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 Center for Policy Research's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

*Taylor Roth and Company PLLC*

TAYLOR, ROTH AND COMPANY, PLLC  
CERTIFIED PUBLIC ACCOUNTANTS  
DENVER, COLORADO

**CENTER FOR POLICY RESEARCH**  
**STATEMENT OF FINANCIAL POSITION**  
**DECEMBER 31, 2020**  
**(WITH COMPARATIVE TOTALS FOR 2019)**

	<u>2020</u>	<u>2019</u>
<u>Assets</u>		
Cash and cash equivalents	\$ 237,922	\$ 44,455
Cash and cash equivalents - retirement account	201,533	-
Contracts receivable	119,871	523,572
Prepaid expenses	17,000	-
Investments (Note 3)	1,264,586	1,019,100
Property and equipment (Note 4)	2,159	4,106
Assets held in trust (Note 5)	-	219,592
Total assets	<u>\$ 1,843,071</u>	<u>\$ 1,810,825</u>
<u>Liabilities and net assets</u>		
<u>Liabilities</u>		
Accounts payable	\$ 92,715	\$ 7,235
Paycheck Protection Program loan (Note 6)	123,200	-
Accrued payroll costs	28,925	24,426
Total liabilities	<u>244,840</u>	<u>31,661</u>
<u>Net assets</u>		
Without donor restrictions		
Undesignated	900,566	1,084,551
Designated for projects	493,973	493,973
Net investment in fixed assets	2,159	4,106
Retirement reserve (Note 5)	201,533	196,534
Total net assets	<u>1,598,231</u>	<u>1,779,164</u>
Total liabilities and net assets	<u>\$ 1,843,071</u>	<u>\$ 1,810,825</u>

The accompanying notes are an integral part of these financial statements

**CENTER FOR POLICY RESEARCH**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**  
**(WITH COMPARATIVE TOTALS FOR 2019)**

	<u>2020</u>	<u>2019</u>
<b><u>Revenue and other support</u></b>		
Contracts	\$ 1,026,886	\$ 1,846,504
Investment income, net of fees (Note 3)	<u>158,227</u>	<u>228,834</u>
Total revenue and other support	<u>1,185,113</u>	<u>2,075,338</u>
<b><u>Expense</u></b>		
Program services		
Pathways Phase III	247,961	10,710
Digital marketing CO	77,099	69,389
Digital marketing WA	76,749	80,869
AZ Guidelines	67,319	-
CO Pathways	50,312	87,250
TN Strategic Plan	49,590	-
Goals	48,567	62,130
Delta TN program evaluation	43,375	51,703
Fatherhood Network	37,027	523,421
All other	<u>238,467</u>	<u>307,964</u>
Total program services	936,466	1,193,436
Management and general	<u>429,580</u>	<u>403,831</u>
Total expense	<u>1,366,046</u>	<u>1,597,267</u>
Change in net assets	(180,933)	478,071
Net assets, beginning of year	<u>1,779,164</u>	<u>1,301,093</u>
Net assets, end of year	<u>\$ 1,598,231</u>	<u>\$ 1,779,164</u>

The accompanying notes are an integral part of these financial statements

CENTER FOR POLICY RESEARCH  
STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2020  
(WITH COMPARATIVE TOTALS FOR 2019)

	2020											2019		
	Program Services													
	Pathways Phase III	Digital Marketing CO	Digital Marketing WA	CO Pathways	TN Strategic Plan	GOALS	Delta TN Program Evaluation	AZ Guidelines	Fatherhood Network	All Other	Total Program Services	Management and General	Total	Total
Salaries	\$ 144,099	\$ 19,879	\$ 27,553	\$ 6,654	\$ 35,829	\$ 27,344	\$ 24,318	\$ 25,062	\$ 8,637	\$ 164,257	\$ 483,632	\$ 162,702	\$ 646,334	\$ 678,818
Payroll taxes and benefits	54,786	7,531	7,420	2,989	13,761	10,333	9,327	9,530	3,220	61,490	180,387	86,355	266,742	287,635
Contract services and incentives	36,170	49,689	41,776	40,323	-	10,595	9,550	32,727	23,394	10,640	254,864	14,878	269,742	460,021
Occupancy	-	-	-	-	-	-	-	-	-	-	-	72,825	72,825	75,473
Small equipment	-	-	-	-	-	-	-	-	-	-	-	15,842	15,842	14,550
Insurance	-	-	-	-	-	-	-	-	-	-	-	9,704	9,704	7,473
Telephone	-	-	-	-	-	-	-	-	1,776	-	1,776	7,679	9,455	19,840
Accounting and auditing	-	-	-	-	-	-	-	-	-	-	-	7,050	7,050	6,750
Dues and conferences	10,620	-	-	-	-	-	-	-	-	-	10,620	2,245	12,865	1,733
Travel	2,286	-	-	-	-	135	-	-	-	1,950	4,371	2,310	6,681	15,135
Supplies	-	-	-	-	-	-	-	-	-	-	-	3,039	3,039	3,984
Printing	-	-	-	-	-	-	-	-	-	-	-	2,322	2,322	6,303
Marketing	-	-	-	-	-	-	-	-	-	-	-	1,799	1,799	2,784
Postage	-	-	-	-	-	-	-	-	-	-	-	391	391	1,037
Other	-	-	-	346	-	160	150	-	-	130	816	38,492	39,308	13,784
	247,961	77,099	76,749	50,312	49,590	48,567	43,375	67,319	37,027	238,467	936,466	427,633	1,364,099	1,595,320
Depreciation	-	-	-	-	-	-	-	-	-	-	-	1,947	1,947	1,947
Total expenses	\$ 247,961	\$ 77,099	\$ 76,749	\$ 50,312	\$ 49,590	\$ 48,567	\$ 43,375	\$ 67,319	\$ 37,027	\$ 238,467	\$ 936,466	\$ 429,580	\$ 1,366,046	\$ 1,597,267

The accompanying notes are an integral part of these financial statements

**CENTER FOR POLICY RESEARCH**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**  
**(WITH COMPARATIVE TOTALS FOR 2019)**

	<u>2020</u>	<u>2019</u>
<u>Cash flows from operating activities</u>		
Change in net assets	\$ (180,933)	\$ 478,071
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation	1,947	1,947
Net (gains) losses on investments	(387,050)	(180,256)
<u>Changes in operating assets and liabilities</u>		
(Increase) decrease in contracts receivable	403,701	(261,242)
(Increase) decrease in prepaid expenses	(17,000)	2,656
Increase (decrease) in accounts payable	85,480	2,042
Increase (decrease) in payroll accruals	4,499	3,562
Net cash provided (used) by operating activities	<u>(89,356)</u>	<u>46,780</u>
<u>Cash flows from investing activities</u>		
(Purchases) of investments	(400,000)	(250,000)
Proceeds (reinvestment) of interest and dividends	541,564	242,060
Proceeds from assets held in trust	215,868	4,581
Investment (income) loss in assets held in trust	3,724	(27,639)
(Purchases) of fixed assets	-	(2,800)
Net cash provided (used) by investing activities	<u>361,156</u>	<u>(33,798)</u>
<u>Cash flows from financing activities</u>		
Proceeds from Paycheck Protection Program loan	<u>123,200</u>	<u>-</u>
Net increase (decrease) in cash and cash equivalents	395,000	12,982
Cash and cash equivalents, beginning of year	<u>44,455</u>	<u>31,473</u>
Cash and cash equivalents, end of year	<u><u>\$ 439,455</u></u>	<u><u>\$ 44,455</u></u>

The accompanying notes are an integral part of these financial statements

**CENTER FOR POLICY RESEARCH**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2020**

**NOTE 1 - NATURE OF ACTIVITIES**

The Center for Policy Research (the Organization) was established for conducting, supporting, assisting and contributing to education, training and research in public policy issues. The Organization is supported primarily through contracts. The Organization operates the following major programs:

- Colorado Pathways to Success - Youth at Risk of Homelessness Phase III Summative Evaluation: 2020-2025 - Contract with Mathematica Policy Research pursuant to the Youth at Risk of Homelessness Grant from the Department of Human Services, Administration of Children and Families, Children's Bureau to conduct a summative evaluation of the Colorado Pathways to Success (Pathways) intervention. Pathways is an innovative service model developed alongside the Colorado Department of Human Services, Office of Children, Youth, and Families, designed to prevent and address homelessness for at-risk youth who have a history of child welfare and foster care involvement. The summative evaluation is actively being implemented statewide in Colorado, with both treatment and comparison outcomes recorded in a centralized database administered by CPR. Study enrollment began in September 2021 and is anticipated to span 27 months.
- Use of Digital Marketing to Increase Participation in the Child Support Program in Colorado, 2018-2021 - Contract with Colorado Department of Human Services, Child Support Services Division, pursuant to a grant from the Office of Child Support Enforcement, US Department of Health and Human Services, 2018-2021. Experimentation with the use of digital marketing to increase outreach to potential participants in the child support program and evaluation of the effects of various digital marketing strategies on child support applications rates. Major subaward to Spearca Communications.
- Use of Digital Marketing to Increase Participation in the Child Support Program in Washington, 2018-2020 - Contract with Department of Washington Economic Services Administration, Department of Social and Health Services pursuant to a grant from the Office of Child Support Enforcement, US Department of Health and Human Services, 2017-2019. Experimentation with the use of digital marketing to increase outreach to potential participants in the child support program and evaluation of the effects of various digital marketing strategies on child support applications rates. Major subaward to Spearca Communications.
- Colorado Pathways - Contract with the State of Colorado, Department of Human Services, to design an evaluation plan for a 24-month federal planning grant to address Homeless Prevention Services for At-Risk Youth/Young Adults (Colorado Pathways Project) and upon award of the grant in September 2015, to begin to conduct a process, cost, and outcome evaluation of Colorado's project to present homelessness among youth in the child welfare system.



NOTE 1 - NATURE OF ACTIVITIES (Continued)

- Tennessee Strategic Plan - Under a contract with the Tennessee Department of Human Services, Center for Policy Research assisted the agency in the development of a strategic plan for its Access and Visitation Grant Program, the goal of which is to better address the needs of noncustodial parents who have a court ordered child support obligation or children who are members of a low-income household. CPR explored the feasibility of increasing the child support clients' access to more intensive workforce development resources, developing an enhanced intake and referral process focused on enrolling eligible child support clients in workforce programs, and developing and implementing joint data collection systems and protocols to capture referrals and client usage of workforce development services and measure jointly established outcome goals.
- Generational Opportunities to Achieve Long-Term Success (GOALS) 2018-2020 - Contract with Arapahoe County Department of Human Services to design, implement and test a 2Gen Approach to addressing economic insecurity among homeless families. Conducted with Family Tree and Arapahoe County Human Services, in partnership with diverse government and community-based service providers, the project will serve approximately 15 families at a time who will be housed at the Oxford Vista campus at the former Excelsior Youth Center at 15001 E. Oxford Ave. in Aurora, for stays of approximately four to nine months. CPR will conduct both a formative and impact evaluation.
- DELTA Program Evaluation - Contract with the Tennessee Coalition to End Domestic and Sexual Violence ("TNCEDSV"), pursuant to an award by the Centers for Disease Control and Prevention. CPR to handle all aspects of an evaluation of TNCEDSV's efforts to prevent domestic and interpersonal violence including the development and implementation of a State Plan, efforts to reduce IPV in the workplace, and initiatives to prevent domestic violence by delivering training on financial empowerment.
- Arizona Guidelines - Under a contract with the Arizona Supreme Court, Administrative Office of the Courts, the Center for Policy Research agreed to review and update the Arizona child support guidelines and generate an updated schedule. To accomplish this task, CPR conducted an analysis of case data from Arizona court records and labor market data. CPR prepared a final report and conducted virtual presentations for the Child Support Guidelines Review Subcommittee of the Arizona Supreme Court's Family Court Improvement Committee.
- Development of a Responsible Fatherhood Network - Contract with Temple University pursuant to a grant from the Office of Planning, Research and Evaluation, Administration for Children and Families, US Department of Health and Human Services, 2013-2019. Development of a Fatherhood Research and Practice Network to promote rigorous evaluation of fatherhood programs that serve low-income populations including providing technical assistance and capacity-building services to researchers and programs and conducting a comprehensive communications and outreach strategy.
- Kentucky Guidelines 2019 -Contract with The Department for Income Support Child Support Enforcement to review and update the State's child support guidelines, reports and tables and to provide technical assistance.
- Evaluation of the Louisiana Court Improvement Project - Contract with the Louisiana Supreme Court, 2013-2018 to provide monitoring, assessment, and report of activities of the Louisiana CIP with respect to its strategic plan and federal requirements.

NOTE 1 - NATURE OF ACTIVITIES (Concluded)

- Use of Digital Marketing to Increase Participation in the Lac Courte Oreilles (LCO) Tribal Child Support Program 2018-2020 - Contract with the Lac Courte Oreilles Tribal Council pursuant to a grant from the Office of Child Support Enforcement, US Department of Health and Human Services, 2018-2021. Experimentation with the use of digital marketing to increase outreach to potential participants in the child support program and evaluation of the effects of various digital marketing strategies on child support applications rates.
- Basic Center, 2019 -Two-year Contract with Shiloh House to provide services to youth at risk of homelessness in Colorado rural counties using continuous quality improvement.
- Guam Guidelines -Contracted with the Guam Attorney General to review the Guam child support guidelines and update their schedule.
- Arkansas Guidelines 2019-Contract with Arkansas Office of Child Support Enforcement to Develop an income shares schedule for Arkansas's new guidelines model.
- Child Support Guideline Projects - Contracts with various states including Pennsylvania, Virginia, Nebraska, Georgia, Illinois, Maryland, Minnesota, New York, North Carolina, and Ohio. Assisting the states in reviewing and updating child support guidelines.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PROCEDURES

1. Basis of Accounting

The financial statements of the Organization have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

2. Basis of Presentation

The Organization is required to report information regarding its financial position and activities according to the following classes of net assets:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization's management and board of directors.

Net assets with donor restrictions: Net assets that are subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated that the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

Contributions of property and equipment or cash restricted to acquisition of property and equipment are reported as net assets with donor restrictions if the donor has restricted the use of the property or equipment to a particular program. These restrictions expire when the assets are placed in service.

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PROCEDURES (Continued)**

**3. Cash and Cash Equivalents**

The Organization considers all unrestricted highly liquid investments with an initial maturity of three months or less to be cash equivalent, except those amounts that are held in the investment portfolio which are invested for long-term purposes.

**4. Capitalization and Depreciation**

The Organization follows a practice of capitalizing all expenditures for furniture and equipment in excess of \$1,500. The fair value of donated assets is similarly capitalized. Depreciation of furniture and equipment is provided over the estimated useful lives of the respective assets on a straight-line basis.

**5. Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**6. Income Taxes**

The Organization has received an Internal Revenue Service exemption from federal income taxes under Section 501(c)(3). Accordingly, no provision or liability for income taxes has been provided in the accompanying financial statements.

**7. Functional Reporting of Expenses**

For the year ended December 31, 2020, the costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. The allocations are determined by management on a rational and systematic basis. Salaries and benefits are allocated on a time and effort basis. Occupancy, equipment, and insurance are allocated entirely to management and general as indirect costs. All other expenses are budgeted and allocated across multiple projects on a time and effort basis.

**8. Summarized Prior-Year Information**

The financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended December 31, 2019, from which the summarized information was derived.

**9. Fair Value Measurements**

The Organization follows the provisions of the Fair Value Measurements and Disclosures Topic of FASB ASC, which requires us of a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value into three levels: quoted market prices in active markets for identical assets and liabilities (Level 1); inputs other than quoted market prices that are observable for the asset or liability, either directly or indirectly (Level 2); and unobservable inputs for the asset or liability (Level 3).

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PROCEDURES (Concluded)****10. Revenue Recognition**

The Organization recognizes contributions when cash, securities or other assets; an unconditional promise to give; or a notification of a beneficial interest is received; conditional promises to give with a measurable performance barrier and a right of return are not recognized until the conditions on which they depend have been met.

**11. Subsequent Events**

Management has evaluated subsequent events through November 1, 2021, the date the financial statements were available for distribution.

**NOTE 3 - INVESTMENTS**

At year-end, investments are stated at their fair values (Level 1 inputs) and consist of:

<u>Description</u>	<u>Fair Value</u>
Money Market	\$ 269,312
Bond funds	361,701
Stock funds	<u>633,573</u>
Total	<u>\$ 1,264,586</u>

Investment income is summarized as follows:

<u>Description</u>	<u>Amount</u>
Unrealized and realized gains	\$ 143,515
Interest, dividends, and capital gains	18,436
Retiree plan income (Note 5)	<u>(3,724)</u>
Net investment return	<u>\$ 158,227</u>

**NOTE 4 - PROPERTY AND EQUIPMENT**

At year-end, property and equipment consist of:

<u>Description</u>	<u>Amount</u>
Office equipment	\$ 126,355
Leasehold improvements	<u>18,286</u>
Total	144,641
Less: accumulated depreciation	<u>(142,482)</u>
Net property and equipment	<u>\$ 2,159</u>

Depreciation expense for the year was \$1,947.

**NOTE 5 - ASSETS HELD IN TRUST – RETIREE MEDICAL BENEFIT PLAN AND TRUST (ERISA)**

The Organization previously adopted a Retiree Medical Benefit Plan and Trust (ERISA). The Organization sought to provide eligible employees with post-retirement health benefits and to ensure that these benefits will be available to its employees in their retirement years, regardless of the Organization's continuing existence or management. Contributions from the Organization were held in trust and excludable from gross income of the participants.

On June 18, 2020, the Organization terminated the Retiree Medical Benefit Plan and Trust and placed the assets of the Trust in a restricted reserve cash account. Per the consent adopted by the Center's Board of Directors, the funds will not be comingled with the Center's other assets or used for the payment of the Organization's operating expenses and will be applied only to pay directly or indirectly, benefits or insurance premiums, sickness, accidents, hospitalizations and medical benefits for the Organization's employees and former employees. On December 31, 2020, the balance of the account was \$201,533.

The Organization contracted with BenefitMall, Inc. in November 2020 to create and administer two Plans effective December 1, 2020. One is an Individual Coverage Health Reimbursement Arrangement (ICHRA) for all employees. The second is an Excepted Benefit Health Reimbursement Arrangement (EBHRA) for employees and eligible retirees who are not enrolled in the group health plan.

**NOTE 6 - PAYCHECK PROTECTION PROGRAM LOAN**

On May 3, 2020, the Organization borrowed \$123,200 under the Payroll Protection Program (PPP). Congress established the PPP to provide relief to small businesses during the COVID-19 pandemic as part of the \$2 trillion Coronavirus Aid, Relief, And Economic Security (CARES) Act. The loans and accrued interest are forgivable after eight weeks and up to 24 weeks, as long as the borrower uses the loan proceeds for eligible purposes. PPP proceeds are recognized as a refundable advance liability until the loan is forgiven, and then the liability is reduced, and a contribution is recorded for the amount forgiven. The unforgiven portion of the loan is payable over two years at an interest rate of 1%.

**NOTE 7 - RELATED PARTIES**

The Organization rents office space, on a month to month basis, in a building owned by the founder and current president of the Board of Directors of the agency. The rate is \$3,939 per month. No rent was owed at year-end.

**NOTE 8 - TAX SHELTERED RETIREMENT PLAN**

The Organization maintains a defined-contribution tax sheltered deferred retirement plan that provides for retirement benefits based on the actual value of contributions at the time of retirement. Employees must have completed three months of service before they become eligible to participate. Employees are fully vested on participation. Employer contributions to the plan are based on the participants' salaries and were 10% of gross salaries. Employees' contributions are voluntary and variable. Total pension expense for the year was \$69,796.

NOTE 9 - AVAILABILITY AND LIQUIDITY

The following represents the Organization's financial assets at December 31, 2020:

Financial assets at year-end:	<u>Amount</u>
Cash and cash equivalents	\$ 439,455
Contracts receivable	119,871
Investments	<u>1,264,586</u>
Total financial assets	<u>1,823,912</u>
Less amounts not available for general expenditures within one year due to:	
Retirement reserve cash account	<u>(201,533)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 1,622,379</u>

The Organization's goal is generally to maintain financial assets to meet six to nine months of operating expenses. The Board considers its reserve designated for projects available as future contracts present themselves.

SUPPLEMENTARY INFORMATION

**CENTER FOR POLICY RESEARCH**  
**INDIRECT COST RATE CALCULATION**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**

	Total Costs		Total Direct Program Costs		Indirect Costs	Adjustments to Indirect Costs	Allowable Indirect Costs
Salaries	\$ 646,334	(4)	\$ 483,632	(2)	\$ 162,702	-	\$ 162,702
Payroll tax and benefits	266,742	(5)	180,387	(3)	86,355	-	86,355
Occupancy	72,825		-		72,825	-	72,825
Equipment	15,842		-		15,842	-	15,842
Contract services /incentive	269,742		254,864		14,878	-	14,878
Insurance	9,704		-		9,704	-	9,704
Telephone	9,455		1,776		7,679	- (a)	7,679
Accounting and audit	7,050		-		7,050	-	7,050
Supplies	3,039		-		3,039	-	3,039
Printing	2,322		-		2,322	-	2,322
Travel	6,681		4,371		2,310	-	2,310
Dues	12,865		10,620		2,245	-	2,245
Marketing	1,799		-		1,799	-	1,799
Postage	391		-		391	-	391
Other	39,308		8,554		30,754	- (a)	30,754
	1,364,099		944,204		419,895	-	419,895
Depreciation	1,947		-		1,947	-	1,947
Total expenses	<u>\$ 1,366,046</u>		<u>\$ 944,204</u>		<u>\$ 421,842</u>	<u>\$ -</u>	<u>\$ 421,842</u> (1)

Calculated indirect cost rate

Total allowable indirect costs(1)	421,842	= 63.53%
Direct salaries(2) + Direct employee benefits(3) @ calculated rate	483,632 + 180,387	

Calculated fringe rate

Total payroll taxes and benefits(5)	266,742	= 41.27%
Total salaries(4)	646,334	

(a) - reimbursements



## Center for Policy Research: Board of Directors

### Officers:

Jessica Pearson  
President  
Center for Policy Research  
1570 Emerson Street  
Denver, CO 80218  
303.837.1555  
jspearson@centerforpolicyresearch.org

Lanae Davis  
Vice President/Secretary  
Center for Policy Research  
1570 Emerson Street  
Denver, CO 80218  
303.837.1555  
ledavis@centerforpolicyresearch.org

Jeffrey G. Pearson  
Treasurer  
1570 Emerson Street  
Denver, CO 80218  
303.832.5138  
Jeff\_pearson\_9@msn.com

### Directors:

Paula Herzmark  
[REDACTED]  
Denver, CO 80231  
[REDACTED]

Cyndi Kahn  
[REDACTED]  
Denver, CO 80202  
[REDACTED]

Robert Schulzinger, Ph.D.  
[REDACTED]  
schulzin@colorado.edu

Terry Kelly  
Lass, Moses, and Ramp, LLC  
1441 18<sup>th</sup> Street Suite 300  
Denver, CO 80202-1255  
303.296.9412  
tkelly@familylaw5280.com

David Fine  
General Counsel  
Office of the President  
Metropolitan State University  
Campus Box 01, P.O. Box 173362  
Denver, CO 80217  
dfine2@msudenver.edu

(6/19/2019)



Jane Venohr, PhD

jvenohr@centerforpolicyresearch.org | 303.837.1555 | centerforpolicyresearch.org

---

## EDUCATION

---

**PhD** Economics  
1997 *University of Colorado, Boulder*

**MS** Economics  
1990 *University of Colorado, Denver*

**BS** Regional Planning  
1982 *Grand Valley State University*

---

## CURRENT EMPLOYMENT

---

2007 – Present **Economist and Senior Research Associate**  
Center for Policy Research in Denver, Colorado

2012 – Present **Adjunct Faculty, Macroeconomics, Microeconomics and Business Statistics**  
Colorado Mountain College, Glenwood Springs, Colorado

---

## PAST EMPLOYMENT AND EXPERIENCE

---

1999-2006 **Lecturer: Micro- and Macroeconomics**  
Metropolitan State University in Denver, Colorado

1997-2007 **Economist and Senior Research Associate**  
Policy Studies Inc. (PSI) in Denver, Colorado

1989-1997 **Research Assistant/Research Associate**  
Policy Studies Inc. (PSI) in Denver, Colorado

---

## ECONOMIC ADVISOR AND TECHNICAL ASSISTANCE ON CHILD SUPPORT GUIDELINES

---

Venohr led the technical assistance for the following state reviews or developments of child support guidelines. Venohr has also assisted six states change their guidelines model to income shares. Venohr assessed and summarized the economic evidence on child-rearing expenditures and used the evidence to develop updated child support schedules or formulae for most of these projects. For some projects, Venohr also provided legislative or committee testimony, analyzed case file data, developed guidelines worksheets or other guidelines provisions to deal with special case circumstances such as low-income adjustments, shared-parenting time, extraordinary healthcare costs, and multiple families. Venohr produced a report for most of these projects.

Alabama, Arizona, Illinois, Iowa, Missouri, Maryland, Pennsylvania, Tennessee	2020
Commonwealth of Northern Mariana Islands, Guam, Illinois, Kentucky, Oklahoma, Vermont	2019
Colorado, Georgia, Illinois, Maryland, Minnesota, Nebraska, New Mexico, North Carolina, Tennessee, Utah	2018
Eastern Shoshone, Illinois, Kansas, Maryland, Minnesota, New York, Rhode Island, Tennessee, Ohio	2017
Illinois, Iowa, Maryland, Minnesota, Missouri, Nevada, Ohio, Pennsylvania, South Dakota, Wyoming	2016
Arizona, Georgia, New Mexico, North Carolina, Nebraska, Ohio, Vermont	2014
West Virginia, Maryland (low-income)	2013
Arkansas, Connecticut, Illinois, Iowa, Missouri, South Dakota, Tennessee, Texas, Wyoming	2012
Rhode Island, Virginia	2011
New Mexico, Pennsylvania, California, New York, North Carolina, Illinois, Vermont, Georgia	2010
Arizona, Colorado, Illinois, Indiana, Ohio, South Carolina, Tennessee	2009
Illinois, Maryland, Missouri, Pennsylvania, South Dakota, Wyoming	2008
Alabama, Iowa, Louisiana, Maine, New Mexico, Rhode Island, Vermont	2007
Arkansas, Alabama, Nebraska, North Carolina, Oregon	2006
California, Georgia, Maryland, Massachusetts, Minnesota, Tennessee, Washington	2005
Alabama, Connecticut, Guam, Iowa, Maryland, Missouri, Ohio, South Dakota, Washington, West Virginia, Wyoming	2004
Arizona, District of Columbia, Louisiana, New Jersey, Pennsylvania, South Carolina, Tennessee	2003
Georgia, Indiana, North Carolina, New Mexico, Tennessee, Utah, Vermont	2002
Georgia, Michigan, Missouri, Oregon, Rhode Island, Tennessee, Wisconsin	2001
Arkansas, California, Colorado, Kentucky, Maryland, Ohio, South Dakota, Arizona, Connecticut, Iowa, Idaho, Louisiana, Maine, Vermont, Virginia	2000

---

## SELECTED RESEARCH, EVALUATION and TECHNICAL ASSISTANCE PROJECTS

---

<b>Fatherhood Research and Practice Network (FRPN)</b>   U.S. Department of Health and Human Services, Administration for Children and Families, Office of Planning, Research and Evaluation, Subcontract with Temple University	2013-2018
<b>Evaluation of the Behavioral Interventions for Child Support Services (BICS) Demonstration</b>   U.S. Department of Health and Human Services, subcontract with MDRC	2015-2017
<b>Colorado HCPF: Development of Announcement and Scoring of Grant Proposals for School-Based Substance Abuse Prevention Program</b>   Colorado Department of Health Care Policy and Financing	2014
<b>Exploring a Child Support Pass Through Option for Colorado</b>   Colorado Department of Human Services	2013
<b>Streamlining the Child Support Modification Process:</b> Massachusetts Department of Revenue	2010-2012

<b>Evaluation of the Work Support Strategies Initiative: An Initiative that Coordinates and Streamlines Applications/Recertifications for Medicaid/CHIP, SNAP, TANF and Child Care Assistance   State of Colorado Department of Human Services</b>	2011-2012
<b>Pew Center on the States – Strategic Initiatives in Child Support Enforcement  Pew Charitable Trust</b>	2011
<b>Parents to Work: A Collaboration between Child Support and a Work Force Program   Arapahoe County, Department of Human Services, Child Support Enforcement Division</b>	2008-2011
<b>Technical Assistance Guidance for Effective Customer Service   Department of Health and Human Services, Office of Child Support Enforcement</b>	2008-2009
<b>Grant to Improve Collaboration between Medicaid and the Child Support Program   State of Texas, Office of the Attorney General</b>	2007-2011
<b>North Dakota 1115 Grant to Test the Collaboration between Child Protective Services and the Child Support Program   Sub-contract with Policy Studies Inc.</b>	2007-2011
<b>Investigation of Improved Access to Child Care and Early Education   The Piton Foundation and the Denver Public Schools Preschool Program</b>	2009
<b>Barriers to CCCAP Utilization: Proposed Assessment and Identification of Needed Solutions   Denver Early Childhood Council</b>	2007-2008
<b>Hawaii 1115 Grant to Test the Collaboration between TANF and the Child Support Program   Sub-contract with Policy Studies Inc.</b>	2007-2008
<b>The Motherhood Project, Services for Female Offenders in the Colorado Correctional System   Colorado Department of Labor and Employment</b>	2007
<b>Evaluation of Early Intervention Procedures Used to Collect Child Support   Colorado Department of Human Services, Division of Child Support Enforcement</b>	2006-2009
<b>Child Support Payment Predictor Model   Commonwealth of Virginia, Department of Social Services</b>	2004-2008

---

### **Selected Projects while at PSI**

---

**Task Order 42: Study to Investigate Underlying Causes of the Flattening of Increases to Child Support Collections | Federal Office of Child Support Enforcement**

2006

**Impact of Modification Thresholds on Review and adjustment of Child support Orders; and Effects of Child support Order Amounts on Payments by Low-Income Parents | Federal Office of Child Support Enforcement**

2006

**Knox County, Tennessee: Case Stratification Process | Federal Office of Child Support Enforcement**

2006

<b>Cost of Providing Center-Based Child Care   State of Minnesota</b>	2006
<b>Final Report: Evaluation of the Louisiana Low-Income Fatherhood Program   SSA Consultants, Inc., Subcontract with SSA Consultants</b>	2004-2005
<b>Evaluation of the Community Literacy Project of Greater Park Hill &amp; Northeast Denver   Summer Scholars</b>	2004
<b>Profile of Low-Income Fathers in Louisiana; Low-Income Fathers and Child Support: Best Practices and Recommendations; and Low-Income Fatherhood Program: Implementation Evaluation and Early Outcomes   State of Louisiana Department of Social Services, Subcontract with SSA Consultants</b>	2003-2004
<b>Grant to Center for Public Policy Studies Child Support Trust Accounts: Guide for Designing A Demonstration Program   Ann E. Casey Foundation</b>	2003-2004
<b>Colorado Partnerships: Workforce, Faith, &amp; Community Works! Initiative   Colorado Department of Labor and Employment</b>	2002-2004
<b>The Role of Minnesota Child Support Enforcement in Increasing Access to Healthcare Coverage for Children in Minnesota   State of Minnesota</b>	2002-2004
<b>Child Support Passthrough in Minnesota: An Evaluation and Outcome Evaluation   State of Minnesota</b>	2002-2003
<b>Task Order 23: Using Automated Income Data to Establish or Modify Child Support Orders   Federal Office of Child Support Enforcement</b>	2002-2003
<b>Task Order 24: State Policies and Practices that Address the Circumstances of Low-Income Noncustodial Fathers   Federal Office of Child Support Enforcement</b>	2002-2003
<b>Utilization of Federal Parent Locator Service Data for Evaluation of the Federal Welfare and Child Support Enforcement Program   U.S. Department of Health and Human Services, Subcontract to Mathematica Policy Research &amp; Social and Scientific Systems</b>	2000-2003
<b>OCSE Responsible Fatherhood Programs: Client Characteristics and Outcomes; OCSE Responsible Fatherhood Programs: Early Implementation Lessons   Federal Department of Health and Human Services, Assistant Secretary of Evaluation and Planning</b>	1999-2003
<b>Evaluation of Father Friendly Initiative   Commonwealth of Massachusetts</b>	1999-2003
<b>Special Improvement Project to Implement Administrative Enforcement in Interstate Cases   State of Wyoming</b>	1999-2002
<b>Colorado E-Commerce Needs Assessment Report   Colorado Department of Human Services</b>	2001-2002
<b>Task Order 12: Assessment &amp; Inventory of State Staffing Patterns   Federal Office of Child Support Enforcement</b>	Enforcement
<b>Task Order 18: National Child Support Research Conference   Federal Office of Child Support</b>	

2001-2002

2001-2002

**Evaluation of Electronic Modification (ELMO) of Child Support Orders | State of Alaska**

2001

<b>Telephone Survey of State Paternity Establishment Policies and Practices: Summary of Results  </b> National Institute for Child Health and Development, Subcontract with Cornell University	1999-2003
<b>Exploring Options: Arrears Forgiveness and Passthrough of Payments to Custodial Families  </b> State of Minnesota Legislature	1999-2000
<b>Minnesota Child Support Assurance: Program Design Caseloads and Cost  </b> State of Minnesota	1999-2000
<b>Updated Colorado Staffing Standards for Child Support Enforcement  </b> Federal Office of Child Support Enforcement, State of Colorado	1999-2000
<b>A Study of Interest Usage on Child Support Arrears: State of Colorado  </b> State of Colorado	1999-2000
<b>Comprehensive Study of the Montana Certificate of Need Program  </b> Montana Department of Public Health and Human Services	1999
<b>Massachusetts Paternity Acknowledgment Program  </b> Massachusetts Departments of Health and Public Health	1994-1996
<b>Estimating the Benefits of Collecting Interest on Child Support Arrears: State of Oregon  </b> Oregon Department of Justice	1994
<b>WIC Distribution Payment Options: State of Vermont  </b> Vermont Department of Health	1993-1994
<b>Improving Energy Efficiency in Public Housing: A Colorado Field Experiment  </b> Department of Housing and Urban Development, Grant to Center for Public Policy Studies	1993-1994
<b>Central Payments Analysis: Standards, Current Problems, and Constraints  </b> Minnesota Department of Human Services	1993-1994
<b>Local Mental Health Funding: Other State Methods and Wyoming Policy Options  </b> Wyoming Department of Health	1993-1994
<b>Wyoming Nursing Salary Survey  </b> Wyoming Department of Health	1992
<b>Analysis of Wyoming Community Programs  </b> Wyoming Department of Health	1992
<b>Iowa/Nebraska: The Use of Electronic Funds Transfer Project: Analysis of Implementation Process and Issues in Child Support </b> State of Nebraska	1990



---

## Selected Publications

---

Oldham, Thomas and Jane Venohr. (May 2021). "The Relationship between Child Support and Parenting Time. *Family Law Quarterly*. Volume 43, Number 2.

Jane Venohr (2017). "A Call to Revisit Promising Practices for Staffing Configurations and Cost-Effective Staffing Levels in Child Support Offices." National Child Support Enforcement Association. *Communique*, Fairfax Virginia.

Jane C. Venohr (2017). "Differences in State Child Support Guidelines Amounts: Guidelines Models, Economic Basis, and Other Issues. *Journal of the American Academy of Matrimonial Lawyers*. Vol. 29, pp 377-407.

Jane C. Venohr (2015) "Income Available for Child Support: Fact and Fiction in State Child Support Guidelines." National Child Support Enforcement Association *Communique*, Fairfax, Virginia. (February 2015)

Jane C. Venohr (2013) "Child Support Guidelines and Guidelines Reviews: State Differences and Common Issues," *Family Law Quarterly*, vol. 43, no. 3 (Fall 2013).

Jane C. Venohr (2013) "Medical Support in Today's Child Support Guidelines and the Affordable Care Act." *Communique*, National Child Support Enforcement Association, Washington, D.C. (Dec. 2013)

Jane Venohr. (2011) "Child Support Guidelines: Recent Developments," *Communique*. National Child Support Enforcement Association (NCSEA) vol. 2, sec. 302-56, May 2011.

Jane C. Venohr and E. Tracy Griffith. (2005) "Child Support Guidelines: Issues and Reviews," *Family Court Review*, vol. 43, no. 3 (Summer 2005).

Jane C. Venohr and Robert G. Williams. (1999) "The Implementation and Periodic Review of State Child Support Guidelines," *Family Law Quarterly*, vol. 33, no. 1 (Spring 1999).

Jane C. Venohr (2006) "Behind Time-Sharing Adjustments in Child Support Guidelines," *2006 Family Law Update* edited by Laura Morgan and Ronald Brown, Aspen Publishers, NY, NY.



JESSICA PEARSON, PhD [jspearson@centerforpolicyresearch.org](mailto:jspearson@centerforpolicyresearch.org) |  
303.837.1555 | [centerforpolicyresearch.org](http://centerforpolicyresearch.org)

## EDUCATION

PhD Princeton University  
MA Princeton University  
BA Sarah Lawrence College

## CURRENT EMPLOYMENT

<p>1981 - Present    <b>Director</b> Center for Policy Research (CPR) Denver, Colorado</p>	<p>CPR: A nonprofit, tax-exempt organization conducting demonstration programs and evaluation research dealing with contemporary social and legal issues.</p>
--	---

## SELECTED RESEARCH, EVALUATION + TECHNICAL ASSISTANCE PROJECTS

<p><b>Development of a Responsible Fatherhood Network (FRPN.org),</b> Temple University &amp; US DHHS, Office of Planning, Research &amp; Evaluation (OPRE)</p>	<p>2013-2019</p>
<p><b>New Hampshire Access and Visitation</b> State of New Hampshire, Department of Health and Human Services, Office of Human Services, Division of Child Support Services</p>	<p>2017-2018</p>
<p><b>Colorado Virtual Access and Visitation Clinic</b> Colorado Judicial Department</p>	<p>2017-2019</p>
<p><b>Child Support Noncustodial Parent Employment Demonstration (CSPED)</b> State of Tennessee and State of Colorado, Department of Human Services</p>	<p>2013-2018</p>
<p><b>The Home Delivered Meals Medicaid Expansion Feasibility Project</b> State of Colorado, Department of Health Care Policy &amp; Financing</p>	<p>2017</p>
<p><b>Behavioral Interventions for Child Support Services (BICS)</b> US DHHS, Office of Child Support Enforcement (OCSE), subcontract with MDRC</p>	<p>2015-2017</p>
<p><b>Evaluation of Oregon Child Support Program Parenting Time Orders Project (PTOC),</b> State of Oregon Department of Justice Division of Child Support</p>	<p>2013-2017</p>
<p><b>Building Evidence and Domestic Violence Services and Interventions</b> US DHHS, Assistant Secretary of Planning &amp; Evaluation (ASPE)</p>	<p>2015-2016</p>
<p><b>Building Assets for Fathers and Families in Tennessee</b> The RISE Foundation and Tennessee DHS, Child Support Division</p>	<p>2011-2014</p>
<p><b>Integrating Workforce Strategies with Child Support Services in Tennessee</b> Tennessee Department of Human Services, Child Support Division</p>	<p>2011-2012</p>
<p><b>Massachusetts Parent Support Program: Providing Services to Never-Married Parents,</b> Massachusetts Department of Revenue, Child Support Division</p>	<p>2010-2013</p>
<p><b>Streamlining Child Support Modification Processes: Bristol County, Massachusetts,</b> Massachusetts Department of Revenue, Child Support Division</p>	<p>2009-2012</p>
<p><b>The Child Support Program and Parenting Time Orders: Research, Practice, and Partnership,</b> Federal Office of Child Support Enforcement</p>	<p>2011-2012</p>
<p><b>Family-Centered Services for Unwed Parents in the IV-D Caseload; Prisoner Re-Entry Initiative,</b> Tennessee DHS, Division of Child Support Enforcement</p>	<p>2010-2013</p>
<p><b>Family-Centered Services for Unwed Parents in the IV-D Caseload; Streamlining the Modification Process,</b> Massachusetts Department of Revenue, Child Support Enforcement Division</p>	<p>2010-2012</p>

<b>Parents to Work: A Collaboration Between Child Support and a Workforce Program,</b> Arapahoe County DHS, Child Support Enforcement Division	2008-2011
<b>Evaluation of Early Intervention Procedures Used to Collect Child Support</b> Colorado DHS, Division of Child Support Enforcement	2006-2009
<b>Ninos Sanos Healthy Children Pilot Project</b> Texas Office of the Attorney General	2007-2011
<b>Evaluation of the Court Order Parent Education Project (COPE) to Promote Compliance with Court Orders</b> Texas Office of the Attorney General, Child Support Division	2007-2010
<b>Evaluation of the Data Information Sharing Project (DISH) For Child Support and the Court</b> Colorado Department of Human Services, Division of Child Support Enforcement	2007-2009
<b>An Evaluation of Early Intervention and Simplified Modification Procedures</b> Colorado Department of Human Services, Division of Child Support Enforcement	2006-2009
<b>Healthy Babies—Health Relationships: An Outreach Project for Expecting and New Parents</b> U.S. Department of Health and Human Services, Child Support Enforcement Division	2006-2011
<b>Evaluation of the Texas Access and Visitation Hotline Evaluation Plan</b> Texas Office of the Attorney General, Child Support Division	2007-2008
<b>Strong Start—Stable Families: An Evaluation of an Outreach Program for Pregnant Teens</b> Texas Office of the Attorney General, Child Support Division	2005-2009
<b>Child Support and Child Welfare: Enhancing Agency Collaboration and Case Processing</b> U.S. Department of Health and Human Services, Office of Child Support Enforcement	2005-2008
<b>Inter-Agency Collaboration Among Social Services Agencies in Los Angeles County</b> IBM Center for the Business of Government	2008
<b>Barriers to CCCAP Utilization: Proposed Assessment and Identification of Needed Solutions</b> Denver Early Childhood Council	2007-2008
<b>Reducing Adversarial Proceedings and Increasing Financial Security: The Parenting Project</b> Tennessee Department of Human Services, Child Support Enforcement Division	2006-2010
<b>Ensuring Access, Encouraging Support: Addressing Visitation in Child Support Cases</b> Office of the Attorney General of Texas, Child Support Division	2004-2007
<b>Early Intervention in Child Support Cases</b> U.S. Department of Health and Human Services, Office of Child Support Enforcement	2004-2006
<b>The Use of Technology to Process Child Support Cases in Allegheny County</b> County of Allegheny County Court of Common Pleas, Family Division	2004-2006
<b>Building Healthy Marriages and Family Relationships, A Collaboration for Boston Families</b> Massachusetts Department of Revenue, Division of Child Support Enforcement	2004-2009
<b>Integration of Access, Visitation, and Child Support Enforcement</b> Colorado Department of Human Services, Division of Child Support Enforcement	2005-2007
<b>Task Order 38: An Assessment of Research Concerning Effective Methods of Working with Incarcerated and Released Parents with Child Support Obligations</b> Federal Office of Child Support Enforcement, Subcontract with Policy Studies Inc.	2005-2006
<b>Reducing Default Orders in Colorado</b> Colorado Department of Human Services, Division of Child Support Enforcement	2004-2007

<b>Task Order 33: A Guide to Collaboration and Strategic Planning for States and Tribal Organizations Administering the Access and Visitation Grant Program</b> Federal Office of Child Support Enforcement, Subcontract with Policy Studies Inc.	2003-2005
<b>Evaluation of the Texas Access and Visitation Hotline</b> Texas Office of the Attorney General, Child Support Division	2004

---

## SELECTED PUBLICATIONS

---

Implementation & Lessons Learned from the FRPN State Planning Grant Initiative <a href="http://www.FRPN.org">www.FRPN.org</a> , April 2020	2020
Pursuing Father Inclusion at the State Level Through FRPN Planning Grants. <b>NCSEA Child Support CommuniQue</b> . February, 2020	2020
What Nonresident Mothers and Fathers Have to Say About a Mother-Only Coparenting Intervention: A qualitative Assessment of Understanding Dads. <b>Families in Society</b> , April 2020. (with Jay Fagan and Abigail Henson)	2020
A Descriptive Study of Low-Income Never-Married Fathers' Coparenting with Mothers and Relatives. <b>Family Relations</b> . October 2019 (with Jay Fagan & Rebecca Kaufman)	2019
State Efforts to Support the Engagement of Nonresident Fathers in the Lives of their Children <b>Families in Society</b> . Vol 100, No.4 392-408. December 2019. (with Jay Fagan)	2019
FRPN Research Brief: State Approaches to Including Fathers in Programs and Policies Dealing with Children and Families, <a href="http://www.FRPN.org">www.FRPN.org</a> , May 2018	2018
Oregon's New Tool for Parents in The Child Support System: The Interactive Parenting Plan. <b>NCSEA Child Support CommuniQue</b> . June 2018.	2018
Measures of Father Engagement for Nonresident Fathers. <b>Family Relations</b> , Vol. 67, No.3.	2018
Self-perceived Coparenting of Nonresident Fathers: Scale Development and Validation. <b>Family Process</b> , November 2017.	2017
Decision Making Responsibility: Development and Initial Validation of a New Measure for Low Income, Nonresident Fathers. <b>Journal of Family Issues</b> , Vol. 39, No. 2.	2017
FRPN Research Brief: Measures of Father-Child Relationship Quality, <a href="http://www.FRPN.org">www.FRPN.org</a> , October 2016	2016
FRPN Research Brief: Measuring Employment, Income, and Financial Stability among Fathers in Fatherhood Programs, <a href="http://www.FRPN.org">www.FRPN.org</a> , July 2016	2016
FRPN Research Brief: Measuring Financial Support Provided by Fathers in Fatherhood Programs, <a href="http://www.FRPN.org">www.FRPN.org</a> , April 2016	2016
Parenting Time and Co-Parenting for Unmarried Parents. <b>Family Court Review</b> , Vol 53, No 2.	2015
Establishing Parenting Time in Child Support Cases: New Opportunities and Challenges. <b>Family Court Review</b> , Volume 53, No. 2.	2015
FRPN Research Brief: Fatherhood Programs and Intimate Partner Violence, <a href="http://www.FRPN.org">www.FRPN.org</a> , Nov 2015	2015

FRPN Research Brief: Framing the Future of Responsible Fatherhood Evaluation Research for the Fatherhood Research and Practice Network. <a href="http://www.FRPN.org">www.FRPN.org</a> , June 2014	2014
FRPN Research Brief: Framing the Future of Economic Security Evaluation Research for the Fatherhood Research and Practice Network. <a href="http://www.FRPN.org">www.FRPN.org</a> , June 2014	2014
FRPN Research Brief: Framing the Future of Co-Parenting Evaluation Research for the Fatherhood Research and Practice Network. <a href="http://www.FRPN.org">www.FRPN.org</a> , June 2014	2014
Child Support Outcomes in Five Debt Compromise Programs, <b>Child Support CommuniQue</b> , March 2013.	2013
Research: Debt Compromise Programs Improving Child Support Outcomes. <b>Child Support Report</b> , Office of Child Support Enforcement, Vol. 34, No. 12, Dec 2012.	2012
Addressing Visitation Problems in Child Support Offices: The Tennessee Experience. <b>NCSEA Communique</b> , August 2012.	2012
Co-parenting Interventions for Fragile Families: What do we Know and Where do we Need to Go Next? <b>Family Process</b> , Vol. 51, No. 3, 2012.	2012
Outreaching to Expectant & New Parents about Paternity & Child Support: Opportunities & Challenges. <b>Child Support Quarterly</b> , Vol 62, No 35, Summer Issue 2010	2010
Addressing Access and Visitation Problems at the Child Support Agency: Preliminary Findings from Demonstration Projects in Colorado and Texas. <b>Child Support Quarterly</b> , Summer 2006.	2006
A New Look at an Old Issue: An Evaluation of the State Access and Visitation Grant Program. <b>Family Court Review</b> , July 2005.	2005
Turning Offenders into Responsible Parents and Child Support Payers. <b>Family Court Review</b> , July 2005.	2005
Building Debt While Doing Time: Child Support and Incarceration. <b>Judges' Journal</b> , Winter 2004.	2004
Responsible Fatherhood Programs: Who They Serve and What They Accomplish. <b>Child Support Quarterly</b> , Summer 2004.	2004
Serving Fathers Who Leave Prison. <b>Family Court Review</b> , vol. 41, no. 3, July 2003.	2003
Twelve Reasons for Collaboration Between Departments of Correction and Child Support Enforcement Agencies. <b>Corrections Today</b> , June 2003.	2003
A Conversation with Jessica Pearson and Esther Griswold: Incarcerated Parents and Child Support. <b>Policy and Practice</b> , vol. 60, no. 4, December 2002.	2002
New Approaches to Child Support Arrears. <b>Policy and Practice</b> , vol. 59, no. 3, September 2001.	2001
Balancing Safety and Self-Sufficiency: Lessons on Serving Victims of Domestic Violence for Child Support and Public Assistance Agencies. <b>Violence Against Women</b> , vol. 7, no. 2, 176-192, February 2001.	2001
Does Dropping Debt and Retroactive Support Affect the Payment of Current Support? <b>Child Support Quarterly</b> , vol. XXXVII, no. 7, Fall 2001.	2001
Work and Family Center First-Year Report. <b>Offender Employment Report</b> , vol. 2, no. 2, December/January 2001.	2001
A Forum for Every Fuss: The Growth of Court Services and ADR Treatments for Family Law Cases in the United States. In Katz, Eekelarr and Maclean (eds.), <b>Cross-Currents: Family Law in England and the United States Since World War II</b> . Oxford: Oxford University Press. February 2001.	2001

Designing Programs for Incarcerated and Paroled Obligor. <b>Welfare Information Network (WIN)</b> , vol. 1, no. 2, August 2000.	2000
New Directions for Child Support Agencies When Domestic Violence is an Issue. <b>Policy and Practice</b> , vol. 58, no. 1, March 2000.	2000
Meeting the Needs of Twenty-First Century Families. <b>Family Law Quarterly Millennium Issue</b> , vol. 33, no. 3, Fall 1999.	1999
Child Support and Domestic Violence: The Victims Speak Out. <b>Violence Against Women</b> , vol. 5, no. 4, April 1999.	1999
Supervised Visitation: The Families and Their Experiences. <b>Family and Conciliation Courts Review</b> , vol. 37, no. 4, October 1999.	1999
Supervised Visitation: A Profile of Providers. <b>Family and Conciliation Courts Review</b> , vol. 37, no. 4, October 1999.	1999
Parent Education in the Domestic Relations Court: A Multi-Site Assessment. <b>Family and Conciliation Courts Review</b> , vol. 37, no. 2, April 1999.	1999

## Margaret Campbell Haynes, J.D.

Management Consultant

### Professional Summary

Ms. Haynes has more than 35 years of experience with legal issues related to child support. Her focus is on the review, analysis, and development of policy and procedures; legal writing; and training on issues such as the Uniform Interstate Family Support Act, international child support, child support guidelines, and working with military families and veterans on child support issues.

#### Key Qualifications

- Member of the U.S. delegation that negotiated the 2007 Hague Child Support Convention
- Participated in the drafting of the Uniform Interstate Family Support Act (2008)
- Official observer/advisor to the UIFSA Drafting Committee of the National Conference of Commissioners on Uniform State Laws from 1990 to 2001
- Chair, U.S. Commission on Interstate Child Support
- More than 35 years of experience focusing on intergovernmental child support issues

### Sample of Relevant Projects

Program Support for the Division of Policy and Training, Federal Office of Child Support Enforcement, Legal/Policy Analyst

3/2011 - 2/2021

Under a multiple year continuing task order, the Center for the Support of Families supported the Office of Child Support Enforcement (OCSE) with policy and legal analysis as well as training. Meg's responsibilities and accomplishments included:

- Developing and delivering a webinar series on processing cases under the 2007 Hague Child Support Convention and UIFSA (2008)

- Assisting OCSE in its technical assistance to states related to implementation of the 2007 Hague Child Support Convention and UIFSA 2008
- Assisting OCSE with policy analysis and training on intergovernmental child support issues
- Assisting OCSE with the finalization of revised intergovernmental forms
- Assisting OCSE with preparation for bilateral meetings with Convention countries as well as foreign reciprocating countries
- Reviewing state bills enacting UIFSA (2008) to assist OCSE determine compliance with federal requirements
- Overseeing revisions to the Essentials for Attorneys in Child Support Enforcement Handbook (Third Edition)
- Assisting OCSE with its outreach to service members and veterans with child support issues, including the development of A Handbook for Military Families: Helping You with Child Support
- Assisting OCSE develop resources for child support agencies providing services to service members and veterans, including coordination of the Veterans/Military Liaison Network calls and development of the Toolkit: Child Support Collaborations to Engage and Assist Veterans

**California Review of Uniform Support Guideline, Judicial Council of California, Center for Families, Children & the Courts, Legal Analyst**

1/2017 – 9/2017

The Center for the Support of Families assisted the Judicial Council of California in its quadrennial review of California's child support guideline, and recommended updates to ensure that the guideline application continued to result in appropriate support amounts. Project activities included case file reviews, focus groups, statistical analysis of historical and current program data, an economic analysis of costs of raising children, and recommendations related to low-income obligors. Meg's responsibilities included:

- Conducting a literature review on setting realistic child support orders for low-income obligors



- Analyzing other states' guideline provisions related to low-income obligors
- In conjunction with the project economist, developing guideline recommendations affecting low-income parents

**New Jersey Guideline Study on Self-Support Reserve, NJ Family Practice Committee, Legal Analyst**

8/2016 - 11/2017

As a subcontractor to the New Jersey Child Support Institute at Rutgers University, the Center for the Support of Families provided subject matter expertise to assist the New Jersey Family Practice Committee in its review of the appropriate self-support reserve in its child support guideline. Meg's responsibilities included:

- Conducting a literature review of realistic support orders and low-income obligors
- Reviewing and analyzing each U.S. state's support guideline with regard to a self-support reserve and minimum order
- Reviewing and analyzing selected states' case data on the impact of the self-support reserve on award levels and collection rates
- Preparing a report that included recommendations for consideration by the N.J. Family Practice Committee

**New Jersey Guideline Review, New Jersey Child Support Institute, Rutgers University, Legal/Policy Consultant**

9/2010 - 2/2013

As a subcontractor to the New Jersey Child Support Institute at Rutgers University, the Center for the Support of Families helped prepare the New Jersey quadrennial guideline review report and provided subject matter expertise in the review of research and analysis prepared by experts on nine quadrennial review topics identified by the NJ Family Practice Committee. Meg's responsibilities included:

- Review and editing of expert reports on quadrennial review topics
- Analyzing New Jersey's and other states' guidelines treatment of Social Security derivative disability payments in order to make recommendations to the NJ Family Practice Committee

- Assisting in the preparation of the NJ quadrennial review report.

**New Jersey Guidelines Forum, New Jersey Child Support Institute at Rutgers University, Subject Matter Expert** 5/2009 – 7/2009

As a subcontractor to the New Jersey Child Support Institute at Rutgers University, the Center for Support of Families coordinated a two-day forum on child support guidelines issues. This forum brought together stakeholders (administrators, public and private lawyers, judges, and advocates) as preparation for New Jersey's 2010 quadrennial guidelines review. Meg's responsibilities included:

- Developing substantive material on a range of guideline policy issues, which provided the context for forum discussions

## Work Experience

**Public Knowledge, Management Consultant** 1/2021 – Ongoing

Providing management consulting services to help government agencies solve tough problems and thrive in complex situations.

**Center for the Support of Families, Senior Associate** 4/2008 – 12/2020

Provided management consulting services to child support and protection services. The Center for the Support of Families merged with Public Knowledge in January 2021.

**Tier Technologies, Director of State and Local Government** 3/1999 – 3/2008

Directed projects and provided consultation to human service agencies. Responsibilities included project planning and contract negotiation. Directed legal training, legislative analysis, research, and policy development on issues related to child support, domestic violence, and welfare reform.

**Service Design Associates, Managing Partner** 1/1996 – 2/1999

Directed projects and provided consultation to human service agencies. Responsibilities included serving as director of legal training, legislative analysis, research, and policy development.

**American Bar Association, Director, Child Support Project 1987-199**  
**Assistant Director 1985-1987**

Directed project planning and contract negotiation, and supervised professional and support staff. Developed a monograph series on child support legal issues and delivered child support presentations at conferences nationwide. Coordinated American Bar Association national conferences on child support and welfare reform issues. Developed judicial, legal, and caseworker curricula on the Uniform Interstate Family Support Act (UIFSA).

**U.S. Commission on Interstate Child Support, Chair 1990 - 1992**

As Chair, led the Commission in its development of recommendations for comprehensive reform of the child support system. The Commission's report to Congress provided the basis for the child support provisions within the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA).

**Office of the District Attorney for Mecklenburg County, North Carolina, Assistant District Attorney 1983-1984**

Directed the administration and prosecution of cases under the Uniform Reciprocal Enforcement of Support Act (URESAs). Coordinated interagency policy regarding criminal nonsupport.

## Education

Juris Doctor, University of North Carolina at Chapel Hill School of Law 1981

Bachelor of Arts: English, Davidson College 1978

## Certifications and Training

Bar Admissions: District of Columbia (1984), Massachusetts (1982), North Carolina (1981)

## Professional Affiliations

Eastern Regional Child Support Association, Honorary Lifetime Member  
President 1996

Board of Directors 1992-1998

Member, Policy and Legislation Committee 2017 - Ongoing

National Child Support Association, Honorary Lifetime Member

Board of Directors 1994 - 2001

Co-Chair, NCSEA Child Support Quarterly 2010 - 2012

Member, International Subcommittee 2008 - Ongoing

## Publications

Haynes, Margaret and Paikin, Susan (2015). "Reconciling" FFCCSOA and UIFSA. 49 Family Law Quarterly 331 (2015).

Haynes, Margaret and Feliceangeli, Peter (2000). Child Support in the Year 2000. Del. L. Rev. (2000).

Haynes, Margaret (1998). Child Support and the Courts. Juvenile and Family Justice Today 10 (Summer 1998).

Haynes, Margaret (1997). A Review of Child Support Guidelines: Interpretation and Application. 31 Family Law Quarterly 133 (Spring 1997).

Haynes, Margaret (1996). The Federal Full Faith and Credit for Child Support Orders Act. Delaware Lawyer 14(1) (Spring 1996).

Dobbs, Marian, Haynes, Margaret, & Smith, Marilyn (1995 and Supp. 1996). Enforcing Child and Spousal Support. Clark Boardman Callaghan.

## Presentations

(2020) You Spoke, We Heard: Revised Intergovernmental Forms. New Jersey Child Support Council, 38<sup>th</sup> Annual Child Support Training Event, Atlantic City, NJ

(2020) International Case Scenarios: Test Your Knowledge. New Jersey Child Support Council, 38<sup>th</sup> Annual Child Support Training Event, Atlantic City, NJ

(2019) Don't Get Put Over a Barrel When Filing Electronically Transmitted Documents. ERICSA 56<sup>th</sup> Annual Training Conference and Exposition, Niagara Falls, NY

(2019) Best Practices for Outgoing UIFSA Referrals for Paternity and Establishment. ERICSA 56<sup>th</sup> Annual Training Conference and Exposition, Niagara Falls, NY

(2019) Rise to the Challenge: Advance UIFSA Scenarios. ERICSA 56th Annual Training Conference and Exposition, Niagara Falls, NY

(2018) Hague Child Support Convention – Case Processing and Lessons Learned. WICSEC Training Conference, Omaha, NE

(2017) The Evolution of the Child Support Program. NCSEA Leadership Forum, Scottsdale, AZ

(2017) Parts I and II: Bridging the Divide in International Cases. ERICSA 54<sup>th</sup> Annual Training Conference & Exposition, St. Louis, MO

(2017) Transcending Borders: Child Support and the Hague Treaty. NCSEA Policy Forum, Washington, DC

(2016) Working with Veterans and Military Families – New Tools and Partnerships. ERICSA 53<sup>rd</sup> Annual Training Conference & Exposition, Myrtle Beach, SC



# CONTRACTOR NAME

## Key Personnel

Name	Job Title	Salary (full loaded hourly rate)	% Paid from this Contract	Amount Paid from this Contract
Jane Venohr	Economist/Project Director	\$153.36	8.9%	\$61,925.02
Jessica Pearson	Oversight	\$179.48	1.08%	\$8,076.44
Meg Haynes	Legal Analyst	\$250.00	1.63%	\$17,000.00