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THE STATE OF NEW HAMPSHIRE
 JUDICIAL COUNCIL
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June 5, 2019

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

REQUESTED ACTION

Authorize the Judicial Council to enter into a "sole source" contract in the amount of \$1,725,300, with Governor and Council approval, for the period effective July 1, 2019 through June 30, 2021, between the State of New Hampshire, acting through the Judicial Council, and Court Appointed Special Advocates of New Hampshire, Inc., (hereinafter CASA, Vendor Code 156690), to provide guardian ad litem services in abuse and neglect cases and certain termination of parental rights and guardianship cases, pursuant to the provisions of RSA 490:26-F. 100% General Funds. This is a sole source contract because only one organization in the State has the current capacity to meet the contractual obligations.

Funds will be available, pending budget approval for fiscal years 2020 and 2021, as follows:

	FY 2020	FY 2021
02-07-07-070010-1099-102 Court Appointed Spec. Adv-CASA	\$798,750	\$926,550

EXPLANATION

RSA 169-C:10, I and RSA 604-A:1-a require the appointment of Guardians ad Litem, at State expense, to assist abused and neglected children for the duration of Family Court proceedings. This contract will enable CASA of New Hampshire to continue to recruit, train and supervise volunteers to fill this important role, and will enable the State to avoid, in most cases, the more costly alternative of assigning these matters to private Guardians ad Litem who do not benefit from the same level of direct supervision and who bill for their time by the hour. This contract represents a beneficial public/private partnership in which State funds are further leveraged with CASA's private fundraising, resulting in a significant reduction in direct costs to the State, while providing abused and neglected children with access to a well-trained corps of volunteers dedicated to representing their best interests. The agreement acknowledges the shared commitment of CASA and the Judicial Council to developing CASA's capacity to maximize its

His Excellency, Governor Christopher T. Sununu
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share of the overall statewide demand for guardian ad litem services in abuse or neglect matters and termination of parental rights cases; accordingly, the contract will enable CASA to implement expanded case intake in FY 2020 and FY 2021.

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

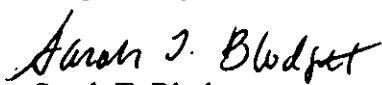
REQUEST FOR PROPOSALS AND REVIEW PROCESS

The Judicial Council developed a detailed Request for Proposals and made the RFP available on the Judicial Council website. The availability of the RFP and the opportunity to submit proposals were also publicized in a statewide newspaper, (the *Union Leader*), in February of 2019. In addition, the RFP was advertised on the statewide contract list through the Bureau of Purchase & Property of the Department of Administrative Services. Notice regarding the availability of the RFP appeared on the NH Bar Association's Website and its March 6, 2019 e-bulletin.

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

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

Respectfully submitted,


Sarah T. Blodgett
Executive Director


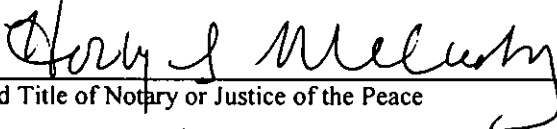
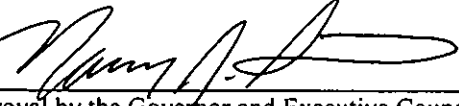
Attachments

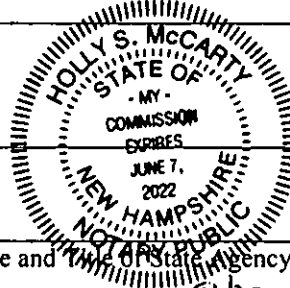
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

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

GENERAL PROVISIONS**1. IDENTIFICATION.**

1.1 State Agency Name NH Judicial Council		1.2 State Agency Address 25 Capitol Street, Room 424, Concord, NH 03301	
1.3 Contractor Name Court Appointed Special Advocates of New Hampshire		1.4 Contractor Address P.O. Box 1327, Manchester, NH 03105	
1.5 Contractor Phone Number 603-626-4600	1.6 Account Number 010007-1099-102	1.7 Completion Date June 30, 2021	1.8 Price Limitation \$1,725,300
1.9 Contracting Officer for State Agency Sarah Blodgett, Executive Director, NH Judicial Council		1.10 State Agency Telephone Number 603-271-3592	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Marcia Sink, President and Chief Executive Officer	
1.13 Acknowledgement: State of <u>N.H.</u> , County of <u>Hillsborough</u> On <u>May 29, 2019</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace [Seal] 			
1.13.2 Name and Title of Notary or Justice of the Peace <u>Holly S. McCarty</u>			
1.14 State Agency Signature <u>Nina C. Gardner</u> Date: <u>5/31/19</u>		1.15 Name and Title of State Agency Signatory <u>Nina C. Gardner</u> <u>Chair</u> <u>Judicial Council</u>	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  On: <u>6/3/2019</u>			
1.18 Approval by the Governor and Executive Council (if applicable) By: _____ On: _____			



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

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, 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 1.18, 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 1.14 ("Effective Date").

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

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

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

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

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

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

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

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.

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

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

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

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

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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 remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

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

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

8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

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

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

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

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

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

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS. The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

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

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

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

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

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than thirty (30) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than thirty (30) days prior written notice of cancellation or modification of the policy.

15. WORKERS' COMPENSATION.

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

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

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

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

18. **AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no

such approval is required under the circumstances pursuant to State law, rule or policy.

19. CONSTRUCTION OF AGREEMENT AND TERMS.

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

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

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

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

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

24. **ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.

EXHIBIT A
SCOPE OF SERVICES TO BE PROVIDED

PRELIMINARY

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

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

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

As used herein, "new cases" are:

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

It is not considered a "new case" when:

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

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

SERVICES

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

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

3. When a CASA guardian ad litem is appointed in an abuse-and-neglect case, the CASA shall continue as the appointed guardian ad litem in any related termination-of-parental-rights proceeding. This continued appointment shall constitute a new case for the purposes of this agreement.
4. Notwithstanding the language in RSA 170-C:13, CASA will not be obligated to provide guardian ad litem services in termination-of-parental-rights proceedings when CASA was not involved in an underlying abuse-and-neglect proceeding and the State is not the moving party.
5. CASA will strive to meet fully the demand for guardian-ad-litem services in abuse-and-neglect and termination-of-parental rights cases in New Hampshire, subject to the constraints imposed by ethical guidelines regarding caseloads, the avoidance of conflicts of interest and resources.
6. CASA will implement the following timeline for training volunteers on a statewide basis:
 - a. Manchester in July 2019, September 2019 and January 2020;
 - b. Nashua in October 2019 and February 2020;
 - c. Claremont in March of 2020; 0
 - d. Lakes Region in March of 2020;
 - e. Keene in September 2019 and April 2020;
 - f. North Country in May of 2020;
 - g. Berlin in September 2019;
 - h. Dover in October 2019;
 - i. Henniker in May of 2020; and
 - j. Lebanon in October 2019 and June 2020.

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

7. CASA will implement the following recruitment efforts in the 16-week period leading up to each training session:
 - a. Engage in advocate's letter to the editor campaign;
 - b. Communicate directly to individuals who have expressed interest in volunteering;
 - c. Engage in community outreach through poster campaign;
 - d. Issue public service announcements as funding and staff resources allow;
 - e. Implement social media efforts to publicize upcoming trainings; and
 - f. Host a community reception for prospective CASAs. Publicity for these events will include the following:
 - i. Press releases to local media;
 - ii. Invitations to local civic organizations and houses of worship;
 - iii. Posting on social media platforms; and
 - iv. Signage in local libraries and businesses.

8. CASA will accept a minimum of 425 "new" appointments – to include both abuse and neglect and termination appointments – in State Fiscal Year 2020 and a minimum of 450 "new" appointments – to include both abuse and neglect and termination appointments – in State Fiscal Year 2021.
9. CASA will provide supervision and training to the CASA volunteers in accordance with National CASA guidelines and standards, as well as any applicable State standards as required by RSA 490-C:6. This shall include training on the topic of parenting in poverty.
10. CASA will ensure that its volunteers are adequately screened and made subject to the following specific requirements:
 - a. A criminal background check conducted by the NH Department of Safety;
 - b. A Central Registry Check, conducted by the Division of Children, Youth and Families; and
 - c. A Sex Offender Registry Check conducted by CASA.Records of these background checks shall be made available for review by the Council.
11. In its promotional materials and publicly-distributed information, CASA may make appropriate acknowledgement of the support CASA receives from the State.
12. CASA's Chief Executive Officer will submit the name of a volunteer or employee of the organization to the Governor for consideration and appointment to the Guardian ad Litem Board, pursuant to RSA 490-C:2.

REPORTING

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

Quarterly reports must be received within twenty-one (21) days of the end of each quarter. The quarterly report shall report this information:

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

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

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

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

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

- The case name (subject to statutory and common law confidentiality rules);
- The appointing court;
- The case type, either abuse-and-neglect or termination-of-parental rights;
- The date the case was declined; and,
- The reason why the case was declined

General Information: concerning operations:

- CASA's definition of a "case";
- The number of active cases at the beginning of the quarter;
- The number of active cases at the end of the quarter;
- The number of new CASA guardians ad litem added to its roster during the quarter; and,
- The total number of CASA guardians ad litem delivering services in active cases as of the last day of the quarter.

8. CASA will provide the Council with a final annual summary report following the conclusion of each State Fiscal year in a format acceptable to the Council. The annual report must be received within twenty-one (21) days of the end of the fiscal year. The final annual report shall report this information for all cases during the State Fiscal year:

- CASA's definition of a "case";
- The number of new cases to which CASA was appointed during the year by case type;
- The number of cases closed during the year by case type;

- The number of active cases at the beginning of the State Fiscal Year;
- The number of active cases at the end of the State Fiscal Year;
- The total number of hours of services provided in cases closed during the year;
- The total number of miles driven by CASA volunteers in cases that were closed during the year; and,
- The total number of CASA guardians ad litem delivering services in active cases as of the last day of the State Fiscal Year.

**EXHIBIT B
PRICE AND METHOD OF
PAYMENT**

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

The State shall pay CASA the amount of seven hundred ninety-eight thousand and seven hundred fifty dollars (\$798,750.00) in State Fiscal Year 2020 and nine hundred twenty-six thousand and five hundred fifty dollars (\$926,550.00) in State Fiscal Year 2021. Payment shall be made in four equal installments annually. Payments will be made upon receipt of a written request for payment postmarked after the effective date of this contract.

In State Fiscal Year 2020, each quarterly payment shall be in the amount of one hundred and ninety-nine thousand, six hundred and eighty seven dollars and fifty cents (\$199,687.50). In State Fiscal Year 2021, each quarterly payment shall be in the amount of two hundred and thirty-one thousand, six hundred and thirty-seven dollars and fifty cents (\$231,637.50).

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

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

**EXHIBIT C
ADDITIONAL PROVISIONS**

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



CASA of NH

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New Hampshire Judicial Council
ATTN: Sarah Blodgett, Executive Director
25 Capitol Street, Room 424
Concord, New Hampshire 03301

March 28, 2019

BOARD of DIRECTORS

Dear Council Members:

Amy Coven
CHAIRMAN-ELECT
WMUR TV ABC-9

David Eby
IMMEDIATE PAST
CHAIRMAN
Devine, Millimet

Thomas Buchanan
TREASURER
Derry Medical Center

John Zahr
SECRETARY
Dyn

Evelyn Aissa
Reaching Higher New
Hampshire, Inc.

Adele Baker
Manchester, NH

Judy Bergeron
MTS Services

Arthur Bruinooge
Portsmouth, NH

Nick Giacomakis
New England
Investment
& Retirement Group,
Inc.

Chief David Goldstein
Portsmouth, NH

Jerry Howard
Strategy First Partners

Ellen Koenig
NH Women's
Foundation &
Nonprofit Consultant

Bryan Lord
New Ventures Advisors,
LLC.

Linda Lovering
Lovering Volvo

Alan Reische
Sheehan, Phinney, Bass
& Green

Marcia R. Sink
PRESIDENT & CEO

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

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

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

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

The bidder acknowledges that the bidder has read the N.H. Standard form contract (Form P-37 1/2009) and all applicable exhibits and forms for a contract resulting from this RFP, understand them, agrees to all terms and conditions (unless otherwise mutually agreed upon terms supersede them), and if selected will provide all applicable exhibits and forms required to execute a contract with original signatures.

Sincerely,

Marcia Sink
President and CEO

www.casanh.org
800-626-0622

Main Office: MANCHESTER PO Box 1327, 138 Coolidge Ave, Manchester, NH 03105 (603)626-4600
Regional Offices: BERLIN 2 Main St, Berlin NH 03560 (603)752-9670, COLEBROOK 104 Main St, Colebrook, NH 03576 (603)237-8411, DOVER 30 St. Thomas St, Room 303, Dover, NH 03821 (603)617-7115, KEENE 39 Central Square, Room 303, Keene, NH 03431 (603)358-4012, LACONIA 1 Mill Plaza, Suite 1, Laconia NH 03246 (603)528-8006, CLAREMONT, 24 Opera House, Unit 412W, Claremont, NH 03743 (603)287-8285

Guardian Ad Litem Services Proposal
to
NEW HAMPSHIRE JUDICIAL COUNCIL
from
COURT APPOINTED SPECIAL ADVOCATES (CASA)
of
NEW HAMPSHIRE, INC.
March 2019



Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Contact:

Sarah Blodgett, Executive Director
New Hampshire Judicial Council
25 Capitol Street, Room 424
Concord, New Hampshire 03301
Voice: 603.271.3592
Facsimile: 603.271.1112
Email: Sarah.Blodgett@nh.gov

Submitted by:

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

Item #3 of Proposal: Executive Summary

The mission of CASA-NH is to recruit, train, and supervise compassionate, motivated, and articulate volunteer advocates who provide guardian ad litem (GAL) services to children and the courts throughout the state of New Hampshire. Currently, CASA-NH provides over \$5 million of value in volunteer advocacy supported by experienced program resources.

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

CASA-NH meets or exceeds requirements to be in compliance with national, state, and local program standards of practice. Documents outlining the National CASA Association (NCASAA) local and state standards and practices, and CASA-NH Standards of Professional Conduct, are attached. (See Appendix A; 1, 2, 3) Periodically, all member programs must conduct a stringent self-evaluation and undergo review and audit procedures by NCASAA. The most recent report cited CASA-NH as an exemplary program in all regards.

Upon the effective date of July 1, 2019 or approval from Governor/Executive Council, CASA-NH will be prepared to assume responsibility for providing GAL services in all new cases available for assignment, except where a conflict of interest exists or where there is no immediately available CASA/GAL in that area of the state. Specifically, CASA-NH will be prepared to provide guardian ad litem services in approximately 875-925 *total active cases*, during 2019/2020, and 925-975 *active cases in 2020/2021*. CASA-NH continues to strive to accomplish the program goal of attaining sufficient capacity to handle all but the few cases that involve a conflict of interest:

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

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

CASA/GALs visit the child regularly, collect all pertinent information about the child and submit written reports to the court that include recommendations regarding the child's best interest.

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

In thirty years of consistent advocacy for victimized children, CASA-NH has earned its reputation for effective advocacy. To date since 1989, over 10,130 New Hampshire children in more than 6,000 cases have found dedicated, focused CASA advocates standing beside them as they make their way through the child protection system.

Item #4 of Proposal: Bidder Profile

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

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

Currently, CASA-NH employs twenty-seven full-time (40hrs/wk) and seven part-time (under 40hrs/wk) staff members. Sixteen of those provide direct service as they supervise and co-manage cases with approximately 570 carefully screened and comprehensively trained volunteers who have been actively involved in cases around the state of New Hampshire. Four people are dedicated to recruiting, screening and training applicants. Two part-time attorneys provide statewide legal support to CASA advocates and the children they serve. When needed, a number of outside attorneys also assist CASA-NH with pro bono legal services. Additional staff ensure the capacity of CASA to continue to provide critical services for abused and neglected children.

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

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

An organizational chart is attached (see appendix B)

CASA of NH Employee Handbook attached (see appendix G)

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

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

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

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

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

CASA-NH was founded in 1989 when Marcia Sink of Manchester was inspired and challenged to do so by her experience as a foster parent. Founding members of the New Hampshire CASA program developed a comprehensive, effective, and accountable method of screening, training, and supervising volunteers by experienced staff professionals. The CASA-NH program gathered momentum as New Hampshire judges discovered that citizen GALs were capable, reliable, and efficient. CASA-NH has become a national model program, while adhering to stringent legal and managerial standards (see **appendix A: 1&2**) prescribed by its parent organization National CASA Association (NCASAA). Periodically, a rigorous self-evaluation exercise is prescribed, which is reviewed and audited by NCASAA. Mandates are given for areas needing improvement.

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

CASA-NH has adopted strict accountability guidelines which regulate staff and volunteers, as they focus solely on the child's best interest. GALs must meet minimum criteria:

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

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

Candidates must then

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

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

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

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

From the outset, CASA-NH has worked to reduce the number of placements and the time a child is involved in the system without a safe, permanent home. The organization has a proven track record that is measured, quantitatively and qualitatively, from its beginning in two courts with ten volunteers to a statewide presence and approximately 570 volunteers. CASA of NH counts 10,130 New Hampshire children on more than 6,000 cases who have received extraordinary help from ordinary citizens and, as a result, have greater potential to become healthy, productive adults. The U.S. Department of Justice recognizes that CASA's involvement in a case interrupts the cycle of abuse and neglect and reduces both direct and indirect social expenditures.

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

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

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

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

- CASA-NH has been performing these services for 30 years and has provided guardian ad litem services to 10,130 children spanning 6,000 cases involved in District Court, Family Court, Probate Court, Superior Court and the NH Supreme Court
- CASA-NH exercises supervision and quality control by adhering to 1) strict national CASA Standards, 2) the close co-managing philosophy that is at the core of the supervised volunteer model, and 3) The State of NH Guardian ad litem rules.
- Anecdotally, Judges relate that they are better informed and able to make more timely decisions when a CASA/GAL is appointed.
- Please see **Appendix J** for the five year update on claims that CASA-NH has been involved in.

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

- Marcia R. Sink, President and CEO (F/T)
- Elizabeth Paine, Esquire, Senior Staff Attorney (P/T)
- Caroline Delaney, PT Staff Attorney (P/T)
- Diane Valladares, Director of Recruitment (F/T)
- Bernadette Melton-Plante, CASA/GAL Program Director (F/T)
- Jonelle Gaffney, CASA/GAL Program Director (F/T)
- Marcia Allison, CASA/GAL Program Manager (F/T)
- Kristyn Bond, CASA/GAL Program Manager (F/T)
- Erin Boylan, CASA/GAL Program Manager (F/T)
- Deborah Brenner, CASA/GAL Program Manager (F/T)
- Pamela Carbee, CASA/GAL Program Manager (F/T)
- Alicia Connors, CASA/GAL Program Manager (F/T)
- Kathleen Devlin, CASA/GAL Program Manager (F/T)

- Tessa Dyer, CASA/GAL Program Manager (F/T)
- Jennifer Hollinrake, CASA/GAL Program Manager (F/T)
- Jerry Larson, CASA/GAL Program Manager (F/T)
- Steve Pruyne, CASA/GAL Program Manager (F/T)
- Shiloh Remillard, CASA/GAL Program Manager (F/T)
- Katie Ronzano, CASA/GAL Program Manager (F/T)
- Jenny Sheehan, CASA/GAL Program Manager (F/T)
- David Ball, Grant Writer (P/T)
- Christine Brophy, Director of Technology (F/T)
- Carolyn Cote, Director of Communications (F/T)
- Christine Duhaime, Director of Finance (P/T)
- Molly Hill, Training Assistant (P/T)
- Julia Lafleur, Development Assistant (F/T)
- Johanna Lawrence, Community Outreach Specialist (F/T)
- Suzanne Lenz, Director of Development (F/T)
- Holly McCarty, Office Coordinator (P/T)
- Jay Nolan, Director of Operations (F/T)
- Lucie Remillard, North Country Outreach Coordinator (F/T)
- Kelly Smith, Director of Training (P/T)
- Jessica Storey, Permanency Specialist (P/T)
- Jami Wyman, Communications Assistant (F/T)

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

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

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

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

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

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

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

In the execution of these duties, CASA/GALs contribute not only the hours of their volunteerism, but also an amazing number of miles and other un-reimbursed expenditures. In FY 2018 alone, they donated more than 80,196 hours of service and 607,782 un-reimbursed travel miles. To support their efforts, CASA-NH provides ample non-monetary resources: direct support, oversight, and guidance from their CASA staff; access to on-line resources; regional office and meeting space; immediate legal counsel from Staff Attorneys Elizabeth Paine and Caroline Delaney; and supplemental, pro bono legal advice from law firms who assist with special expertise as it is required.

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

CASA-NH has often been invited to help improve the quality and standards of child protection and judicial activity by participating on many levels and in significant ways. For its part, CASA-NH recognizes its responsibility in the broader context as much as in the individual lives of young children. Toward that end, CASA-NH staff members accept assignments on child protection and judicial committees, task forces, review teams, and the like. Some of these opportunities are the following:

- NH Attorney General's Task Force on Child Abuse & Neglect since 1991
- New Hampshire Child Fatality Review Team since 1993
- Sudden Unexpected Infant Death Review Committee

- New Hampshire Domestic Violence Fatality Review Committee
- NH Human Trafficking Collaborative
- Executive Committee for the New Hampshire Court Improvement Project since 1996
- National CASA Board of Directors, former Vice President and National President
- NH Guardian ad Litem Board
- Member NH Supreme Court Access to Justice, Citizens Commission on the Court
- Legislative Oversight Commission on Children's Services

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

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

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

Item #11 of Proposal: Cost of Proposal

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

FYE'20: \$798,750 for servicing 875-925 active cases.

FYE'21: \$926,550 for servicing 925-975 active cases.

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

12. Certificate of Authority, Certificate of Vote of the Board of Directors, Certificate of good standing and Certificate of Insurance (Appendix I)

13. Bidder's name, address, phone and FAX numbers, email address

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

Phone: (603) 626-4600
FAX: (603) 623-6362
Email: m_sink@casanh.org

14. Bidder's authorized representative, responsible for all matters relating to the RFP.

The bidder acknowledges that the bidder has read the N.H. Standard form contract (Form P-37 1/2009) and all applicable exhibits and forms for a contract resulting from this RFP; understand them, agrees to all terms and conditions (unless otherwise mutually agrees upon terms supersede them), and if selected will provide all applicable exhibits and forms required to execute a contract with original signatures.

Signed by:

A handwritten signature in cursive script, reading "Marcia Sink", written over a horizontal line.

Marcia R. Sink, President and CEO

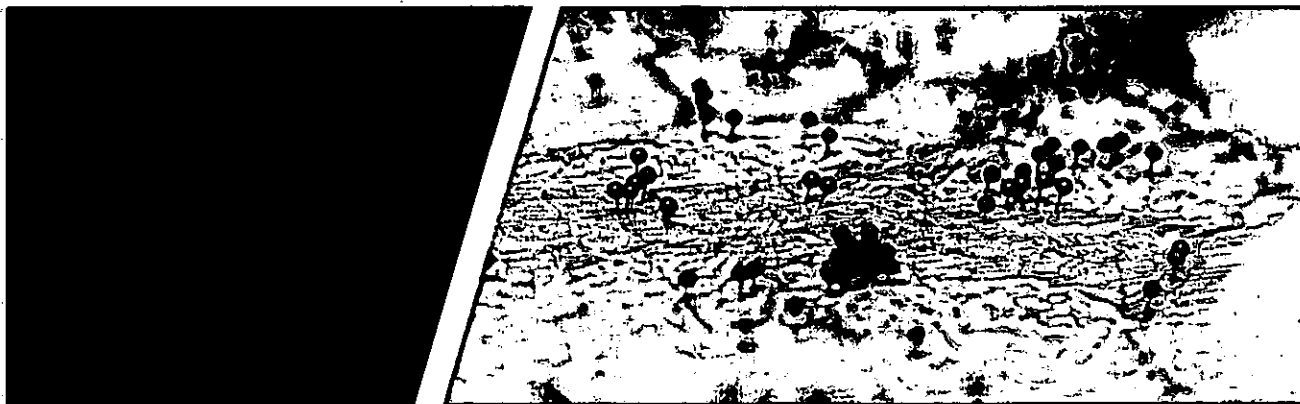
Executed Documents



Appendix A:1

NCASA Standards for State CASA/GAL Programs

STANDARDS *for* STATE CASA/GAL ORGANIZATIONS



CASA GAL
Court Appointed Special Advocates
Guardians ad Litem
FOR CHILDREN
NATIONAL CASA/GAL ASSOCIATION

EFFECTIVE SEPTEMBER 2018



This project was supported by Award
2015-CH-BX-K001 awarded by the Office of
Juvenile Justice and Delinquency Prevention
at the U.S. Department of Justice

National Court Appointed Special Advocate Association
100 W. Harrison Street, N. Tower, Ste 500, Seattle, WA 98119
800.628.3233 | CASAforChildren.org

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STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

EFFECTIVE DATE: September 25, 2018

APPROVED BY: Tara Perry

TITLE: Chief Executive Officer

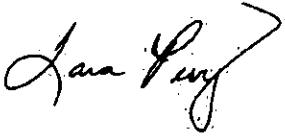


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Introduction

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

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

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

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

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

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

History of NCASAA Standards and Revisions

Prior to 2018

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

Preparing 2018 Standards

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

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

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Contributors

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

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

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

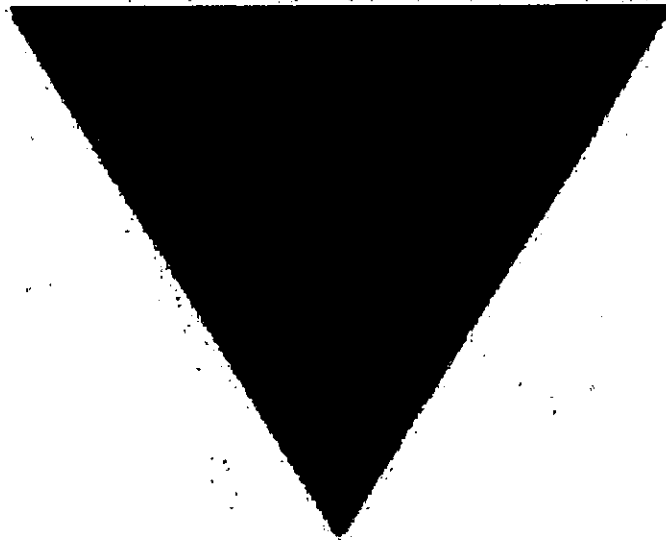
Operational Definitions

Statement of Intent: (Why) Reason for having standards

Pillar: (Where) The location of related standards

Standard: (What) The measurable requirement

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



Technical Guidance Disclaimer

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

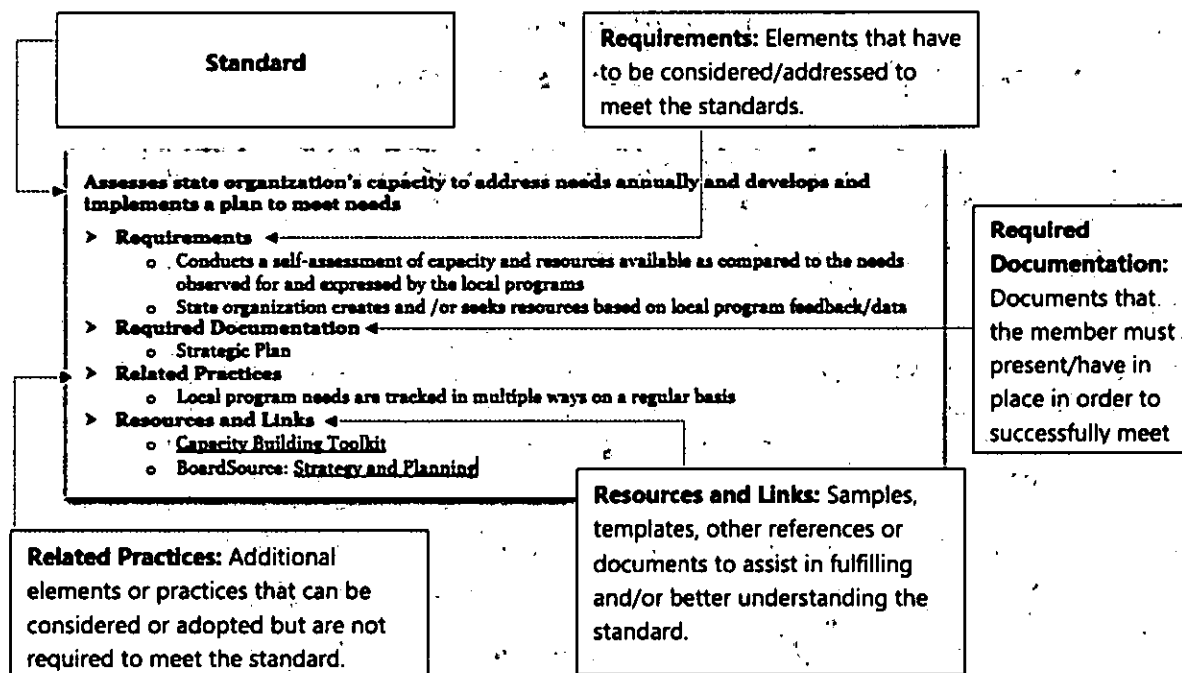
STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Pillars and Standards at a Glance

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Technical Guidance Categories for Standards



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

Standards and Technical Guidance - Pillar 1: Mission and Values

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

HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

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

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

> Requirements

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

> Resources and Links

- National CASA Core Model

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

> Requirements

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

> Required Documentation

- Public Education and Community Awareness Plan

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ Related Practices

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

➤ Resources and Links

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

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

➤ Requirements

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

➤ Required Documentation

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

➤ Related Practices

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

➤ Resources and Links

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

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

4. Has written values

➤ Requirements

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

➤ Required Documentation

- Values statement

➤ Related Practices

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

➤ Resources and Links

- National CASA Values

Standards and Technical Guidance - Pillar 2: Leadership

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

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

5. Has regular meetings with and opportunities for input from the governing body with agreed upon deliverables

➤ Requirements

Non-profit organizations:

- Meetings are conducted in accordance with the state organization's bylaws
- Meetings are regularly held with the governing body and minutes reflect decisions made

Public State Organizations:

- Confirms that it is part of a statutorily mandated structure that has responsibility, oversight and means for accountability for the state organization

➤ Required Documentation

- Bylaws/Operational Procedures
- Meeting Minutes
- State statute (public)

➤ Related Practices

- Governing body meeting packet
- Has a state director who attends and presents a thorough board report with up-to-date and relevant information at each board meeting. Additionally, he or she may meet with the board chair or board committees between meetings to add an additional layer of transparency and collaboration (non-profit only)
- Has a reporting assessment tool that is tied to outcomes

➤ Resources and Links

- BoardSource: The Board-Staff Partnership

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

6. The State Director carries out the roles and responsibilities as defined within the job description that includes core competencies for a State Director as evidenced by an annual performance evaluation.
 - Requirements
 - Has a job description that reflects the core competencies, core duties and responsibilities, experience, abilities, qualifications and values as established by National CASA
 - Annual State Director Performance Evaluation
 - a. Evaluated by person to whom they are accountable
 - b. Standardized evaluation form
 - c. Review State Director performance against established criteria
 - d. State Director is an active participant
 - e. Assessment of job performance
 - f. Clearly stated objectives for future performance
 - g. Recommendations for further training and skill-building
 - h. Opportunity for State Director self-evaluation
 - i. Signed by the State Director and governing body leader
 - Required Documentation
 - State Director Job Description
 - Signed and completed Annual Performance Evaluation
 - Related practices
 - Job descriptions are reviewed annually and updated, as needed, in conjunction with annual performance evaluation
 - Resources and Links
 - Sample Performance Evaluation forms
 - Sample 1 – publicly administered
 - Sample 2 – non-profit
 - BoardSource: The 6 Core Competencies of Nonprofit Chief Executives (nonprofit organizations only)

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

7. Facilitates the development and progression of staff through training and leadership opportunities
 - Requirements
 - Must have a written professional development plan for staff
 - Tracking of staff training and development opportunities
 - Required Documentation
 - Professional development plan for staff
 - Documentation of completed staff training
 - Related Practices
 - Attends the National CASA/GAL annual conference and other trainings
 - State sponsored staff development opportunities or benefits

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

8. Facilitates the development of the governing body

> Requirements

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

Non-profit organizations:

- Informs and assists the Board in the establishment of a written Board development plan
- Supports the Board in the identification of state leadership development opportunities

> Required Documentation

- Board development plan (*Non-profit only*)
- Board/Governing Body orientation and onboarding materials

> Related Practices

- Consistently provides governing body with opportunities to participate in workshops, attend conferences, including the National CASA conference, expand networking, and be mentored in all governing matters
- Provides an outside expert to train governing body when appropriate

> Resources and Links

- BoardSource: [Orientation & Education](#)
- BoardSource: [Board Development Plan](#)

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

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

> Requirements

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

> Required Documentation

- Diversity Plan

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- o Documentation of completed staff training

➤ Related Practices

- o The state organization works closely with representatives from legal and social services communities, other child advocacy programs, community service organizations and civic groups to address the need for systemic changes that address issues of diversity, inclusion, disproportionality and disparate outcomes
- o Evidence of formalized methods of data collection and analyses (collected on an ongoing basis) regarding the diversity of the organization's governing body, staff and volunteers to reflect the demographics of community served and implementation of interventions to increase diversity.
- o Data should demonstrate that the organization's demographics reflect the community served and services are provided to individuals equitably.
- o Annual data collection of diversity of leadership, staff and Board

➤ Resources and Links

- o National CASA Inclusiveness and Diversity Training Resources
- o US Census: QuickFacts
 - Understanding Disproportionality
 - Calculating Disproportionality
- o BoardSource: Diversity, Inclusion, and Equity
- o Inclusiveness and Diversity Plan
 - Sample 1 - nonprofit
 - Sample 2 - nonprofit
 - Sample 3 - tribal
- o Inclusiveness and Diversity Plan Progress Report
 - Sample 1 - nonprofit
 - Sample 2 - public agency

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

➤ Requirements

- o Understands and seeks to provide reasonable accommodations and is in compliance with Americans with Disabilities Act (ADA) as required
- o Has a non-discrimination policy
- o Has no known discrimination violations
- o All staff, board and volunteers read and sign the Anti-Discrimination policy

➤ Required Documentation

- o Non-discrimination policy

➤ Related Practices

- o Engages individuals who can help the organization identify and understand the needs of the children served and the actions the organization can take to address these needs in governance, recruitment, cultural competency education and training, supervision, retention, evaluation and advocacy from a diversity perspective
- o Partners with a local organization to provide diversity and inclusiveness training and support

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ Resources and Links

- Americans with Disability Act (ADA.gov)

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

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

➤ Requirements

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

➤ Required Documentation

- Evidence of inclusion of National CASA information in network communication

➤ Related Practices

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

➤ Resources and Links

- National CASA Association Training Calendar
- State Director Call Calendar

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

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

HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

Partners with National CASA to impact federal legislation and appropriations

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

> Requirements

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

> Required Documentation

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

> Related Practices

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

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

➤ Requirements

- Acknowledge and reply to requests from National CASA regarding prospective relationships and funding opportunities to indicate the state organization's intention considering its type of entity, governing laws, policies and rules
- The state organization informs and coordinates with National CASA prior to pursuing funding opportunities that have a national scope/implementation

➤ Required Documentation

- Resource development protocol, non-profits only

➤ Related Practices

- Work with National CASA to ensure transparency and trust among all parties involved and that funding relationships are mutually beneficial
- When the state organization discovers a funder which is not appropriate exclusively for state level support, the organization should provide that lead to National CASA
- Collaborate with National CASA to develop and implement strategies to secure support from national or regional-level funders and donors

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

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

➤ Requirements

- The state is aware of the needs of and represents the voice of the local CASA/GAL programs in their state
- The state organization makes known its role, functions and capacities to stakeholders, as appropriate to its services.
- Pursues cooperation and coordination with: government agencies, legal and social services communities, other child advocacy programs, community service and civic groups, and businesses.

➤ Required Documentation

- Public policy plan, non-profits only
- Documentation of state-level participation

➤ Related Practices

- Examples of types of opportunities for participation or hosting include:
 - Conferences
 - Legislative sessions
 - Hearings
 - Trainings
 - Workshops
 - Panels
 - Meetings
 - Councils

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

Obtains, maximizes and leverages state funding support

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

Secures sustainable, adequate, and diverse financial resources

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ Required Documentation

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

➤ Related Practices

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

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

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

➤ Requirements

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

➤ Required Documentation

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

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

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

➤ Requirements

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

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

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

Non-profits

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

Public Agencies

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

○ Financial Accounting and Record Keeping

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

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

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

Standards and Technical Guidance - Pillar 4: Governance

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

HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

Operates in compliance with regulations and laws

22. Is in compliance with regulations and laws

➤ Requirements

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- **Required Documentation**
 - Whistleblower Policy
 - Conflict of Interest Policy
 - 501c3 Letter of Determination
 - Bylaws or Operational Procedures
 - Articles of Incorporation
 - Board Meeting Minutes
 - **Related Practices**
 - A lawyer who sits on the state governing body may also provide pro bono legal counsel as long as the roles have been clarified by the governing body in order to keep the two functions separate
 - **Resources and Links**
 - BoardSource: Sunshine Laws
 - BoardSource: Sample Conflict of Interest
 - Sample Conflict of Interest Policy
 - Sample 1 – general
 - Sample 2 – public agency
 - Sample Confidentiality Policy
 - Sample 1 – nonprofit
 - Sample 2 – public agency
 - Sample Social Media Policy
 - Sample 1
 - Sample 2
23. Is familiar with and has access to resources that enable regulatory compliance
- **Requirements**
 - Governing body works to research, identify and make available, resources related to effective management and legal compliance of the organization
 - **Resources and Links**
 - US Government Accountability Office – Government Auditing Standards (applicable to Public Agencies)
 - Board Source: Like it or Not: You're Being Watched (Charity Watchdogs and What Your Nonprofit Can Do to Put Its Best Foot Forward) (Nonprofit organizations only)
 - Additional Resources:
 - Financial Accounting Foundation: The Importance of Generally Accepted Accounting Principles (GAAP)
 - ADA.gov
 - Title II (State and Local Governments)
 - Title III (Public Accommodations and Commercial Facilities)
 - US Department of Labor
 - Tax Information for Charities & Non-Profits
 - U.S. Department of Health & Human Services - Health Information Privacy (HIPAA)

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Fulfills responsibilities for oversight, leadership, resource development and support

24. Establishes organizational goals and evaluates them annually

- Requirements
 - Annual State Director Performance Evaluation
 - a. Evaluated by governing body to whom they are accountable
 - b. Standardized evaluation form
 - c. Review State Director performance against established criteria
 - d. State Director is an active participant
 - e. Assessment of job performance
 - f. Clearly stated objectives for future performance
 - g. Recommendations for further training and skill-building
 - h. Opportunity for State Director self-evaluation
 - i. Signed by the State Director and governing body leader
 - Has a written Strategic Plan
 - Has a written Resource Development Plan
 - Has a financial sustainability plan
 - Has a written Growth Plan
 - Has a Logic Model detailing the current state organization
 - Has a defined performance evaluation process for the State Director and for the governing body (*as applicable*)
- Required Documentation
 - Strategic Plan
 - Resource Development Plan
 - Financial Sustainability Plan
 - Growth Plan
 - Logic Model
 - Performance evaluation process
- Resources and Links
 - Growth Plan Process
 - Template
 - Approved National Logic Model
 - Unified State Logic Model
 - W.K. Kellogg Foundation Logic Model Development Guide
 - BoardSource: 10 Common Benefits of Dashboard Reports
 - Capacity Building Toolkit
 - State Organization SWOT

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

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

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

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ Related Practices

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

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

Members are effective, engaged and understand their role

27. Operates in compliance with governing documents

➤ Requirements

- Bylaws, articles of incorporation, governing body structure including format and number of meetings are clearly defined and regularly reviewed

Bylaws or Operational Procedures must:

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

➤ Required Documentation

- Bylaws or Operational Procedures
- Meeting Minutes

➤ Resources and Links

- Robert's Rules of Order

28. Has and complies with written roles and responsibilities

➤ Requirements

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

29. Is comprised of members representing various constituencies and affiliations

> Requirements

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

> Required Documentation

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

> Related Practices

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

> Resources and Links

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

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

> Requirements

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

31. Board members are screened through required background checks

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Board membership reflects the goals in the diversity and inclusion plan

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

> Requirements

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

> Required Documentation

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

> Related Practices

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

> Resources and Links

- BoardSource: Diversity, Inclusion, and Equity
- BoardSource: Where is Race on Your Board's Recruitment Agenda?

Standards and Technical Guidance - Pillar 5: Staff

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

HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

Highly qualified, skilled and experienced staff who provide effective leadership

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

➤ Requirements

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

➤ Required Documentation

- Written Job Descriptions

34. Staff are screened through required background checks

➤ Requirements

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

➤ Required Documentation

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

Operates with trust, accountability and commitment

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

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

Recruitment and Selection Policy for Employees

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

STAFF

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Supervisors are easily accessible and make every effort to provide quick and thorough guidance to employees
- **Employee Evaluation**
 - At least once a year, the performance of employees is evaluated by the person to whom they are accountable, using a standardized evaluation form, to review their performance against established criteria. The employee is an active participant in this process.
 - Employee evaluations include:
 - Assessment of job performance in relation to the quality and quantity of work defined in the job description and to the performance objectives established in the most recent evaluation
 - Clearly stated objectives for future performance
 - Recommendations for further training and skill-building, if applicable
 - Opportunity for employee self-evaluation
 - Employees are given the opportunity to sign the evaluation report, obtain a copy and include written comments before the report is entered into the staff record.
- **Employee Discipline and Termination**
 The state organization has:
 - Written policies and procedures for the termination of employees that are in compliance with applicable laws and regulations.
 - Human resources policies and practices that specify the conditions for disciplinary action and non-voluntary termination of employees, including violations of program policy and/or documented substandard performance.
 - Policies and procedures that specify the person or persons with authority to terminate or discharge an employee.
- **Staff Records**
 - The state organization maintains a written staff record for each employee that contains:
 - Identifying information and emergency contacts
 - Recruiting and screening documents such as applications and resumes and educational verification.
 - Pay and compensation information.
 - Job description
 - Training records
 - Performance evaluations
 - Disciplinary actions
 - Termination summaries
 - Letters of commendation
 - Time attendance records
 - Employees must be granted access to staff records
 - Written policies grant employees access to their records and detail the procedures for review, addition and correction by employees of information contained in the record.
 - Confidential records that *must* be kept separate from basic staff file include:

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Equal employment opportunity (EEO)/invitation to self-identify disability or veteran status records.
- Reference/security/background checks.
- Drug test results.
- Immigration (I-9) forms.
- Medical/insurance records (medical questionnaires, benefit enrollment forms and benefit claims, doctor's notes, accommodation requests, and leave of absence records).
- Child support/garnishments.
- Litigation documents.
- Workers' compensation claims.
- Investigation records (although relevant disciplinary action, counseling or other direct communications are placed in the employee's staff file).
- Requests for employment/payroll verification.

➤ Required Documentation

- Human resources policies/Employee Handbook contains:
 - Human resources practices
 - Working conditions
 - Wage policy and benefits
 - Salaries and Benefits. Established by considering practices of similar agencies and organizations or, in the case of a public entity, are in compliance with salary and benefit levels set by appropriate executive or legislative bodies.
 - Insurance protection
 - Required and supplemental training and development opportunities
 - Non-Discrimination Policy
 - Covers employment, application for employment and the administration or delivery of services
 - Equal employment opportunity policy - The state organization has a written equal opportunity policy which clearly states its practices in recruiting, selecting and promoting staff.
 - The state organization publicizes its equal opportunity policy in its personnel recruitment materials.
 - ADA -The state organization makes an effort to ensure its facility is free of barriers that restrict the employment of or use by physically challenged
 - Compliant with Americans With Disabilities Act as applicable
 - Whistleblower policy. The governing body of the state organization adopts a whistleblower policy that provides members of the governing body, staff and volunteers a procedure for reporting unethical, inappropriate or illegal activities by members of the governing body, staff or volunteers. The policy affords the reporter protection in making a good-faith report about such activities.
 - Travel Policies.

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

Workforce Diversity

- Diversity and Inclusion Plan –
 - Promotes cultural competency and equal opportunity
 - Has a goal and strategies to reflect the children served

> Related Practices

- Participation of staff in review of human resources policies
- Shall notify all candidates, in writing, of their application status when the position applied for is filled

> Resources and Links

- Society of Human Resources Management

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

> Requirements

- Yearly employee performance evaluation:
 - Evaluated by person to whom they are accountable
 - Standardized evaluation form
 - Review employee performance against established criteria
 - Employee is an active participant
 - Assessment of job performance
 - Clearly stated objectives for future performance
 - Recommendations for further training and skill-building
 - Opportunity for employee self-evaluation
 - Signed by the employee

> Required Documentation

- Organizational Chart

> Related Practices

- Others in the leadership team participate in meetings with the executive director (Board, community members, stakeholders) in order to understand the State Director's role
- Policies and procedures regarding fundraising, training, volunteer retention and recruitment are documented, and where applicable, multiple people from the leadership team are trained regarding those policies and procedures
- A wide variety of staff are intentionally included regarding important organizational matters
- Evolve performance management to coaching

> Resources and Links

- Sample Employee Performance Review Form
 - Sample 1 – publicly administered
 - Sample 2 – non-profit

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Is experienced and effective in building relationships

37. Has developed/maintained positive relationships with multiple stakeholders

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

Standards and Technical Guidance - Pillar 6: Service

(Process by which a need is addressed)

HIGHLY EFFECTIVE STATEMENT | STANDARD | REQUIREMENTS

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

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

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

➤ Required Documentation

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

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

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

➤ Requirements

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

SERVICE

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

➤ **Required Documentation**

- Strategic plan or framework
- State Logic Model

➤ **Related Practices**

- Has access to each of the updated local program logic models

➤ **Resources and Links**

- W.K. Kellogg Foundation Logic Model Development Guide
- Approved National Logic Model
- Unified State Logic Model

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

Continuously improves the quality of services and leadership it provides

44. Participates in the Highly Effective Standards Review Process (HESRP) conducted by National CASA as required

- **Requirements**
 - Participates in onsite reviews conducted by National CASA as required
- **Related Practices**
 - Review State Development Plan and/or Action Plan prior to onsite review

45. Ensures financial, statistical and programmatic information is collected

- **Requirements**
 - The state organization establishes and maintains a system for collecting information and program data necessary from local programs
 - The state organization completes and submits the National CASA Association Annual State Organization Survey
- **Related Practices**
 - Has a robust case management system that is able to track and link volunteers and children served. The data system should be able to generate reports based on child or volunteer –level data including the outcomes of permanency and return to care. Finally, the data system should be able to create reports that can be used widely across systems.

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

46. Works with the court and judiciary to educate and ensure compliance with the Core Model

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

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

- Panels
- Meetings
- Councils
- Task Forces

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

➤ Requirements

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

➤ Required Documentation

- Public Education and Community Awareness Plan

➤ Related Practices

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS.

- Provides opportunities to educate local representatives regarding issues of importance to CASA programs and the children they serve
- Use social media to motivate and educate local programs, child welfare stakeholders and community

➤ **Resources and Links**

- Advocacy in Action: Resources to Support Safety, Permanency, and Wellbeing

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

48. Has a process to ensure the timely submission of data from the local program network to National CASA and state agencies

➤ **Requirements**

- The state organization submits accurate state level data to state agencies in a timely manner
- The state organization receives from each local program a copy of its National CASA Annual Local Program Survey and/or other annual statistical reports
- The state organization supports National CASA's efforts to collect data and assists in securing it from local programs as needed
- The state organization follows the National CASA Association and State CASA/GAL Organization Data Collection Protocol
- The state organization maintains written policies and procedures regarding what uses will be made of the collected data, for the purpose of building transparency and public trust

➤ **Related Practices**

- Board is aware of the organization's data submission requirements and provides oversight of submission process

➤ **Resources and Links**

- National CASA Reporting Tools

49. Reviews data from local programs for accuracy

➤ **Requirements**

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

➤ **Related Practices**

- State organization reviews local program data submissions in their entirety

➤ **Resources and Links**

- National CASA Reporting Tools

STANDARDS FOR STATE CASA/GAL ORGANIZATIONS

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

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

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

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

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

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



Appendix A:2

NCASA Standards for Local CASA/GAL Programs

Standards for Local CASA/GAL Programs

2012 Edition

Approved by the National CASA Association Board of Directors March 1997
Revisions approved September 2002, April 2006, June 2009, April 2012 & June 2013

A National CASA Association
Resource Library Publication

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Standards for Local CASA/GAL Programs

The National CASA Association Mission Statement

The mission of the National Court Appointed Special Advocate (CASA) Association, together with its state and local members, is to support and promote court-appointed volunteer advocacy so that every abused or neglected child can be safe, establish permanence and have the opportunity to thrive.

Acknowledgments

These revised standards, approved by the National CASA Association Board of Directors on (Date) build on the work of many committed individuals within and outside the National CASA network. They have worked since 1990 to develop program standards that ensure quality program management and volunteer advocacy.

This 2012 edition of the *Standards for Local CASA/GAL Programs* was developed over a two-year period (2010–2012) by a committee representing a broad cross section of the CASA/GAL network. The committee embodied diversity in terms of demographics as well as skills. Represented were staff from state and local programs; urban and rural programs; guardian ad litem and friend of the court models, the judiciary, each of the six CASA/GAL geographic regions; and National CASA internal departments. To ensure the broadest consideration of local and state rules and practices, a draft of these revised standards was disseminated in the fall of 2011 for review and comment by all CASA/GAL member programs. The committee subsequently reviewed and deliberated regarding all comments before finalizing the 2012 edition of *Standards for Local CASA/GAL Programs*.

The National CASA Association acknowledges and expresses its sincere thanks and appreciation to the following members of the Standards Committee who contributed hundreds of hours to develop these standards, ensuring quality volunteer advocacy for children through effective and well managed CASA/GAL programs:

National CASA Standards Committee	
Renne Bilson, Co-Chair	Suzanne Greenberg, Co-Chair
Gerald Bostock	Elizabeth Mosher
Judge Ernestine Gray	Melissa Protzek
Marion Hallum	Dot Stacy
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Introduction

The objective of *Standards for Local CASA/GAL Programs* is to set minimum performance levels for local programs to ensure quality while allowing individual programs room for creativity and innovation. Therefore, administrative and program staff must weigh how to create efficiencies and effectiveness to arrive at the highest quality advocacy on behalf of the children they serve, while operating in compliance with these Standards and under their individual models, governing structure and legislative constraints. It is expected that programs develop best practices through periodic reflection and evaluation of outcomes for children.

A set of quality standards to measure a program's operations demonstrates that a program:

- Respects and protects the children it serves
- Utilizes established policies and procedures necessary for effective management
- Manages its financial affairs prudently and is committed to the principles of public disclosure
- Continually evaluates its services and operations

Background

The National CASA Association (National CASA) first issued standards and recommended management practices for CASA/guardian ad litem programs in 1990. A year later, compliance with the standards became a mandatory condition of National CASA Association membership. In 1994, the board of directors appointed a committee to review the existing standards, recommend management practices and revise the 1990 standards. *The Standards for National CASA Association Member Programs* were approved by the National CASA Board of Directors in 1997 and have remained in effect. In 2000, the National CASA Board appointed the Standards Committee and charged this committee with the responsibility of developing a quality assurance process for state and local programs and amending state and local standards. The standards committee developed the *Standards Self-Assessment* review process for local programs. The self-assessment was approved by the National CASA Board and programs participated in the self-assessment during the period 2003–2007. The Standards Committee, with in-depth input from the entire CASA/GAL network, reviewed and revised the 2002 *Standards for National CASA Association Member Programs*. This review culminated in the 2006 edition, *Standards for Local CASA/GAL Programs*, approved by the National CASA Board in April 2006. Programs again participated in the self-assessment during the period of 2008–2012. In 2009, the standards were updated to reflect financial changes around audits and the screening policy for staff and volunteers. In April, 2012, the National CASA Board approved the revised *Standards for Local CASA/GAL Programs*.

Document Organization

An explanation of terms and an appendix have been added to the 2012 edition to help programs understand several key areas that the National CASA Association recognizes require definition in order for programs to accurately implement and record standard compliance.

This manual is organized into sections dealing with specific areas of program management. Each section begins with a standard. Under each standard, requirements are provided specifying how the standard is implemented.

The document as a whole provides a framework for quality program management. The standard statement in each section defines the most effective overall approach to manage a particular aspect of program operation. The requirements operationalize the standards by specifying the practices that carry out the intent of the standard. The order of the standards does not in any way represent importance; they are all equal in stature.

Implementation

The primary goal and guiding principle of the standards system within the National CASA network is to strengthen programs and support their efforts to provide high quality child advocacy and achieve the maximum level of excellence.

As programs implement these standards, National CASA is eager to provide clarification, interpretation and technical assistance. Examples of policies addressed in the standards can be found on National CASA's website and may also be requested. National CASA is pleased to work with the network to increase the capacity and effectiveness of each and every program.

Compliance with standards is assessed through a program self-assessment. Submission of the completed *Standards Self-Assessment* instrument and accompanying Indicators of Compliance every four years is a requirement of National CASA full program membership. The tool is reviewed, scored and a report generated by an independent reviewer. Through the self-assessment process, programs will evaluate both strengths and weaknesses and identify areas where training or technical assistance is needed. This phase should be viewed as a process of analyzing how the organization does business and whether or not the program utilizes efficient and effective practices.

Standards at a Glance

Standard 1: Program Mission and Purpose

The CASA/GAL program's purpose is to provide and promote court-appointed volunteer advocacy so that every abused or neglected child can be safe, establish permanence and have the opportunity to thrive.

Standard 2: Ethical Conduct

The CASA/GAL program upholds the credibility, integrity and dignity of the CASA mission by conducting all business in an honest, fair, professional and compassionate manner. Recognizing and respecting the sensitive nature of the work, the program maintains the highest confidentiality.

Standard 3: Inclusiveness and Diversity

The CASA/GAL program is committed to inclusiveness and diversity as essential values. It demonstrates these qualities in its own operation and promotes them in its governance, management and quality advocacy for the abused and neglected children it serves.

Standard 4: Disproportionality

The CASA/GAL program demonstrates an understanding of and is committed to addressing disproportionality issues and how they impact the children served and the abused and neglected children of their community.

Standard 5: Program Governance

The CASA/GAL program has a governing body responsible for the following: oversight of the program's compliance with all applicable laws and regulations; adoption of policies; definition of services; and guidance of program development, assuring the program's accountability to the courts and community.

Standard 6: Human Resources Management

The CASA/GAL program follows approved written policies for recruiting, selecting, training, and evaluating its personnel. Practices are in place that encourage development of a diverse, effective staff.

Standard 7: Volunteer Management

The CASA/GAL program follows approved written policies regarding recruitment; application, selection and screening; training; supervision; assignment of roles and responsibilities; and dismissal of volunteers.

Standard 8: Public Relations

The CASA/GAL program communicates with its community and other service providers about its program and the needs of the children it serves and cooperates with other agencies to plan for programs needed to serve children.

Standard 9: Planning and Evaluation

The CASA/GAL program maintains management information and data necessary to plan, deliver, evaluate and report on its services.

Standard 10: Financial, Facility and Risk Management

The CASA/GAL program manages its operations in accordance with generally accepted financial and risk management practices and applicable federal, state and local statutory requirements.

Standard 11: Record Keeping

The CASA/GAL program maintains complete, accurate and current case records and follows written policies for acceptance and assignment of CASA/GAL cases.

Standard 12: National Affiliation

The CASA/GAL program is a member of the National CASA Association and meets its standards, requirements and policies.

Standard 13: State Affiliation

The CASA/GAL program communicates, collaborates and shares information with its fellow programs in the state and is a member of or affiliated with the state organization, association or network, if one exists.

Standard 14: Program Development, Implementation and Expansion

The developing CASA/GAL program engages in a comprehensive assessment, which includes a feasibility study and implementation process that guides the program's development.

Standard 1: Program Mission and Purpose

The CASA/GAL program's purpose is to provide and promote court-appointed volunteer advocacy so that every abused or neglected child can be safe, establish permanence and have the opportunity to thrive.

1. A. CASA/GAL Program Mission

1. The CASA/GAL program's mission statement is:
 - a. Consistent with the mission and standards of National CASA.
 - b. Written.
 - c. Adopted by the program's governing body.
2. The child population served by the CASA/GAL program is clearly defined.
3. The CASA/GAL program provides trained and qualified community volunteers to advocate for the best interests of children who are before the court as a result of abuse or neglect as defined by the state child welfare laws.
4. The CASA/GAL program assures that volunteers have regular and sufficient in-person contact with the child to enable them to have an in-depth knowledge of the case and make fact based recommendations to the court. The CASA/GAL volunteer shall meet in person with the child once every thirty (30) days at a minimum. An exception may be granted in the discretion of the CASA program staff; however, the decision to permit less frequent in person contact shall be documented as to the justification for and reasonableness of the exception.
5. The CASA/GAL program is an inclusive organization whose governing body members, staff, and volunteers reflect the diversity of the children they serve.
6. The CASA/GAL program consistently offers services in a manner that reflects:
 - a. CASA/GAL program mission.
 - b. Available personnel and financial resources.
 - c. Program's funding sources and requirements.
 - d. Roles and responsibilities required by law.
7. The CASA/GAL program's governing body and personnel cooperate and coordinate with other volunteer and public service agencies, the courts, community groups and with families and individuals to:
 - a. Improve services for individual children served and their families.
 - b. Advocate for needed change in the conditions which adversely affect the children served.
 - c. Identify gaps in services and work to eliminate them.
 - d. Share training and other resources efficiently and effectively.

1. B. Legal Authority to Operate

1. The CASA/GAL program has been granted the legal authority to operate through state or local statutes, executive or judicial order or court rules.

1. C. Court Recognition and Support

1. Nonprofit and publicly administered CASA/GAL programs have a written agreement, which must be renewed every four years, with the juvenile or family court that defines the working relationship between the program and the court.
2. The written agreement between the CASA/GAL program and the court must be renewed when there is a change in the judicial leadership or changes in policy, law or local court rules that substantially impact the relationship between the program and the court.
3. The court-based CASA/GAL program abides by the statutes or court rules which govern the relationship with the court.
4. The CASA/GAL program has regular communication with the court in order to evaluate the court's satisfaction with the program and to obtain the court's recommendations for improving the effectiveness of the program.

Standard 2: Ethical Conduct and Confidentiality

The CASA/GAL program upholds the credibility, integrity, and dignity of the CASA mission by conducting all business in an honest, fair, professional, and compassionate manner. Recognizing and respecting the sensitive nature of the work, the program maintains the highest confidentiality.

2. A. Ethical Conduct

1. The CASA/GAL program establishes policies to govern ethical conduct of members of the governing body, staff and volunteers.
2. The chief executive officer/program administrator, any staff, paid consultant, volunteer or governing board member of the CASA/GAL program serves in accordance with written policies governing conflict of interest, accountability and delegation of authority.
3. Although legal counsel may be provided to the CASA/GAL program under voluntary auspices on a pro bono basis and a lawyer who offers legal counsel may sit on the CASA/GAL program board (particularly in a small or developing program), the program clarifies the roles in order to keep the two functions separate.
4. The CASA/GAL program shall maintain a written conflict of interest policy approved by the governing body. This policy shall govern the conduct of members of the governing body, program staff, volunteers and paid consultants. Members of the governing body and staff annually sign the conflict of interest policy. The conflict of interest policy will:
 - a. Identify and define conduct and transactions in which a conflict of interest exists or has the potential to exist and warrants disclosure.
 - b. Prohibit staff, paid consultants, governing body members and volunteers of a nonprofit or public CASA/GAL program from having direct or indirect financial interest in the assets, leases, business transactions or professional services of the program.
 - c. Identify other specific conduct which is prohibited.
 - d. Establish the requirement that the individual involved make timely disclosure of the conflict or potential for conflict in the transaction.
 - e. Include a procedure for recusal from the transaction or decision by the person with the conflict or potential conflict.
 - f. Include a procedure for dismissal or other appropriate discipline of the person involved with the conflict in the event said person fails to disclose the conflict prior to becoming involved in the transaction or decision affected by the conflict.
 - g. Prohibit an assigned CASA/GAL volunteer from being related to any parties involved in the case or being employed in a position and/or affiliated with an agency that might result in a conflict of interest.
5. If active volunteer advocates are members of the governing body, processes and procedures are in place for handling potential conflicts of interest in relation to personnel and human resource issues and other issues with potential for a conflict of interest being addressed by the board.

6. The CASA/GAL program shall promptly refer to National CASA and the state CASA organization any credible evidence that a principal staff, agent, contractor, sub-grantee, subcontractor, or other persons has committed a criminal or civil violation of laws pertinent to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving program funds.
7. The CASA/GAL program's staff, volunteers and governing body members must immediately notify the CASA/GAL program of any criminal charges filed against them.

2. B. Maintaining Confidentiality

1. The CASA/GAL program follows written policies and procedures regarding access to, use of, and release of information about the children it serves to ensure that the confidentiality of children and their families is maintained at all times.
2. CASA/GAL staff and volunteers respect the child's right to privacy by maintaining confidentiality.
3. CASA/GAL volunteers take an oath of confidentiality upon completion of training and sign a statement of confidentiality upon acceptance of each case.
4. CASA/GAL staff sign a statement of confidentiality upon hire.
5. The CASA/GAL program demonstrates its compliance with applicable statutory requirements pertaining to confidentiality of client information by ensuring that its policy, procedures and practices are consistent with all applicable laws and regulations.
6. Access to records is limited to the court, authorized agency personnel and others outside the agency whose request for access to confidential information is permitted by statute or the court.
7. All confidential electronic and hard copy correspondence, files and records are safely and securely maintained.
8. Controls exist that enable records to be located at any time.
9. The CASA/GAL program has a policy to protect confidential information of governing body and advisory committee members, staff, volunteers and donors.

Standard 3: Inclusiveness and Diversity

The CASA/GAL program is committed to inclusiveness and diversity as essential values. It demonstrates these qualities in its own operation and promotes them in its governance, management and quality advocacy for the abused and neglected children it serves.

3. A. Inclusiveness and Diversification

1. The program adopts and implements a written plan to guide and measure progress in diversifying its governing body, staff and volunteers. As part of the planning process, the program:
 - a. Identifies specific measurable goals.
 - b. Reviews those goals to measure progress, at least annually.
 - c. Identifies new goals and activities to be met in the future.
2. The program creates and implements a written plan that addresses the needs of the children served from a diversity perspective.
3. The program engages individuals who can:
 - a. Help the program identify and understand the needs of the children served.
 - b. Identify the actions the program can take to address these needs in governance, recruitment, cultural competency education and training, supervision, retention, evaluation and advocacy.
4. The plan is part of the organizational strategic plan for governing body, staff and volunteers.
5. The plan includes measurable action steps which are reviewed at least once per year.
6. The plan is revised every four years.
7. The local program engages in reciprocal relations with its state organization around issues of diversity and inclusion.

Standard 4: Disproportionality

The CASA/GAL program demonstrates an understanding of and is committed to addressing disproportionality issues and how they impact the children served and the abused and neglected children of their community.

4. A. Disproportionality

1. The CASA/GAL program engages in activities to increase the awareness and understanding of staff and volunteers regarding issues of racial disproportionality within its local child welfare and court systems.
2. The CASA/GAL program participates with child welfare providers and court representatives in identifying and understanding their community's issues of racial disproportionality.
3. The CASA/GAL program works in partnership with child welfare providers and court representatives to address issues of racial disproportionality.

Standard 5: Program Governance

The CASA/GAL program has a governing body responsible for overseeing the program's compliance with all applicable laws and regulations, adoption of policies, definition of services and guidance of program development assuring the program's accountability to the courts and community.

5. A. Roles of the Governing Body:

1. Ensures program compliance with applicable state and local statutes, court rules, executive orders or appropriate regulations.
2. Provides CASA/GAL program access to legal counsel with relevant legal expertise to clarify the meaning of laws or regulations governing its program operation and to provide legal counsel as needed to assist in performing the duties assigned to the volunteers by the courts.
3. Maintains personnel policies and periodically reviews and adopts needed changes.
4. Procures sufficient financial resources, ensures a balanced budget and manages resources prudently in order to support its provision of services.
5. Appoints the chief executive officer/program administrator and delegates authority and responsibility for program and financial management and policy implementation.
6. Holds the chief executive officer/program administrator accountable for the program's performance.
7. Evaluates the management's handling of the CASA/GAL program's financial affairs.
8. Reviews financial reports at least quarterly comparing actual versus budgeted expenditures and revenues.
9. Examines and approves the program's audited financial statements, operating budget and fiscal policies.
10. The members of the governing body are qualified to carry out its responsibilities for adopting or recommending agency policies, selecting and evaluating the chief executive officer/program administrator and engaging in strategic planning, financial oversight, resource development, diversity outreach and court and community relationships.
11. The governing body maintains a written record of every meeting. The written record accurately reports all actions taken by the governing body and includes a summary of the governing body's deliberations. The written record also includes reports of board committees. The written record is prepared in a timely manner and copies are made available to members of the governing body. A master copy of the written record is kept with the CASA/GAL program's official documents.
12. In a nonprofit organization, the CASA/GAL program's bylaws or written operational procedures:
 - a. Describe the organizational structure and responsibilities of the governing body.
 - b. Establish the mechanisms for selection, rotation and duration of membership and for election of officers.

- c. Set the minimum number of formal meetings of the full governing body at four times per calendar year.
 - d. Set the quorum for these meetings of at least a simple majority of the current membership of the governing body.
13. In a nonprofit CASA/GAL program, the governing body serves as the link between the program, the court, and the community, establishes and evaluates the program's goals, develops resources, and approves policies.

5. B. Program Administration

- 1. Clear lines of accountability and authority exist at all levels of the program's organizational and management structures and are formalized in a chart of the organization showing lines of accountability to which all staff, volunteers, and governing body members have received orientation.
- 2. If the CASA/GAL program is under the umbrella of a parent organization, a written agreement is developed that:
 - a. Details the rights and responsibilities of the program and the parent organization.
 - b. Includes procedures for resolving situations in which a conflict of interest exists between the CASA/GAL program and its parent organization.
 - c. Contains the protocol for resource development activities of both organizations.
 - d. Sets a time frame of no more than two years for review and possible revisions of the agreement.
- 3. Communication and collaboration between staff, volunteers and governing body members is promoted by:
 - a. Providing opportunities for interactions amongst volunteers, staff and the governing body.
 - b. Providing opportunities to serve on committees as appropriate.
 - c. Maintaining brief records of committee meetings.

5. C. Governing Body Membership and Orientation

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

responsibilities, including financial oversight. The members are familiarized with its services and are provided with key documents related to governance and board responsibilities.

5. Record checks are completed on each board member including:
 - a. Social security number verification.
 - b. Criminal records from the court jurisdiction in which the board member currently resides and works.
 - c. State criminal records.
 - d. FBI or other national criminal database.
 - e. National Sex Offender Registry.
 - f. Child abuse registry or child protective services check where permissible by law.

Standard 6: Human Resources Management

The CASA/GAL program follows approved written policies for recruiting, selecting, training, and evaluating its personnel. Practices are in place that encourage development of a diverse, effective staff.

6. A. Administration

1. The chief executive officer or designee is responsible for the management of the CASA/GAL program.
2. The chief executive officer or designee has the following qualifications:
 - a. Education and/or training in a related field.
 - b. Management skills and experience to effectively administer the organization's personnel and financial resources.
 - c. Ability to effectively coordinate services with the court and other community agencies.
3. The chief executive officer or designee:
 - a. Plans and coordinates with the governing body the development of CASA/GAL program policies.
 - b. Attends or is represented by a designee at all meetings of the governing body and its committees to the extent authorized by the governing body.
4. The chief executive officer or designee is delegated overall personnel management authority by the governing body and ensures that the CASA/GAL program's personnel management is carried out in accord with written agency policy.
5. The chief executive officer or designee annually reviews and revises personnel policies including Equal Employment Opportunity (EEO), anti-discrimination and anti-harassment policies and practices; updates policies as needed and submits the proposed policies to the governing body for review and approval.
6. The chief executive officer or designee is responsible for the overall financial management of the program and reports to the governing body at least quarterly on the program's financial status.
7. The governing body adopts a written succession plan. The plan makes provision for the following in the event of the replacement of a chief executive officer:
 - a. Designates an interim chief executive officer/program administrator, if necessary
 - b. Charges a committee with responsibility for conducting a formal search.
 - c. Provides the resources needed to carry out the search effectively.
 - d. Notifies state organization, National CASA, significant funders, and other pertinent personnel of replacement.
 - e. Plans for the delegation of authority in the temporary absence, not replacement, of the chief executive officer.

6. B. Retaining Qualified Staff

1. The CASA/GAL program retains staff qualified to carry out its program goals.
2. The CASA/GAL program has a written job description for each position or group of similar positions which clearly specifies qualifications and responsibilities.

3. The CASA/GAL program efficiently manages its administrative systems, including accounting, bookkeeping, personnel records and statistical reporting, and assigns appropriately skilled personnel to carry out those tasks.
4. Administrative and/or supervisory responsibility is assigned to staff qualified by experience and training.
5. CASA/GAL program staff meet all applicable state registration, licensing or certification requirements for their assignment and/or use of professional titles.
6. The CASA/GAL program, in its ongoing planning process, details the type and number of personnel required to accomplish the program's goals and objectives.

6. C. Personnel Policies

1. Personnel policies and practices specify the responsibilities of paid personnel and are equitable, clear and consistent.
2. Personnel policies and practices are outlined in a handbook provided to all staff which covers:
 - a. Personnel practices.
 - b. Working conditions.
 - c. Wage policies and benefits, as applicable.
 - d. Insurance protection.
 - e. Required and supplemental training and development opportunities.
 - f. Social media policy.
3. Each staff receives a copy of the personnel policies and provides signed acknowledgement of reading and understanding the policies.
4. The CASA/GAL program complies with applicable laws and regulations governing fair employment practices.
5. CASA/GAL program personnel salaries and benefits are established by considering practices of similar agencies and organizations in its area or are in compliance with salary and benefit levels set by appropriate executive, legislative or elected bodies, in the case of a public entity.
6. The CASA/GAL program maintains written operational procedures regarding grievances to provide personnel the opportunity and means to lodge complaints and appeals, where this is allowed under state law.
7. The CASA/GAL program acts on any complaints in accordance with its procedures with all documentation kept on file.
8. The complainant is informed of the resolution of any complaint and a copy of the notification is maintained.
9. Procedures allow for the periodic participation of personnel in management's review of personnel policies and for written notification to personnel by management of any changes in those policies in regard to personnel.
10. The CASA/GAL program has a policy requiring disclosure of other paid employment, volunteer or contract work by all staff.

6. D. Workforce Diversity

1. The CASA/GAL program is inclusive and actively recruits, selects, and promotes qualified staff reflective of the children served.

2. The CASA/GAL program administers its personnel practices without discrimination based upon age, gender, sexual orientation, race, ethnicity, nationality, disability or religion.
3. The CASA/GAL program's personnel recruitment and selection practices are in compliance with applicable laws and regulations.
4. The CASA/GAL program is in compliance with the Equal Employment Opportunity Act.
5. The CASA/GAL program has a written equal opportunity policy, anti-discrimination and anti-harassment policies which clearly state its practices in recruiting, selecting and promoting personnel.
6. The CASA/GAL program publicizes its equal opportunity policy in their personnel recruitment materials.
7. The CASA/GAL program makes an effort to ensure their facility is free of barriers which restrict the employment of or use by physically challenged staff, volunteers and others.
8. The CASA/GAL program develops and implements a plan to diversify the workforce to promote cultural competency and equal opportunity consistent with the National CASA Association diversity vision, commitment and guiding principles.

6. E. Recruitment and Selection of Qualified Staff

1. Recruitment and selection procedures ensure that the personnel needs of the CASA/GAL program are adequately met.
2. All applicants for paid employment with the CASA/GAL program are required to:
 - a. Complete a written application containing information about educational background, training, employment history and experience working with children
 - b. Submit the names of three or more references unrelated to the applicant
 - c. Authorize the CASA/GAL program and other appropriate agencies and provide the necessary information for them to secure the following record checks:
 - i. Social security number verification.
 - ii. Criminal records from the court jurisdiction in which the applicant currently resides and works.
 - iii. State criminal records.
 - iv. FBI or other national criminal database.
 - v. National sex offender registry.
 - vi. Child abuse registry or child protective services check where permissible by law.
3. Participate in personal interview(s) with CASA/GAL program staff
4. The CASA/GAL program is required to complete the following:
 - a. Secure a completed written application for each applicant containing information about educational background, training, employment history and experience working with children
 - b. Secure three or more references, either written or documented by the program in writing who are unrelated to the applicant
 - c. Secure the following record checks on an applicant being considered for employment:
 - i. Social security number verification.

- ii. Criminal records from the court jurisdiction in which the applicant currently resides and works.
 - iii. State criminal records.
 - iv. FBI or other national criminal database
 - v. National sex offender registry.
 - vi. Child abuse registry or child protective services check where permissible by law.
- d. Conduct a personal interview with the staff applicant.
- 5. If the prospective staff has lived in another county and that jurisdiction is not covered by the national criminal background check utilized, the CASA/GAL program secures county and state criminal record checks in any county and state in which the person has resided for the previous seven (7) years.
- 6. If the prospective staff has lived in another state in the past seven (7) years the CASA/GAL program secures a child abuse registry or child protective services check where permissible by law in any state in which the person has resided for the previous seven (7) years.
- 7. A staff applicant is rejected by the CASA/GAL program if he/she refuses to sign a release of information form or submit the required information or fingerprints for any of the checks required by 6.E.4. This policy is stated on the staff application form.
- 8. The CASA/GAL program repeats the record checks required in Standard 6.E.4 for each active staff at least every four years.
- 9. If the CASA/GAL program permits staff to transport children or drive on behalf of the program, the applicant shall provide to the program at the time of the application:
 - a. Copy of a valid current driver's license.
 - b. Proof of adequate personal automobile insurance.
- 10. The CASA/GAL program secures a motor vehicle division records check on each prospective staff. In addition, the CASA/GAL program has policies and procedures in place to assure that the following occur prior to CASA/GAL staff members transporting children:
 - a. Obtains permission of the supervisor or director.
 - b. Obtains permission of the child's legal guardian or custodial agency.
 - c. Are knowledgeable of the potential personal risk of liability.
 - d. Obtains proof of personal automobile insurance. Insurance must be the required state minimum if one exists or the programs insurance carrier minimum absent a state minimum.
 - e. Chooses to accept the responsibility.
- 11. The CASA/GAL program's selection process for all staff includes an assessment of the applicant's awareness and sensitivity to the cultural and socioeconomic factors of the children and families the CASA/GAL program serves.
- 12. Any applicant found to have been convicted of, or having charges pending for a felony or misdemeanor involving a sex offense, child abuse or neglect or related acts that would pose risks to children or the CASA/GAL program's credibility is not accepted for employment. This policy is stated on the staff application form.
- 13. If an applicant is found to have committed a misdemeanor or felony that is unrelated to or would not pose a risk to children and would not negatively impact the credibility of the CASA/GAL program, the CASA/GAL program will consider the extent of the

rehabilitation since the misdemeanor or felony was committed as well as other factors that may influence the decision to accept the applicant for employment.

14. The chief executive officer/program administrator or designee notifies all applicants in writing when the position applied for is filled.

6. F. New Staff Orientation

1. The CASA/GAL program provides new staff orientation introducing its mission and purpose, policies and services including, but not limited to:
 - a. Information about confidentiality laws and the staff's responsibility to abide by these laws.
 - b. Information about the CASA/GAL program's structure, service mandates, relationship to the court and professional ethics including sexual harassment and non-discrimination policies.
 - c. Lines of accountability and authority within the program.
 - d. Information about pertinent laws, regulations, and policies.
 - e. Information about the mission and purpose of CASA/GAL programs on local, state and national levels.
 - f. Demographics of community and children served.
 - g. Staff's job responsibilities and description.
2. Newly hired directors and volunteer supervisors are required to attend volunteer pre-service training.

6. G. Staff Training and Development

1. The CASA/GAL program plans and implements a training and development program for staff to improve their knowledge, skills and abilities and provide information about the backgrounds and needs of the children served by the program.
2. The training and development program is reviewed annually and revised based on the CASA/GAL program's assessment of its staff training needs.
3. The training and development program requires a minimum of 12 hours of continuing education annually for volunteer supervisors and includes the opportunity for other staff to pursue continuing education to upgrade knowledge and skills to fulfill the requirements of their respective positions.
4. The training and development program includes information related to children who are abused and neglected and in the court system, including cultural competency, disproportionality, and disparity in outcome training.
5. The CASA/GAL program provides ICWA compliance information and resources to all staff.
6. A CASA/GAL program considering using a peer coordinator model (or other models utilizing volunteers coordinating other volunteers) must:
 - a. Seek legal counsel before adoption so the requirements of the Fair Labor Standards Act (FLSA) and any state laws can be considered.
 - b. Engage in a review of insurance considerations, including workers compensation, to explore implications of such a model.
 - c. Participate in learning opportunities about the model.

- d. Undergo an organizational assessment to determine need and readiness including considerations around budget, training, recruitment, staffing and organizational culture.
 - e. Develop a written plan and timeline for implementation of the model.
- 7. A CASA/GAL program that adopts and implements a peer coordinator model (or other models utilizing volunteers coordinating other volunteers):
 - a. Has a written job description for the position of peer coordinator.
 - b. Provides adequate supervision for the peer coordinator and holds them accountable for the performance of assigned duties and responsibilities.
 - c. Has a written policy that requires a peer coordinator to participate in equivalent staff orientation, training and evaluation as paid staff.
 - d. Maintains that an employee assigned to the supervision of a peer coordinator as a full-time function will not supervise more than 15 peer coordinators.
 - e. Maintains that a peer coordinator will not oversee more than 10 volunteer advocates.

6. H. Staff Supervision

- 1. The CASA/GAL program provides adequate supervision for its staff and holds staff accountable for the performance of assigned duties and responsibilities.
- 2. Frequency of individual or group supervision is arranged on the basis of staff needs, the complexity and size of the workload and the staff's familiarity with the assignment.
- 3. Supervisors are easily accessible and make every effort to provide quick and thorough guidance to CASA/GAL staff.
- 4. The CASA/GAL program supervisor holds regularly scheduled case conferences with staff who supervise volunteers to review progress on each case.

6. I. Staff Performance Evaluation

- 1. The CASA/GAL program develops and implements a system for the periodic evaluation of all staff.
- 2. At least once a year, the performance of staff is evaluated by the person to whom they are accountable, using a standardized evaluation form, to review their performance against established criteria. The staff is an active participant in this process.
- 3. Staff evaluations include:
 - a. Assessment of job performance in relation to the quality and quantity of work defined in the job description and to the performance objectives established in the most recent evaluation.
 - b. Clearly stated objectives for future performance.
 - c. Recommendations for further training and skill building, if applicable
 - d. Opportunity for staff self-evaluation.
- 4. Staff is given the opportunity to sign the evaluation report, to obtain a copy and to include written comments before the report is entered into the personnel record.
- 5. The governing body:

- a. Evaluates the performance of the chief executive officer/organization administrator in writing at least annually against written performance criteria and objectives established for the time span between evaluations.
- b. Provides for the participation of the chief executive officer/organization administrator in the evaluation process as well as their review, signature and response to the evaluation before it is entered into the personnel record.

6. J. Staff Discipline and Termination

1. The CASA/GAL program has policies and procedures for termination of staff that are in compliance with applicable laws and regulations.
2. The CASA/GAL program's personnel policies and practices specify the conditions for disciplinary action and termination of staff, including violations of program policy and/or documented substandard performance.
3. The CASA/GAL program's policies and procedures specify the person or persons with authority to terminate or discharge a staff person.

6. K. Maintaining Personnel Records

1. The CASA/GAL program maintains a written confidential personnel record for each staff that contains as appropriate:
 - a. Staff application.
 - b. Job description.
 - c. Reference documentation.
 - d. Documentation of all records checks.
 - e. Verification of education for professional and administrative personnel.
 - f. Training records.
 - g. Performance evaluations.
 - h. Disciplinary actions.
 - i. Termination summaries.
 - j. Letters of commendation.
 - k. Time attendance records.
 - l. Proof of eligibility to work in the US (I-9 form).
2. Written policies grant staff access to their records and detail the procedures for review, addition and correction by staff of information contained in the record.

6. L. Whistleblower Policy

1. The governing body of the CASA/GAL program adopts a "whistleblower policy" which provides members of the governing body, staff and volunteers a procedure for reporting unethical, inappropriate or illegal activities by members of the governing body, staff or volunteers and such policy affords the reporter protection in making good faith report about such activities.

Standard 7: Volunteer Management

The CASA/GAL program follows approved written policies for its volunteers regarding recruitment; application, selection and screening; training; supervision; volunteer roles and responsibilities and dismissal.

7. A. Volunteer Recruitment

1. The CASA/GAL program is inclusive and has a written plan for recruiting and selecting volunteers who reflect the children served.
2. The recruitment plan demonstrates that inclusiveness and diversity are essential components of quality advocacy and includes targeted strategies to attract a diverse volunteer pool.
3. The CASA/GAL program prepares a standardized packet of written information to recruit volunteers which includes the following:
 - a. Purpose and role of the CASA/GAL volunteer.
 - b. Qualifications.
 - c. Minimum time commitment required.
 - d. Equal opportunity statement.
 - e. Community collaboration, media outreach, speaking engagements and other appropriate strategies are employed to recruit volunteers.
4. The CASA/GAL program informs potential volunteers of, and refers them to other CASA/GAL programs, National CASA or the state CASA organization if the applicant might be eligible for or prefer to serve in another CASA program.

7. B. Volunteer Application, Screening, Selection and Transfer Process

1. A CASA/GAL volunteer is an individual who is at least 21 years of age and has successfully passed the application and screening process, been trained by and serves under the supervision of the CASA/GAL program and is appointed by the court to advocate for children who come into the court system as a result of abuse or neglect as defined by the state child welfare laws.
2. A qualified CASA volunteer who transfers to a new program must complete, at a minimum, training regarding the local court, laws, program policies and procedures, investigation and report writing.
3. The CASA/GAL program has a policy regarding the reactivation of volunteers who have been inactive for more than one year. The policy shall include guidelines under which a volunteer would not have to be retrained. The program shall document the specific information when reactivating a volunteer without retraining.
4. A CASA/GAL volunteer is an individual who respects a child's inherent right to be safe, establish permanence and have the opportunity to thrive.
5. The CASA/GAL volunteer is an individual who advocates for the child's best interests in the court at every stage of the case once appointed by the court.
6. All CASA/GAL volunteer applicants are required to:
 - a. Complete a written application containing information about educational background, training, employment history and experience working with children.

- b. Submit the names of three or more references that are unrelated to the applicant.
 - c. Authorize the CASA/GAL program and other appropriate agencies and provide the necessary information for them to secure the following record checks:
 - i. Social security number verification.
 - ii. Criminal records from the court jurisdiction in which the applicant currently resides and works.
 - iii. State criminal records.
 - iv. FBI or other national criminal database.
 - v. National sex offender registry.
 - vi. Child abuse registry or child protective services check where permissible by law.
 - d. Participate in an in-person interview(s) with CASA/GAL program personnel.
7. The CASA/GAL program is required to secure the following:
- a. A completed written application for each applicant containing information about educational background, training, employment history and experience working with children.
 - b. Three or more references, either written or documented by the program in writing, which are unrelated to the applicant.
 - c. Record checks on each volunteer applicant including:
 - i. Social security number verification.
 - ii. Criminal records from the court jurisdiction in which the applicant currently resides and works.
 - iii. State criminal records.
 - iv. FBI or other national criminal database.
 - v. National Sex Offender Registry.
 - vi. Child abuse registry or child protective services check where permissible by law.
 - d. Conduct a personal interview in-person with the volunteer applicant.
8. If the prospective volunteer has lived in another county and that jurisdiction is not covered by a national criminal background check utilized, the CASA/GAL program secures county and state criminal record checks in any county and state in which the person has resided for the previous seven (7) years.
9. If the prospective volunteer has lived in another state in the past seven (7) years the CASA/GAL program secures a child abuse registry or child protective services check where permissible by law in any state in which the person has resided for the previous seven (7) years.
10. If a volunteer applicant refuses to sign a release of information form or submit the required information or fingerprints for any of the checks required by 7.B.7, the CASA/GAL program rejects the application. This policy is stated on the volunteer application form.
11. The CASA/GAL program repeats the record checks required in Standard 7.B.7 for each active volunteer at least every four years.
12. Any applicant found to have been convicted of, or having charges pending for a felony or misdemeanor involving a sex offense, child abuse or neglect or related acts that would pose risks to children or the CASA/GAL program's credibility is not accepted as a CASA/GAL volunteer. This policy is stated on the volunteer application form.

13. If an applicant is found to have committed a misdemeanor or felony that is unrelated to or would not pose a risk to children and would not negatively impact the credibility of the CASA/GAL program, the CASA/GAL program will consider the extent of the rehabilitation since the misdemeanor or felony was committed as well as other factors that may influence the decision to accept the applicant as a CASA/GAL volunteer.
14. The CASA/GAL program's volunteer selection procedures ensure that those not selected are treated with dignity, respect and, if appropriate, referred to alternative volunteer opportunities.
15. All screening is completed before the volunteer is assigned to a case and written verification is on file at the program office.
16. A qualified CASA volunteer who transfers to a new program must complete the full application and screening process.

7. C. Volunteer Training

1. The CASA/GAL program delivers training to volunteers using the *National CASA/GAL Volunteer Training Curriculum* or its equivalent. The purpose of the training is to increase the knowledge, skills and abilities of volunteers so that they can fulfill the roles and responsibilities of a CASA/GAL volunteer.
2. The training consists of at least 30 hours of required pre-service training and 12 hours of required in-service training per year. The number of in-service training hours required for newly trained volunteers will be adjusted (or prorated) dependent on the time of year the volunteer is trained.
3. The training program is reviewed annually and revised based on the CASA/GAL Program's assessment of its training needs.
4. Guest speakers such as attorneys, judges, agency representatives and volunteers may deliver the training under supervision of staff.
5. Pre-service training includes the following topics:
 - a. Roles and responsibilities of a CASA/GAL volunteer.
 - b. Court process.
 - c. Dynamics of families including mental health, substance abuse, domestic violence and poverty.
 - d. Relevant state laws, regulations and policies.
 - e. Relevant federal laws, regulations and policies, including the Adoption and Safe Families Act (ASFA), the Child Abuse Prevention and Treatment Act (CAPTA), the Indian Child Welfare Act (ICWA) and the Multi Ethnic Placement Act (MEPA).
 - f. Confidentiality and record keeping practices.
 - g. Child development.
 - h. Child abuse and neglect.
 - i. Permanency planning.
 - j. Community agencies and resources available to meet the needs of children and families.
 - k. Communication and information gathering.
 - l. Effective advocacy.
 - m. Cultural competency.
 - n. Special needs of the children served.

6. The CASA/GAL program verifies that volunteers successfully complete at least 30 hours of pre-service training during which the volunteer must spend a minimum of 10 hours in personal contact with and under the supervision of the program staff delivering the training sufficient for staff to evaluate the applicant's appropriateness to serve as a volunteer.
7. In addition to the 30 hours of pre-service training, if allowed by the court, the program requires each volunteer to visit the court served by the CASA/GAL program while the court is in session to observe abuse/neglect proceedings before appearing in court for an assigned case.
8. The CASA/GAL program provides ICWA compliance information and resources to all volunteers.
9. In-service training opportunities must include, but are not limited to, cultural competency, disproportionality, disparity in outcome training, and recognizing abuse.

7. D. Volunteer Supervision

1. The CASA/GAL program provides supervision which is appropriate to the volunteer's needs and complexity of the case assignment and holds volunteers accountable for the performance of assigned duties and responsibilities.
2. Supervisors are easily accessible and provide timely and thorough guidance to CASA/GAL volunteers through personal contact at least once per month.
3. For staff assigned to supervision as a full-time function, the staff will not supervise more than 30 active volunteers or a maximum of 45 cases. In the event the staff is required to perform duties other than supervision of volunteers, the number of volunteers the staff can supervise shall be reduced pro rata.
4. The CASA/GAL program supervisor holds regularly scheduled case conferences with volunteers to review progress on each case and written case records.
5. The CASA/GAL program has in place mechanisms for volunteer recognition.
6. The CASA/GAL program supervisor conducts an in-person review of the case and evaluation of the volunteer's work on the case as a component of case closure.

7. E. Volunteer Roles and Responsibilities

1. The roles and responsibilities of the CASA/GAL volunteer are clearly communicated through written policies, job descriptions and training, and are reinforced through the supervisory process.
2. The CASA/GAL program maintains a current manual of volunteer policies and procedures.
3. Each volunteer receives a copy of the volunteer policies and procedures and provides signed acknowledgement of reading and understanding the policies.
4. The CASA/GAL program volunteer policies and procedures specify the role of the CASA/GAL volunteer, developed with the input and approval of the court (if not already determined by statute).
5. Written roles and responsibilities should include the following. The volunteer will:
 - a. Obtain first hand a clear understanding of the needs and situation of the child by conducting an ongoing review of all relevant documents and records and

- interviewing the child, parents, social workers, teachers and other persons to determine the facts and circumstances of the child's situation.
- b. Identify and advocate for the best interest of the child.
 - c. Seek cooperative solutions by acting as a facilitator among parties.
 - d. Provide at every hearing reports which include findings and recommendations.
 - e. Appear at all hearings to advocate for the child's best interests and provide testimony when necessary.
 - f. Have regular and sufficient in-person contact with the child where they live to ensure in-depth knowledge of the case and make fact-based recommendations to the court. The CASA/GAL volunteer shall meet in-person with the child once every thirty (30) days at a minimum. An exception may be granted in the discretion of the CASA program staff; however, the decision to permit a less frequent in person contact shall be documented as to the justification for and reasonableness of the exception.
 - g. Make specific recommendations for appropriate services for the child and, when appropriate, the child's family.
 - h. Determine if a permanent plan has been created for the child and make recommendations concerning permanency.
 - i. Monitor implementation of service plans and court orders assuring that court-ordered services are implemented in a timely manner and that review hearings are held in accordance with the law.
 - j. Inform the court promptly of important developments in the case through appropriate means as determined by court rules or statute.
 - k. Advocate for the child's best interests in the community by interfacing with mental health, educational and other community systems to assure that the child's needs in these areas are met.
 - l. Participate in all scheduled case conferences with supervisory staff.
 - m. Participate in in-service training.
 - n. Maintain complete records about the case, including appointments, interviews and information gathered about the child and the child's life circumstances.
 - o. Return case files to the program after the case is closed.
6. A volunteer will not be assigned more than two cases at a time. An exception may be granted in the discretion of the CASA program staff; however, the decision to permit a higher caseload shall be documented as to the justification for and reasonableness of the exception. Under the exception, a volunteer will not be assigned to more than five cases.
 7. The CASA/GAL program's volunteer policies and procedures include but are not limited to the following:
 - a. The CASA/GAL volunteer reports any incident of child abuse or neglect, or any situation in which the CASA volunteer has reason to believe that a child is in imminent danger to the appropriate authorities and the CASA/GAL supervisor.
 - b. The CASA/GAL volunteer does not engage in the following activities:
 - i. Taking a child to the volunteer's home or any home other than the child's.
 - ii. Giving legal advice or therapeutic counseling.
 - iii. Making placement arrangements for the child.
 - iv. Giving money or expensive gifts to the child, the child's family or caregiver.

- c. The CASA/GAL volunteer discusses all recommendations concerning the case with the program supervisor prior to submitting recommendations to the court.
 - d. CASA/GAL program supervisors do not alter reports or recommendations without the knowledge and agreement of the CASA/GAL volunteer.
 - e. The CASA/GAL program has a clear policy to resolve conflicts between a volunteer and the program supervisor regarding the handling of a case, reporting of information or the recommendations to be included in a report to the court.
 - f. A CASA/GAL volunteer should not be related to any parties involved in the case or be employed in a position and/or affiliated with an agency that might result in a conflict of interest.
 - g. Social media policy.
8. When the CASA/GAL program has made the decision to allow volunteers to provide transportation to children, it has the necessary liability insurance to cover the program. In addition it has policies and procedures which assure the CASA/GAL volunteer:
- a. Has passed a motor vehicles division record check.
 - b. Provides annually to the program a copy of a valid current driver's license, a safe driving record and adequate personal automobile insurance.
 - c. Insurance must be the required state minimum if one exists or the programs insurance carrier minimum if absent a state minimum.
 - d. Obtains permission of the supervisor or director.
 - e. Obtains permission of the child's legal guardian or custodial agency.
 - f. Is knowledgeable of the potential personal risk of liability.
 - g. Chooses to accept the responsibility.

7. F. Dismissal of a CASA/GAL Volunteer

- 1. The CASA/GAL program has policies and procedures that specify the conditions for disciplinary action and non-voluntary dismissal of volunteers.
- 2. Appropriate grounds for dismissal of a CASA/GAL volunteer include, but are not limited to:
 - a. Taking action without program or court approval which endangers the child or is outside the role or authority of the CASA/GAL program.
 - b. Engaging in ex-parte communication with the court.
 - c. Violating a program policy, court rule or law.
 - d. Failing to complete required pre-service and in-service training.
 - e. Failing to demonstrate an ability to effectively carry out assigned duties.
 - f. Falsifying a volunteer application or misrepresenting facts during the screening process.
 - g. Having allegations of child abuse/neglect brought against them.
 - h. Experiencing an irresolvable conflict of interest.
- 3. The CASA/GAL program's policies and procedures specify the person or persons with authority to dismiss a volunteer.

7. G. Volunteer Records

1. The CASA/GAL program maintains a written confidential record for each volunteer that contains, at minimum:
 - a. Application.
 - b. Emergency and identifying contact information.
 - c. Job description.
 - d. Reference documentation.
 - e. Documentation of all records checks.
 - f. Training records.
 - g. Performance evaluations and any other applicable documentation related to performance.
 - h. Documentation of volunteer status.
 - i. Copy of volunteer's current driver's license, motor vehicles records check and verification of automobile insurance (if program allows transportation).
 - j. Documentation of personal interview.
2. Written policies outline when, and if, volunteers have access to their records and detail the procedures for review, addition and correction (by volunteers) of information contained in the record.
3. The CASA/GAL program retains the record after a volunteer has left the program in accordance with the program's records retention policy.

Standard 8: Public Relations

The CASA/GAL program communicates with its community and other service providers about its program and the needs of the children it serves and cooperates with other agencies to plan for programs needed to serve children.

8. A. Public Relations

1. The CASA/GAL program conducts an ongoing program of public information and education to provide an understanding of the program's purpose, function and place in judicial proceedings and the community social service system.
2. The CASA/GAL program disseminates public information to broaden awareness of the needs and problems of the children it serves.
3. The CASA/GAL program conducts outreach to make known its role, functions and capacities to other agencies, community organizations, governmental bodies and corporations as appropriate.
4. The CASA/GAL program works closely with representatives from the legal and social services communities, other child advocacy programs, community service and civic groups as well as with businesses to accomplish its purposes and to foster interagency collaboration and coordination of services.
5. The CASA/GAL program has a written policy that guides their utilization of online communication and social networking tools such as Facebook, Twitter, MySpace and YouTube.
6. The local program works in partnership with the state organization and National CASA to provide timely information concerning newsworthy events, stories and occurrences which may raise awareness of the CASA/GAL movement
7. The CASA/GAL program has a written crisis management plan that addresses issues that may have significant impact on the credibility, reputation or funding at the local, state or national level. This crisis management plan provides for information sharing between national, state and local organizations within 24 hours, subject to confidentiality limitations.

Standard 9: Planning and Evaluation

The CASA/GAL program maintains management information and data necessary to plan, deliver, evaluate and report on its services.

9. A. Data Collection

1. The CASA/GAL program collects the information needed to complete the National CASA Association's annual survey.
2. The CASA/GAL program maintains data which includes:
 - a. Information on children:
 - i. Demographic information including age, gender and ethnicity for new, active and closed children's cases within a specific time period.
 - ii. Total number of children served within a specific time period.
 - iii. Number of new children served within a specific time period.
 - iv. Number of children whose cases were closed within a specific time period.
 - v. Type of case.
 - vi. Length of time in out-of-home care since assignment to advocate.
 - vii. Reason for CASA/GAL case closure by the program and court.
 - viii. Placement of child at time of CASA/GAL case closure by the program and court.
 - b. Information on volunteers:
 - i. Demographic information including, age, gender, ethnicity, education and work status within a specific time period.
 - ii. Status of volunteers during a specific time period (for example, new volunteers trained, numbers of volunteer assigned to cases, available for cases and those at inactive status as well as length of service with program).
 - iii. Number of volunteer hours contributed during a specific time period.
 - iv. Length of time volunteer is assigned to each case.
 - v. Reason for volunteer departure.
 - c. Other information:
 - i. Number of children in the court's jurisdiction needing CASA/GAL volunteers vs. number of children assigned to CASA/GAL volunteers.
 - ii. Case outcomes.
 - iii. Any other data required by funding sources.
3. When the CASA/GAL program develops and/or participates in a computerized information system, the following safeguards are implemented:
 - a. Operational procedures governing use of the system and software.
 - b. Confidentiality policies concerning electronic data and information sharing via electronic media.
 - c. Review of all decisions regarding computerized files by program management.

9. B. Program Planning

1. The CASA/GAL program engages in ongoing and systematic planning to determine the scope of need for its services and how its services can most effectively be delivered.
2. During the planning process the CASA/GAL program seeks input from their governing body, staff, volunteers and local community, as appropriate to the program's structure.
3. The planning process includes:
 - a. Identifying advocacy needs of the child population served by the CASA/GAL program.
 - b. Developing long and short term measurable goals for 1) child outcomes, 2) volunteers and 3) resource development.
 - c. Determining objectives related to the goals.
 - d. Assessment and tracking progress.
 - e. Carrying out tasks with related timeframes and specified person responsible
 - f. Listing resources needed for achieving goals.
 - g. Assessing management's capacity to carry out the planning effort.

9. C. Program Review

1. At least once in a two-year period, the CASA/GAL program conducts a review which includes assessment of the program goals, objectives and outcomes as well as alignment with those of National CASA and the state CASA/GAL organization that pertain to local CASA/GAL programs:
 - a. Degree to which the program identifies and meets the advocacy needs of the children it serves.
 - b. Changing demographics, increased community need, over-utilization and other reasons indicating a need to expand service, establish a priority system or refrain from increasing the caseload size carried by the program.
 - c. Effectiveness of the services, based upon predetermined definitions and criteria of effectiveness.
 - d. Progress made in implementation of the inclusiveness and diversity plan.
2. CASA/GAL management:
 - a. Submits results of its planning and evaluation processes to the governing body.
 - b. Shares findings with governing body, staff and volunteers.
 - c. Disseminates information or findings to funders, the courts and other community agencies, as appropriate.

Standard 10: Financial, Facility and Risk Management

The CASA/GAL program manages its operations in accordance with generally accepted financial and risk management practices and applicable federal, state and local statutory requirements.

10. A. Budgeting

1. The CASA/GAL program has a written budget which guides the management of its financial resources, based on:
 - a. Funding anticipated during the program year.
 - b. Fixed and incremental costs of operating the CASA/GAL program and identification of potentially changing costs and conditions.
2. The budget is reviewed and approved by the governing body prior to the beginning of the fiscal year.
3. The governing body or its designee reviews and approves all deviations (as defined by the governing body) from and revisions to the budget.

10. B. Financial Resources

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

10. C. Financial Reporting and Accountability

1. The CASA/GAL program is accountable to its governing body for prudent financial management.
2. The CASA/GAL program assures that an annual report is developed which includes financial, statistical and service data summary information.
3. The nonprofit CASA/GAL program annually files the required IRS form 990 in a timely manner which is approved by the governing body or designee.
4. If the actual expenditure of funds exceeds \$500,000 annually, an audit of the nonprofit CASA/GAL program's financial statements, which conforms to generally

accepted auditing standards, is performed. The audit occurs annually within nine months of the end of the fiscal year by an independent certified public accountant approved by the governing body.

5. Whenever the actual expenditure of funds exceeds \$350,000 and is less than \$500,000 annually, an audit of the nonprofit CASA/GAL program's financial statements, which conforms to generally accepted auditing standards, is performed a minimum of every other year. The audit occurs every other year within nine months of the end of the fiscal year by an independent certified public accountant approved by the governing body.
6. Whenever the actual expenditure of funds exceeds \$200,000 and is less than \$350,000 annually, an audit of the nonprofit CASA/GAL program's financial statements, which conforms to generally accepted auditing standards, is performed a minimum of every three (3) years. The audit occurs every three (3) years within nine months of the end of the fiscal year by an independent certified public accountant approved by the governing body.
7. Whenever the actual expenditure of funds exceeds \$75,000 and is less than \$200,000 annually, an audit of the nonprofit CASA/GAL program's financial statements, which conforms to generally accepted auditing standards, is performed a minimum of every four (4) years. The audit occurs every four (4) years within nine months of the end of the fiscal year by an independent certified public accountant approved by the governing body.
8. Additionally, the following is required for items 4, 5, 6 and 7:
 - a. A designated committee of the governing body, such as finance or audit review committee, or a designated member of the governing body reviews the audit findings and meets with the independent auditor as necessary.
 - b. The auditor's report is reviewed and formally approved or accepted by the governing body and is made available for public inspection.
 - c. When a management letter has accompanied the audit, the nonprofit CASA/GAL program's governing body promptly reviews and insures that management acts on its recommendations.
 - d. The CASA/GAL program is required to send to National CASA any audit findings or questioned costs from any private or government audit/monitoring report.
9. Whenever the actual expenditure of funds is less than \$75,000 annually, a financial review of the nonprofit CASA/GAL program's financial statements is performed a minimum of every four (4) years. The review occurs every four (4) years within nine months of the end of the fiscal year and is performed by an independent certified public accountant approved by the governing body. Additionally:
 - a. A designated committee of the governing body, such as finance or audit review committee, or a designated member of the governing body reviews the financial review findings and meets with the independent CPA as necessary.
 - b. The CPA's report is reviewed and formally approved or accepted by the governing body and is made available for public inspection.
10. In a CASA/GAL program under public auspices, the audit is conducted periodically by an independent auditor covering all years since the previous audit and in

accordance with laws or regulations governing the audit of a public agency's financial operations.

10. D. Financial Accounting and Record Keeping

1. The CASA/GAL program receives, disburses and accounts for its funds in accord with generally accepted accounting principles.
2. The CASA/GAL program has written operational policies and procedures with regard to accounting control to which the program adheres. In the case of programs under public auspices or an umbrella organization, the program adheres to the extent of the program's control. These policies and procedures include:
 - a. Internal financial controls.
 - b. Descriptive chart of accounts.
 - c. Prompt and accurate recording of revenues and expenses.
 - d. Maintenance of a filing system which contains account records and receipts.
 - e. Safeguarding and verification of assets.
 - f. Control over expenditures.
 - g. Separation of duties to the extent possible.
 - h. Handling of and requirements for reserves, endowments and investments.
3. The review and monitoring of the CASA/GAL program's financial management is delegated to its governing body or to the appropriate committee or entity when the program is under public auspices.
4. The nonprofit CASA/GAL program makes timely payments to the Internal Revenue Service and to other taxing authorities, as required by law.
5. The CASA/GAL program uses a financial management system that ensures the segregation of restricted funds.
6. When the CASA/GAL program has the authority, its policies and procedures require:
 - a. Personnel with financial responsibilities receive orientation to the bookkeeping system and retraining when system changes occur.
 - b. Systems are in place to prevent or to detect fraud or abuses of the system, such as control, use and review of the system by more than one person.
7. The nonprofit CASA/GAL program's accounting records are kept up to date and balanced on a monthly basis.
8. The nonprofit CASA/GAL program reconciles bank statements to the general ledger on a monthly basis.

10. E. Resource Development

1. The nonprofit CASA/GAL program's board of directors sets policies and exercises control over resource development activities carried out by its staff and volunteers.
2. The nonprofit CASA/GAL program conducts solicitations of individuals, groups, corporations, and other potential funders in an ethical manner.
3. The nonprofit CASA/GAL program registers with the applicable state agency to conduct charitable solicitations.
4. The nonprofit CASA/GAL program provides potential funders with an accurate description of the program, its purpose and services as well as the financial needs for which the solicitation is being made.

5. The nonprofit CASA/GAL program spends funds for the purposes for which they were solicited, except for reasonable costs for administration of resource development activities.
6. The nonprofit CASA/GAL program performs a costs-benefits analysis prior to engaging in resource development activities.
7. The nonprofit CASA/GAL program establishes controls on processing and acknowledging contributions in accordance with applicable laws.

10. F. Facility and Workplace Management

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

10. G. Risk Management

1. The CASA/GAL program protects its physical, human and financial resources by evaluating, and preventing or reducing the risks to which they are exposed.
2. The CASA/GAL program has liability protection for governing body, organization, program staff and volunteers through the court, state statute or private insurance coverage.
3. The governing body has responsibility for determining the extent and nature of the liability protection needed for personnel and volunteers, when applicable laws are unclear or silent, and has a plan for regularly reviewing potential liability to the organization and staff and establishes the necessary protections for preventing or reducing exposure.
4. The CASA/GAL program evaluates and reduces its potential liability by:
 - a. Assigning the risk management function to a person or committee whose job description includes responsibility for risk management policies and activities.
 - b. Ensuring that appropriate bonding, self-insurance, or external coverage is adequate to meet the potential liability of the CASA/GAL program.
 - c. Developing a process to identify risks in terms of their nature, severity and frequency.
 - d. Avoiding risk through loss prevention and risk reduction.
 - e. Evaluating and monitoring the effectiveness of the risk management function.
 - f. Determining how often records checks are required on governing body, staff and volunteers. The CASA/GAL program carries worker's compensation insurance and other insurance as deemed necessary based upon evaluation of its risks and protects itself through means such as indemnification, participation in a risk-pooling trust or external insurance coverage.

5. The CASA/GAL program requires all persons with authority to sign checks, handle cash or contributions, or manage funds to be bonded or the program maintains appropriate insurance coverage to cover losses which may be incurred.
6. The CASA/GAL program informs its governing body members, officers, staff and volunteers of the amount and type of coverage that is provided on their behalf by the program.
7. The CASA/GAL program annually reviews its insurance coverage with its insurance carrier to insure adequate coverage.
8. If the CASA/GAL program permits staff/volunteers to transport children the staff/volunteer shall provide to the program:
 - a. Copy of a valid current driver's license.
 - b. Proof of personal automobile insurance. Insurance must be the required state minimum if one exists or the programs insurance carrier minimum absent a state minimum. The programs also secures a motor vehicles division record check and in addition the program, has policy and procedures which assure CASA/GAL staff/volunteers:
 - c. Obtain permission of the supervisor or director.
 - d. Obtain permission of the child's legal guardian or custodial agency when transporting a child.
 - e. Remain knowledgeable about the potential personal risk of liability.
 - f. Choose to accept the responsibility.

Standard 11: Record Keeping

The CASA/GAL program maintains complete, accurate and current case records and follows written policies for acceptance and assignment of CASA/GAL cases.

11. A. Case Records

1. The CASA/GAL program maintains complete, accurate and current records for each child served, which includes:
 - a. Biographical or other identifying information.
 - b. Background on the nature of the presenting problem or reason for referral by the court.
 - c. Court reports and any court orders related to the service being provided.
 - d. Social service case plan.
2. Records for all children served are kept up to date through:
 - a. Current contact entries.
 - b. Periodic progress notes or summaries.
3. The CASA/GAL program maintains copies of all volunteer reports, correspondence concerning the case, notes from telephone or in-person consultations between the program staff and volunteers and requires its volunteers to turn in their case records including all notes when the case is closed.
4. Information entered into the case record by program staff is specific, factual and pertinent to the nature of the situation.
5. Upon case closure a record (e.g. court order, case closure summary, recording in database) is made of the date and reason for closure.
6. The CASA/GAL program has written operational procedures, consistent with legal requirements and with the policy on confidential information governing the retention, maintenance, protection, destruction and return of case files when the case is closed. Procedures should include:
 - a. Hard copy files are kept a minimum of seven years from case closure unless there is a court or statutory requirement that dictates otherwise.
 - b. Electronic children's case records are kept a minimum of seven years from case closure unless there is a court or statutory requirement that dictates otherwise.
 - c. Electronic children's case files are backed up on a separate system at least once a week and the backup is kept off site.
7. The CASA/GAL program has established procedures for the legal and programmatic release, in writing, of volunteers when a case is closed or when a volunteer is removed from a case.
8. The CASA/GAL program has established procedures for encrypting confidential email messages sent through public accounts.

11. B. Acceptance, Assignment and Closure of Cases

1. The CASA/GAL program has procedures for the acceptance and assignment of cases.
2. A CASA/GAL volunteer is sworn in by the judge before appointment to a case.
3. Cases are accepted by the program without discrimination based on gender, sexual orientation, race, ethnicity, nationality, disability or religion.

4. When possible, a CASA/GAL volunteer is assigned at the earliest possible stage of the court proceedings.
5. The judge and the program's administrator determine which cases are to be referred to the CASA/GAL program. Written referral criteria are reviewed and renewed at least every four years regularly and changed as program resources change.
6. All appointments and assignments are made by an appropriate written order of the court.
7. The CASA/GAL program, in cooperation with the court, retains the right to determine which cases entering the court system as a result of abuse or neglect and referred for appointment, it can serve appropriately. Determining factors can include the limits of the program's resources, capacities, statutory authority and mission.
8. A CASA/GAL program or the court notifies all parties and agencies involved in the case of the CASA/GAL volunteer's appointment and release.
9. Ethnicity, national origin, race, gender, religion, sexual orientation, physical ability and social economic status are considered in the appointment of volunteers to cases.
10. Volunteers are assigned to cases with consideration to their experience, knowledge, skills, availability and case type preference.
11. In determining volunteer caseload size the following must be assessed:
 - a. Nature and difficulty of the current caseload and proposed case.
 - b. Specific circumstances and availability of the volunteer.
12. A CASA/GAL program maintains complete case assignment records including:
 - a. Name of volunteer.
 - b. Name of the child.
 - c. Date of assignment.
 - d. Date of release.

Standard 12: National Affiliation

The CASA/GAL program is a member of the National CASA Association and meets its standards, requirements and policies.

12. A. National Affiliation

1. The CASA/GAL program takes advantage of the services available from National CASA which includes:
 - a. Technical assistance.
 - b. Resource materials.
 - c. National conference.
 - d. Training opportunities.
 - e. Web resources.
2. The CASA/GAL program uses the National CASA trademark logo as their official logo or prominently displays the National CASA Association member logo on all promotional, public relations, recruitment and training materials.
3. When using National CASA trademarks including taglines, slogans, and logos, the CASA/GAL program adheres to National CASA graphic standards.
4. The program uses the name CASA, GAL or identifies itself as a member of the National CASA Association on all promotional, public relations and recruitment materials.
5. The CASA/GAL program adheres to the National CASA resource development, government relations and other protocols developed in the future.
6. If the local CASA/GAL program has a program auxiliary or affiliate, the program makes that entity aware of National CASA standards and protocols.
7. The CASA/GAL program collects and submits data to National CASA as requested.
8. The CASA/GAL program demonstrates compliance with National CASA's standards through the quality assurance process.
9. The CASA/GAL program provides a copy of the *Standards for Local CASA/GAL Programs* to its governing body and supervisory staff.

Standard 13: State Affiliation

The CASA/GAL program communicates, collaborates and shares information with its fellow programs in the state and is a member of or affiliated with the state organization, association or network, if one exists.

13. A. State Affiliation

1. The CASA/GAL program complies with all state laws, regulations, administrative and court rules.
2. The CASA/GAL program takes advantage of the services available from the state organization which may include:
 - a. Technical assistance.
 - b. Resource materials.
 - c. State conference.
 - d. Local program directors meetings.
 - e. Training opportunities.
 - f. Web resources.
3. The CASA/GAL program complies with state standards. When the program believes a conflict exists between National CASA standards and state standards, laws, regulations or court rules, the program and state organization, present the perceived conflict to the National CASA Association. National CASA will substantiate a conflict and determine which regulation takes precedence.
4. The local CASA/GAL program acts in a manner consistent with any agreements made with the state organization.
5. Recognizing the unique relationship between tribal programs and state organizations, the tribal CASA/GAL program and state organization collaborate to the fullest extent possible.

Standard 14: New Program Development, Implementation and Expansion

The developing CASA/GAL program engages in a comprehensive assessment, which includes a feasibility study and implementation process that guides the program's development.

14. A. Initial Planning Process

1. The developing CASA/GAL prospective program requests start-up materials (including the *Guide to Program Development*) from National CASA and the state association.
2. Prior to start-up the CASA/GAL prospective program contacts all judges (including referees, commissioners, hearing officers, magistrates) in the jurisdiction that hear child abuse and neglect cases to dialogue with them about the CASA/GAL program and gain judicial support.
3. The CASA/GAL prospective program creates a steering or planning committee to guide the initial development activities.
4. The steering committee should include but is not limited to judges, individuals who have expressed an interest in starting the CASA prospective program, child welfare staff, guardian ad litem, parents and prosecuting attorneys, counselors, private social service providers and representatives from the broader community including those who might provide leadership or access to financial support or potential volunteers.
5. The steering or planning committee conducts a needs assessment and creates a written document to confirm the need for the CASA/GAL prospective program in the community/geographic location.
6. The needs assessment includes but is not limited to:
 - a. Interviews with key players (for example, judges, child protective services personnel, prosecutor, state CASA/GAL director, adjacent local CASA/GAL program directors, guardian ad litem attorneys and community child advocates).
 - b. Baseline statistics including the number of reports and substantiations of suspected child abuse and neglect in the area; the number of petitions filed over the past five years; number and demographics of the children before the court and in foster care; average length of stay of children in foster care; duration of the court process in child abuse cases and permanency outcomes for children.
 - c. Current process for representation of child's best interest, wishes and legal rights before the court and who serves in those capacities.
7. The steering or planning committee conducts a feasibility study and creates a written document to confirm the feasibility of development of a successful CASA/GAL program in the jurisdiction.
8. The feasibility study includes but is not limited to:
 - a. An assessment of community support including financial support and available human resources (board members, volunteers and other leaders for the program).
 - b. An assessment of whether the program should be developed independently or as a part of an already existing program.
 - c. An assessment of the community's ability to sustain the program.

9. If the program is to be incorporated as a not-for-profit corporation the organization follows the state and federal laws in regard to corporate development including the development and approval of articles of incorporation and bylaws.
10. In a nonprofit organization, the CASA/GAL prospective program's bylaws or written operational procedures:
 11. Describe the organizational structure and responsibilities of the governing body.
 12. Establish the mechanisms for selection, rotation and duration of membership and for election of officers.
 13. Set the minimum number of formal meetings of the full governing body at four times per calendar year.
 14. Set the quorum for these meetings so at least a simple majority of the current membership of the governing body.
15. The nonprofit CASA/GAL prospective program develops the first board of directors so that it reflects the diversity of the children served and has members who bring a range of skills, backgrounds and knowledge which support the CASA/GAL program in fulfilling its mission.
16. The CASA/GAL prospective program governing body includes individuals with various capabilities:
 - a. Skills and experience to serve at a policy-making level.
 - b. Ability to advocate for sufficient financial resources for the program to carry out its purpose.
 - c. Knowledge of the court system and the community served.
 - d. Ability to reflect community and client interests and to advocate for culturally responsive service delivery.
17. The CASA/GAL prospective program develops the following:
 - a. Job descriptions for board members.
 - b. Board recruitment strategies.
 - c. Election and screening procedures.
18. The members of the initial governing body receive formal orientation from the state director/state office staff that includes the CASA/GAL prospective program's services, goals, objectives, structure and methods of operation. The governing body is provided with key documents related to governance and responsibilities.
19. The CASA/GAL prospective program develops a written mission statement.
20. The CASA/GAL prospective program develops written goals and objectives to guide the first year and beyond, including activities, designation of responsibility, timelines and key indicators to measure progress.
21. The CASA/GAL prospective program identifies and educates potential funders and community supporters who are essential to a successful program.
22. If the CASA/GAL prospective program will be under the umbrella of a parent organization, a written agreement is developed which details:
 - a. The rights and responsibilities of the program and the umbrella organizations.
 - b. Procedures for resolving situations in which a conflict of interest exists between the CASA/GAL prospective program and its parent organization.
 - c. The protocol for resource development activities of both organizations.
 - d. Process for receipt and allocation of funds.
 - e. Process for accounting for funds separately.

- f. The administrative rate, if any, to be paid to the umbrella organization by the CASA/GAL prospective program.
 - g. A time frame of no more than two years for review and possible revisions of the agreement.
- 23. Within one year of the receipt of National CASA Association provisional membership, the CASA/GAL prospective program completes the necessary steps to be granted full program membership.

14. B. Development and Execution of an Implementation Plan

- 1. Based on the outcomes of the needs assessment and feasibility study, the CASA/GAL prospective program develops and executes an implementation plan which includes but is not limited to:
 - a. Projections of the number of staff needed to effectively operate the program for a specified period.
 - b. Projections of the number of volunteers needed to effectively serve the population for a specified period.
 - c. A first year budget.
 - d. Strategies to secure resources, including in-kind contributions and other sources of revenue to meet long and short term financial needs.
- 2. The governing body develops and implements a plan to recruit, select and train staff and volunteers.
- 3. If an executive director/program administrator has been retained, the governing body delegates the staffing function to him or her.

14. C. Program Expansion

- 1. If the program desires to expand into another jurisdiction the following steps are taken by the CASA/GAL program prior to the expansion taking place:
 - a. Consults with the state office and National CASA regarding the desire to expand into another jurisdiction.
 - b. Makes an assessment of how program expansion will impact the program and service in the original jurisdiction.
 - c. Contacts all judges (including referees, commissioners hearing officers, magistrates) in the jurisdiction that hears child abuse and neglect cases prior to expansion to gain judicial support.
 - d. Conducts a needs assessment and creates a written document to confirm the need for expansion.
- 2. The needs assessment includes but is not limited to:
 - a. Interviews with key players (for example, judges, child protective services personnel, prosecutor, state CASA/GAL director, adjacent local CASA/GAL program directors, guardian ad litem attorneys and community child advocates).
 - b. Baseline statistics including the number of reports and substantiations of suspected child abuse and neglect in the area; the number of petitions filed over the past five years; number and demographics of the children before the court and in foster care; average length of stay of children in foster care; duration of the court process in child abuse cases and permanency outcomes for children.

- c. Current process for representation of child's best interest, wishes and legal rights before the court and who serves in those capacities.
 - 3. Conducts a feasibility study and creates a written document to confirm the feasibility of expansion into the jurisdiction. The feasibility study includes but is not limited to:
 - a. An assessment of community support including financial support and availability.
 - b. Human resources (board members, volunteers and other leaders for the program).
 - c. An assessment of the community's ability to sustain the programs.
 - 4. Informs the state office and National CASA of their findings and decision regarding expansion.
-

Explanation of Terms

The purpose of the following explanations is to assist the programs in understanding the context of and consistently and accurately implementing the Standards and recording standard compliance.

Audit:	A certified public accountant examines a CASA/GAL program's financial records in order to formulate an audit opinion on the financial statements. The auditor must follow generally accepted auditing standards. Internal controls are evaluated and transactions are tested for legitimacy. These tests provide a basis for an audit opinion which will state the accuracy of the financial statements.
Best Practice:	A set of guidelines, ethics or ideas that represent the most efficient or prudent course of action. Best practices are often set forth by an authority, such as a governing body. A method or technique that is used as a benchmark. Best practices generally dictate the ideal course of action.
Case:	An action before the court involving one child or a sibling group.
Children who come into the court system as a result of abuse or neglect:	The CASA mission is to advocate for children who are before the court as a direct result of abuse or neglect, as defined in the state's child welfare laws. This includes all forms of civil child protection proceedings. This includes the following types of cases filed in the court by or on behalf of the child welfare agency: child protective order proceedings, child removal and foster care proceedings alleging a child has been abused or neglected.
Financial Compilation:	A certified public accountant puts the financial information from the CASA/GAL program into the form of financial statements. The accuracy of the financial information is the responsibility of the CASA/GAL program. A compilation only does not meet the standards for review or audit.
Financial Review:	A certified public accountant reviews the CASA/GAL program's financial statements to ensure they are presented in accordance with generally accepted accounting principles. A review includes inquiries and analytical procedures to identify trends or areas in the financial statements which may be presented incorrectly. The accuracy of financial information is the responsibility of the CASA/GAL program.
Disproportionality:	The over or under-representation of minority children in foster care, compared to their representation in the general population.
Governing Body:	A nonprofit volunteer board of directors or public entity administrative officer or team.
IRS 990:	These Internal Revenue Service forms are filed annually by public charities and private foundations. They list assets, receipts, expenditures and compensation of officers.
Local program:	Includes stand alone, independent CASA/GAL member programs, programs within an umbrella organization and local offices (for example,

	district, county or circuit offices of a publicly administered program).
National CASA:	The National Court Appointed Special Advocate Association also referred to as National CASA.
Peer Coordinator:	Volunteers coordinating other volunteers within the guidelines of the Standards (6.G.6)
Program Auxiliary or Affiliate:	Some CASA/GAL programs are associated with separate nonprofit organizations whose primary purpose is to promote the CASA/GAL program by raising funds, heightening community awareness of the program, supporting the activities of the volunteers and/or promoting the activities of the CASA/GAL program in other ways. Such nonprofit organizations are referred to as "program auxiliary or affiliate" organizations.
Reflect the Diversity of Children Served:	National CASA recognizes each child is an individual with his or her own experiences and background. Various features of a child's experience or background may be held in common with others, and some may be unique. For example, a child who has a parental heritage of both Latino and Asian cultures may have language and cultural commonalities with individuals possessing the same background. The intent of this language is for CASA/GAL programs to include among the governing body, staff and volunteers, those persons who share the backgrounds and experiences of the children served, including race and ethnicity. The objective is not to set quotas of participation, but rather to enrich the program itself, to improve advocacy for children and to provide opportunities for those who understand the backgrounds and experiences of children to participate in a very direct way in the CASA/GAL program at all levels. The perspectives of these persons would be seen to complement, sometimes challenge, but ultimately enhance the perspectives of those serving CASA children.
Records Checks:	Records checks include criminal background checks from the Federal Bureau of Investigation or other national criminal database, state criminal records, sex offender registry, child abuse registry or CPS records where permissible by law... If a program allows volunteers to transport minors, a check of DMV records should be included.
Risk Management:	The overall systematic approach to analyzing risk and implementing risk controls.
Social Media:	Forms of electronic communication (as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages and other content (as videos).
Trained and Qualified Community Volunteers:	The National CASA Association history and mission support court appointment of individuals who serve as volunteers to advocate for abused and neglected children. Standard 7 sets forth required training and supervision for individuals who serve as trained community volunteers. Volunteers must meet the screening and training requirements and be under the supervision and guidance of a program. National CASA acknowledges that there may be exceptional times when it would be necessary and appropriate to appoint local program staff members to fulfill all or a part of

	the CASA/GAL roles and responsibilities as set forth in Standard 7.E. on a limited and time specific basis. In the event local program staff members are assigned, the staff member appointed by the court must be trained and supervised in the same manner as required for volunteers in Standard 7.
Written Operational Procedures:	Organizational protocols and procedures or administrative codes. Written operational procedures for accounting are also called Financial Internal Controls.

Appendix A

Vision for Diversity

The National Court Appointed Special Advocate Association “stands up” for abused and neglected children.

Building on our legacy of quality advocacy, we acknowledge the need to understand, respect and celebrate diversity including race, gender, religion, national origin, ethnicity, sexual orientation, gender identity or socioeconomic status and the presence of a sensory, immigration status, mental or physical disability. We also value diversity of viewpoints, life experiences, talents and ideas.

A diverse CASA/GAL network helps us to better understand and promote the well-being of the children we serve. Embracing diversity makes us better advocates by providing fresh ideas and perspectives for problem solving in our global community, enabling us to respond to each child’s unique needs.

Guiding Principles

- Ethnic and cultural background influences an individual’s attitudes, beliefs, values and behaviors.
- Each family’s characteristics reflect adaptations to its primary culture and the majority culture, the family’s unique environment and the composite of the people and needs within it.
- A child can be best served by a CASA/GAL volunteer who is culturally competent and who has personal experience and work experience in the child’s own culture(s).
- To understand a child, a person should understand cultural differences and the impact they have on family dynamics.
- No cultural group is homogenous; within every group there is great diversity.
- Families have similarities but they are also unique.
- In order to be culturally sensitive to another person or group, it is necessary to evaluate how each person’s culture impacts behavior.



Appendix A:3

NH Professional Code of Conduct



CASA OF NEW HAMPSHIRE STANDARDS OF PROFESSIONAL CONDUCT

Introduction

The CASA-N.H. program is committed to its staff and CASA volunteers adhering to high standards of professional conduct. This is essential if the program is to be respected for providing quality advocacy for abused and neglected children. In addition, CASA guardians ad litem are subject to the N.H. Supreme Court Guidelines and Standards for Guardians ad Litem.

The standards that follow have been developed by the CASA-N.H. organization. They are of two types: general and those addressing conflicts of interest. For the most part, the general standards are of the black-and-white variety whereas conflicts of interest issues can be more challenging. Explanatory notes have been provided for those standards needing clarification. In addition, Appendix "A" provides several examples illustrating different types of conflict of interest.

An effort has been made to limit the number of Standards, and to only develop a standard for those problem or potential problem areas that CASA deems most important. Should there be a conflict between a CASA-N.H. standard and a N.H. Supreme Court standard, the latter prevails.

I. General Standards

Standard #1:

CASA staff members and volunteers are prohibited from transporting a "case" child or parent.

Standard #2:

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

Standard #3:

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

Explanatory note:

Legal “advice” is distinguished from legal “information” which may be appropriate to pass on to a parent or child but only after a staff member or volunteer has consulted with CASA’s staff attorney.

Standard #4:

CASA staff and volunteers are prohibited from giving therapeutic advice to anyone associated with a CASA case.

Explanatory note:

Therapeutic “advice” is distinguished from therapeutic “information”.

Standard #5:

CASA staff and volunteers are prohibited from giving gifts to or receiving gifts from “case” parents or any professionals associated with a case.

Standard #6:

CASA staff and volunteers are prohibited from giving gifts to a “case” child except gifts of nominal value may be considered but only in special circumstances and only with permission from a volunteer’s case Program Manager.

Standard #7:

CASA Program Managers are prohibited from making a material change in a CASA volunteer’s court report without the volunteer’s permission or, in the event a Program Manager continues to believe a material change is essential, as provided for in Standard #8.

Standard #8:

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

Explanatory note:

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

Standard #9:

CASA staff shall promptly advise a member of the senior management team – and CASA volunteers shall promptly advise their Program Manager if they or members of their immediate family become involved or anticipate becoming involved in any court case other than in a CASA capacity or have been criminally charged.

Standard #10:

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

Standard #11:

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

Standard #12:

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

Standard #13:

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

Explanatory note:

Whereas Standard #12 requires CASA volunteers to download any electronically stored information and to return the disc(s) along with any paper files, Standard #13 requires CASA volunteers to eliminate any electronically stored information immediately after any such information has been placed on a disc.

Standard #14:

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

Standard #15:

CASA staff and volunteers shall strive to act professionally at all times.

Explanatory note:

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

Standard #16:

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

Standard #17:

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

II. Conflict of Interest

Preface

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

Conflicts of interest involving guardians ad litem in New Hampshire are also controlled by the N.H. Supreme Court Guidelines and Standards for Guardians ad Litem (GAL 403.06). See Appendix B.

Standard #18:

Staff and volunteers are discouraged from developing personal relationships with judges, DCYF personnel and other professionals who are involved with RSA169-C cases.

Explanatory note:

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

Standard #19:

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

Explanatory note:

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

If a CASA staff member has a personal relationship, the staff member shall so advise his/her Program Manager. If a CASA volunteer has a personal relationship, the volunteer shall so advise his/her Program Manager. In turn, a Program Manager shall so advise the senior management team. If a member of the senior management team has a personal relationship, the member shall so advise CASA's Executive Director or Sr. Staff Attorney.

Standard #20:

Staff and volunteers are discouraged from developing a personal relationship with a "case" child, during the pendency of a case and after a case closes.

Explanatory note:

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

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

Standard #21:

Staff and volunteers are prohibited from developing a personal relationship with a "case" parent, during the pendency of a case and after a case closes.

Explanatory note:

The CASA organization does not believe there is any situation which would justify CASA continuing to serve as GAL in a case where a personal relationship has developed between the GAL and a parent during the pendency of a case. Although there might be a rare instance where developing a personal relationship after a case closes would be acceptable, the CASA organization is not

comfortable with a standard that “discourages” but does not prohibit such relationships.

Standard #22:

Staff and volunteers shall promptly advise the CASA organization of any personal relationship with a current or former CASA “case” child or with someone closely related to the child.

Explanatory note:

As with the other reporting Standard (#19), a group process is required to assess a personal relationship because the relationship may affect the CASA organization. Standard #22 calls for the same reporting procedure as discussed in paragraph two of Standard #19.

Standard #23:

Staff and volunteers are prohibited from providing non-case related services, paid or unpaid, to any “case” child, parent or professional person during the pendency of a case.

Explanatory note:

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

Standard #24:

Staff are discouraged from developing personal relationships with volunteers and vice-versa.

Explanatory note:

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

APPENDIX "A"

Standard #16 as well as Standards #17-20 hinge on the term "personal relationship". The term is not easy to define, yet most people have at least a general understanding of the distinction between a professional relationship and a personal relationship.

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

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

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

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

- Example of an actual conflict of interest:

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

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

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

- Example of a potential conflict of interest:

Mary Smith is the CASA GAL. The CASA Program Manager is considering assigning Mary to a new case in Hillsborough County in which the children will very likely be removed from their parents' custody at some point. Mary's sister is a newly licensed foster parent who as yet does not have any foster children in her home. DCYF has a shortage of foster homes in Hillsborough County.

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

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

- Example of an appearance of a conflict of interest:

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

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

Like many 169-C parents, the parent in Nancy's case (Bertha B.) believes DCYF, CASA and the judge are all buddy-buddy, and that the deck is stacked against her. Bertha B. was told this by a friend who also has a 169-C case. In addition, Bertha B. has used the internet to learn more about "the system", and has "chatted" with a number of other 169-C parents. There is even an attorney web site that says DCYF shafts parents, and that CASA and DCYF are part of a corrupt system. Bottom line, Bertha B. has learned that "it's me and my lawyer (maybe) against them".

If Bertha B. ever had any doubts about this, they were out the window the first time she went to court (and every time thereafter) where it was very obvious that her child's GAL (Nancy Doe) and the DCYF worker are personal friends. As Bertha B. told her attorney: "Just look at them. Always sitting together, laughing at me, and always coming up with

the same recommendations about my child. The GAL will do what DCYF wants and vice-versa. They don't care about my child. What a joke."

No doubt, Nancy would be dismayed if she overheard this, especially given there is no truth to any of it other than she does sit with the DCYF worker in the hallway and in court, and they do share some humor on occasion but it is never at Bertha B.'s expense. In addition, Nancy Doe knows without any question that she would never make a recommendation about Bertha B.'s child unless she truly felt it was in the child's best interest.

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

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

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

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

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

Standards #18 and #20 can present particularly difficult challenges, and are deserving of additional explanation.

The first distinction to be made is between "personal" and "professional" relationships. A "personal" relationship is generally understood to mean a friendship that carries on outside the context of an abuse/neglect case or attending professional conferences, and involves socializing with one-another during non-work time. Although professional relationships can be problematic as illustrated by the above appearance of a conflict

example (Nancy Doe), personal relationships are cause for greater concern because of the greater difficulty of eliminating the conflict short of CASA withdrawing from the case.

A second distinction is seen in Standard #18 which speaks to avoiding the development of personal relationships once someone has assumed a CASA staff or volunteer position with the organization. It is distinguished from situations where a personal relationship existed prior to the individual becoming a staff member or volunteer. However, even prior personal relationships need to be disclosed to the CASA organization so that conflicts of interest (be they actual, potential or appearance of) can be minimized or eliminated.

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

It is important to note that Standard #18 “discourages” such relationships but does not forbid them. Selection of the word “discourages” reflects CASA’s reluctance to venture into the private lives of staff members. On the other hand, because of the problems these relationships sometimes cause (e.g. conflicts of interest, appearance of conflicts), there needs to be a standard. Ultimately, Standard #18 relies to a significant extent on each staff member and volunteer recognizing that such relationships can affect the CASA organization, and, consequently are not solely a private matter.

Standard #20 mainly pertains to whether it is advisable for CASA staff or volunteers to develop a personal relationship with a child once a case has concluded. Clearly, such a relationship is not acceptable while a case is pending. Generally speaking, CASA takes much the same position after a case closes.

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

Standard #20 issues need to be addressed on a case-by-case basis, subject to review by the senior management team. An exception is where the CASA staff member or volunteer is no longer affiliated with the CASA program at the time the child seeks a personal relationship. In such cases, the program has no authority over the former staff member or volunteer.

APPENDIX "B"

GAL 403.06 Conflict of Interest

- (a) No person shall serve as a GAL who is involved as a party in a pending, contested matter involving areas of fact or law similar to issues that may be raised in matters to which the person may be appointed as GAL.
- (b) Upon discovery of any professional, personal, or financial relationship between the GAL and either of the parties or their counsel or any material witness in the matter, the GAL shall immediately disclose such relationship to the parties and, if appropriate, to the court.
- (c) A GAL who has prior acquaintance with a party, shall not accept appointment as GAL unless, after disclosure of such fact is made by the GAL, the parties in the matter before the court agree in writing to such appointment.

GAL 403.07 Prohibited Transactions

- (a) Except for the GAL's fee agreement, a GAL shall not, during the term of the GAL's appointment, enter into a business transaction with a child or represented person or party or material witness.
- (b) The GAL shall not knowingly acquire an ownership, possessory, security, or other pecuniary interest adverse to a child or represented person.
- (c) Nothing in this rule shall prevent a GAL from entering into a business relationship with the child or represented person after the GAL's appointment is terminated.

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

APPENDIX "C"

Governing Principles for Processing Violations of Standards of Conduct:

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

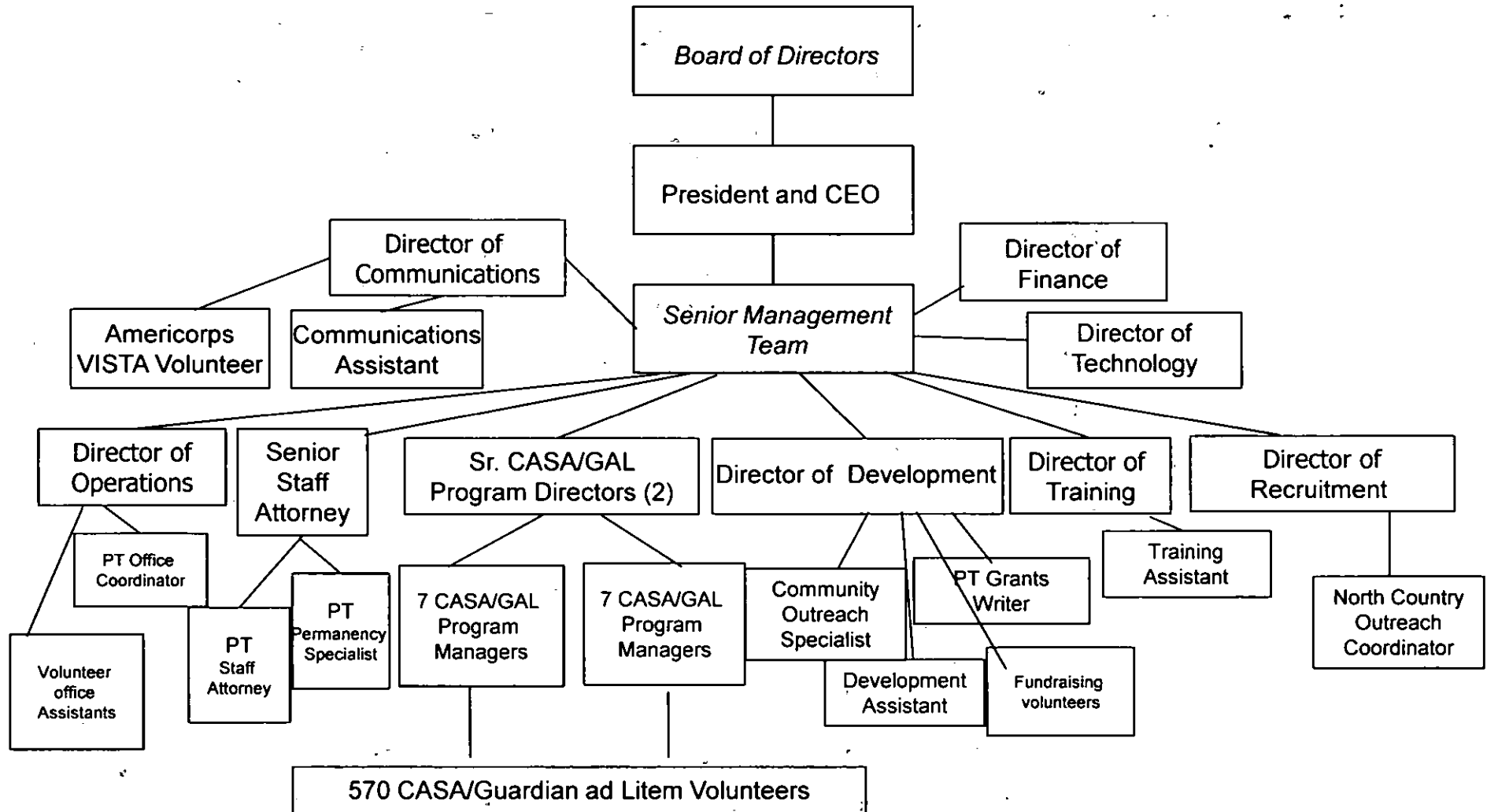


Appendix B

CASA of NH Organization Chart

Court Appointed Special Advocates (CASA) of New Hampshire, Inc.

ORGANIZATIONAL CHART



Revised
3/27/19



Appendix C

CASA of NH Audited Financial Statements

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

FINANCIAL STATEMENTS

JUNE 30, 2017

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HESSION & PARE, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

62 Stark Street, Manchester, New Hampshire 03101
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INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") (a nonprofit organization), which comprise the statements of financial position as of June 30, 2017 and 2016, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CASA's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of CASA as of June 30, 2017 and 2016, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Hessum y. Pave PC

November 6, 2017

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FINANCIAL POSITION

As of June 30, 2017
(with comparative totals for 2016)

ASSETS

	Unrestricted	Temporarily Restricted	Permanently Restricted	2017	2016
Assets					
Cash	\$ 533,345	\$ 4,862	\$ -	\$ 538,207	\$ 438,026
Endowment investments in cash	-	-	26,917	26,917	28,123
Endowment investments	-	93,830	455,252	549,082	466,597
Sponsorships receivable	6,500	-	-	6,500	612
Grants receivable	48,755	-	-	48,755	32,641
Contributions receivable	-	-	1,000	1,000	1,000
Prepaid expenses	7,995	-	-	7,995	9,267
Property and equipment, net	1,140,910	-	-	1,140,910	1,181,318
Total assets	<u>\$ 1,737,505</u>	<u>\$ 98,692</u>	<u>\$ 483,169</u>	<u>\$ 2,319,366</u>	<u>\$ 2,157,584</u>

LIABILITIES AND NET ASSETS

Liabilities					
Promissory note	\$ -	\$ -	\$ -	\$ -	26,943
Accounts payable	54,336	-	-	54,336	63,917
Accrued expenses	84,567	-	-	84,567	79,884
Total liabilities	<u>138,903</u>	<u>-</u>	<u>-</u>	<u>138,903</u>	<u>170,744</u>
Commitments (see Notes)					
Net assets					
Unrestricted	1,598,602	-	-	1,598,602	1,485,752
Temporarily restricted	-	98,692	-	98,692	54,194
Permanently restricted	-	-	483,169	483,169	446,894
Total net assets	<u>1,598,602</u>	<u>98,692</u>	<u>483,169</u>	<u>2,180,463</u>	<u>1,986,840</u>
Total liabilities and net assets	<u>\$ 1,737,505</u>	<u>\$ 98,692</u>	<u>\$ 483,169</u>	<u>\$ 2,319,366</u>	<u>\$ 2,157,584</u>

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2017

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2017</u>
Public support				
Contributions	\$ 258,206	\$ -	\$ 36,275	\$ 294,481
Government grants	1,222,504	-	-	1,222,504
Fundraising events (net of costs \$80,614)	338,228	-	-	338,228
Private grants	202,203	-	-	202,203
Other income	25,427	-	-	25,427
In-kind donations	26,836	-	-	26,836
Total public support	<u>2,073,404</u>	<u>-</u>	<u>36,275</u>	<u>2,109,679</u>
Investment income, net of fees of \$5,115	<u>5,115</u>	<u>45,004</u>	<u>-</u>	<u>50,119</u>
Total public support and investment income	<u>2,078,519</u>	<u>45,004</u>	<u>36,275</u>	<u>2,159,798</u>
Net assets released from restrictions				
For satisfaction of program restrictions	<u>506</u>	<u>(506)</u>	<u>-</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>2,079,025</u>	<u>44,498</u>	<u>36,275</u>	<u>2,159,798</u>
Expenses				
Program services	1,629,669	-	-	1,629,669
Supporting activities				
Management and general	128,077	-	-	128,077
Fundraising	<u>208,429</u>	<u>-</u>	<u>-</u>	<u>208,429</u>
Total expenses	<u>1,966,175</u>	<u>-</u>	<u>-</u>	<u>1,966,175</u>
Increase in net assets	112,850	44,498	36,275	193,623
Net assets, beginning of year	<u>1,485,752</u>	<u>54,194</u>	<u>446,894</u>	<u>1,986,840</u>
Net assets, end of year	<u>\$ 1,598,602</u>	<u>\$ 98,692</u>	<u>\$ 483,169</u>	<u>\$ 2,180,463</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2016

	Unrestricted	Temporarily Restricted	Permanently Restricted	2016
Public support				
Contributions	\$ 268,162	\$ -	\$ 33,230	\$ 301,392
Government grants	1,024,758	-	-	1,024,758
Fundraising events (net of costs \$87,219)	317,022	-	-	317,022
Private grants	218,650	-	-	218,650
Other income	28,948	-	-	28,948
In-kind donations	28,120	-	-	28,120
Total public support	1,885,660	-	33,230	1,918,890
Investment income, net of fees of \$4,559	17	5,138	-	5,155
Total public support and investment income	1,885,677	5,138	33,230	1,924,045
Net assets released from restrictions				
For satisfaction of program restrictions	25,599	(25,599)	-	-
Total public support, investment income and net assets released from restrictions	1,911,276	(20,461)	33,230	1,924,045
Expenses				
Program services	1,433,258	-	-	1,433,258
Supporting activities				
Management and general	110,744	-	-	110,744
Fundraising	199,042	-	-	199,042
Total expenses	1,743,044	-	-	1,743,044
Increase (decrease) in net assets from operations	168,232	(20,461)	33,230	181,001
Nonoperating loss				
Loss on disposal of fixed asset	(12,655)	-	-	(12,655)
Increase (decrease) in net assets	155,577	(20,461)	33,230	168,346
Net assets, beginning of year	1,330,175	74,655	413,664	1,818,494
Net assets, end of year	\$ 1,485,752	\$ 54,194	\$ 446,894	\$ 1,986,840

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF CASH FLOWS

For the Year Ended June 30, 2017
(with comparative totals for 2016)

	<u>2017</u>	<u>2016</u>
Cash flows from operating activities		
Change in net assets	\$ 193,623	\$ 168,346
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	58,008	59,889
Realized and unrealized (gain) loss on investments	(34,193)	6,171
Bad debt (recovery) expense	-	(1,000)
Loss on disposal of fixed asset	-	12,655
(Increase) decrease in sponsorships receivable	(5,888)	4,408
(Increase) in grants receivable	(16,114)	(16,554)
Contributions restricted for long-term investment	(36,275)	(33,230)
Decrease in prepaid expenses	1,272	353
(Decrease) increase in accounts payable and accrued expenses	(4,898)	57,406
Net cash provided by operating activities	<u>155,535</u>	<u>258,444</u>
Cash flows from investing activities		
Decrease in endowment investments in cash	1,206	32,406
Proceeds from sale of investments	85,420	117,792
Purchase of investments	(133,712)	(194,737)
Purchase of property and equipment	(17,600)	(34,827)
Net cash used in investing activities	<u>(64,686)</u>	<u>(79,366)</u>
Cash flows from financing activities		
Repayments on promissory note	(26,943)	(12,040)
Contributions restricted for long-term investment	36,275	33,230
Net cash provided by financing activities	<u>9,332</u>	<u>21,190</u>
Net increase in cash and cash equivalents	100,181	200,268
Cash and cash equivalents, beginning of year	<u>438,026</u>	<u>237,758</u>
Cash and cash equivalents, end of year	<u>\$ 538,207</u>	<u>\$ 438,026</u>
Supplemental disclosure of cash flow information		
Cash paid for interest	<u>\$ 538</u>	<u>\$ 1,317</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2017
(with comparative totals for 2016)

	<u>Program Services</u>	<u>Management and General</u>	<u>Fundraising</u>	<u>2017</u>	<u>2016</u>
Payroll					
Salaries and wages	\$ 1,020,168	\$ 80,254	\$ 130,475	\$ 1,230,897	\$ 1,057,296
Payroll taxes	77,415	6,090	9,901	93,406	79,649
Total payroll	1,097,583	86,344	140,376	1,324,303	1,136,945
Other					
Insurance	114,975	9,045	14,705	138,725	140,015
Training	61,462	4,835	7,861	74,158	33,286
Depreciation	48,077	3,782	6,149	58,008	59,889
Travel	43,735	3,440	5,593	52,768	44,509
Office expense	43,177	3,272	5,522	51,971	67,206
Professional fees and contract labor	43,061	3,387	5,507	51,955	36,111
Service contracts	37,800	2,974	4,835	45,609	58,552
Rent	32,640	2,568	4,174	39,382	41,139
Repairs and maintenance	23,601	1,857	3,019	28,477	42,679
Telephone	16,170	1,272	2,068	19,510	19,802
Bank fees	12,129	954	1,551	14,634	9,155
Postage	11,060	870	1,415	13,345	14,871
Dues, memberships and subscriptions	10,434	821	1,335	12,590	8,840
Utilities	9,006	708	1,152	10,866	9,531
Meals and entertainment	7,903	622	1,011	9,536	6,855
Printing	7,550	594	966	9,110	2,790
Gifts and promotions	5,796	456	741	6,993	7,836
Conferences and meetings	2,007	158	257	2,422	1,970
Advertising	1,057	83	135	1,275	746
Interest expense	446	35	57	538	1,317
Bad debt (recovery) expense					(1,000)
Total other	532,086	41,733	68,053	641,872	606,099
Total expenses	\$ 1,629,669	\$ 128,077	\$ 208,429	\$ 1,966,175	\$ 1,743,044

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

NOTES TO FINANCIAL STATEMENTS

Note 1. NATURE OF ACTIVITIES

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

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

CASA prepares its financial statements on the accrual basis of accounting; consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred. The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

Comparative financial information

The financial statements of CASA include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with CASA's financial statements for the year ended June 30, 2016, from which the summarized information was derived.

Use of estimates and assumptions

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

Basis of presentation and pronouncements

CASA accounts for contributions received and contributions made in accordance with generally accepted accounting principles promulgated in the United States of America (U.S. GAAP).

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence or nature of any donor restrictions. In addition, U.S. GAAP requires that unconditional promises to give (pledges) be recorded as receivables and recognized as revenues.

CASA prepares its financial statements in accordance with U.S. GAAP for not-for-profit entities. CASA is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted and permanently restricted. Descriptions of the three net asset categories are as follows:

Unrestricted – Undesignated net assets which are revenues not restricted by time or by outside sources.

Temporarily Restricted – Net assets that include gifts and pledges for which time and donor-imposed restrictions have not been met and also include the accumulated appreciation related to permanently restricted endowment gifts.

Permanently Restricted – Net assets that include gifts which require by donor restriction that the corpus be invested in perpetuity and only the income be made available for program operations in accordance with donor restrictions.

Fair value option

GAAP provides a fair value option election that allows organizations to irrevocably elect fair value as the initial and subsequent measurement attribute for certain financial assets and liabilities. GAAP permits the fair value option election on an instrument-by-instrument basis at specified election dates, primarily at the initial recognition of an asset or liability or upon an event that gives rise to a new basis of accounting for that instrument. CASA has elected the fair value option for contributions receivable.

Cash equivalents

For purposes of reporting cash flows, CASA considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments

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

Sponsorships receivable

Sponsorships receivable consist of amounts billed to event sponsors for events that have already occurred, but for which amounts have not yet been paid. CASA establishes its allowance for uncollectible accounts based on prior collection experience. All sponsorships receivable balances were deemed collectible at June 30, 2017. It is CASA's policy to charge-off uncollectible accounts receivable when management determines the receivable will not be collected. Management has taken into account a variety of factors including risk characteristics of the selected accounts, number of days outstanding and current economic conditions.

Contributions receivable

Unconditional contributions receivable are reported at net realizable value if at the time the promise is made, payment is expected to be received in one year or less. Unconditional promises that are expected to be collected in more than one year are reported at fair value both initially and in subsequent periods because CASA elected the fair value option in accordance with GAAP. Management believes that the use of fair value reduces the cost of measuring unconditional promises to give in periods subsequent to their receipt and provides equal or better information to users of its financial statements than if those promises were measured using present value techniques and historical discount rates. Conditional promises to give are not included in the financial statements.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Property and equipment

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

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

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

Gifts, contributions and grants

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions.

All donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or a purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities and changes in net assets as net assets released from restrictions. Donor-restricted contributions whose restrictions are met within the same year as received are reflected as unrestricted contributions in the accompanying financial statements.

Donated goods and services

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

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (concluded)

Functional allocation of expenses

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

Advertising costs

CASA charges advertising costs to operating expenses as incurred.

Income taxes

CASA is a not-for-profit organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code and is classified as other than a private foundation. However, certain unrelated business income is subject to federal taxation. For the year ended June 30, 2017, there was no liability for tax on unrelated business income. Accordingly, no provision for federal income tax has been recorded in the accompanying financial statements.

CASA is no longer subject to income tax examinations by U.S. Federal or State tax authorities for tax years before 2013.

Note 3. INVESTMENTS AND FAIR VALUE MEASUREMENT

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

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

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

NOTES TO FINANCIAL STATEMENTS

Note 3: INVESTMENTS AND FAIR VALUE MEASUREMENT (continued)

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

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

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

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

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

June 30, 2017	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 26,917	\$ 26,917	\$ -	\$ -
Domestic and international equities:				
Healthcare	17,633	17,633	-	-
Consumer staples	8,699	8,699	-	-
Industrials	12,581	12,581	-	-
Consumer discretionary	4,944	4,944	-	-
Energy	4,022	4,022	-	-
Information technology	16,799	16,799	-	-
Utilities	4,487	4,487	-	-
Telecommunications	4,006	4,006	-	-
Financial	8,394	8,394	-	-
Other	4,188	4,188	-	-
Fixed income bonds	182,017	-	182,017	-
Fixed income mutual funds	91,039	91,039	-	-
Domestic and international mutual funds	<u>190,273</u>	<u>190,273</u>	-	-
Total investments	<u>\$ 575,999</u>	<u>\$ 393,982</u>	<u>\$ 182,017</u>	<u>\$ -</u>
Valued on a non-recurring basis				
Contributions receivable	<u>\$ 1,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 3. INVESTMENTS AND FAIR VALUE MEASUREMENT (continued)

June 30, 2016	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 28,123	\$ 28,123	\$ -	\$ -
Domestic and international equities:				
Healthcare	10,786	10,786	-	-
Consumer staples	7,792	7,792	-	-
Industrials	7,084	7,084	-	-
Consumer discretionary	2,944	2,944	-	-
Energy	5,827	5,827	-	-
Materials	3,682	3,682	-	-
Information technology	5,003	5,003	-	-
Utilities	3,542	3,542	-	-
Telecommunications	3,005	3,005	-	-
Financial	2,267	2,267	-	-
Fixed income bonds	166,894	-	166,894	-
Fixed income mutual funds	70,667	70,667	-	-
Domestic and international mutual funds	<u>177,104</u>	<u>177,104</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 494,720</u>	<u>\$ 327,826</u>	<u>\$ 166,894</u>	<u>\$ -</u>
Valued on a non-recurring basis				
Contributions receivable	<u>\$ 1,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000</u>

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

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

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

NOTES TO FINANCIAL STATEMENTS

Note 3. INVESTMENTS AND FAIR VALUE MEASUREMENT (concluded)

Investment return is summarized as follows at June 30:

	<u>2017</u>	<u>2016</u>
Net investment income	\$ 10,811	\$ 11,309
Net unrealized gain	26,592	1,641
Net realized gain (loss)	<u>7,601</u>	<u>(7,812)</u>
	<u>\$ 45,004</u>	<u>\$ 5,138</u>

Note 4. PROPERTY AND EQUIPMENT

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

	<u>2017</u>	<u>2016</u>
Buildings and improvements	\$ 1,394,343	\$ 1,376,742
Furniture, equipment and software	<u>149,653</u>	<u>149,653</u>
	1,543,996	1,526,395
Less accumulated depreciation	<u>403,086</u>	<u>345,077</u>
Property and equipment, net	<u>\$ 1,140,910</u>	<u>\$ 1,181,318</u>

Note 5. PROMISSORY NOTE

In a prior year, CASA converted its line-of-credit to a promissory note. Under the terms of the promissory note, CASA was required to make payments of \$100,000 for three years. The promissory note bore interest at a rate of 5.79% and was collateralized by a security interest in the capital campaign pledges and all assets located on the premises of CASA's Manchester, New Hampshire office.

During the year ended June 30, 2014, CASA renegotiated the promissory note, extending the payoff date to May 2019, reducing the interest rate to 4.00% and maintaining the same collateral.

As of June 30, 2017, the outstanding balance on the promissory note was paid in full.

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

NOTES TO FINANCIAL STATEMENTS

Note 6. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets are subject to restrictions stipulated by time or imposed by donors and consisted of the following at June 30:

	<u>2017</u>	<u>2016</u>
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 93,692	\$ 48,688
Generator	5,000	5,000
Security systems	-	506
Total	<u>\$ 98,692</u>	<u>\$ 54,194</u>

Note 7. ENDOWMENT FUNDS AND NET ASSETS

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

The State of New Hampshire enacted UPMIFA effective July 1, 2008, the provisions of which apply to endowment funds existing on or established after that date. CASA adopted these provisions for the year ended June 30, 2009.

CASA's endowment is comprised of five named funds and includes donor-restricted endowment funds. As required by GAAP, net assets associated with endowment funds, including any funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

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

NOTES TO FINANCIAL STATEMENTS

Note 7. ENDOWMENT FUNDS AND NET ASSETS (continued)

The Board of Directors of CASA has interpreted UPMIFA as allowing CASA to appropriate for expenditure or accumulate so much of an endowment fund as CASA determines to be prudent for the uses, benefits, purposes and duration for which the endowment fund is established, subject to the intent of the donor as expressed in the gift instrument.

As a result of this interpretation, CASA classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by CASA in a manner consistent with the standard of prudence prescribed in UPMIFA.

Investment Return Objectives, Risk Parameters and Strategies

CASA has adopted an investment policy, approved by the Board of Directors, to create a balanced portfolio among several asset classes managing moderate levels of return with moderate levels of risk, while exceeding long-term inflation. Given CASA has no immediate intention of appropriating any assets for expenditure, there is currently no spending policy in place for the year ended June 30, 2017. However, management is currently in the process of establishing a spending policy that will be in accordance with UPMIFA. During this process, CASA will consider the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of CASA and (7) the investment policies of CASA.

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

NOTES TO FINANCIAL STATEMENTS

Note 7. ENDOWMENT FUNDS AND NET ASSETS (continued)

Endowment net assets composition by type of fund were as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2017				
Donor-restricted endowment funds	<u>\$ -</u>	<u>\$ 93,830</u>	<u>\$ 483,169</u>	<u>\$ 576,999</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2016				
Donor-restricted endowment funds	<u>\$ -</u>	<u>\$ 48,826</u>	<u>\$ 446,894</u>	<u>\$ 495,720</u>

Endowment net assets were as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2017				
Investments, beginning of year	<u>\$ -</u>	<u>\$ 48,826</u>	<u>\$ 446,894</u>	<u>\$ 495,720</u>
Net investment income	-	10,811	-	10,811
Unrealized gain	-	26,592	-	26,592
Realized gain	-	7,601	-	7,601
Total investment return	-	45,004	-	45,004
Contributions	-	-	36,275	36,275
Investments, end of year	<u>\$ -</u>	<u>\$ 93,830</u>	<u>\$ 483,169</u>	<u>\$ 576,999</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 7. ENDOWMENT FUNDS AND NET ASSETS (concluded)

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2016				
Investments, beginning of year	\$ -	\$ 43,688	\$ 413,664	\$ 457,352
Net investment income	-	11,309	-	11,309
Unrealized gain	-	1,641	-	1,641
Realized (loss)	-	(7,812)	-	(7,812)
Total investment return	-	5,138	-	5,138
Contributions	-	-	33,230	33,230
Investments, end of year	\$ -	\$ 48,826	\$ 446,894	\$ 495,720

Permanently restricted net assets consist of investment principal maintained in perpetuity. The income earned may be used to support operations.

In a prior year, CASA created a permanent endowment fund named in memory of one of CASA's strongest supporters, Mr. John Zahr. While the endowment principal will be permanently invested, the income from the endowment may be used to support the general operations of CASA; unless otherwise stated by the donor. Through the permanent endowment fund, donors who feel compelled to leave a legacy gift or otherwise invest in CASA's future will now have that opportunity.

Note 8. CONCENTRATION OF CREDIT RISK

CASA maintains its cash at various institutions insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per depositor at each financial institution. At June 30, 2017, CASA's uninsured cash balance totaled \$294,395 at one financial institution.

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

NOTES TO FINANCIAL STATEMENTS

Note 9. OPERATING LEASE COMMITMENTS

CASA has operating lease agreements for various office spaces in Plymouth, Dover and Keene, New Hampshire. These lease agreements require monthly rental payments ranging from approximately \$400 to \$1,000 and expire between December 2017 and August 2018.

There is currently no rent requirement other than utilities for CASA's Colebrook and Berlin offices. The estimated fair values of the monthly rental for these spaces are \$7,800 and \$6,600, respectively.

Minimum future commitments under non-cancelable operating leases are as follows:

<u>Year ending</u> <u>June 30,</u>	<u>Amount</u>
2018	\$ 20,042
2019	<u>866</u>
Total	<u>\$ 20,908</u>

For the years ended June 30, 2017 and 2016, rent expense was \$39,382 and \$41,139, respectively.

Note 10. RETIREMENT PLAN

CASA has a defined contribution plan covering all eligible employees. CASA makes no contributions to the plan, but employees may make contributions to the plan up to the maximum amount allowed by the Internal Revenue Code.

Note 11. SUBSEQUENT EVENTS

CASA has evaluated subsequent events through November 6, 2017, the date which the financial statements were available to be issued, and has not evaluated subsequent events after that date. No subsequent events were identified that would require disclosure in the financial statements for the year ended June 30, 2017.

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

FINANCIAL STATEMENTS

JUNE 30, 2018

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HESSION & PARE, PC

CERTIFIED PUBLIC ACCOUNTANTS

62 Stark Street, Manchester, New Hampshire 03101
603-669-5477 FAX 603-669-0197

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") (a nonprofit organization), which comprise the statements of financial position as of June 30, 2018 and 2017, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CASA's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of CASA as of June 30, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Hesum & Pae PC

November 5, 2018

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FINANCIAL POSITION

As of June 30, 2018
(with comparative totals for 2017)

ASSETS

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2018</u>	<u>2017</u>
Assets					
Cash	\$ 881,561	\$ 67,096	\$ -	\$ 948,657	\$ 538,207
Endowment investments in cash	-	-	22,872	22,872	26,917
Endowment investments	-	119,491	502,613	622,104	549,082
Sponsorships receivable	-	-	-	-	6,500
Grants receivable	27,227	-	-	27,227	48,755
Contributions receivable	-	-	-	-	1,000
Prepaid expenses	1,852	-	-	1,852	7,995
Property and equipment, net	1,112,442	-	-	1,112,442	1,140,910
Total assets	\$ 2,023,082	\$ 186,587	\$ 525,485	\$ 2,735,154	\$ 2,319,366

LIABILITIES AND NET ASSETS

Liabilities					
Accounts payable	\$ 55,716	\$ -	\$ -	\$ 55,716	\$ 54,336
Accrued expenses	89,409	-	-	89,409	84,567
Total liabilities	145,125	-	-	145,125	138,903
Commitments (see Notes)					
Net assets					
Unrestricted	1,877,957	-	-	1,877,957	1,598,602
Temporarily restricted	-	186,587	-	186,587	98,692
Permanently restricted	-	-	525,485	525,485	483,169
Total net assets	1,877,957	186,587	525,485	2,590,029	2,180,463
Total liabilities and net assets	\$ 2,023,082	\$ 186,587	\$ 525,485	\$ 2,735,154	\$ 2,319,366

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2018

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2018</u>
Public support				
Contributions	\$ 427,578	\$ -	\$ 42,316	\$ 469,894
Government grants	1,258,305	-	-	1,258,305
Fundraising events (net of costs \$84,814)	555,189	-	-	555,189
Private grants	229,373	90,000	-	319,373
Other income	21,534	-	-	21,534
In-kind donations	11,275	-	-	11,275
Total public support	<u>2,503,254</u>	<u>90,000</u>	<u>42,316</u>	<u>2,635,570</u>
Investment income, net of fees of \$5,071	<u>52</u>	<u>25,660</u>	<u>-</u>	<u>25,712</u>
Total public support and investment income	<u>2,503,306</u>	<u>115,660</u>	<u>42,316</u>	<u>2,661,282</u>
Net assets released from restrictions				
For satisfaction of program restrictions	<u>27,765</u>	<u>(27,765)</u>	<u>-</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>2,531,071</u>	<u>87,895</u>	<u>42,316</u>	<u>2,661,282</u>
Expenses				
Program services	1,876,133	-	-	1,876,133
Supporting activities				
Management and general	162,124	-	-	162,124
Fundraising	213,459	-	-	213,459
Total expenses	<u>2,251,716</u>	<u>-</u>	<u>-</u>	<u>2,251,716</u>
Increase in net assets	<u>279,355</u>	<u>87,895</u>	<u>42,316</u>	<u>409,566</u>
Net assets, beginning of year	<u>1,598,602</u>	<u>98,692</u>	<u>483,169</u>	<u>2,180,463</u>
Net assets, end of year	<u>\$ 1,877,957</u>	<u>\$ 186,587</u>	<u>\$ 525,485</u>	<u>\$ 2,590,029</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2017

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2017</u>
Public support				
Contributions	\$ 258,206	\$ -	\$ 36,275	\$ 294,481
Government grants	1,222,504	-	-	1,222,504
Fundraising events, net of costs of \$80,614	338,228	-	-	338,228
Private grants	202,203	-	-	202,203
Other income	25,427	-	-	25,427
In-kind donations	26,836	-	-	26,836
Total public support	<u>2,073,404</u>	<u>-</u>	<u>36,275</u>	<u>2,109,679</u>
Investment income, net of fees of \$5,115	<u>5,115</u>	<u>45,004</u>	<u>-</u>	<u>50,119</u>
Total public support and investment income	<u>2,078,519</u>	<u>45,004</u>	<u>36,275</u>	<u>2,159,798</u>
Net assets released from restrictions				
For satisfaction of program restrictions	<u>506</u>	<u>(506)</u>	<u>-</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>2,079,025</u>	<u>44,498</u>	<u>36,275</u>	<u>2,159,798</u>
Expenses				
Program services	1,629,669	-	-	1,629,669
Supporting activities				
Management and general	128,077	-	-	128,077
Fundraising	208,429	-	-	208,429
Total expenses	<u>1,966,175</u>	<u>-</u>	<u>-</u>	<u>1,966,175</u>
Increase in net assets	112,850	44,498	36,275	193,623
Net assets, beginning of year	<u>1,485,752</u>	<u>54,194</u>	<u>446,894</u>	<u>1,986,840</u>
Net assets, end of year	<u>\$ 1,598,602</u>	<u>\$ 98,692</u>	<u>\$ 483,169</u>	<u>\$ 2,180,463</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF CASH FLOWS

**For the Year Ended June 30, 2018
(with comparative totals for 2017)**

	<u>2018</u>	<u>2017</u>
Cash flows from operating activities		
Change in net assets	\$ 409,566	\$ 193,623
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	54,909	58,008
Net realized and unrealized (gain) on investments	(6,394)	(34,193)
Decrease (increase) in sponsorships receivable	6,500	(5,888)
Decrease (increase) in grants receivable	21,528	(16,114)
Decrease in pledges receivable	1,000	-
Contributions restricted for long-term investment	(42,317)	(36,275)
Decrease in prepaid expenses	6,143	1,272
Increase (decrease) in accounts payable and accrued expenses	6,222	(4,898)
Net cash provided by operating activities	<u>457,157</u>	<u>155,535</u>
Cash flows from investing activities		
Decrease in endowment investments in cash	4,045	1,206
Proceeds from sale of investments	184,108	85,420
Purchase of investments	(250,736)	(133,712)
Purchase of property and equipment	(26,441)	(17,600)
Net cash used in investing activities	<u>(89,024)</u>	<u>(64,686)</u>
Cash flows from financing activities		
Repayments on promissory note	-	(26,943)
Contributions restricted for long-term investment	42,317	36,275
Net cash provided by financing activities	<u>42,317</u>	<u>9,332</u>
Net increase in cash and cash equivalents	410,450	100,181
Cash and cash equivalents, beginning of year	<u>538,207</u>	<u>438,026</u>
Cash and cash equivalents, end of year	<u>\$ 948,657</u>	<u>\$ 538,207</u>
Supplemental disclosure of cash flow information		
Cash paid for interest	<u>\$ -</u>	<u>\$ 538</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2018
(with comparative totals for 2017)

	Program Services	Management and General	Fundraising	2018	2017
Payroll					
Salaries and wages	\$ 1,170,928	\$ 101,184	\$ 133,226	\$ 1,405,338	\$ 1,230,897
Payroll taxes	87,963	7,601	10,008	105,572	93,406
Total payroll	1,258,891	108,785	143,234	1,510,910	1,324,303
Other					
Insurance	124,895	10,793	14,209	149,897	138,725
Training	84,319	7,286	9,594	101,199	74,158
Depreciation	45,750	3,953	5,206	54,909	58,008
Travel	57,916	5,005	6,589	69,510	52,768
Office expense	59,395	5,133	6,757	71,285	51,971
Professional fees and contract labor	38,135	3,295	4,339	45,769	51,955
Service contracts	40,062	3,462	4,558	48,082	45,609
Rent	23,747	2,052	2,702	28,501	39,382
Repairs and maintenance	42,235	3,650	4,805	50,690	28,477
Telephone	17,203	1,487	1,957	20,647	19,510
Bank fees	9,923	857	1,129	11,909	14,634
Postage	12,021	1,039	1,367	14,427	13,345
Dues, memberships and subscriptions	11,336	980	1,289	13,605	12,590
Utilities	9,260	800	1,054	11,114	10,866
Meals and entertainment	10,030	867	1,141	12,038	9,536
Printing	6,358	549	724	7,631	9,110
Gifts and promotions	18,661	1,613	2,123	22,397	6,993
Conferences and meetings	5,620	486	639	6,745	2,422
Advertising	376	32	43	451	1,275
Interest expense	-	-	-	-	538
Total other	617,242	53,339	70,225	740,806	641,872
Total expenses	\$ 1,876,133	\$ 162,124	\$ 213,459	\$ 2,251,716	\$ 1,966,175

See notes to financial statements.

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

NOTES TO FINANCIAL STATEMENTS

Note 1. NATURE OF ACTIVITIES

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

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

CASA prepares its financial statements on the accrual basis of accounting; consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred. The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

Comparative financial information

The financial statements of CASA include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with CASA's financial statements for the year ended June 30, 2017, from which the summarized information was derived.

Use of estimates and assumptions

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

Basis of presentation and pronouncements

CASA accounts for contributions received and contributions made in accordance with generally accepted accounting principles promulgated in the United States of America (U.S. GAAP).

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence or nature of any donor restrictions. In addition, U.S. GAAP requires that unconditional promises to give (pledges) be recorded as receivables and recognized as revenues.

CASA prepares its financial statements in accordance with U.S. GAAP for not-for-profit entities. CASA is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted and permanently restricted. Descriptions of the three net asset categories are as follows:

Unrestricted – Undesignated net assets which are revenues not restricted by time or by outside sources.

Temporarily Restricted – Net assets that include gifts and pledges for which time and donor-imposed restrictions have not been met and also include the accumulated appreciation related to permanently restricted endowment gifts.

Permanently Restricted – Net assets that include gifts which require by donor restriction that the corpus be invested in perpetuity and only the income be made available for program operations in accordance with donor restrictions.

Fair value option

GAAP provides a fair value option election that allows organizations to irrevocably elect fair value as the initial and subsequent measurement attribute for certain financial assets and liabilities. GAAP permits the fair value option election on an instrument-by-instrument basis at specified election dates, primarily at the initial recognition of an asset or liability or upon an event that gives rise to a new basis of accounting for that instrument. CASA has elected the fair value option for contributions receivable.

Cash equivalents

For purposes of reporting cash flows, CASA considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments

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

Sponsorships receivable

Sponsorships receivable consist of amounts billed to event sponsors for events that have already occurred, but for which amounts have not yet been paid. CASA establishes its allowance for uncollectible accounts based on prior collection experience. There were no sponsorships receivable due at June 30, 2018. It is CASA's policy to charge-off uncollectible accounts receivable when management determines the receivable will not be collected. Management does consider a variety of factors, including risk characteristics of the selected accounts, number of days outstanding and current economic conditions.

Property and equipment

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

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

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

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Gifts, contributions and grants

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions.

All donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or a purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities and changes in net assets as net assets released from restrictions. Donor-restricted contributions whose restrictions are met within the same year as received are reflected as unrestricted contributions in the accompanying financial statements.

Donated goods and services

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

Functional allocation of expenses

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

Advertising costs

CASA charges advertising costs to operating expenses as incurred.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (concluded)

Income taxes

CASA is a not-for-profit organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code and is classified as other than a private foundation. However, certain unrelated business income is subject to federal taxation. For the year ended June 30, 2018, there was no liability for tax on unrelated business income. Accordingly, no provision for federal income tax has been recorded in the accompanying financial statements.

CASA is no longer subject to income tax examinations by U.S. Federal or State tax authorities for tax years before 2014.

Note 3. INVESTMENTS AND FAIR VALUE MEASUREMENT

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

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

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

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

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

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

NOTES TO FINANCIAL STATEMENTS

Note 3. INVESTMENTS AND FAIR VALUE MEASUREMENT (continued)

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

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

June 30, 2018	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 22,872	\$ 22,872	\$ -	\$ -
US equities	258,744	258,744	-	-
International equities	51,405	51,405	-	-
Fixed income	266,802	-	266,802	-
Other investments	<u>45,153</u>	<u>45,153</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 644,976</u>	<u>\$ 378,174</u>	<u>\$ 266,802</u>	<u>\$ -</u>
June 30, 2017	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 26,917	\$ 26,917	\$ -	\$ -
US equities	213,300	213,300	-	-
International equities	25,641	25,641	-	-
Fixed income	273,055	-	273,055	-
Other investments	<u>37,086</u>	<u>37,086</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 575,999</u>	<u>\$ 302,944</u>	<u>\$ 273,055</u>	<u>\$ -</u>
Valued on a non-recurring basis				
Contributions receivable	<u>\$ 1,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 3. INVESTMENTS AND FAIR VALUE MEASUREMENT (concluded)

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

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

Investment return is summarized as follows at June 30:

	<u>2018</u>	<u>2017</u>
Net investment income	\$ 19,267	\$ 10,811
Net unrealized (loss) gain	(9,547)	26,592
Net realized gain	<u>15,941</u>	<u>7,601</u>
	<u>\$ 25,661</u>	<u>\$ 45,004</u>

Note 4. PROPERTY AND EQUIPMENT

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

	<u>2018</u>	<u>2017</u>
Buildings and improvements	\$ 1,394,343	\$ 1,394,343
Furniture, equipment and software	<u>176,094</u>	<u>149,653</u>
	1,570,437	1,543,996
Less accumulated depreciation	<u>457,995</u>	<u>403,086</u>
Property and equipment, net	<u>\$ 1,112,442</u>	<u>\$ 1,140,910</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 5. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets are subject to restrictions stipulated by time or imposed by donors and consisted of the following at June 30:

	<u>2018</u>	<u>2017</u>
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 119,352	\$ 93,692
Program manager position	37,500	-
Feasibility study	15,000	-
Claremont office support	11,673	-
Generator	<u>3,062</u>	<u>5,000</u>
Total	<u>\$ 186,587</u>	<u>\$ 98,692</u>

Note 6. ENDOWMENT FUNDS AND NET ASSETS

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

The State of New Hampshire enacted UPMIFA effective July 1, 2008, the provisions of which apply to endowment funds existing on or established after that date. CASA adopted these provisions for the year ended June 30, 2009.

CASA's endowment is comprised of five named funds and includes donor-restricted endowment funds. As required by GAAP, net assets associated with endowment funds, including any funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

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

NOTES TO FINANCIAL STATEMENTS

Note 6. ENDOWMENT FUNDS AND NET ASSETS (continued)

The Board of Directors of CASA has interpreted UPMIFA as allowing CASA to appropriate for expenditure or accumulate so much of an endowment fund as CASA determines to be prudent for the uses, benefits, purposes and duration for which the endowment fund is established, subject to the intent of the donor as expressed in the gift instrument.

As a result of this interpretation, CASA classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by CASA in a manner consistent with the standard of prudence prescribed in UPMIFA.

Investment Return Objectives, Risk Parameters and Strategies

CASA has adopted an investment policy, approved by the Board of Directors, to create a balanced portfolio among several asset classes managing moderate levels of return with moderate levels of risk, while exceeding long-term inflation. Given CASA has no immediate intention of appropriating any assets for expenditure, there is currently no spending policy in place for the year ended June 30, 2018. However, management is currently in the process of establishing a spending policy that will be in accordance with UPMIFA. During this process, CASA will consider the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of CASA and (7) the investment policies of CASA.

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

NOTES TO FINANCIAL STATEMENTS

Note 6. ENDOWMENT FUNDS AND NET ASSETS (continued)

Endowment net assets composition by type of fund were as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2018				
Donor-restricted endowment funds	\$ -	\$ 119,491	\$ 525,485	\$ 644,976
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2017				
Donor-restricted endowment funds	\$ -	\$ 93,830	\$ 483,169	\$ 576,999

Endowment net assets were as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2018				
Investments, beginning of year	\$ -	\$ 93,830	\$ 483,169	\$ 576,999
Net investment income	-	19,267	-	19,267
Unrealized (loss)	-	(9,547)	-	(9,547)
Realized gain	-	15,941	-	15,941
Total investment return	-	25,661	-	25,661
Contributions	-	-	43,316	43,316
Other changes	-	-	(1,000)	(1,000)
Investments, end of year	\$ -	\$ 119,491	\$ 525,485	\$ 644,976

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

NOTES TO FINANCIAL STATEMENTS

Note 6. ENDOWMENT FUNDS AND NET ASSETS (concluded)

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2017				
Investments, beginning of year	\$ -	\$ 48,826	\$ 446,894	\$ 495,720
Net investment income	-	10,811	-	10,811
Unrealized gain	-	26,592	-	26,592
Realized gain	-	7,601	-	7,601
Total investment return	-	45,004	-	45,004
Contributions	-	-	36,275	36,275
Investments, end of year	\$ -	\$ 93,830	\$ 483,169	\$ 576,999

Permanently restricted net assets consist of investment principal maintained in perpetuity. The income earned may be used to support operations.

In a prior year, CASA created a permanent endowment fund named in memory of one of CASA's strongest supporters, Mr. John Zahr. While the endowment principal will be permanently invested, the income from the endowment may be used to support the general operations of CASA, unless otherwise stated by the donor. Through the permanent endowment fund, donors who feel compelled to leave a legacy gift or otherwise invest in CASA's future will now have that opportunity.

Note 7. CONCENTRATION OF CREDIT RISK

CASA maintains its cash at various institutions insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per depositor at each financial institution. At June 30, 2018, CASA's uninsured cash balance at one financial institution totaled \$573,768.

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

NOTES TO FINANCIAL STATEMENTS

Note 8. OPERATING LEASE COMMITMENTS

CASA has operating lease agreements for various office spaces in Plymouth, Dover and Keene, New Hampshire. These lease agreements require monthly rental payments ranging from approximately \$400 to \$1,000 and expire between December 2018 and August 2023.

There is currently no rent requirement other than utilities for CASA's Colebrook and Berlin offices. The estimated fair values of the monthly rental for these spaces are \$7,800 and \$6,600, respectively.

Minimum future commitments under non-cancelable operating leases are as follows:

<u>Year ending June 30,</u>	<u>Amount</u>
2019	\$ 29,378
2020	26,912
2021	12,000
2022	12,000
2023	<u>10,000</u>
Total	<u>\$ 90,290</u>

For the years ended June 30, 2018 and 2017, rent expense was \$28,501 and \$39,382, respectively.

Note 9. RETIREMENT PLAN

CASA has a defined contribution plan covering all eligible employees. CASA makes no contributions to the plan, but employees may make contributions to the plan up to the maximum amount allowed by the Internal Revenue Code.

Note 10. SUBSEQUENT EVENTS

CASA has evaluated subsequent events through November 5, 2018, the date which the financial statements were available to be issued, and has not evaluated subsequent events after that date. No subsequent events were identified that would require disclosure in the financial statements for the year ended June 30, 2018.



Appendix D

CASA/GAL Collaterals



CASA/GAL Volunteer Qualifications and Training Requirements

Qualifications:

Persons applying to be CASA volunteers must meet the following requirements:

- Minimum education requirement: high school degree or GED
- Oral and written communication skills
- Ability to relate to diverse people
- Basic understanding of children and families
- Confidentiality and objectivity

Training:

Persons qualifying to be CASA volunteers undergo three personal reference and three criminal background checks (State Police, Child Abuse Registry, Sex Offender). They then receive 40 hours of training in the following areas:

The CASA/GAL Volunteer Role

Offers a broad overview of the course agenda. Covers the role and responsibilities of the CASA/GAL volunteer. The activities in this unit are designed to establish an environment that is conducive to participation and learning.

The Law, the Child Protection System, and the Courts

Provides an historical review of child advocacy, the importance of confidentiality, information about how cases of abuse and/or neglect come to the attention of DCYF (Division for Children, Youth & Families) and a general overview of the juvenile court process. The activities of this chapter are designed to help the participants become more comfortable with the courtroom experience.

Cultural Awareness

Examines the dynamics of cultural differences. Participants examine values and how values determine how a culture meets and defines basic needs. Participants will identify their own values and relate those values to those of other cultures. Activities will give participants the opportunity to identify how language, class, and culturally bound values influence the recommendations concerning the child. Participants are encouraged to gain competence working cross culturally, identifying ways to become more sensitive to cultural diversity.

Understanding Families – Part 1

Focuses the CASA/GAL on strengths and resources within families and discusses risk factors (including substance abuse, domestic violence and mental illness) which influence the ways a family copes with change, crisis and stress. Activities in this chapter will help the CASA/GAL recognize personal values and maintain objectivity regarding risks for a child.

Understanding Families – Part 2

Discusses the impact of parental substance abuse, poverty and domestic violence on children. Participants will separate myths from facts about poverty. This chapter will also focus on the bond children have with their families. Activities in this chapter will help the participant focus on the feelings and fears of the children for whom they will advocate.

Understanding Children

Analyzes a child's needs, assesses age-appropriate behaviors, identifies behavioral signs of attachment and lack of attachment in children, recognizes typical reactions of children and their parents to separations and loss, examines a child's need for a safe and permanent home, identifies warning signs which might require professional assessment and/or intervention. Activities will focus the participant on child development and on any issues which might require professional assessment and/or intervention.

Communicating as a CASA/GAL Volunteer

Names the basic elements of communication, recognizes the importance of observation in gathering information about children and identifies the elements of a successful child interview, reviews important skills for building rapport and trust with a child, applies a collaborative approach to dealing with conflict, identifies different styles of dealing with conflict and revisits the concept of confidentiality.

Practicing the CASA/GAL Volunteer Role – Gathering Information

Reviews the process used to appoint a CASA/GAL volunteer to a case, creates and implements a strategy to gather information about a case, identifies the components of a successful interview and names community resources that might be effective in addressing the needs of a child.

Practicing the CASA/GAL Volunteer Role – Reporting and Monitoring

Systematically organizes information pertinent to a case, synthesizes information to write an effective court report, utilizes all of the above to make appropriate recommendations about the needs of a child, identifies strategies for testifying and presenting information in court effectively, practices the steps required to monitor a case from the dispositional order until the child is in a safe, permanent home. Activities are designed to help the CASA/GAL create an effective court report and gain confidence in presenting information to the court.

Pulling It All Together

Identifies strategies for self-care, identifies safety tips for volunteers; reviews the role of CASA/GAL program staff for volunteer supervision and support; reviews office procedures for case assignment, obtaining records, submitting court reports; revisits the need for an advocate for abuse and/or neglected children; wrap up.

Fostering Futures

All CASA staff and volunteers working with older youth are required to take a twelve (12) hour Fostering Futures Training. This curriculum was developed by the National Court Appointed Special Advocate Association and focuses on improving outcomes for older and aging-out youth (14-21 years of age) served by CASA/GAL volunteers.

Continuing Education:

CASA volunteers are required to earn 12 or more continuing education credit hours per calendar year.

Activities that earn these credits include, but are not limited to:

- CASA support group meetings.
- CASA in-service presentations.
- Related conferences (DYCF Conference, AG Conference on Domestic Violence, etc.)
- Related statewide opportunities through local programs providing assistance to families.

(For further information see attached brochure).

Evaluation:

CASA volunteers are evaluated by their Program Manager after their first six months, then one year, then annually.

(See attached form)

And Always . . .

CASA thanks you for your commitment to the children of New Hampshire and for everything you do *each and every day* to ensure these children grow up in safe, permanent homes.



CASA of New Hampshire •
P. O. Box 1327
Manchester, NH 03105-1327
800/626-0622
603/626-4600
speakup@casanh.org

Professional
Development
Requirements for CASA
Guardians Ad Litem



Professional Development and You

"Ordinary people doing extraordinary things." These words are typically used to describe Court Appointed Special Guardians. We are highly trained professionals from all walks of life who advocate for the best interests of children in abuse or neglect situations. As with other professional organizations, CASA of New Hampshire believes in



on-going professional development for its members. We are enthusiastic about the various ways our volunteers can strengthen their knowledge about families, the law, and the children they advocate for. CASA of New Hampshire's Professional Development Standards are in place in order to accomplish several goals:

- To ensure that each CASA continues his/her training each year and broadens his/her knowledge base about issues relevant to GAL work;
- To further strengthen the CASA program's assistance to courts statewide;
- To maintain compliance with the National CASA Association program standards.

Requirements

As part of their professional development beyond the Pre-Service Training, CASAs will make a commitment to earning 12 credits of on-going training each calendar year. For new CASAs, the number of credits would be pro-rated according to the number of months remaining in the year during which they completed training.

Types & Values

Credits can be earned in a variety of ways. Below is a listing of ways to earn credit and the verification required.

CASA Monthly Support Groups earn hour-for-hour credit. A two hour support group would earn two credits. Verification is provided through the sign-in sheet at the meeting.

CASA In-Service Training, held in the spring and fall, also earn hour-for-hour credit and will typically earn 5—8 credits for the attendee. Verification is provided through registration at the in-service.

DCYF Workshops. The Division opens its core training for social workers to CASA GALs on a space available basis. Half day workshops earn 3 credits; full day earn 6. A copy of the presenter's outline OR a certificate of attendance provided by the Division serve as verification.

Approved Conferences. These are the same conferences that CASA staff attend for professional development. One credit is earned for each hour of workshops attended. Approved conferences include, but are not limited to:

- National CASA Association Conference
- AG's Conference on Child Abuse & Neglect
- AG's Conference on Domestic Violence
- DCYF Annual Conference

- Foster Parent Conference
- Dartmouth-Hitchcock CHAD Conferences

Other Relevant Conferences: Some other types of conferences may be directly applicable to GAL work. For example, a medical conference, teacher workshop, legal conference, etc. A CASA may submit a copy of the workshop description to the Professional Development Team for review. If the conference is offering CEUs for the workshops, the number of CEUs will determine the number of credits applied.

Independent Research, E-Learning, and other formats: There are other ways individuals can earn credits as well. These include on-line training through CASANET.org, which provides an entire library of resources for advocates, reading of relevant books and periodicals, research of case-specific subjects, videos and DVDs, on-line excerpts from the National CASA Conference. Your CASA supervisor will oversee your independent research project and help to determine the amount of credit you will earn for these activities.



The Fostering Futures program engages CASA/GAL volunteers as advocates for and advisors to foster youth ages 14–21. The program is built around the framework of the Fostering Connections to Success Act, to help youth identify supportive, lifelong adult connections, and to develop specific plans for their transition to become independent, successful adults. A key principle of the training and work with older youth is the “possible selves” model, based on research out of the University of Michigan, to help young people achieve their full potential.

Tools for the Advocate:

- An Older Youth Needs assessment, focusing on education, employment, housing, life skills, mental/physical health needs, and relationships
- A goal-setting packet, based on the “possible selves” concept from the University of Michigan Institute of Social Research

Goals for the Youth:

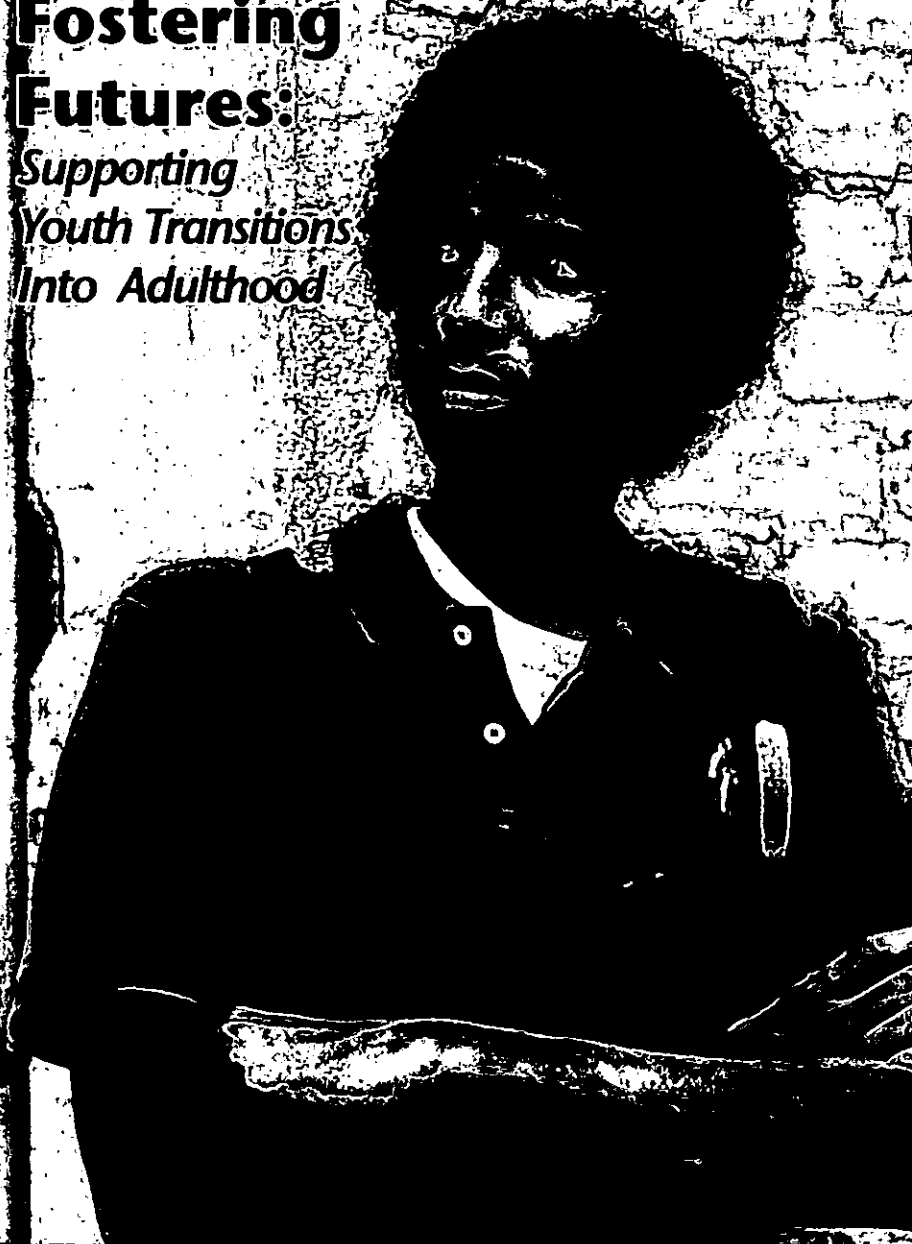
- A sense of permanence by connecting to at least one caring, committed adult who will be a long-term support
- Empowered to plan for their future and make choices that will positively impact their future years
- Confidence that their CASA/GAL volunteer will be a tenacious advocate to obtain needed services, and a trusted guide to help them navigate through important decisions

For more information:



Development of the Fostering Futures program was supported by a grant from the Walmart Foundation.

Fostering Futures: Supporting Youth Transitions Into Adulthood





CASA VOLUNTEER EVALUATION FORM

Name: _____
Period of Evaluation: _____
Total # of cases handled or hours contributed: _____
Program Manager: _____

Rating scale:

- 1 = needs improvement
- 2 = fair
- 3 = good
- 4 = very good
- 5 = superior
- N/A = not applicable

I. PROFESSIONALISM

- _____ Understands purposes and goals of CASA
- _____ Understands and complies with confidentiality in client relationships
- _____ Relates well with public
- _____ Exhibits poise in handling difficult situations
- _____ Exhibits sincere interest and enthusiasm towards clients and work

Comments: _____

II. RESPONSIBILITY

- _____ Reliable about schedule and time commitment
- _____ Completes assignments in a timely fashion
- _____ Pays attention to detail when necessary
- _____ Willing to take on assignments

Comments: _____

III. EFFECTIVENESS

- _____ Welcomes information or procedures that will make work more effective
- _____ Follows through on assignments
- _____ Willing to ask questions when in doubt
- _____ Uncovers and communicates all pertinent facts

Comments: _____

Benefits to staff from working with this volunteer are:

Benefits to program from this volunteer's skills, experience and knowledge are:

Additional Comments: _____

Signature of Program Manager:

Date: _____

Signature of Volunteer:

Date Reviewed: _____



CASA VOLUNTEER EVALUATION FORM Part B: Completed by Volunteer

Name: _____

Period of Evaluation: _____

Program Manager: _____

Rating scale:

1 = needs improvement

2 = fair

3 = good

4 = very good

5 = superior

N/A = not applicable

I. ORIENTATION AND TRAINING

_____ The goals and purposes of CASA were clearly explained

_____ The job description for your position was reviewed and procedures to be followed were explained

_____ Training was effective and provided the tools needed to perform the assigned tasks

Comments: _____

II. SUPERVISION

_____ Program Manager was available to you when you had questions or needed information

_____ Program Manager's attitude was one of professional regard

_____ Lines of supervision were clear

Comments: _____

Please respond to the following questions:

What other training or growth opportunities would you like to see offered?

What additional "tools" would make your work more effective and/or pleasant?

What are some suggestions or goals you would offer for the CASA program?

How could CASA improve its volunteer - staff structure and/or relationships?

Additional Comments: _____

Signature of Volunteer: _____

Date: _____

Signature of Program Manager: _____

Date: _____



Appendix E

Continuing Education for CASA Staff



TRAINING for CASA-N.H. STAFF

I. INITIAL TRAINING

All new CASA staff members, regardless of prior training and/or experience, are required to complete the program's forty (40) hour training program. Training commences at the outset of a new staff member's employment or as soon thereafter as possible.

In addition, all new volunteer, Program Manager staff members are required to attend CASA's three (3) hour training programs on permanency and on termination of parental rights/mediated agreements. Both of these trainings build on concepts that are introduced in the forty (40) hour training program.

II. CONTINUING EDUCATION

All CASA direct program staff members are required to attain at least twelve (12) hours of continuing education credits per year.

III. FOSTERING FUTURES

All CASA staff and volunteers working with older youth are required to take a twelve (12) hour Fostering Futures Training. This curriculum was developed by the National Court Appointed Special Advocate Association and focuses on improving outcomes for older and aging-out youth (14-21 years of age) served by CASA/GAL volunteers. It has been informed by the 2008 *Fostering Connections to Success Act* and is inspired by a model of youth advocacy and development called *possible selves*.

OBJECTIVES for the Fostering Future training:

- Older youth served by CASA/GAL volunteers trained with this curriculum will be more likely to set goals for their future and have clear ideas about how to achieve them.
- These youth will be empowered with practical knowledge such as how to schedule a doctor's appointment, find housing and engage in healthy relationships with family and friends.
- Older youth served by CASA/GAL volunteers trained with this curriculum will develop knowledge and skills to successfully transition to adulthood.
- CASA/GAL volunteers will be aware of the needs that older youth typically have and the resources within the local community to assist these youth.
- CASA/GAL volunteers will develop skills to assist the child in identifying permanent, caring adult connections, outside their family, to assist in sustaining their successful future.
- CASA/GAL volunteers who complete this curriculum will be better equipped to work alongside older youth in order to help them realize better outcomes than the unnerving statistics typical of youth who age out of the system.

IV. OTHER TRAINING

Staff training is considered an ongoing part of employment rather than a technical requirement. Consequently, additional training takes place in a variety of ways. Examples include guest speakers at support groups and staff meetings; and case reviews/issue discussion involving all CASA Program Managers, the program's staff attorney and program directors at the monthly staff meetings.

Another example is the New Hampshire program on a yearly basis having Program Manager representation at several annual conferences pertaining to child protection. These include conferences sponsored by CASA National, New Hampshire DCYF, and the N.H. Attorney General's Child Abuse and Neglect.

An especially important source of training is CASA's participation in state-wide initiatives that have a significant bearing on child protection cases. Over the years, this has included regular participation in the Court Improvement Project, the Greenbook Project, the Child Fatality Review Team, The Attorney Generals task Force on Child Abuse & Neglect, the mediated adoption/agreement committee, the Chief Justice's Commission on the Status of the Courts and the N.H. Guardian ad Litem Board.



Appendix F

CASA of NH Personnel Resumes



Resumes for CASA Personnel

- Marcia R. Sink, President and CEO
- Elizabeth Paine, Esquire, Senior Staff Attorney
- Caroline Delaney, PT Staff Attorney
- Diane Valladares, Recruitment Director
- Bernadette Melton-Plante, CASA/GAL Program Director
- Jonelle Gaffney, CASA/GAL Program Manager
- Marcia Allison, CASA/GAL Program Manager
- Kristyn Bond, CASA/GAL Program Manager
- Erin Boylan, CASA/GAL Program Manager
- Deborah Brenner, CASA/GAL Program Manager
- Pamela Carbee, CASA/GAL Program Manager
- Alicia Connors, CASA/GAL Program Manager
- Kathleen Devlin, CASA/GAL Program Manager
- Tessa Dyer, CASA/GAL Program Manager
- Jennifer Hollinrake, CASA/GAL Program Manager
- Jerry Larson, CASA/GAL Program Manager
- Steve Pruyne, CASA/GAL Program Manager
- Shiloh Remillard, CASA/GAL Program Manager
- Katie Ronzano, CASA/GAL Program Manager
- Jenny Sheehan, CASA/GAL Program Manager
- David Ball, Grant Writer
- Christine Brophy, Technology Director
- Carolyn Cote, Communications Director
- Christine Duhaime, Finance Director
- Molly Hill, Training Specialist
- Julia LaFleur, Development Assistant
- Johanna Lawrence, Community Outreach Coordinator
- Suzanne Lenz, Development Director
- Holly McCarty, Office Coordinator
- Joy Nolan, Operations Director
- Lucie Remillard, North Country Outreach Coordinator
- Kelly Smith, Director of Training
- Jessica Storey, Permanency Specialist
- Jami Wyman, Communications Assistant

Marcia Ressmeyer Sink, Ph.D. -- President and CEO
Court Appointed Special Advocates (CASA) of New Hampshire, Inc.

VITA

Native of New York, Marcia Sink is a former foster and adoptive parent with a bachelor's degree in Human Services and an Honorary Doctorate of Laws degree from St. Anselm College. She is the mother of three grown sons and lives in Manchester, NH.

PROFESSIONAL EXPERIENCE

Founder of the New Hampshire CASA program. Since 1988, Ms. Sink has worked diligently to develop and expand the CASA program to reach the goal set in 1989 – namely, to have CASA Guardian ad litem representation available to each and every child in the New Hampshire courts who has suffered abuse and/or neglect.

COMMITTEE MEMBERSHIPS

- Member NH Commission on Access to Justice
- Active member of the New Hampshire Attorney General's Task Force on Child Abuse and Neglect since 1991.
- Appointee to the New Hampshire Child Fatality Review Team since 1992.
- Member of the Advisory Board for the New Hampshire Court Improvement Project.
- Executive Committee member New Hampshire Model Court project.
- Chair Model Court subcommittee on Children & Youth in Court
- Active member National CASA Association Public Policy committee since 1994
- Former President of the National CASA Board of Directors.
- Former member Governor's Judicial Selection Commission.

HONORARY DEGREE

Doctorate of Laws and Letters from Saint Anselm College, Manchester, New Hampshire, at its 119th Commencement on May 19, 2012.

2013 graduate of Leadership New Hampshire.

AWARDS

- 2016 Child and Family Services, *Voice for Children Award*
- 2014, *Outstanding Woman in Business*, NH Business Review
- 2012, *Governor's Award for Volunteer Management*
- 2012 NH Partners in Service *Bruce E. Friedman Award*
- 2010, Manchester Women's Club *Athena Award*
- 2004, University of NH's *Granite State Award*
- 2001, New Hampshire Bar Association's *Frank Rowe Kenison Award*
- 1999, New Hampshire Women's Fund *NH Women of the Twentieth Century*
- 1999, Governor's Commendation
- 1997, National CASA Association *Kappa Alpha Theta Program Director of the Year*

- 1995, Greater Manchester Association of Social Service Agencies' *James B. Sullivan Human Services Leadership Award*
- 1994, *Attorney General's Task Force Award*
- 1993, Odyssey House's *Arthur E. Brady Jr. Award*

PROFESSIONAL ACCOMPLISHMENTS

Ms. Sink has led the CASA of New Hampshire organization to become a key participant in the state's juvenile court & child protection systems. Under her direction, CASA of New Hampshire has earned the respect of the members of US Congress, state legislators, the Office of the NH Attorney General, the Governor's office and other key decision makers. She continues to work closely with the state's judiciary to better serve children throughout New Hampshire.

CIVIC/Non-profit CONTRIBUTIONS

Trustee, The Mayhew Program, Bristol, NH

Church Council Member President (2014-2016) Gethsemane, Lutheran Church, Manchester.

Leadership New Hampshire Alumni, class 2013

OTHER

Professional Life Coach, certified by the Institute for Professional Excellence in Coaching (IPEC)
Justice of the Peace

PERSONAL

Running, gardening, spending time with her family and extended neighborhood family, as well as relaxing on the shores of the 1st Connecticut Lake in Pittsburg NH.

Elizabeth Paine



EDUCATION

University of Maine School of Law
JURIS DOCTOR

1989
Portland, Maine

Williams College
BACHELOR OF ARTS
Major: History of Ideas

1985
Williamstown, Massachusetts

Swarthmore College

Swarthmore, Pennsylvania 1981-1982

American Institute of Foreign Study

Evian, France 1980 - 1981

LEGAL WORK EXPERIENCE

Senior Staff Attorney
CASA OF NH, In-House Counsel for Non-profit Court Appointed Special Advocate Program.

2014-present

OVW Court Training Grant Project Director
OVW Court Training and Improvement Grant manager, Chair of Steering Committee, grant management and oversight.

2013- 2014

New Hampshire Circuit Court Domestic Violence Specialist
Violence Against Women Act (VAWA) grant funded position with the Administrative Office of the Court and Circuit Court. Duties include: serving as the VAWA Point of Contact for the Court System; grant writing, managing the Court's VAWA Project; revising statewide protocols for domestic violence; training for judges and staff on use of the protocols and forms; working with Court staff and representatives of Department of Safety on the design, and implementation, of the Protective Order Phase of J-ONE; serving as liaison between Office of the Administrative Judge and Governor's Commission Against Domestic and Sexual Violence; oversight of Circuit Court Domestic Violence Data Warehouse Project; work with Protective Order Registry contacts at the state and federal level; Project Coordinator COSCA grant for Criminal Bail Order creation, former member of the "Greenbook Project " Court Team.

1999- 2014

Project Consultant
NEW HAMPSHIRE DISTRICT COURT DOMESTIC VIOLENCE DATA COLLECTION PROJECT
Duties include coordination and supervision of Court based data collection project funded by the State Justice Institute. Responsible for grant writing, project funding and administration.

1997- 1999

STATEWIDE COORDINATOR
NEW HAMPSHIRE DISTRICT COURT DOMESTIC VIOLENCE COORDINATING COUNCIL PROJECT
Duties included acting as policy liaison between local volunteer councils, the New Hampshire District courts, the N.H.Governor's Commission on Domestic Violence, and state funding sources under the Violence Against Women Act. Responsible for grant writing and project funding.

1994-1997

Attorney
LAW OFFICE OF WILLIAM D. PAINE II P.A.
Oversight of office closure and wind up of the solo law practice of the late William D. Paine, II

December 1996 - June 1997
North Conway N.H.

Assistant County Attorney
MERRIMACK COUNTY ATTORNEY'S OFFICE
Special Prosecutor for Child Abuse and Sexual Assault: March 1991- July 1993.
General Felony Prosecution from July 1993 - June 1994.

March 1991- June 1994
Concord, N.H.

Associate Attorney
LAW OFFICE OF WILLIAM D. PAINE II P.A.
General Practice

July 1990- March 1991
North Conway, N.H.

Law Clerk
WESCOTT MILLHAM & DYER
General Practice

September 1989-May 1990
Laconia, N.H.

Intern Cumberland County Attorney's Office
Prosecuted misdemeanor and traffic offenses in District Court

1988-89
Portland, Maine

CASA Court Appointed Special Advocate
Cumberland County Superior Court, Cumberland, Maine

1987-1989

BAR ADMISSIONS

State of New Hampshire 1990
State of Maine 1990
New Hampshire Federal District Court 1991

PROFESSIONAL COMMITTEES AND COMMUNITY INVOLVEMENT

N.H. Guardian Ad Litem Board **2014-present**

New Hampshire Governor's Commission on Domestic Violence **1995- 2014**
Executive Committee Member, Public Education Committee- Chair 1999- 2002,
Domestic Violence Fatality Review Committee 1999-present, Chair 2010-present,
Conference Planning Committee, Protocol Committee,
Former member of the Supervised Visitation Committee,
Member of Attorney General's Task Force on Visitation, 2013- present.

Interagency Coordinating Council for Women Offenders **2006- 2014**
Vice Chair, Hiring Committee for Administrator of Women Offenders

Andover School District Moderator **2013-present**

Endowment For Health **2017-present**
Board of Directors

New Hampshire Public Radio **2017-present**
Board of Directors

Northern Forest Canoe Trail **2013-2016**
Board of Directors
Search Committee new Executive Director

New Futures, Board of Directors, Chair 2011-2013 **2007-2013**
Search Committee for new Executive Director
Policy and Advocacy Committee, 2007-2010

Andover Beacon **2008-2013**
Board of Directors

New Hampshire Supreme Court **2005-2007**
Commission on the Status of the Legal Profession

New Hampshire Commission on the Status of Women **2001-2007**
Vice Chair 2005-2007, Legislative Committee,

New Hampshire Charitable Foundation North Country Region Advisory Board Incorporator, Director, Chair	1996-2007
Leadership New Hampshire	2003-2004
Plymouth Domestic Violence Coordinating Council	1994-1996
New Hampshire Coalition Against Domestic and Sexual Violence Board Member, Legislative Committee	1994-1996
New Hampshire Bar Association Committee on Gender Equality	1992-1994

TEACHING EXPERIENCE

Police Standards and Training Council	2007
New Hampshire Bar Association DOVE Project	1996
University of New Hampshire Paralegal Certificate Program- Civil Procedure	1993
TASIS Cyprus, American History	1985

RELATED TRAINING

Circuit Court Judges Training <i>Presenter: Domestic Violence Data 2013</i>	June, 2014
Partnering For a Future without Violence <i>Presenter: Civil Protection Orders and Criminal Protection Orders: How they work and how are they different</i>	June, 2014
Circuit Court Judges Training <i>Presenter- Red Flags in Domestic Violence Homicides</i>	November, 2013
AmeriCorps Advocate Training <i>Faculty- Full Faith and Credit and Court Domestic Violence Protocols</i>	November, 2013
New Hampshire General Court <i>Presenter- Domestic Violence Fatality Review Data Report</i>	September, 2013
Partnering for a Future Without Violence <i>Presenter: Civil Protection Orders and Criminal Protection Orders: How they work and how are they different?</i> <i>Presenter: Domestic Violence and Stalking 101;</i> <i>Presenter: Firearms and Domestic Violence Law in New Hampshire.</i>	June, 2013
Department of Safety: Firearms Return in Criminal cases	April, 2013
New Hampshire Circuit Court <i>Presenter: Criminal Bail Orders</i>	September, 2012

New Hampshire 18th Annual Statewide Conference On Domestic and Sexual Violence Co- presenter: Domestic Violence Data Co-Presenter: Firearms and Domestic Violence Laws in New Hampshire Moderator: Labarre Fatality Review Workshop Moderator: Panel on Unequal Treatment	June , 2012
Circuit Court Clerks Meeting Presenter- The Protective Order Registry	September, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence Faculty- Civil Protective Orders and Criminal Protective Orders: How do they work and How are they different?	June, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence Faculty- The Protective Order Registry	June, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence Faculty- Domestic Violence Fatality Review Workshop	June, 2011
New Hampshire District Court Judges Conference Presenter-Qualifying Misdemeanor Crimes of Domestic Violence	January, 2011
Conference of State Court Administrators, New Orleans, LA Presenter- VAWA Point of Contact in the Courts,	November, 2010
Strengthening Firearms Protections: Improving the System-wide responses National Network to End Domestic Violence. Baltimore MD.	July, 2010
New Hampshire Fifteenth Annual Statewide Conference on Domestic and Sexual Violence Faculty- Full Faith and Credit and Criminal Bail Protective Orders	May 2009
AmeriCorps Victim Advocate Training Faculty- Full Faith and Credit and Court Domestic Violence Protocols	January, 2009
New Hampshire Department of Safety Agency, Terminal Coordinators Conference, Faculty- Criminal Bail Protective Orders	November 2008
Regional Training for Family Division Clerks on Domestic Violence Co-Presenter- Domestic violence refresher taught with NHCADSV staff	February- March 2008
Training for New Hampshire Coalition Against Domestic Sexual Violence PMC Presenter-Domestic Violence and Stalking Forms Revisions and Project Passport	December 2007
New Hampshire Thirteenth Annual Statewide Conference on Domestic and Sexual Violence Faculty- Revisions of NH's Civil Protective Order Forms, Extending Project Passport.	June 2007
Covering the Nation: Extending Project Passport Northeast/Great Lakes Meeting National Center for State Courts, Boston MA. Faculty	March 2007
Domestic Violence and Firearms: A National Summit on Community Safety New Hampshire State Team member	September 2006
New Hampshire Tenth Annual Statewide Conference on Domestic and Sexual Violence Faculty- presented on the New Hampshire Domestic Violence Registry	June 2004
New Hampshire Seventh Annual Statewide Conference on Domestic and Sexual Violence Faculty – presented on Grafton County Greenbook Project	June 2001
Elizabeth Paine-Resume	

STOP TA Fatality Review Conference <i>Faculty</i> -presented panel on Media and Fatality Review Teams	November 2000
New Hampshire Fourth Annual Statewide Conference on Family Violence <i>Faculty</i> -presented workshop on SJI Domestic Violence Data Collection Project	June 1998
New Hampshire's Third Statewide Conference on Family Violence <i>Faculty</i> and Conference Committee Member	June 1997
Association of Family and Conciliation Courts Facing Up to the Complexities of Family Violence: NO SIMPLE SOLUTIONS. Boston, Massachusetts	September 1996
Presented and facilitated workshops on New Hampshire's Domestic Violence Protocol Keene, Hampton, Berlin and Plymouth, N.H.	May- June 1996
Domestic Violence and Sexual Assault and the Legal System: A Conference for For Victim Advocates <i>Faculty</i> - Conducted a workshop on Domestic Violence and the District Court Protocol	May 1996
STOP Violence Against Women Grantees Conference, Washington D.C. One of three Representatives from New Hampshire	July 1995
New Hampshire's Second Statewide Conference on Family Violence, Conference Co-chair.	March 1995
Facilitated workshops on the Violence Against Women Act conducted by Bonnie Campbell. Moderator for a panel on weapons and VAWA.	March, 1995
National Council of Juvenile and Family Court Judges Workshop on Coordinating Councils. San Jose, California <i>Faculty</i> . Presented on data collection efforts in New Hampshire	February 1995
New Hampshire First Statewide Conference on Family Violence Waterville Valley, N.H. Conference Committee	May 1994
Career Prosecutor's Course. National College of District Attorneys' Houston, Texas.	June 1993
Courts and Communities: Confronting Violence in the Family. The National Council of Juvenile and Family Court Judges. Member of New Hampshire State Team	March 1993
Office of Juvenile Justice and Delinquency Prevention Training in Child Abuse Investigation and Exploitation	April and December 1992
National Center for Prosecution of Child Abuse. Basic Training for Child Abuse Prosecutors Hartford, Connecticut	June 1991
Abuse and Victimization in Life Span Perspective, Harvard Medical School & Children's Hospital, Boston, Massachusetts	April 1991

CAROLINE K. DELANEY, ESQ.



LEGAL EXPERIENCE

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE (CASA-NH)

Manchester, NH

Staff Counsel

September 2016-Present

Act as in-house staff counsel for CASA-NH staff and volunteers. Provide initial and on-going service training for staff and volunteers on the legal process in Abuse/Neglect (RSA 169-C), Termination of Parental Rights (RSA 170-C) and Mediated Adoption (RSA 170-B: 14) proceedings. Represent CASA-NH in court filing appropriate motions and memos of law. Review and edit reports submitted to Court by CASA-GAL's and prepare CASA-GAL's to testify as witnesses in court proceedings. Assist the President/CEO with personnel and other management issues including contract review.

New Hampshire Department of Revenue Administration (DRA)

Concord, NH

Revenue Counsel

March 2014 - September 2016

Served as general counsel to the DRA. Advised DRA Commissioner and administration on tax matters, and personnel issues. Managed all DRA litigation and represented DRA in administrative hearings. Managed DRA's administrative rule making process including testifying before legislative committees. Drafted and reviewed business contracts. Conducted department wide trainings.

Morrison Mahoney LLP

Manchester, NH

Associate

January 2009 - February 2014

Handled all aspects of varied insurance defense litigation including professional liability, premises liability and worker's compensation cases. Regularly advised insurance companies in the areas of New Hampshire insurance coverage and worker's compensation law.

Wiggin & Nourie, P.A.

Manchester, NH

Associate

Sept. 2006 – Oct. 2008

Attorney in Insurance Defense Practice Group. Attended hearings, mediations, depositions and drafted pleadings.

Law Office of John B. Schulte

Manchester, NH

Staff Litigation Counsel

March 1998 - Sept. 2004

Served as in-house trial attorney for Liberty Mutual Insurance Company. Represented Liberty Mutual insureds in automobile and premises liability cases in all state courts. Represented employers at the New Hampshire Department of Labor in worker's compensation hearings and appeals.

EDUCATION

Northeastern University School of Law

J.D. 1997

OTHER EXPERIENCE

Community Family Life Services

Grant Administrator/Casemanager/Outreach Coordinator

Washington, D.C.

Aug. 1992 – May 1994

Administered Department of Housing and Urban Development grant. Supervised six grant casemanagers and coordinated referrals. Provided case management to homeless families living in CFLS' transitional housing program working towards achieving self-sufficiency. Provided case management to families living in Washington D.C. city shelters.

The Jesuit Volunteer Corp

Emergency Services Coordinator/ Advocate for the Elderly

Washington, D.C.

Aug. 1991 – June 1992

Served low income families and seniors volunteering for two Washington D.C. social service agencies, The Northwest Settlement House and Community Advocacy and Referral for the Elderly ("C.A.R.E.").

MEMBERSHIPS

New Hampshire Bar Association

New Hampshire Women's Bar Association

Diane M. Valladares



EXPERIENCE

CASA of NH, Manchester, NH

November 2002 - Present

Training and Recruitment Coordinator for statewide non-profit volunteer guardian ad litem program, representing abused and neglected children in the NH court system. Recruit, screen and interview candidates to serve child clients, set training schedule, coordinate speakers. Increased retention of volunteers by 100% during my first year through monthly newsletters and educational conferences for volunteers. Daily tasks include maintenance of two volunteer databases (COMET and Gift Maker Pro), application processing, follow-up of volunteer inquiries, interview and class scheduling. Monthly budget and application reports for staff and Board, as well as press releases. Publish yearly calendar and business directory, as well as recruitment and retention materials. Maintain and update training manual for volunteers. Plan and execute two major volunteer events per year.

WHITNEY LAW OFFICES, Nashua, NH

January 2001 -June 2002

Paralegal Assistant for private law practice specializing in family, real estate, personal injury, bankruptcy and criminal law. Responsibilities included screening clients, maintaining calendar, case maintenance, research, interaction with court officers, client correspondence, billing, handling phones and mail.

DESIGNWARES, 206 Main Street, Nashua, NH, 03060

August 2000 - Present

Sales Consultant for upscale retail artisan boutique. Responsibilities include customer service inventory control, purchasing, maintaining mailing list database, merchandising. Currently work almost exclusively on maintaining the customer database for sales promotions.

BICENTENNIAL ELEMENTARY SCHOOL, Nashua, NH

September 1996 -June 1999

Educator, Grade 4. Created and implemented educational plans for heterogeneously grouped, inclusionary classes utilizing reading and writing workshop approach to integrated language arts, hands-on science and mathematics, and a class meeting approach to solving issues and problems. Served as PTO liaison.

CHARLOTTE AVENUE / BICENTENNIAL ELEMENTARY SCHOOL, Nashua, NH

September 1991 - January 1996

Special Education Paraprofessional Modified assignments and gave academic support within the classroom to students on individual education plans at the fifth and sixth grade level. Provided one-on-one, small group and whole class instruction. Administered various assessments (Woodcock-Johnson, K-TEA, TOWL) to individual students.

EDUCATION: Rivier College, Nashua, NH, 1996 B.A. Elementary Education
The Berkeley School, White Plains, NY - 1979, Secretarial Diploma

PROFESSIONAL AFFILIATIONS: Nashua College Club, Vice President
CASA of NH - Guardian ad Litem
NH Notary Public and Justice of the Peace

REFERENCES: Excellent references available on request.

BERNADETTE M. PLANTE

OBJECTIVE

To obtain a challenging full or part time position within the educational, childcare, or social services field that will fully utilize my diverse knowledge, education, and experience.

PROFESSIONAL PROFILE

Guardian Ad Litem, Court Appointed Special Advocate

- Excellent knowledge of Juvenile Court/Child Welfare System.
- Assisted in development of organizational policies for Guardian Ad Litem's & Staff.
- Represented organization at both state and local level.
- Supervision and Training of professional development of staff.
- Member of the Senior Management Team.
- Up-to-date on current industry trends with staff recruiting and development experience.
- Proven track record for providing quality client assessment, counseling, and referrals.
- Experience in networking with local/state agencies and grant writing.
- Ability to work productively both independently or as a cooperative team member.
- Solid background in designing/implementing new behavioral and vocational programs

Parent Child Mediation, City of Nashua, NH

WORK HISTORY

CASA (COURT APPOINTED SPECIAL ADVOCATE) OF NEW HAMPSHIRE (2001 - Present)

Senior CASA Program Manager (2008-Present)

- Court Diversion Program (2007-2009)
- Supervised Staff Supervisors in Colebrook, Berlin, Plymouth, Manchester and Nashua District and Family Courts to ensure effective service delivery to abused and neglected children.
- Acted as a liaison to all North Country, Lakes Region, Manchester and Nashua local offices of the Division of Children, Young and Families (DCYF).
- Developed and provided training standards for both Staff, Volunteers and Guardian Ad Litem's.
- Conducted performance evaluations of Staff.
- Valuable Professional of the Senior Management Team.

Supervisor of Guardian Ad Litem's (2001-2008)

- Recruited, screened, trained and supervised CASA Guardian Ad Litem Volunteers, providing 40 hour intensive training.
- Responsible for matching case's to appropriate Volunteer (all cases are abuse and neglect petitions filed through either District or Family Court).
- Co-managed all cases with volunteer, maintaining monthly supervision data in CASA database, provided data quarterly, or as needed, to Executive Director
- Ensured all Court Reports prepared by CASA/GAL are typed, edited, reproduced and delivered with the statutory time frames to court and all relevant parties.
- Acted as a liaison to Court Personnel.

NASHUA PASTORAL CARE CENTER INC, Nashua, NH (1996 -2001)

Emergency Assistance Outreach Director (1998 - 2001)

- Continuously handled a high-risk caseload, managed Annual Grants, and prepared statistical information for the United Way.
- Assisted in résumé writing and preparation for non-skilled working population.
- Developed job opportunities for professional, skilled, and non-skilled clientele.
- Represented organization as a public speaker at public relations events and fund-raisers.
- Managed 200 volunteers and coordinated annual Christmas Program, which served over 680 families.

Case Manager (1996 - 1998)

- Managed high-risk caseload working with women in recovery from addictions.
- Co-facilitated bi-weekly support group for women to empower and assist with integration into the community.
- Co-facilitated weekly parenting group for women in recovery.
- Facilitated educational, housing, and individual plans to become non-recipients of welfare.
- Developed close working relationships with educational personnel from local colleges, the City, and Welfare Department.
- Maintained up-to-date on local and state changes pertaining to welfare reform.

BIG BROTHERS/BIG SISTERS OF GREATER NASHUA, Nashua, NH (1996 - 1997)

Case Worker

- Handled caseload of 25 families and recruited/trained volunteers.
- Assisted in major fundraising projects and writing press releases.
- Provided sexual abuse prevention training to children, parents, and volunteers.
- Interviewed and screened adults and children for program eligibility.
- Aided in providing support groups for parents and volunteers, addressing parenting issues of elementary aged children to teenagers.
- Researched potential grant possibilities and represented organization at public speaking engagements.

EDUCATION

MELTON MOWBRY COLLEGE, Leicester, England

B.S. Degree Equivalent in Social Work & Child Welfare with additional post graduate study.

CONTINUING EDUCATION

NH Attorney General's Task Force Conference on Child Abuse & Neglect
PSNH Conference on Electric Utility Service for Low-income Families
Nurturing Families through Recovery, Coalition on Addiction, Pregnancy & Parenting
Intake & Assessment; Division of Children, Youth & Families
Working with Chronically Mentally Ill Patients, Manchester Mental Health
Juvenile Court Process; Div of Children, Youth & Families
Working with Sexually Abused Children; Division of Children, Youth & Families

Fetal Alcohol Syndrome, Rivier College, Nashua, NH
Dynamics of Child Abuse and Neglect within the Family; Division of Children, Youth & Families
Cultural Awareness, Rivier College, Nashua, NH
Assessment & Case Planning, Big Brothers/Big Sisters of America
Physical & Psychological Adolescent Changes
Mediating Divorce, Child Parent Mediation
Dealing with Domestic Violence
Community Conference; Division of Children, Youth & Families

REFERENCES ARE AVAILABLE ON REQUEST

Objective To obtain full time employment that would allow me the opportunity to continue to work with families and children in the social service spectrum by helping to assist in providing services to families in need.

Education **Southern New Hampshire University - Manchester, New Hampshire**
Bachelor of Arts in Psychology
Minor in Sociology, 2000-2004
Graduated Cum Laude

2002-2004: Treasurer of the National Honor Society for Psychology (PSI CHI)

Professional Experience

CASA of NH, Manchester, NH
(October 2009 to Present)
CASA Guardian Ad Litem Senior Program Manager

- Responsible for the recruitment, training, and on-going supervision of volunteer guardian ad litem assigned to abused and neglected children in the court system.
- Oversee seven program managers

Devereux Florida, Orlando, FL
(October 2008-September 2009)
Family Case Manager-Specialized Medical Unit

- Identified needs of and provided direct care services to families in meeting the specialized needs of medically involved or medically fragile children within the child welfare system
- Developed, implemented, and monitored family case plans and provided families with the necessary skills and motivation in order to meet the goals of the case plan to ensure child safety and well-being
- Determined the need for child removal, continued services, or termination of services based upon an expert child safety assessment
- Empowered and promoted self sufficiency of clients
- Wrote documents for the Court; including Shelter Petitions, Predisposition Reports, Judicial Reviews, Status Reports, and Case Plans
- Provided testimony to the Court and served as a liaison between the Department of Children and Families and the Court
- Provided clients with services, such as daycare and other referrals to community agencies for counseling and financial assistance
- Facilitated multi-disciplinary meetings to collaborate on ideas and suggestions to help families successfully meet the needs of their children
- Attended meetings with the legal department, foster care department, and the child protection team to make informed decisions regarding child safety and permanency planning
- Acted as a mentor to other workers within the service center

Devereux Florida, Orlando, FL
(June 2007-October 2008)
Family Case Manager

- Provided direct care services to families where some indicators of abuse, abandonment, or neglect issues have been identified
- Developed, implement, and monitored family case plans

- Determined the need for child removal, continued services, or termination of services based upon an expert child safety assessment
- Empowered and promoted self sufficiency of clients
- Wrote documents for the Court; including Shelter Petitions, Predisposition Reports, Judicial Reviews, Status Reports, and Case Plans
- Provided testimony to the Court and served as a liaison between the Department of Children and Families and the Court
- Provided clients with services, such as lower cost daycare and other referrals to community agencies for counseling and financial assistance.
- Attended meetings with the legal department, foster care department, and the child protection team to make informed decisions regarding child safety and permanency planning

**Key Program, Inc., Methuen, MA
(September 2006-June 2007)
Assistant Program Supervisor**

- Assisted the program supervisor in managing residential facility, including staff supervision and ensuring clients' treatment goals and needs are being met. Monitor program organization, client files, scheduling, and general program maintenance
- Utilized techniques from the Crisis Prevention and Intervention Institute to facilitate the de-escalation of clients who are in crisis
- Provided twenty-four hour on call support to residential caseworkers in ensuring clients' and staff's safety
- Utilized the Situational Leadership Model in providing formal and informal supervision to direct care staff with regards to their performance and professional development
- Facilitated client referrals, intakes, and discharge meetings

**Key Program Inc., Methuen, MA
(May 2004-September 2006)
Residential Caseworker**

- Supervised children (aged 12-18) in a residential setting on achieving their treatment plan goals, documenting their stay, managing behavioral problems, implementing consequences, and helping clients develop positive social skills and life skills
- Worked directly with families of various ethnicities and backgrounds to understand the families different needs
- CPR, First Aid, and CPI Certified
- Attended multiple trainings focusing on family works, juvenile justice, 51A reporting, common diagnosis (bi-polar, multiple personality disorder, ADHD, and schizophrenia)

Specialized Trainings and/or Certifications

- Certified Family Services Counselor (March 2008)
- Specific trainings as they relate to the following: Health and Information and Accountability Act (HIPAA), Code of Ethics, Medical Neglect, Child Abuse Prevention, Early Childhood Trauma, Domestic Violence, Supervising Visits for Sexually Abused Children, Educational Trainings, Drug Abuse, and other various trainings as they relate to the field of child welfare.

References available upon request

MARCIA J. ALLISON



Experience

CASA of NH – Manchester, NH (2009 – Present)

CASA Guardian Ad Litem Program Manager

Responsible for the recruitment, training, and on-going supervision of 60+ volunteer guardians ad litem assigned to abused and neglected children in the court system.

Center For English Studies - North Andover, MA (2008 - 2009)

Instructor - English as a Second Language

Teamed to develop and teach an English curriculum to an international community of students of varying ages and demographics.

Girls Incorporated of Greater Haverhill - Haverhill, MA (2005 - 2006)

Director of Child Care Services

Supervised a three person staff that provided direct care to girls aged 6 to 12, interviewed and hired staff/contract workers and managed the Department of Education's early education and nutritional contracts.

Eagle Tribune Publishing Company - North Andover, MA (2002 - 2004)

Editorial Assistant/Reporter

Generated two to three enterprise stories on a weekly basis across all subject areas through personal outreach and interviews, and was responsible for proofreading and copy editing.

Elder Services of the Merrimack Valley - Lawrence, MA (2001 - 2002)

Social Worker

Accountable for a large caseload of community work that included:

- Investigative reporting of elder abuse and neglect while assessing level of safety
- Preparing comprehensive written assessments and service plans for affected elderly clients
- Coordination of clients, service providers, court personnel and related professionals for the purpose of resolving abuse and neglect factors

Massachusetts Depart. of Children & Families - Haverhill, MA (1994 - 1999)

Social Worker

- Managed a caseload of 18 families providing supportive services, 45-day written assessments and working interventions through resolutions of child abuse and severe negligence issues
- Performed initial screenings and 10-day investigations of alleged abuse and neglect
- Led user-focused trainings and provided technical assistance for social workers and managers and was selected as office liaison for Family Net testing/training.

Education/Training

Juris Doctor – Massachusetts School of Law, Andover, MA-2015

CALI Award Winner – Juvenile Law – 2014

Mock Trial Advocacy Team Member – 2013-2014

Intern-John P. Morris, Attorney at Law, Salem, MA-2014

Bachelor of Social Work - Gordon College - Wenham, MA-1994

Paralegal Certificate - Northern Essex Community College - Haverhill, MA-2011

Community Volunteer

Camp Fireside, Incorporated - Barrington, NH

Board of Trustees - Chairperson

Responsible for board administration and support; program, product and service delivery; financial, tax, risk and facilities management; human resources management, community and public relations; fund raising and oversight of the alumni association.

References will be furnished upon request.

Kristyn Bond



Professional Experience

CASA of NH

Program Manager
Manchester, NH

March 2018-Present

- Supervise CASA GALs
- Review and approve court reports
- Represent CASA in court
- Plan and facilitate support groups for advocates
- Assist in facilitating new CASA training
- Work in the child's best interest

State of New Hampshire

Division of State Police – Marine Patrol
Staff Development and Training Specialist
Gilford, NH

October 2017-March 2018

- Train and develop trainings for officers
- Recruit and hire new officers
- Maintain training records
- Research up to date training practice and theory
- Manage online trainings

University of New Hampshire

Center for Professional Excellence in Child Welfare
Training Specialist
Concord, NH

September 2014-October 2017

- Liaison to DCYF District Offices
- Write and research curricula
- Ensure DCYF staff are meeting training requirements
- Keep up to date on DCYF practice model and core beliefs
- DCYF Conference Committee member

- Youth Advisory Board member
- Youth Action Pool facilitator
- Lead on the annual DCYF Teen Conference
- Extensive networking and relationship building with stakeholders
- Extensive research in child welfare topics
- Trainer to child welfare staff
- Extensive research on adult learning theories
- Fundraising
- Data tracking and analysis for curricula development

Orion House

Program Director
Newport, NH

April 2014-September 2014

- Fiscal, administrative, educational, and clinical duties
- Oversaw all aspects of program management
- Supervised staff
- Provided counseling to residents and families
- Provided in-depth conflict resolution to staff and residents

Granite State College

Curriculum Specialist
Education and Training Partnership
Concord, NH

January 2012-April 2014

- Developed and edited all curricula for the program (online and face to face)
- Identified new areas of training and course development needs
- Extensive curricula writing
- Extensive research
- Identified and guide content experts in various curricula
- Collaborated with DCYF and various state bureaus
- Researched various learning methodologies
- Trained individuals how to become trainers
- Developed knowledge checks for courses using Kirkpatrick's levels of evaluation
- Remained up to date of key theories and practices within the field
- Ensured all curricula reflected DCYF best practice

New England College

Kristyn Bond-Resume

Adjunct Instructor
Henniker, NH

January 2011-Present

- Courses taught: Juvenile Delinquency, Gang Culture, Overcoming Prejudice and Discrimination, and Deviance
- Write and develop curricula
- Teach college level students
- Ensure students are adhering to college level requirements
- Grade and evaluate assignments

Granite State College
Education and Training Partnership
Concord, NH

Contracted Trainer/Adjunct Faculty
Spring 2010-Present

- Train workshops for foster parents, adoptive parents, residential staff, and others
- Train a variety of courses on childhood trauma, challenging behaviors, the strength-based approach, the juvenile justice system, etc.
- Teach college level students
- Ensure students are adhering to college level requirements
- Grade and evaluate assignments

NFI North

Various Positions
December 2003-January 2012

NFI North
Bradford School
Bradford, NH

Program Director
September 2009-January 2012

- Fiscal, administrative, clinical, and educational duties
- Oversaw all aspects of program management
- Ensured the program was complying with the DOE and non-public school licenses
- Provided counseling to students and families
- Directly supervised all staff
- Chair of the NFI North Training Committee
- Trainer within the program and larger agency
- Taught classes when necessary
- Established and maintained experiential education opportunities for students
- Provided in-depth conflict resolution skills to students and staff
- Extensive report writing
- Ensured staff were meeting all training and educational requirements

NFI North
Midway Shelter
Bradford, NH

Program Director
January 2008-September 2009

- Fiscal, administrative, educational, and clinical duties
- Oversaw all aspects of program management
- Trainer within the Program and larger agency
- Provided in-depth conflict resolution to staff and residents
- Provided counseling to residents and families
- Directly supervised Assistant Program Director, Clinician, and Educational Coordinator
- Member of the NFI North Training Committee
- Extensive report writing
- Established and maintained experiential education opportunities for students
- Ensured staff are meeting all training requirements
- Provided solutions and guidance in all situations
- Graduate of the NFI North Leadership Academy
- Earned three separate agency awards

NFI North
Staff Development Partnership
Concord, NH

Training Coordinator
December 2006-January 2008

- Liaison to five DCYF District Offices
- Trainer of Related and Specialized trainings
- Created and maintained all training schedules and announcements
- Recruited, certified, and interviewed all current, and potential, members of the trainer pool
- Annual DCYF Conference committee member
- Oversaw all youth performance aspects of DCYF conference (including outreach, recruitment, coordination, and scheduling)
- Ensured DCYF staff are meeting training requirements
- Reviewed action plans, and give staff appropriate credit
- Earned award of recognition from larger agency

NFI North
Midway Shelter
Manchester, NH

Assistant Program Director
August 2005-December 2006

- Fiscal, administrative, and clinical duties
- Assisted Director in all program aspects
- Assisted Director with all of his duties
- Completed schedule for entire facility
- Oversaw Nutrition Management of program
- Oversaw petty cash and budgeting
- Provided in-depth conflict resolution to both staff and residents
- On call duties
- Assisted Director in the oversight of hiring/termination processes and disciplinary action
- Reviewed all paperwork sent to families, JPPO's, and courts
- Management team member
- Supervised Shift Supervisors and Direct Care counselors

- Conducted trainings at both program and agency levels
- Facilitated staff, management, and community meetings

NFI North

Midway Shelter
Manchester, NH

Family Service Worker

November 2004-August 2005

- Management team member
- On call duties
- "Counselor to the counselors"
- Liaison to families, JPPO's, lawyers, and staff members
- Communicated daily with residents and their families
- Conducted family mediation
- Conducted, and oversaw, family education
- Coordinated all transportation
- Coordinated schedule
- Conducted treatment plan meetings
- Facilitated staff, and community, meetings
- Helped to run program while Director and Assistant Director were on vacation
- Supervised Direct Care Counselors

NFI North

Midway Shelter
Manchester, NH

Shift Supervisor

August 2004-November 2004

NFI North

Midway Shelter
Manchester, NH

Direct Care Counselor

December 2003-August 2004

Education

Union Institute and University, Montpelier VT

Master of Arts: Urban Sociology and Anthropology

August 2009

Keene State College, Keene, NH

Bachelor of Arts in Sociology and Communication

2003

University of Ripon and York St. John, York England

International Studies (Study Abroad Program)

Fall 2001

Additional Certifications, Awards, Memberships, and Achievements

- Certified Professional Trainer through ASTD
- Certified administrator of the Golden Personality Type Profiler
- Certified at the National Gang Crime Research Center's 2005 Gang Specialist Conference
- Presenter at the 2007, 2008, 2009, 2010, 2011, and 2012 NAFI Conferences
- Presenter at the 2006, 2007, 2008, and 2010 NFI North conferences
- Presenter at the 2008 and 2010 Annual NERSC Conferences
- Alpha Kappa Delta (Sociological Honors Society) 2003

ERIN BOYLAN



Accomplishments

President of Family Support New Hampshire
SPARK NH Council Member - Vice Chair
Wellness and Primary Prevention Council
Positive Solutions for Families Trainer
Presenter at 2013 & 2017 Strengthening Families Summit
PIC Parent Advocate
National Child Passenger Safety Technician

Experience

Program Manager

August 2018 to Present

CASA of New Hampshire

Manchester, NH

- Supervise CASA GALs
- Review and approve court reports
- Represent CASA in court
- Plan and facilitate support groups for advocates
- Assist in facilitating new CASA training
- Work in the child's best interest

Family Support Service Coordinator

Jan 2012 to August 2018

Easter Seals Child Development & Family Resource Center

Manchester, NH

- Consults with Department of Health and Human Services, school personal, medical providers, and other local agencies to assist families in utilizing existing services and minimizing duplication.
- Acts as an advocate for and assists families in gaining services.
- Coordinates parent education, adult education, and other classes as needed.
- Evaluates, plans, designs, organizes, and directs program activities, either directly or through subordinates to meet the needs of the families served.
- Collaborate with other organizations to further the mission of the agency.

Lead Preschool Teacher

Sep 2008 to Dec 2011

Visiting Nurses Association

Manchester, NH

- Created and implemented developmentally-appropriate curriculum that addresses all learning styles.
- Promoted good behavior by using positive behavior interventions and supports method.
- Organized activities that developed children's physical, emotional, and social growth.
- Worked closely with center director, family support service coordinator, classroom teaching teams and other specialist.

Physical & Health Education Teacher

Aug 2006 to Jun 2008

Bishop Brady High School

Concord, NH

- Designs physical education and health curriculum in conjunction with department head.
- Maintained up-to-date lesson plans, and scope and sequence for all courses.
- Established positive relationships with students, parents, colleagues, and administrators.

- Kept accurate records of student performance, maintaining a confidentiality of student records and information at all times.
- Drafted letters of recommendation for students' college applications.

Paraprofessional
Kimball School - Concord, NH

Dec 2005 to Jun 2006

- Worked with special education staff and classroom teachers to implement and evaluate instructional programs and individual student progress.
- Conducted small group and individual classroom activities based on differentiated learning levels.

Kindergarten Teacher
The Learning Center at Concord Hospital

Aug 2002 to Aug 2005
 Concord, NH

- Used a variety of activities and instructional methods (songs, stories, media, structured games, art, outdoor activities etc.) to motivate and stimulate children's abilities
- Fosters cooperative social behavior through games and group projects to assist children in forming satisfying relationships with other children and adults.
- Observed and evaluated children's performance, behavior, social development, and physical health.
- Provided a variety of materials and resources for children to explore, manipulate, and use, both in learning activities and in imaginative play.

Education

MS, Sports Administration 2012
 Southern New Hampshire University - Manchester, NH
 Sports Administration

BS, Elementary Education 2002
 Elmira College - Elmira, NY
 Elementary Education

Additional Work Experience

Assistant Cheerleading Coach 2014 -2016
 Southern New Hampshire University - Manchester, NH

Head Cheerleading Coach 2009 - 2013
 Plymouth State University - Plymouth, NH

Head Cheerleading Coach 2002 - 2008
 Bishop Brady High School - Concord, NH

Certifications

NH Early Childhood and Family Mental Health Intermediate Credential
 NH Early Childhood Teacher Level 3
 New York State Provisional Teacher Certification

DEBORAH BRENNER

CORE STRENGTHS

- 13 years' experience counseling, educating and empowering adolescents and their families in meeting their individual academic, social and emotional goals.
- Certified Crisis Intervention Facilitator & Connect Suicide Prevention Interventionist Substance Abuse Prevention Coursework and application in small groups with teens
- Positive Behavior Intervention Support Leader- assessing students at risk academically, socially and/or emotionally making prompt referrals and outreach
- Supervised Masters and Bachelor Level Counseling Interns from area colleges and universities

CHILD-ADOLESCENT-FAMILY SERVICE

Program Manager | Advocate Supervisor
CASA of New Hampshire, Manchester NH

2018- Present

- Supervise, support and train volunteer advocates
- Collaborate with advocates by providing feedback regarding court reports and questions related to the abuse and neglect case they are assigned
- Connect volunteer advocates with caseworkers and service providers related to case assignment to solve case complexities
- Create and foster positive working relationships with volunteer advocates
- Mentor, guide and provide additional learning opportunities to volunteers as it relates to case specific topics and populations

Transitional Coordinator |Group Counseling, Community Outreach, Internship Coordinator
Second Start Alternative High School, Concord NH

2009-2018

- Applied William Glasser's Choice Theory and Change Model to educate teens on basic needs and the role specific behavior plays in meeting their individual wants and needs.
- Conducted programming that focused on alcohol and drug prevention, as well as classes that encourage students to resolve conflicts without leading to self-destructive means
- Piloted and implemented Project Renew (structured school-to-career transition planning and individualized wraparound process for youth with emotional and behavioral challenges)
- Consistently updated Individualized Student Transitional Plan using data collection and student/family led goals assessment
- Redesigned Transitional Services to include Social Emotional Learning and Extended Learning Opportunities and tied all curriculum to State of NH Career and Guidance Frameworks
- Spearheaded and secured Free and/or Reduced Federal School Lunch partnership between Second Start and Concord School District
- Streamlined and Partnered with Concord High School to ensure our mutual student population gained equal access to Transitional Course knowledge and soft skills
- Identified and successfully resolved student concerns through prompt problem resolution and coaching
- Acquired Goodwill Neighbor Helping Neighbor Grant wherein students and families at or below poverty level access vouchers for clothing and household items
- Recruited, developed and supported partnerships with businesses, agencies and organizations partnerships in the Concord community

School Counselor- Middle and High School**Goffstown School District****2008-2009****Franklin School District****2005-2008**

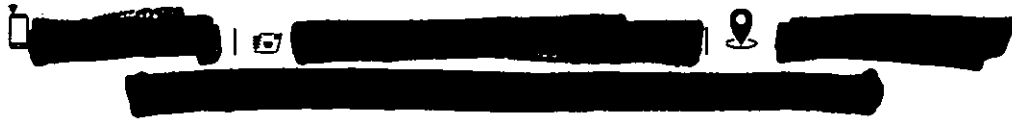
- Consulted with all administrators, department heads and alternative programming to assess student needs and modified programming accordingly.
- Developed and independently initiated College Planning Summer Program and gained financial support from Casey Family Services resulting in an increase in Senior and Junior college application completion.
- Recognized and provided intervention and assessment of student mental health needs and assisted students and families with resources available in their community
- Fully supported a caseload of approximately 150 students regarding social emotional well-being and academic success
- Partnered with Franklin Substance Abuse Awareness Committee, Mental Health and Schools Together and additional outside agencies to foster increased awareness of services available within the Franklin community
- Chaired FHS Scholarship Committee-consistent communication and updates ensuring both donors and student/family needs met through awarded funds
- Communicated clearly and directly with local businesses, residents, and statewide agencies to ensure students gained equal access resources
- Managed student records as mandated by law and regulatory guidelines
- Tracked and documented individual student planning and provided academic counseling
- Testing Administration and organization for grade level achievement testing

COMMUNITY MENTAL HEALTH EXPERIENCE**Residential Specialist, Riverbend Community Mental Health Center****2002-2003**

- Planned creative, recreational and social activities to involve clients in the local community
- Used motivational interviewing techniques to gain perspective on residential clients desire to improve his/her activities of daily living
- Distributed and followed federal guidelines for medication distribution to clients

EDUCATION**B.S. Psychology****05/2002****Colby-Sawyer College****Counseling- Masters School Counselor****08/2005****University of New Hampshire**

Pamela M. Carbee



SKILLS

- Non-profit Management
- Grant Management
- Fundraising
- Project Management
- Recruitment & Retention
- Public Speaking & Outreach
- Presentation & Curriculum Development
- Social Media & Web Updates
- Inter-Agency Relations
- Research, Writing & Editing
- Independent & Team Oriented

EDUCATION

Southern NH University

Graduate Certificate - Community
Mental Health and Substance Abuse
Services for Children, Youth, & Families

Courses:

- Human Development & Research Methodology
- Counseling & Guidance with Children
- Mental Health Group Counseling & Psychotherapy
- Child & Adolescent Counseling
- Behavioral Mental Health
- Helping Relationships
- Community Resources and Rehabilitation
- Diagnosis and Assessment
- Clinical Skills I & II: Integrated Community Mental Health Treatment for Children, Youth & Families
- Social and Cultural Foundations
- Career & Lifestyle Development

Granite State College

BS, Behavioral Science

Courses:

- Perspectives of Human Personality
- Fundamentals of the Helping Process
- Educational Psychology

WORK EXPERIENCE

CASA of New Hampshire | Manchester, NH

CASA Program Manager

2019 – Present

- Adhere to all policy, protocol and procedures adopted by CASA of NH.
- Ensure that all court case data and files are accurate and up to date.
- Act as liaison to court personnel, DCYF and other strategic partners.
- Assist in interviewing & screening advocate applicants.
- Coordinate and participate in advocate support groups and in-service trainings.
- Provide coaching/supervision and support to advocates.
- Maintain current monthly supervision data in CASA database.
- Coordinate case coverage as needed during CASA absence.
- Conduct performance evaluation of assigned advocates.
- Review and edit court reports and ensure that they are delivered in a timely manner to the court and all relevant parties in the case.
- Assist advocates in developing skills to enable them to discover answers for themselves and improve their performance.

Southern NH Services | Manchester, NH

Workplace Success Program Coordinator

2017 – 2019

- Assisted participants in completing vocational assessments and developing Career Pathway Plans.
- Provided career guidance, educational counseling and support services as needed to participants.
- Delivered programming to assist participants in gaining the job skills necessary to obtain employment.
- Used evidence-based practices including motivational interviewing to create individualized career plans based on participants' strengths.
- Completed casework documentation, extensions and track participant accomplishments to ensure compliance with NHEP requirements.
- Facilitated and support participants' engagement in the use of other community resources while assisting them in resolving obstacles to participation.
- Recruited and maintained relationships with community partners to provide programming and services with center staff in-house or via Zoom Trainings.

Home Visitor/Family Worker

2016 – 2017

- Successfully coordinated all training and meeting logistics, including registration, presentations and handouts.
- Reviewed and revised the Media Literacy for Safe & Healthy Choices Curriculum.
- Increased organization visibility through social media and marketing campaigns.
- Developed procedure and training manuals to ensure staff expectations are clear in regards to performance and specific processes to be followed.
- Recruited and trained new staff, AmeriCorps VISTA's and interns.
- Coordinate workflow among staff, VISTAs and interns.
- Coordinated and participated in the grant application process, including creating budgets, ensuring funds are spent as allocated in the grant, and generating reports.
- Responsible for purchasing office/training supplies and equipment.
- Answered queries of stakeholders, media and other organizations regarding the agency's policies, materials, and services.
- Created and maintained respectful partnerships with families.
- Delivered health, educational, nutritional and child growth and development information to parents via weekly meetings in the family home.
- Coordinated with parents to ensure that well-child exams, immunizations, health screenings, and nutrition assessments are complete and necessary follow up occurs.
- Assisted and supported families in locating resources and scheduling appointments with community resources that best meets their needs.
- Coordinated with community partners to provide appropriate services to the family.

Media Power Youth | Manchester, NH

Administrative Coordinator- Executive Assistant 2010 – 2015

Managed office operations to ensure efficiency and productivity. Prioritized and delegated tasks, managed all projects and provided motivation and direction to create a positive work environment and ensured accurate on-time completion.

NH Coalition Against Domestic & Sexual Violence | Concord, NH

Sexual Assault Nurse Examiner (SANE) Program Assistant

2002 – 2011

- Managed office operations to ensure efficiency and productivity.
- Created and distributed informational & training brochures, newsletters and other publications.
- Recruited Nurses for the SANE Program and ensure they meet training requirements and currency of practice.
- Program research and development.
- Provided technical assistance in regards to the NH Sexual Assault Evidence Collection Kit protocol and sexual assault database tracking, as well as other provider needs.
- Handled sensitive and confidential information with discretion.
- Created and maintained the SANE Internship, including the oversight of all interns.
- Facilitated all meeting and training logistics.
- Developed, formatted, & maintain all program databases

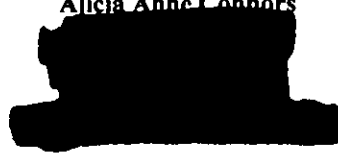
COMMITTEES/COMMUNITY SERVICE

Weed & Seed Steering Committee Member | Community Organization | Manchester, NH

Manchester's Weed & Seed strategy is a community-based multi-agency approach to law enforcement, crime prevention and neighborhood restoration with the intent to control violent crime, drug trafficking, and drug-related crime in designated elevated-crime neighborhoods.

Pamela Carbee-Resume

Alicia Anne Connors



EXPERIENCE

- January 2018 to Present** **Program Manager, CASA NH.** Recruit and supervise CASAs for Lebanon, Newport, Claremont and Haverhill regions. Offer monthly group meetings for volunteers to advocates to deepen understanding of the CASA role and to offer support for their cases. Work collaboratively with DCYF, the courts and other agencies to work for the best interest of the child who has been abused and/or neglected.
- December 2014 to 2017** **Regional Coordinator for Guardians ad Litem, Windsor and Orange Counties, VT.** Recruit, train, support and provide outreach for 100+ guardians whose role is to advocate and empowerment to children in the judicial system. (part time)
- September 2014 to May 2015** **Co-Teacher, UVM Child Welfare Partnership, Burlington, VT.** Co-facilitated foster and adoptive children series of trainings in Hartford in coordination with Vermont DCF and UVM. (part time program offered twice yearly)
- November 2012- Sept. 2014** **Good Beginnings of Sullivan County, Claremont, NH. Parent Educator.** Provide education, resources, supervised visitation to parents and vulnerable children in NH using *Growing Great Kids* curriculum and other parenting tools.
- April 2011 to April 2012** **Irish Pastoral Centre, Dorchester, MA. Executive Director.** Manage non-profit with mission to serve Boston Irish immigrant population. Program oversight of two senior programs, mom & tot program, immigration and advocacy Program, prisoner visitation, family and social outreach, bereavement group, pre-Cana group, jobs and housing. Fiscal management of budget of \$400,000; overall fundraising, events management, report to funders such as the Department of Foreign Affairs in Ireland; supervision of staff of 5 and volunteer corps of 75; facility management.
- July 2008 to April 2011** **WISE (Women's Information Service), Lebanon, NH. Development Director.** Develop long-range plan, short-term goals and strategies to meet the financial goals with Board members and Executive Director. Seek sources of new funding and apply for federal, state, United Way, and private foundation grants; design and implement direct mail program, special events and major gifts to increase revenue. Commit to social change activism and critical thinking regarding the root causes of violence against women and violence in our community.
- 1979 to 2008** Advancement professional for numerous non-profits
Sept. 2006-Dec. 2008 **GREEN MOUNTAIN HORSE ASSOCIATION, Woodstock, VT.**
Campaign Manager.
April 2008-Dec. 2008 **HARVARD DIVINITY SCHOOL, Cambridge, MA. Major Gifts.**

Sept. 2005- June 2006	THE PUTNEY SCHOOL , Putney, VT. Asst. Director of Development, Director of Annual Giving and Interim Director of Development.
August 2001-Aug. 2004	DARTMOUTH COLLEGE , Hanover, NH. Director of Research.
October 2000-2001	Senior Consultant for RPA, Inc., Williamsport, PA and Self-employed consultant.
August 1998-October 2000	LEHIGH UNIVERSITY , Bethlehem, PA. Executive Director of Development Operations.
1991-1998	RADCLIFFE COLLEGE , Cambridge, MA. Director of Development Operations.
1979-91	HARVARD BUSINESS SCHOOL , Boston, MA.
1989-91	Consultant to Development Office and Baker Library.
	HBS Development Office.
1985-89	Development Information Coordinator.
1979-85	Gift Processing Coordinator.

EDUCATION

DARTMOUTH COLLEGE. Hanover, NH.
Master of Arts Liberal Studies (MALS) Cultural Studies, 2010.

BOSTON COLLEGE. Chestnut Hill, MA.
Bachelor of Arts degree cum laude (1979) Double major in French and Sociology.
Attended Master's Program in Pastoral Ministry (2011-2012)

UNIVERSITE de NICE. Nice, France. Advanced Studies in French (1978) through University of Vermont Overseas Study Program.

HARVARD UNIVERSITY. Boston, MA.
Attend seminars for career development: Interpersonal Skills in Management; Development and Management of Human Resources, Technical Writing; Creative Criticism; Interviewing for Personnel Selection; Management Development Program.

LEHIGH UNIVERSITY. Bethlehem, PA.
Attend workshops: Interactive Management series; Managing as Mentors; Who Moved my Cheese; Learning the Institution; Intro to LUIR Systems; ACCESS; Dow Jones Interactive; Lexis-Nexis; BANNER; Powerpoint; Franklin Covey Time Management Program.

DARTMOUTH COLLEGE. Hanover, MA.
Attend seminars: Learning the Institution; Motivating Staff; Stephen Covey's Seven Habits for Highly Effective Leaders; Effective Presentations; Core Values training.

NON-PROFIT

Coalition for Irish Immigration Centres. Past Board member.
CARE, Atlanta, GA. Vt. Volunteer leader in 2014, 2015 to advocate on Capitol Hill on three top priorities: crisis in Syria and to end violence against women and for food safety. .

Past Volunteer for Selamta Project of Human Capital Foundation, Norwich, VT. Worked in orphanage in Addis Ababa, Ethiopia for 5 weeks. (2009)

ADDITIONAL

Board member, Vermont Foster Family Association (VFAFA)
Former Foster Parent for 10 year old boy. Trained and licensed foster parent.

Former Bears Cub Scout Leader, Hartland, VT.

Upper Valley Leadership Institute, Certificate, 2011.

Certified in CPR/AED.

Past certification as domestic violence crisis line advocate.

Certified Aquatic Aerobics Instructor.

November 2004- Sept. 2005 **SIMON PEARCE, INC.,**

Quechee, VT and Hanover, NH. Retail Manager.

Child and Family Related Trainings

National Alliance of Children's Trust and Prevention Fund, 2013

✓ *Parental Resilience*

✓ *Knowledge of Parenting and Child Development*

✓ *Social Connections*

✓ *Social and Emotional Competence in Children*

Growing Great Kids (GGK)

✓ *40 hour training, 2013*

✓ *Integrated Strategies for Home Visiting Seminar, 2013*

Healthy Families America, (HFA) 2013

✓ *Preparing Moms for Birth and Beyond*

✓ *Keeping Babies Healthy and Safe*

✓ *Fostering Infant and Child Development*

✓ *Coaching and Positive Parenting Strategies*

✓ *Preventing Child Abuse*

✓ *Addressing Domestic Violence*

✓ *Optimizing Your Effectiveness as a Parent Educator*

✓ *Promoting Mental Health*

✓ *Recognizing Post-Natal Depression*

KIPS

✓ *Keys to Interactive Parenting Scale training*

Dartmouth Childcare Project, 2015

✓ *Completed 32 hours of training*

Strengthening Families Summit, 2013

Hardy Girls, Healthy Women, 2014

✓ *Moving Beyond Mean Girls*

University of Vermont, Child Welfare Training Partnership

✓ *First Steps: Foster Care training, 2011*

✓ *Foundations in Foster Care, 2012; Co-Facilitator in 2014, 2015*

✓ *Fostering Forever, 2013; Co-Facilitator in 2014, 2015*

✓ *Sexual Behavior in Children and Adolescents, 2013*

✓ *Professional Development Day: Circle of Courage, 2015*

Vermont Foster and Adoptive Family Association (VFafa)

v Attended Annual Conference in 2013, 2014, 2015

**NH Department of Health and Human Services, Bureau of Drug
and Alcohol Services, 2014**

v Families and Addiction

Quit Now, 2013

v Smoking Cessation and Intervention Training

University of Massachusetts and Boston Housing Authority, 2013

v Essentials for Healthy Home Practitioner's Course

SHARP and Local Continuum of Care

v Housing 101 for Service Providers, 2013

WISE, 2011

Crisis Advocate Training and Certification

DHMC

v Home Visitor Injury Prevention

State of Vermont Division of Family Services

***v Zero to Six Conference: Applying the Developmental Perspective to
Achieving Safety for our Most
Vulnerable Children, 2015***

State of Vermont Judiciary, 2015

v Discrimination

v Harassment in the Workplace

v Planning and Court Services Team Building and Recognition

v Sensational Customer Service

v Court Staff Communication

v Electronic Communications Policy

v Ergonomics

v Judge/Clerk Relationship

v Emergency Procedures

v Other Emergencies

v Code of Conduct

v Navigating VTHR

v Personal Safety and Security

v GAL Role in Juvenile Delinquency and Jurisdiction of Older Youth

CARE

***v Attended National Conference in Washington DC and lobbied
Congress 2012, 2014, 2015, 2016***

Save the Children

v Attended National Conference in Washington DC, 2013

Winter 2018

Kathleen Devlin



SUMMARY: Friendly, self directed, organized professional with strong written and verbal communication skills. Possesses significant administrative and social work experience with children/youth and families.

SKILLS: Microsoft Word; Excel; PowerPoint; Outlook and Internet Navigation.

CURRENT AND PAST ADMINISTRATIVE / SOCIAL WORK EXPERIENCE:

Supervision

- Directly supervise/train CASA/GAL volunteers that advocate for the best interest of children within the juvenile court system.
- Directly supervised/trained nine management staff and provided general oversight for thirty department staff/volunteers for health and nutrition services department.
- Directly supervised/trained twenty Parent Aide / MIMS staff.
- Directly supervised/trained twenty-eight Family Day Care Home Providers.

Management / Organization

- Manage assignment and monitoring of CASA/GAL cases for two counties.
- Managed six program budgets within health and nutrition program department.
- Facilitated all aspects of three national senior anti-hunger annual training conferences as part of national volunteer Board of Directors.

Social Work

- CASA/GAL casework supervision for court appointed child protective cases.
- Group facilitator for teen section of family centered group through school system.
- Parent Aide working directly with DCYF caseworkers, school officials, therapists, foster parents, parents, Guardians Ad Litem and other case related contacts.
- Family Day Care Protective Social Worker dealing directly with parents, Family Day Care Providers, MA DSS workers, schools, therapists and other professionals.

PROFESSIONAL EXPERIENCE:

CASA of NH – Manchester, NH
Program Manager, Cheshire & Sullivan Counties

2014 - Present

Southern New Hampshire Services, Inc. – Manchester, NH
Director Community Health and Nutrition Services

1997 – 2014

Jaffrey-Rindge School District – Jaffrey NH Families Matter Teen Group Facilitator	1996
Area Agency for Developmental Services of Greater Nashua, Inc. Community Projects Coordinator/Development Consultant	1994 – 1996
Monadnock Developmental Services – Keene NH Assistant Parent Aide Coordinator/Parent Aide	1991 -1994
Guild of St. Agnes Day Care Services – Worcester MA Family Day Care Coordinator / Protective Services Social Worker	1984 -1991
Montachusett Opportunity Council, Inc. – Gardner, MA Child Protective Supportive Services Social Worker	1984

EDUCATION:

Worcester State College – Worcester, MA Masters – Human Services Management	1991 – 1995
Anna Maria College – Paxton, MA Bachelor's Degree - Social Work	1979 – 1983

Reference furnished upon request

Tessa Dyer

Objective

Accomplished youth development professional with a proven ability to build and manage successful programs. Dedicated, caring, and career minded individual seeking fulfilling work in which I can make a positive difference in someone's life.

Professional Experience

June 2006 - Present CASA of NH Manchester, NH
Program Manager

Recruit, Train, and Supervise volunteers who serve in the Merrimack County Area as Guardian Ad Litem for abused and neglected children whose families are involved in the Court system.

May 2000 – June 2006 Concord Boys & Girls Club Concord, NH
Unit Director

Manage daily operation of a Club with an after-school membership of 100 children ages 6-12 and 6 part-time staff. Plan and implement programs and activities for children that foster a sense of belonging, usefulness, influence, and competence. Participate in meetings between school staff, parents, and other agencies regarding the well-being of children who are clients. Manage daily operation of a summer day camp program of 120 children and 23 staff. Compile weekly, monthly, and yearly statistical reports. Collaborate on several partnerships with other child serving agencies and schools. Assist in developing budgets for the overall program. Ensuring that operations stay within the budget.

- Increased Club membership from 40 to 100, with a daily attendance increase from approximately 20 children to 80.
- Formed a strong relationship with Even Start's ESL program, which increased the Club's participation in outreach to the refugee community in Concord.
- Collaborated with the Friends Program to match over 20 Club members with senior friends over the last two years.
- Created strong relationships with the families the Heights Unit serves

2000 Child & Family Services Manchester/Franklin, NH

Tracker

Tracking and supervision of adjudicated youth ages 11-17. Compile and present reports to juvenile probation officer regarding youth. Attend court hearings with youth and the juvenile probation officer.

1998 – 1999 Boys & Girls Club of the Nashville Area Nashville, NC
Program Director/Interim Unit Director

Manage Club operations of after-school and summer camp program. Compile weekly and monthly statistical reports. Direct involvement with daily activities for Club members

1994 – 1998 North Carolina Wesleyan College Rocky Mount, NC

Education

BA Justice Studies

Skills

Team player, self starter, energetic, mediation skills training, report writing, compassionate, Responding to Emergencies certified, CPR/AED for the Professional Rescuer, aggression awareness training, and S.O.L.V.E. certified

Additional Information

Experience working with children with challenging behaviors, quick learner, self-starter, ability to work well in high stress situations, flexible, ability to work with a diverse population

Jennifer Saunders Hollinrake



SUMMARY OF QUALIFICATIONS

Knowledge of the principles and methods of social work, availability and use of community resources. Knowledge of involved psychological and environmental problems arising in connection with case work. Ability to exercise good judgement in evaluating situations and in making decisions. Ability to communicate effectively both orally and in writing. Ability to establish and maintain effective working relationships with representatives of other social agencies, institution officials, the public and clients. Ability to counsel children who are in distress, to offer guidance and solutions to their issues to help them to maintain good mental health.

PROFESSIONAL EXPERIENCE

CASA of New Hampshire, Manchester, NH

Program Manager

January 2019-present

- Duties include supervising volunteers and assisting in court report writing, assisting in recruitment of Volunteer Advocates and Peer Coordinators, assisting in interviewing and screening Volunteer Advocate applicants and Peer Coordinators, assisting in training of Volunteer Advocates and Peer Coordinators, ensuring all court case data and files are accurate and up to date, acting as a liaison to court personnel, the Division for Children, Youth, and Families, and other strategic partners.

Goffstown School District Goffstown, NH

Student Support Services/Coordinator

September 2017-2019

- Duties include processing with students who are under distress or are acting out in the classroom. Working closely with the guidance department to help counsel students with issues that come up at school or with things that have happened at home. Supporting teachers to help maintain balance in the classroom when a student becomes disruptive or combative in the classroom. Supporting administration with issues that arise with students within the building. Contacting parents to discuss issues that their children are having at school. Working with students to find better ways to manage their behaviors so that they can be productive learners.

Substitute Teacher

September 2016-June 2017

- Duties include but are not limited to assisting with classroom instruction in the absence of the lead teacher. Performing all the jobs of the regular teacher including handling lessons and ensuring that classroom supplies are aplenty. To ensure that normal classroom routines are followed and discipline is maintained.

SAU 19 Goffstown, NH

Jennifer Hollinrake-Resume

Behavior Analyst Assistant

October 2015-July 2016

- Directly working under the guidance of the BCBA for the Goffstown School District. Duties include working directly with children in the district with Autism and Behavioral issues. Conducting ABA/DTT with the autism population in the district, collecting data, graphing, input of data into the database, working on case plans with the Behavior Analyst. Providing materials to all the paraprofessionals. Trained in CPI (Crisis prevention).

Care.com

Safety Analyst Waltham, MA

September 2015-October 2015

- Duties included reviewing cases, researching to make certain members on the website were safe to be on the website, conducting background checks on members, ensuring the safety and security of the members within the online community, maintaining service agreements, following escalation process and reporting system issues.

Profile Review

June 2015-August 2015

- Reviewed and evaluated the quality of members' profiles and ensured the safety and security of the content within the online community

SAU 19 Goffstown, NH

Paraprofessional

October 2014-June 2015

- Assisted students one on one in the classroom and with their studies. Assisted students during lunchtime, using the facilities, and at the nurse's office. Assisted students in art, gym, and music classes. Assisted students at the beginning of the day to undress from cold weather, and at the end of the day to dress for cold weather. Assisted students with problem solving. Helped to facilitate and maintain a safe and comfortable environment for students at all times.

Bedford Youth Performing Company Bedford, NH

Volunteer

September 2006- June 2013

- Assisted teachers and staff at the Bedford Youth Performing Company. Assisted the children with typical daily needs, reading groups, writing skills, outside activities, snack/lunch time, field trips, show performances at off-site facility, and cleaning up the classroom for the day.

Department of Children, Youth, and Families Nashua, NH

Child Protective Service Worker III

November 2001-May 2004

- Interviewed alleged victims and alleged perpetrators of abuse and neglect, prepared reports for assessment of child abuse, sexual abuse, and/or neglect referral
- Developed and recommended plans for crisis intervention to ensure protection of children
- Prepared petitions and presented evidence to court of jurisdiction to support agency assessment of abuse and neglect
- Evaluated the risk to the child (ren) to remain in the home and recommended appropriate course of action

- Located suitable alternative placement to meet a specific child's needs and to meet policy and guidelines; counseled the child(ren) and family in preparation for placement
- Testified in court to the findings of child abuse/and or neglect
- Interviewed clients and made recommendations for appropriate resources for children and families
- Transported clients and/or their families to and from visitations and various appointments
- Supervised family visits in the DCYF office

Mercury Computer Systems Chelmsford, MA

Human Resource Assistant/Junior Recruiter

January 2000-October 2001

- Provided site specific administrative support for associates & customers at Mercury's Chelmsford office
- Coordinated arrangements for conferences, meetings, and travel plans
- Maintained and processed confidential information
- Compiled and prepared reports/presentations
- Routed resumes to specific managers

Draper Laboratories Cambridge, MA

Administrative Staff Assistant

July 2000-December 2000

- Provided administrative support to the Director of Human Resources and Human Resources staff
- Duties included creating and tracking various reports, tables, charts, memos and other miscellaneous documents
- Tracked and maintained resume system
- Maintained records/logs, filing systems
- Arranged and coordinated meetings and travel arrangements
- Answered and screened telephone calls
- Typed purchasing requisitions and other office memorandum

EDUCATION

University of Massachusetts, Amherst

May 2000

Bachelor of Arts/Psychology and Sociology.

Jerry Larson



Education:

High School: North Middlesex Regional High School; Townsend, Mass.
Graduated May 1971

College: Vermont Technical College; Randolph, Vermont.
Associates Degree in Civil Engineering
Graduated May 1973

Additional college:

North Eastern University; Boston, Mass.
Night Classes in structural design
Lowell Technical College.
Classes in computer programming

Training and seminars: (a partial list)

November 2000: completed 40 hour CASA volunteer training

2003 to 2005: worked with the Green Book Project in developing a co-occurrence protocol for abuse/neglect cases that also include domestic violence.

October 2004: New Hampshire Attorney General's conference on abuse and neglect.

October 2005: World Conference on Prevention of Family Violence, Banff Albert Canada; three day conference and training

May 2006 New Hampshire Attorney General's conference on Domestic violence; two day conference and training.

Work experience:

1973 to present, structural steel detailer and project manager for various construction projects.

Nov. 2000 to October 2004, CASA volunteer, acting as GAL in abuse/neglect cases out of Belknap County. Advocated for abused/neglect children in 12 cases.

September 2004 to present, CASA Program Manager of the North Country office of CASA of New Hampshire. The office is based in Colebrook, NH. This office has supervision responsibility for CASA assigned cases in Coos, and Carroll County's.

Stephen G. Pruyne



Education

1994-1996 M.S. in Environmental Education, Lesley College
1983-1988 B.A. in Mathematics, Amherst College

Employment

2006-present **CASA Program Manager, CASA of NH**

- Supervise volunteer CASA GALs in Portsmouth and Brentwood Family Courts.
- Plan and organize monthly support groups for volunteers.
- Work as part of a training team to train new volunteers.
- Update database on all court cases.

2002-2006 **Leaders' Project Director, Dover Middle School**

- Work with teachers and administrators to plan and coordinate a wide array of after-school classes.
- Responsible to oversee US Department of Education grant.
- Plan and facilitate monthly Advisory board meetings to bring local youth organizations and school personnel together.

2000-2002 **Regional Coordinator, PlusTime NH**

- Coordinate technical assistance, training, networking meetings and grant research for out-of-school providers in Seacoast.
- Increase community awareness of the need for high quality out-of-school programs for a healthy community.
- Supervise AmeriCorps VISTA members in their role with programs.

References available on request

Shiloh Remillard

Education

Granite State College	2009-2012
Bachelor in Individualized Studies English Language Arts	
White Mountains Community College	2004-2008
Associate in Early Childhood Education	
Certificate in Special Education	
Berlin High School	1997-2001
High School Degree	

Workshops and Training

CPR and First Aid certified	March 2016
e statReliable Observer	September 2016
Teaching Strategies Gold Interrater Reliable	June 2014
Practice Based Coaching	March 2017

Early Childhood Experiences

CASA of New Hampshire Program Manager **October 2017- Current**

The Program Manager is responsible for supervising the CASA advocates and overseeing their management of the cases appointed to them. The program manager also is responsible for entering and updating data in the CASA Manager system, providing support groups and training for the advocates, partnering with the other service providers and ensuring that best practices are followed.

❖ 40 Hours per week

Tri-County Head Start Education Content Manager and Site Supervisor **April 2014-September 2017**

The Education Content Manager is responsible for the planning and administering of the Head Start Performance Standards related to education services for children and families. Services must fall in line with the program's multiple systems and must include ongoing assessment to ensure the quality of the services provided. The education manager is responsible for overseeing the education staff, managing the Teaching Strategies Gold system, analyzing the child outcomes data as well as the CLASS observation data, and organizing the development of a professional development system for the program, which includes Practice Based Coaching.

The Site Supervisor is responsible for overseeing day-to-day operations at a specific site, supervision, and training of site staff to ensure quality program services in a positive and nurturing environment.

❖ 40 Hours per week

Tri-County Head Start Center Lead Teacher**January 2011-April 2014**

A center Lead Teacher oversees day-to-day operations, to provide quality care and active supervision to all preschool children in the Head Start classroom. The teacher must ensure all Head Start performance standards are being met as well as all NH licensing rules. The teacher is responsible for creating a developmentally appropriate environment and lesson plan that follows the Creative Curriculum program. The teacher must complete ongoing quality assessments on the children in the classroom and utilize the Teaching Strategies Gold system. The teacher must also develop supportive relationships with the children and families through daily interactions and scheduled visits.

- ❖ 35 hours per week

Tri-County Head Start Associate Combo Teacher**September 2009-January 2011**

The Associate teacher is responsible for assisting the Lead teacher in all day-to-day operations and to provide quality care and active supervision to all preschool children in the Head Start classroom. The Associate teacher must help to ensure all Head Start performance standards are being met as well as all NH licensing rules. The Associate teacher is responsible for helping to create a developmentally appropriate environment and lesson plan that follows the Creative Curriculum program. The Associate teacher must assist in completing ongoing quality assessments on the children in the classroom and utilize the Teaching Strategies Gold system. The Associate teacher must also develop supportive relationships with the children and families through daily interactions and scheduled visits.

- ❖ 35 hours per week

White Mountains Childcare Center Child Care Assistant**January 2007-June 2009**

The Child Care Assistant helps to ensure that high quality care is given to all children at all times. In this multiage childcare center the majority of my time was spent with the toddlers. This included setting up the environment, planning for the day and caring out routine activities (meals, diapering, story time, rest time, center time, creative activities and outdoor activities). Occasionally days were spent assisting in the infant room and others in the preschool room if assistance was necessary.

- ❖ 30 hours per week

Activities

I am an active member in the Coos Coalition Professional Development group.

In my spare time I enjoy being outside with my family. I love kayaking, trail running, snowshoeing and gardening. I also have a passion for cooking. I enjoy trying out new recipes on my family and exploring fresh flavors.

Honors/Awards/Credential

Member of Phi Theta Kappa

Made Dean's List 09-10

References

References available upon request

Katie E. Ronzano

EDUCATION

Colby-Sawyer College, New London, NH
Bachelor of Arts in Psychology, May 2002

EMPLOYMENT HISTORY

CASA of New Hampshire, Dover, NH

Program Manager

3/2018-Present

- Screens, trains and supervises approximately 35-45 volunteer CASA/GALs.
- Assists in recruitment of volunteers
- Assists in interviewing & screening volunteer applicants
- Assists in training of volunteers
- Responsible for matching cases to appropriate volunteer, according to the needs of the case & special skills or knowledge of the volunteers
- Co-manages all cases with volunteers
- Remains available to assigned volunteers for individual supervision on, no less than, a monthly basis.
- Maintains up to date monthly supervision data in CASA database
- Reports all monthly supervision data quarterly or, on an as needed basis, to the President/CEO
- Ensures all court case data and files are accurate and up to date
- Ensures that all court reports prepared by CASA/GAL's are typed, edited, reproduced & delivered within the statutory time frames to the court and all relevant parties.
- Coordinated case coverage during absence of volunteer or during process of assignment or reassignment.
- Conducts performance evaluations of assigned volunteers
- Assists in support groups for volunteers
- Assists in coordinating and attends in-service trainings on a rotating basis
- Acts as liaison to court personnel
- Acts as liaison to the local office of the Division of Children Youth & Families (DCYF)
- Meets regularly (minimum of once every two months) or as needed with the District Office supervisor of DCYF.

Liberty Mutual, Dover, NH

Disability Claims Case Manager, Short Term Disability

3/2015-3/2018

- For an assigned caseload of short-term disability claims, and in accordance with established procedures/protocols, apply appropriate contractual provisions, legal guidelines, and case management resources to make claim determinations.
- Communicate with claimants, employers, and various medical professionals to gather information regarding the application for, payment of, and ongoing management of short-term disability benefits.
- Evaluate and refer appropriate claims to risk management resources such as Vocational Rehabilitation, Managed Care, Fraud, Social Security, and Subrogation.

- Respond to various written and telephone inquiries, including eligibility, approval/denial determinations, status and continuation or closure of benefits.
- Calculate liability for claims, applying appropriate offsets such as social security, workers compensation, and third parties.
- Continually and accurately document system and claim files on actions taken. Establish future action plan and case direction.

Child and Family Services, Manchester, NH

1/2014-3/2015

Family Therapist/ISO Case Manager

- Responsible for managing cases referred to the program through the state Department of Children Youth and Families or the Department of Juvenile Justice Services.
- Complete and maintain case files consisting of clinical paperwork through assessments and ongoing documentation of services provided.
- Provide family counseling, couples counseling and individual counseling to identified client and their family members.
- Attend case specific meetings and appointments to include but not limited to: court hearings, IEP meetings, and treatment meetings.
- Develop individualized treatment goal plans and monitor progress of development toward goals.
- Make referrals to other programs as needed and maintain regular contact with those providers.
- Provide wrap-around case management services to families with high level of need.

Child and Family Services, Manchester, NH

2/2010-1/2014

Transitional Living Program Case Coordinator

- Provide individual case management to young adults ages 16-21 that are homeless or at risk of becoming homeless.
- Provide intense case management to 18-21 year old residents of transitional housing program.
- Manage daily functioning of transitional housing program containing up to 6 residents and 2 resident assistants.
- Perform outreach to local schools and agencies in order to spread knowledge of program availability.
- Assess applicants of program for motivation, skill level, and ability to achieve independence within program limitations.
- Monitor progress of residents in personal goal accomplishment and program requirements.
- Provide therapeutic intervention to residents as needed.
- Complete semiannual data collection of outcome measures regarding residents that leave the program.
- Recruitment and training of resident assistants followed by ongoing support and supervision of these providers.
- Organizing and conducting group activities (life skills) for TLP youth.
- Maintaining client records according to CWLA standards and funding source requirements.
- Complete agency forms and program reports to supervisors as requested.
- Attend regularly scheduled community networking meetings as a representative of the program.

Easter Seals, Nashua/Salem, NH

4/2007-2/2010

Administrative Case Reviewer

- Contracted by the Department of Health and Human Services in the State of New Hampshire, specifically the Division of Children, Youth, and Families and the Division of Juvenile Parole and Probation.
- Conduct administrative case reviews as required by the Federal Adoption and Safe Families Act of 1997 through facilitation of team meetings and case file reviews for all children and youth placed “out of their own home” by the State of NH, either in a foster home, relative home, or residential treatment facility.
- Complete case file reviews to ensure all necessary paperwork is on file and in compliance with time frames. Enter data from case file reviews in the state’s database for monthly reporting.
- Collaborated with contacts at various residential treatment facilities throughout the State of NH to coordinate administrative reviews with treatment team meetings.

Seacoast Mental Health Center, Exeter, NH

2005-2007

Adult Case Manager, Community Support Program

- Help assess a person's skills, strengths and needs in relation to the client’s goal for recovery through an individualized treatment plan.
- Provide both direct and indirect assistance to clients and their families, including: connecting clients to resources; helping to expand natural community supports; collaborating with network of providers; and provide transportation.
- Provide MIMS (mental illness management systems), which support and sustain a person's ability to manage psychiatric symptoms in order to work towards their own path to recovery.

Sweetser, Rockland, ME

2003-2005

Child Case Manager/Family and Community Support

- Assisting clients and/or families in identifying, linking to & coordinating appropriate services & community resources.
- Coordinating consistency among service providers.
- Identifying goals and developing individual service plans.
- Performing various assessment tools to determine level of functioning.
- Perform advocacy at court hearings, school and other meetings.
- Coordinating and facilitating meetings following the wrap-around structure.
- Monitoring progress by maintaining regular contact with families and others involved
- Provide individualized in-home support to families who have a child with behavioral challenges.
- Help families to develop action plans and support the follow through.
- Assist families in utilizing resources in the community.
- Work with families to develop crisis and safety plans.
- Provide supportive counseling to the child and family members surrounding identified needs.
- Assist families to develop behavior strategies that will help reduce family conflict and stress.

COMMUNITY SERVICE

Nurture and Nature Children’s Center, Newfields, NH
Officer, Board of Directors

2 years

JENNY A. SHEEHAN



PROFESSIONAL EXPERIENCE

August 2001 - Present

***C.A.S.A of NH, Guardian ad Litem Program Manager,
Dover, New Hampshire***

Supervise forty Court-appointed Guardians ad Litem from the Rochester, Dover and Ossipee District Courts in cases of child abuse/neglect. Responsible for volunteer recruitment and training, public speaking for the agency, and supervision of all volunteer Guardians ad Litem.

2000 - 2001

***Director, Seacoast Child Advocacy Center, Portsmouth,
New Hampshire***

Director of a countywide program specializing in the forensic interviews of abused/neglected children. Designed, implemented and oversaw facility and policies. Helped to organize countywide team including prosecution, law enforcement, D.C.Y.F., medical, therapists and other child advocates. Spoke to numerous area agencies, conducted fundraising activities, and wrote grant to sustain budget.

1995 - 2000

***Director, Victim Advocate Program,
Rockingham County Attorney's Office, Brentwood, N.H.***

Supportive liaison between victims of crime (and their families) and prosecutor, beginning with pre-indictment interviews. Interview victim for police, if necessary, and prepare for trial. Advocate for victim's input in all phases of criminal justice system, accompany victim through depositions, and court testimony and sentence/parole hearings. Address local groups, law enforcement via training and public forums.

1991 - 1995

***Child Protective Worker, N.H. Division for
Children, Youth and Families, Portsmouth, N.H.***

Investigated/assessed reports of sexual, physical and emotional abuse/neglect and violence. Interviewed victim(s), and perpetrator to evaluate risk to victim. Collected and documented evidence to support petition to court, and testified at all court hearings. Conducted hundreds of children, sibling, and family interviews. Located placements for children in alternative home or childcare facility if necessary. Worked closely with N.H. State Police, local police, therapists, schools, pediatricians and prosecutors.

1987-1989

***Finance Staff, Dukakis for President
Campaign, Chauncy Street, Boston, Mass.***

During primary and presidential campaign, traveled throughout the U.S. raising money and organizing high-dollar fundraising events for the Dukakis for President campaign.

1983 - 1987

***Coordinator, N. Y.S. Division for Youth,
Try on School for Boys, Johnstown, N. Y.***

Supervised staff of thirty employees in secure rehabilitative setting for repeat juvenile male offenders, ages 12-18. Managed a cottage of forty at-risk youths, conducted daily group counseling, prepared reports to Courts and advocated for youths at all Court hearings. Provided ongoing training of staff and conducted periodic staff performance evaluations.

1978 - 1983

***Juvenile Parole Officer,
N.Y.S. Division for Youth, Glens Falls, N.Y.***

Supervised aftercare/parole of fifty court-placed youths ages 12-19. Designed and enforced parole program for each, encompassing all educational, employment, counseling, health and legal requirements. Assessed youth's adjustment to family/community; revoked parole if necessary. Sought, evaluated and licensed foster homes as temporary or permanent placements.

EDUCATION

Skidmore College, Saratoga Springs, N.Y.
B.A., Sociology, Social Work. Cum Laude

References available upon request

P R O F E S S I O N A L E X P E R I E N C E

Court Appointed Special Advocates (CASA) of NH
CONSULTING GRANT WRITER

April 2011 — Present

- Generate revenue to fund CASA projects and operations through the timely submission of well-researched, well-written and well-documented grant/fundraising proposals
- Effectively communicate with key CASA personnel to define project goals and budgets
- Develop and write grant proposals to government agencies, foundations and other grant-making organizations, persuasively communicating CASA's mission and programs to potential funders
- Identify funding opportunities and new program areas to match CASA's priorities, using research tools
- Develop and submit progress reports to government, corporate and private foundations and other funders to explain how grant monies are being used to further the goals of funders and CASA
- Prioritize workload to keep multiple projects moving forward, meet deadlines and manage supplemental material required for proposals
- Maintain calendar to ensure timely submission of letters of inquiry, proposals and reports

Hewlett-Packard Enterprise Services, Nashua, NH
CONTRACT POLICY AND PROCEDURE TECHNICAL WRITER

October 2009 — February 2011

- Analyzed contractual documents and statements of work to create policy and procedure documentation for HP Enterprise Services internal and customer audiences in support of IT services outsourcing agreements
- Worked closely with customer account managers and subject matter experts to define and document standard operational business procedures and practices for inclusion in policy and procedure manuals
- Worked closely with other project members to ensure compliance to corporate documentation standards
- Mapped business processes using graphics software and provided supporting policy and procedure documentation
- Created and maintained reusable documentation modules in MS SharePoint repositories
- Managed review process and obtained appropriate approvals from subject matter experts and management representatives to ensure accuracy of documentation content
- Consistently met project schedule and budget goals

Fidelity Investments, Merrimack, NH
CONTRACT POLICY AND PROCEDURE TECHNICAL WRITER

July 2005 — February 2009

- Created and updated business policy and procedure documentation for use as online help for Fidelity operations associates
- Worked on a broad range of projects to document operational procedures for associates working in Fidelity's Health and Welfare, Defined Benefit, Defined Contribution and HR/Payroll business units
- Mapped business processes and provided supporting process documentation
- Worked closely with operations managers and SMEs to define and maintain business procedure documentation content
- Created and maintained reusable documentation modules in a shared repository
- Managed review process with SMEs to ensure accuracy of content

- Mentored junior technical writers and created internal help documentation concerning the use of documentation tools and writing standards
- Consistently met project schedule and budget goals

Alvirne High School, Hudson, NH

October 2004 — June 2005

LONG-TERM SUBSTITUTE TEACHER

- Taught U.S. History, Government, and Humanities curriculum
- Designed and created various types of student assessments
- Designed and created lessons for students with diverse learning styles and aptitudes

Rivier College, Nashua, NH

September 2001 — June 2004

GRADUATE SCHOOL STUDENT—MASTER OF ARTS IN TEACHING

Oracle Corporation, Nashua, NH

September 1994 — June 2001

SENIOR COURSE DEVELOPER/TECHNICAL WRITER

- Wrote courseware for lecture/lab and self-paced training in SQL application programming interface (API) implementation and relational database administration for database software and related products
- Taught train-the-trainer courses to Oracle technical instructors
- Worked closely with subject matter experts to ensure accuracy and completeness of content

T O O L S

Microsoft Office suite, SharePoint, Adobe Acrobat, Blackbaud Raiser's Edge, Lotus Notes, Corel PaintShop Pro, Information Mapping, iGraphx Business Process Analysis software, Google Docs

E D U C A T I O N

Rivier College, Master of Arts, Teaching, High Honors

Framingham State College, Bachelor of Arts

V O L U N T E E R E X P E R I E N C E

Court Appointed Special Advocates (CASA) of New Hampshire – Child Advocate

U.S. Peace Corps, South Korea

Christine A. Brophy

EDUCATION:

State University of New York College at Fredonia, Bachelor of Science, May 1992, *Majors:* Music Therapy, *Minors:* Psychology, Applied Voice Theater

Black Hills State University, Spearfish, South Dakota May, 1996 - December, 1996 18 credits toward a Masters/Certification in Education, GPA: 4.00

PROFESSIONAL EXPERIENCE:

CASA of NH, Manchester, NH

Oct, 1998 to Present

- Director of Technology

Jewish Home and Care Center, Milwaukee, Wisconsin

April, 1997-May, 1998

Unit Coordinator of the Helen Bader Center - a state of the art 24 bed mid-stage dementia unit which has been used as model for similar programs across the country

- Managed all department staff (including nurses, CNAs, housekeeping, laundry, activities, Social Worker, and dietary)
- Supervised interdisciplinary cooperation in the planning and-implementation of individual resident plans of care
- Performed personnel functions including interviewing prospective staff, conducting performance evaluations, and disciplinary actions
- Facilitated and implemented training of nursing assistants, activity staff, dietary, housekeeping and social worker in helping dementia residents reach and maintain their highest level of ADL and cognitive functioning
- Developed, coordinated, and directed a well rounded, quality seven day a week therapeutic program
- Empowered team members to insure a sense of ownership for their tasks in helping the residents reach their full potential; increased staff morale
- Increased family involvement on unit by initiating and chairing quarterly family meetings and events; started a monthly newsletter for family members; provided resources for families to use during visits; dealt with all family concerns
- Executed or assigned all facets of assessment, implementation, and documentation including Mini Mental State examination, Functional Behavioral Profile, MDS, quarterly notes, and care plans; competed chart audits on a regular basis; assessed individuals for admission to and discharge from the Helen Bader Center
- Brought unit into compliance with all federal, state, and Jewish Home and Care Center's policies and procedures and participated in State survey
- Supervised Personalized Activity Therapy (P.A.T.) Program Coordinator - a day program for mid to late stage dementia residents
- Planned and implemented outings into the community
- Acted on the following committees: Helen Bader Advisory Council - Chairperson, Interdisciplinary Treatment Team Meetings - Chairperson, Dining Enhancement Committee - Team Leader, Safety Committee, Morning Report, Campus Forward, Clinical Review - Alternate

Activity Director (in addition to above responsibilities) of the Jewish Home and Care Center

February, 1998 - May, 1998

- Supervised activity staff members, scheduled staff, planned programming, and performed all duties of an Activity Director for a 232 bed nursing home

- Managed a budget and allocated resources
Interviewed hired and trained new activity staff members and new activity director
- Assistant Activity Director February, 1997-April, 1997
Supervised staff members, scheduled staff, and assisted in planning programs for 232 bed nursing home. Developed and implemented repertoire of ethnic activities and music appropriate to the Jewish Home and Care Center population.

Buffalo Hearing and Speech Center (BHSC), Buffalo, New York

March, 1992 - January, 1996

Music Therapist in program for preschoolers and toddlers with severe speech and language impairments, including several children with sensory, emotional and behavioral difficulties.

- Developed and implemented a music therapy program; including standards of operation, documentation, and scheduling
- Established individualized goals and objectives; executed all facets of assessment, implementation, and documentation; and determined effective treatment approaches
- Participated as a full member of Interdisciplinary Treatment Teams and Total Quality Management (TQM) teams focusing on public relations, marketing, staff education and training, safety, and community education
- Assisted in grant writing to fund music therapy program and obtain additional equipment
- Maintained an annual budget for supplies and equipment
- Generated interdisciplinary individual and group programming with occupational therapists, speech-language pathologists, and psychologists
- Led and collaborated with an interdisciplinary team to write BHSC's Behavioral Management Policy and monitored classrooms for compliance with policy regulations
- Wrote CPSE Evaluation Summaries and had the first child in Western New York mandated for music therapy services
- Developed a music therapy curriculum to enhance and support the Early Childhood Program's curriculum

Autistic Services, Inc., Buffalo, New York

April, 1992-August, 1992

Program Instructor for individuals with autism residing in an Intermediate Care Facility.

- Provided Active Treatment Services for adults with autism

Wassaic Developmental Center, Wassaic, New York

August, 1991 -February, 1992

Professional clinical internship with institutionalized and community based adults and geriatrics diagnosed as Mentally Retarded/Developmentally Delayed, including profoundly to mildly retarded, autistic, multiply handicapped and dual diagnosed.

- Established individualized goals and objectives; executed all facets of assessment, implementation, and documentation; and determined effective treatment approaches
- Conceived, wrote, and directed an adapted version of "The Wizard of Oz" for adult and geriatric individuals with MR/DD to perform
- Designed and used various pieces of adapted equipment and visual aids

PROFESSIONAL ACHIEVEMENTS:

- Presented a variety of in-service programs for professionals and college students.
- Published work: Creative Arts Therapy Activity Guide - an activity guide for teachers that uses the creative arts to work on a variety of skills and goal areas.
- Television appearances: Channel 7 News Health Cast Special on Music Therapy at BHSC A.M. Buffalo as part of an overview of BHSC

ADDITIONAL TRAINING:

- Strategies for Crisis Intervention and Prevention I arrrHI
- Computer Skills - Word Perfect, MacWrite II, Microsoft Word, Clarisworks, AmiPro 3.0, PrintShop
- CASA (Court Appointed Special Advocate) for children who were allegedly abused and/or neglected
- Rhythm-Based Music Therapy and Improvisational Music Therapy

PROFESSIONAL CERTIFICATION:

Registered Music Therapist, American Music Therapy Association

HONORS AND SCHOLARSHIPS:

Hillman Scholarship of Music,
State University of New York College at Fredonia.

Robert E. Marsh Award, Outstanding Student in Musical Theater,
State University of New York College at Fredonia.

Elizabeth Marsh Scholarship for Music Therapy,
State University of New York College at Fredonia.

Dean's List and National Dean's List.

REFERENCES:

Helene Cohen, SLP-CCC
Former Director of Early Childhood Program at Buffalo Hearing and Speech Center
2 Ivyway
Hendersonville, North Carolina 28739
(704)698-1954

Jeanine Sisco, RMT-BC
Director of Recreation and Music Therapy Programs
Wassaic Developmental Center
Wassaic, New York 12592
(914) 877-6821 ext. 3485 - work
(518) 398-7006-home

Conio Loretto, RMT-BC
(914) 794-1400 ext. 1858 - work
(914) 778-0112-home

Liza Franz - special education teacher (formerly at Buffalo Hearing and Speech Center)
285 Summit Ave. Buffalo, New York (716)447-1841

Mary Lesjak
Administrator - Jewish Home and Care Center
1414 North Prospect Ave.
Milwaukee, Wisconsin 53202
(414) 277-8803-work
(414) 764-3923 -home

Carolyn E. Cote

Experience

Director of Communications, CASA of NH

January 2014 - Present

Manager of media relations, social media and other various external communications and assist in recruitment and fundraising efforts for an organization that recruits, trains and supervises volunteers to advocate on behalf of abused and neglected children.

- ◆ Develop print materials – brochures, posters, reports, programs and more – to use for recruitment and fundraising efforts
- ◆ Work with staff and volunteers to develop ideas for recruitment of volunteer advocates around the state.
- ◆ Use social media sites including Facebook, Twitter and LinkedIn, among others, to promote events, recruitment efforts and drive fundraising as well as to develop and ongoing online conversation about CASA and the work the organization does on behalf of abused and neglected children.
- ◆ Lead a communications committee made up of volunteers to help develop and supplement communications objectives for the organization.
- ◆ Supervise volunteers and interns working on communications projects and assisting in daily tasks including awareness campaigns, web design, design and messaging for printables and event coordination.

Local Editor, Merrimack Patch

May 2011 - December 2013

Digital journalist managing a hyper-local, community news website that has become a go-to destination for news in Merrimack, NH.

- ◆ Wrote, edited and curated content including stories, photos, videos, polls, maps, widgets, contests, blogs and user-generated content to keep the community informed and engaged.
- ◆ Created an interactive online community by promoting published content and prompting community conversation on various social media platforms, primarily Facebook, Twitter and Instagram.
- ◆ Worked closely with business leaders, community leaders and local residents to report original stories and provide an in-depth look at life in Merrimack.
- ◆ Used site metrics to analyze trends and adjust coverage based on community response.
- ◆ Expanded the reach of Patch through use of search engine optimized headlines, tags and keywords, breaking news alerts, and programming of an informative daily e-newsletter.
- ◆ Assisted nearby local editors when needed to help cover breaking news. Stepped in to help provide community coverage while they were on vacation.

Assistant Metro Editor, Telegraph Publishing Co.

June 2010 - May 2011

An award-winning newspaper organization that has been honored as newspaper of the year and numerous other distinctions by New Hampshire and New England newspaper associations for its daily, weekly and Sunday publications. The company's newspapers include the Nashua Telegraph, Milford Cabinet, Bedford Journal, Hollis Brookline Journal and Merrimack Journal.

- ◆ Was responsible for planning content for four weekly newspapers.
- ◆ Managed a team of freelance writers – assigning and editing stories and photos and helping develop them as needed.
- ◆ Assisted Metro Editor in editing stories and loading stories and photos to content management system.
- ◆ Backed up Metro Editor during vacation.
- ◆ Laid out pages for all publications on an as-needed basis.

News Editor, Telegraph Publishing Co.

January 2010 - June 2010

- ◆ Worked under the managing editor to help direct a team of 5 full-time and 4 part-time copy editors/page designers in a deadline-driven environment.
- ◆ Ran the copy desk/newsroom operations two nights a week and full time when the Managing Editor was on vacation.

- ♦ Edited stories and columns written by staff reporters and correspondents.
- ♦ Copy edited stories for grammar, punctuation, AP and Telegraph style and wrote headlines.
- ♦ Designed 15-20 pages a week for publication in the Telegraph Publishing Co.'s daily and weekly publications.
- ♦ Continued to perform multiple tasks outlined in copy editor/page designer responsibilities below.

Copy editor/page designer, Telegraph Publishing Co.

May 2008 – January 2010

- ♦ Was responsible for designing 15-25 pages a week for the Telegraph's weekly newspapers.
- ♦ Copy edited stories, columns, community event calendars, letters to the editor and briefs for the weeklies.
- ♦ Copy edited stories and designed pages for The Telegraph when the weekly publications were complete.
- ♦ Stepped in as the editor of Encore, a weekly Telegraph arts supplement, when the editor was on vacation.
- ♦ Became proficient in QuarkXpress and InDesign pagination software. Refined Photoshop skills.
- ♦ Responsible for making sure content was designed to post to company Web site appropriately.

Copy editor/reporter, the Cabinet Press

October 2007 – May 2008

- ♦ Copy edited stories and proofread pages for the four weekly papers.
- ♦ Wrote 5-8 stories and briefs a week for the Bedford Journal, a free weekly paper focused on town government, community activities and features about interesting people and places.
- ♦ Wrote frequent features and news stories for The Cabinet.
- ♦ Was in charge of posting content to the organization's Web site.
- ♦ Learned the basics of page design using InDesign.

Training manager/sales rep, Nova Marketing & Promotions

June 2007 – Oct. 2007

Event-based marketing company that represented national clients including DARE of America and Toys for Tots. Nova Marketing has since closed.

General assignment reporter, The Argus-Champion

October 2004 – May 2007

Was one of the oldest weekly newspapers in New Hampshire, serving the residents of 14 communities in the Lake Sunapee region. Covered all aspects of community journalism including local and state government, schools, sports, community events and features on people and places of interest.

Education

Saint Michael's College

B.A., Journalism and Mass Communication, 2000 – 2004

- ♦ The Echo, during 2003-04 school year: Scheduled and organized student submissions for the magazine; edited, revised and laid out stories using Dreamweaver; wrote articles and columns and provided staff reviews of the site. Helped executive editors post site to Web.
- ♦ Staff writer/editor of The Echo during 2002-03 school year: Wrote three articles a week and designed the layout for each article in Dreamweaver.
- ♦ Interned at Vermont Business Magazine for a semester in 2004: Wrote three 1,000-word articles and dozens of briefs, updated the Web archive and formatted articles with basic HTML for publication in the archive.
- ♦ Worked four years as an office aid in the Admission Office. Answered phones and placed calls to prospective students to schedule interviews with admission counselors and campus tours; entered large volumes of data into the computer using the Datatel system; managed small and bulk mailings to prospective students, students, families and alumni.

Skills

Excellent written and oral communication skills • detail-oriented • strong copy editing and editing skills • solid knowledge of AP style • knowledge of French language • team player • social media savvy • Microsoft Office Suite • InDesign • QuarkXpress • Photoshop • Dreamweaver • iMovie • refined Internet research skills • digital photography and manipulation skills • quick study of new programs

Awards and Recognition

First Place for Multimedia Presentation, New Hampshire Press Association's Best Media Contest

CHRISTINE M. DUHAIME

EXPERIENCE

2009-Current CASA of NH

Finance Director/Grant Reporter

- All aspects of bookkeeping for a non-profit corporation that advocates for abused and neglected children in the NH court system with the use of Quickbooks Software, Microsoft Excel and Word.
- Accounts Payable, and General Ledger reconciliations. Prepare monthly financial information for finance committee and board of directors
- Payroll processing, including preparing weekly payroll and addressing all HR needs
- Grant expense reporting monthly and Grant writing with financial information for new grants
- Prepare work papers for year-end audit by outside CPA.

2006-Current Christine Duhaime: Accounting Services

Accounting for small businesses

- Compile financials and run payroll for 12 small businesses with the use of Quickbooks Software, Peachtree, Microsoft Excel and Word.

2000 - 2006 Hopkinton Forestry & Land Clearing/Contoocook River Lumber

Accounting Manager/Office Coordinator

- All aspects of bookkeeping for a forestry and lumber company working with Peachtree Accounting Software, Microsoft Excel and Word, Depreciation software, and Quickbooks for owner's personal books
- Accounts Receivable, Inventory, Accounts Payable, and General Ledger reconciliations. Reviewing weekly cash flow budgets and prepared monthly financial information for owners.
- Payroll processing, including preparing weekly payroll, quarterly reporting, W-2 processing and 1099's.
- Prepared workpapers for yearly review by outside CPA.

1999-2000 D.S. Cole Growers

Accounting Manager

- Worked with DacEasy Accounting Software, Microsoft Excel and Word and Greenhouse Software for sales.
- Responsible for Accounts Payable, Inventory, Sales and Ordering. Processed Sales and Shipping.
- Training of new employees in accounting as company grew and new employees were hired.

1986-1999 Michie Corporation

Accounting Manager/Office Coordinator

- All aspects of bookkeeping for a manufacturing company working with in-house accounting software system, Microsoft Excel and Word, Lotus 123 and Q&A Software. Worked with the four owners of the company.
- Responsible for Accounts Receivable, Accounts Payable, Fixed Assets, general ledger processing, bank reconciliations, fleet truck registrations, calculate sales commissions and payroll processing.

EDUCATION

1986-1987 UNH - Business Accounting Major

1988-1995 New Hampshire Technical Institute - Business Accounting Major - Associates Degree

COMMUNITY SERVICE

2000-2006 Weare Winter Wanderers Snowmobile Club -Treasurer
Christine Duhaime-Resume

Molly Hill

Professional Profile and Work History

Title: Training Specialist

Employer: CASA of NH: 2019-Present

138 Coolidge Ave, Manchester, NH

- Responsible to train volunteer advocates. The volunteers are appointed by Judges in the Family Court system to advocate for the needs and best interests of children in abuse and neglect cases.

Title: Program Manager

Employer: CASA of NH: 2015-2019

138 Coolidge Ave, Manchester, NH

- Responsible to recruit, train, supervise and mentor approximately 40 volunteer advocates. The volunteers are appointed by Judges in the Family Court system to advocate for the needs and best interests of children in abuse and neglect cases.

Title: Parent Aide

Employer: Child and Family Services: 2009-2015

464 Chestnut Street, Manchester, NH

- Work cooperatively with families throughout the reunification process with their child/ children
- Provide education to families including but not limited to: nutrition, nurturing skills, basic childcare, safety and age appropriate activities
- * Work cooperatively with all member of the case, including: parents, children, attorneys, CASAs, CPSWs, therapists, and supervisors
- * Attend FAIR meetings
- * Attend and testify in court as requested by CPSW or CASA
- * Document all visits and contacts throughout the case
- * Create court reports summarizing documentation

Title: General Manager

Employer: Antics Grill and Games/Wilsett Corporation: 1998-2003

South Willow Street, Manchester, NH

- * Recruitment of employees
- * Manage 50+ employees and management staff
- * Oversee 6,000+ square foot building, including all maintenance
- * Comply with all state regulations
- * Build relationships with local businesses
- * Oversee accounts payable and receivable
- * Make bank deposits and the management of money
- * Provide profit and loss statements
- * Create financial statements
- * Schedule and oversee corporate functions
- * Communicate with owners and investors of the business
- * Create and manage advertising in the community

CASA Guardian ad Litem Casa of

NH, Manchester, NH 2001-2015

- Work professionally with all members of the case
- Advocate for the best interest of the child/children in court
- Create and submit court reports
- Visit with child/ children monthly
- Communicate with schools, doctors, therapists or any necessary professionals

Education

1992-1996 University of Central Florida, Orlando, FL

- Bachelors of Arts in Liberal Studies with a Minor in Communication

References

References are available on request.

Classical Ballet Instructor

Teaching ballet methodologies and technique to students ages 10 – 18.

EDUCATION

New Hampshire Institute of Art
2003 – 2007 Manchester, NH
Bachelor of Fine Arts, Concentration in Ceramics, Cum Laude

Souhegan High School
1998 – 2002 Amherst, NH
High School Diploma

ADDITIONAL EDUCATION

Boston University
2010
Center for Professional Education – Professional Fundraising Course

REFERENCES

Ms. Amanda Abbott

[REDACTED]

Mr. Christopher Archer

[REDACTED]

Ms. Suzanne Lenz
Development Director

[REDACTED]

Julia M. LaFleur



CAREER OBJECTIVES

Working within a non-profit environment in order to contribute to an exchange of ideas for the purpose of strengthening the organization and leveraging funds. I have twelve years of experience working in multiple capacities within institutional development and fundraising. During this time I have developed a multitude of skills with increasing responsibility. As a creative thinker and quick learner, I am open to exploring new strategies and skills in order to increase personal effectiveness and to contribute towards departmental and institutional goals.

SKILLS

- Donor database administration and management (Raiser's Edge and Campus Café/SCAN Systems);
- Annual Appeal creation and management;
- Grant writing;
- Prospect research;
- Public speaking;
- Fundraising event preparation and management;
- Volunteer management;
- Proficient in Outlook; Microsoft Office (Word, Excel, PowerPoint) and Adobe Acrobat Pro;
- Excellent phone manner and interpersonal skills.

EXPERIENCE

Court Appointed Special Advocates (CASA) of NH
2016 - Present Manchester, NH

Development Assistant

Responsible for: Donor database administration and management (Raiser's Edge); implementation and creation of annual appeal content, design, and mailing; writing and preparing proposals for grant requests; securing funding from Towns and Municipalities throughout the State of New Hampshire; maintaining and promoting a monthly giving program; assisting in securing donors and maintaining donor relationships.

New Hampshire Institute of Art
2014 – 2016 Manchester, NH

Grants and Appeals Manager

Responsible for: maintaining donor data-base; implementation and creation of annual appeal content, design, and mailing; writing and preparing proposals for grant requests; extensive foundation research; corporate and individual capacity research using Prospect Research Online / iWave; evaluating donors and prospects by way of "moves management"; developing prospect reports for staff and board members; assisting in securing donors and maintaining donor relationships.

New Hampshire Institute of Art
2007 – 2014 Manchester, NH
Development Associate

Responsible for: administrative tasks pertaining to all development office and school-wide ; • • Ability to work both individually and collaboratively; • Writing, editing, and review of written content / attention to detail; operations, including budget planning, customer service, managing the Institute-wide calendar, and serving as a public liaison for visitors; database management; creating and maintaining campus-wide mailing lists and email lists; annual appeal design and mailing; event planning and box-office management; marketing; complete production, content development, writing, and editing for the Institute News publication – sent to over 5,000 constituents; invoicing and billing corporate sponsors; grant writing and research corporate and individual capacity research; assisting in the implementation and management of the institution's first capital campaign; writing and research for NEASC and NASAD self-study.

New Hampshire Institute of Art
2006 – 2007 Manchester, NH
Resident Director

Responsible for: the safety and wellbeing of students living in a 50 person, co-ed dormitory in downtown Manchester, NH; working closely and confidentially with the Office of Student Affairs on situations involving students living on-campus; promoting campus safety and healthy relationships between students.

New Hampshire Institute of Art
2005 – 2007 Manchester, NH
Ceramics Studio Technician

Responsible for: maintaining facilities and equipment in the ceramic studios; scheduling firings; firing kilns (electric and gas); mixing glazes; recycling clay.

Uncanoonuc Mountain Perennials
2004 – 2007 Goffstown, NH
Sales Associate

Responsible for: retail and wholesale plant sales; plant care and propagation; visual retail design; customer service; educating customers on ornamental horticulture.

OTHER EXPERIENCE

Body Barre Fitness
2017 – Present North Hampton, NH
Classical Ballet Instructor

Teaching ballet methodologies and technique to students ages 10 – 18.

Lorraine Spada School of Dance
2014 – Present Wilmington, MA

Julia Lafluer-Resume

JOHANNA LAWRENCE

SUMMARY OF SKILLS

Communications professional with experience in designing and managing strategic communications programs, project management, technology implementation and issue resolution with vendors and stakeholders, training, budget planning and management, and program review and presentation to key stakeholders.

EXPERIENCE

Community Events Coordinator CASA NH

10/2018 - present

- Manage all special events and community outreach for CASA NH
- Provide event counsel and support and act as liaison between several special event committees and CASA NH.
- Solicit for sponsorships for special event fundraising for organization

Gallagher Marketplace Specialist *Arthur J. Gallagher*

2016 - 7/2018
Bedford, NH

- Directed technology implementations for the Gallagher Marketplace, an online platform for benefits enrollment retaining 95 percent of clients year-over-year.
- Acted as project manager keeping the interests of the broker team, client, and technology partner aligned to ensure a smooth implementation process.
- Educated account teams on how to use enrollment system, anticipated challenges and designed solutions to prevent problems, and effectively communicated with all parties the importance of following timelines and meeting deadlines.

Annual Fundraiser Coordinator CASA NH

2015 - 2016
Manchester, NH

- Successfully participated in a 40-hour CASA (Court Appointed Special Advocate) volunteer training program and was recruited to coordinate Snowfest, the organization's annual winter fundraiser.
- Supported CASA's Director of Development with fundraising and managed event logistics with sponsors, volunteers, and the media.

Sponsored Triathlete *Velo Resource*

2012 - 2015

- Sponsored and professionally coached triathlete traveling nationally and internationally to competitions.
- 2013 World Age Group Triathlon Championships - bronze medal winner.
- 2013 National Age Group Triathlon Championships - bronze medal winner.

Derryfield School PFA Volunteer

2006 - 2012

Derryfield School PFA Vice President and President

2008 - 2010

The Derryfield School

Manchester, NH

- Directed and recruited the Derryfield PFA (Parent Faculty Association) volunteer staff.
- Oversaw a \$25,000 annual budget and managed the school's annual fundraising auction raising \$80,000.
- Held additional volunteer positions prior to PFA presidency and was an on-call substitute teacher.

Bedford Parent Teach Group (PTG) Volunteer

2001 - 2006

Bedford PTG Vice President

2005 - 2006

Town of Bedford, NH School District

Bedford, NH

- Managed media relations and student educational enrichment programs for elementary schools in the Bedford School district.

Investor Relations Manager*Healthsource, Inc.*

Manchester, NH

- Managed communications with investors, analysts, and the media for Healthsource, a major east-coast HMO purchased by CIGNA in 1996.
- Organized a successful on-site investor conference resulting in an increased stock price and improved market visibility, wrote press releases and shareholder material, and managed production of annual and quarterly reports.

Ten years in Public Relations Account Supervisory roles*Hill & Knowlton*

Waltham, MA

O'Neil Griffin

Manchester, NH

Lewis, Gilman & Kynett

Philadelphia, PA

- Developed and implemented investor and media relations programs for several biotech accounts and led two national product launch media campaigns for Procter and Gamble.
- Supported media relations for the new application of a cardiac drug from Hoechst-Roussel, and directed photo shoots, media campaigns, and press tours with scientists involved with the company's Diabetes Research and Education Foundation.
- Directed a community relations program to generate support for a 300 bed hospital-sponsored health care clinic, and wrote and delivered a marketing seminar for that hospital's physicians.

EDUCATION**Boston College**

Chestnut Hill, MA

Bachelor of Arts, Communication

Suzanne Lenz

Skills, Knowledge and Expertise

- Capital Campaign
- Interpersonal Communications
- Grant Writing
- Resource Management
- Organization Management
- Membership, Annual, Major Gift Campaigns
- Corporate Stewardship and Sponsorships
- Donor Stewardship and Cultivation
- Special Events
- Program and Project Management

Education

- M.A. Arts Administration 1989 University of Wisconsin Madison, WI
- B.A. Art History and German Literature 1985 Mount Holyoke College, S. Hadley, MA

Experience

DIRECTOR OF DEVELOPMENT | CASA OF NH | 2016 - PRESENT

- Work with President/CEO and Board of Directors to define and implement immediate and long-term funding options
- Perform activities toward donor cultivation (individuals, organizations, corporations, etc.)
- Oversee fundraising events and projects
- Insure appropriate recognition for donor gift contribution
- Maintain comprehensive donor database

VICE PRESIDENT OF DEVELOPMENT | NH INSTITUTE OF ART | 2010 – 2016

- Directed all facets of fundraising operations for art college including growing, building and administering individual, major donor, business and capital campaigns
- Cultivated, educated and stewarded diverse relationships and partnerships
- Developed and implemented strategies for major donor acquisition and retention, grant writing, annual funds and planned giving initiatives to meet budgeted goals
- Organized internal and external events, including private donor cultivation gatherings, tours, openings, formal dinners, presentations, major donor receptions and large fundraising events
- Wrote and edited communication materials, including brochures and bi-annual college newsletter

- Worked closely with President and Trustees. Member of college leadership team
- Responsible for all short and long term planning for the department

DIRECTOR OF DEVELOPMENT | RAW ART WORKS | 2008 – 2010

- Oversaw all fundraising efforts for nationally-renowned art therapy organization, including generating support from individual, foundation, government and corporate sponsors.
- Managed department of three, including grant writer and corporate/foundation administrator
- Planned and implemented a myriad of fundraising and donor cultivation events

DIRECTOR OF DEVELOPMENT | THE CHILDREN'S MUSEUM OF NH | 2005 – 2008

- Managed all fundraising efforts, including: strategic planning, proposal writing, major donor cultivation, stewardship and solicitation, annual fund and capital campaign administration, corporate and foundation research, special events, corporate membership and sponsorship solicitation

DIRECTOR OF DEVELOPMENT | MERRIMACK REPERTORY THEATRE | 2003 – 2005

- Managed all fundraising efforts for professional theatre, including: strategic planning, proposal writing, annual fund appeals, special events (gala and major donor events), corporate membership and sponsorship solicitation, major donor cultivation and stewardship, budget management and volunteer/committee administration

VICE PRESIDENT | CREATIVE ALLIES SPECIAL EVENTS CLUB | 1997 – 2003

- Managed all aspects of a shared interests and events club; oversaw daily administration and long-range planning
- Grew club to 2,000 members
- Developed Business Plan, including Corporate Membership and CEO Executive Program
- Planned, marketed and hosted over 300 educational, cultural and social events

MEMBERSHIP DIRECTOR | THE BOSTON'S CHILDREN'S MUSEUM | 1995 – 1997

- Administered all membership efforts, including: special events: development and implementation of acquisition and retention programs: direct mail campaigns: corporate partner marketing
- Created and marketed new categories of membership (School, Community and Grandparent)
- Managed \$350,000 budget
- Organized successful month-long direct mail campaign/promotion that resulted in 600 new memberships (a 20% increase); increased overall memberships by 12% in first yr.

RELATED EXPERIENCE:

- Board Member, Ballet Theatre of Boston, 1996-1998
- Speaker, New England Museums Association, "A Marketing Approach to Membership" 1996

- Board Member, A Suitable Image, 2002-2008
- Fundraising Committee Chair, Top of the Arts, Arts and Business Council of Boston, 2003
- Committee Member, Wentworth Coolidge Mansion Summer Arts Festival, 2007
- Development Committee Member & Volunteer, Seacoast Family Promise, 2007-Present

PROFESSIONAL:

- 2018 - Current **CASA of New Hampshire** **Manchester, NH**
Office Coordinator
- Provide administrative support in the areas of receiving and directing incoming documents and phone calls
 - Maintain and oversee reception area to include supervision of office volunteers
- 2012 - 2018 **Etchstone Properties, Inc.** **Nashua, NH**
Administrative Assistant
- Performed general accounting duties for several business entities
 - Processed payroll and maintained human resource files
 - Prepared home sale closing documents
 - Assisted the property manager in preparing leases and maintaining files
 - Performed bookkeeping duties for the Mission Pointe Condominium Association

VOLUNTEER:

- United Way of Greater Nashua** **Nashua, NH**
Loaned Executive
- Conducted corporate rallies to raise awareness about United Way
 - Supported associated agencies with their annual fundraising campaigns
 - 2016 Distinguished Volunteer Leader Award
- Nashua Soup Kitchen & Shelter, Inc** **Nashua, NH**
Volunteer Coordinator (The First Church Outreach)
- Recruited and managed volunteers to serve meals
 - Assisted the Soup Kitchen Manager in all aspects of serving clients
- City of Nashua Review & Comment** **Nashua, NH**
Committee Member
- Reviewed funding proposal requests from various non-profit agencies and made recommendations for funds distribution
- St. Joseph Hospital Oncology Center** **Nashua, NH**
- Attended to patients, maintained infusion area and filed records
- CASA of New Hampshire** **Manchester, NH**
Court Appointed Special Advocate
- Advocated in court for abused and/or neglected children
- Nashua, NH Public Schools** **Nashua, NH**
Program Based Budgeting Advisory Committee Member
- Formulated Budget recommendations to the Nashua School Board for the High School
- Cultural Enrichment Coordinator*
- Planned, organized and scheduled school wide programs to supplement the curriculum

EDUCATION / PROFESSIONAL CERTIFICATIONS

- Saint Michael's College** **Colchester, VT**
B.A., Business Administration
- Licensed Real Estate Salesperson in the State of New Hampshire
- Notary Public
- Proficient in Microsoft Office, Peachtree Accounting, Sage Timberline Accounting software, Buildertrend Construction Management software

Joy Nolan



Objective To obtain the position of Director of Operations for CASA of NH.

Education Post Baccalaureate Certificate-Organizational Communications, May 2004
Plymouth State University

B.S. Health Education, May 1996
Plymouth State College/University System of New Hampshire
Minor: Psychology

EXPERIENCE

8/2017-Present

Director of Operations

Court Appointed Special Advocates (CASA) of New Hampshire

- Insure the day-to-day operation of seven offices.
- Meet the needs of 32 employees so they can effectively do their jobs.
- Supervise front office coordinator and 5 office volunteers.
- Act as a liaison for building vendors.
- On-board new employees.
- Plan and execute logistics for staff and advocate holiday parties.
- Support fundraising events.

9/2008-8/2017

CASA/GAL Program Manager

CASA of New Hampshire – Manchester, NH (Plymouth Regional Office)

- Recruited, interviewed, trained and supervised volunteer Guardian *ad litem*s to represent abused and neglected children in Belknap & Carroll County.
- Acted as the liaison to Laconia, Ossipee and Conway Family courts.
- Met with the Laconia and Conway District offices of the Division, Children, Youth and Families monthly to discuss cases.
- Statewide trainer of Court Report Writing and Permanency Training.
- Facilitated monthly trainings for continuing education of Advocates.

2/2007-9/2008

Office Manager & Volunteer Coordinator

Friends of the Arts – Plymouth, NH

- Responsibilities include office management and volunteer coordination for all Friends of the Arts programs and fundraising events.

- Created: volunteer handbook, volunteer hours tracking system and volunteer descriptions for risk management.
- Communicate and schedule a volunteer base of 100 volunteers to carry out the mission of Friends of the Arts.
- Create 2 volunteer newsletters/calendars and hold 2 volunteer appreciation receptions a year.

2002-5/2004

Prescription Assistance Coordinator

Speare Memorial Hospital, Plymouth, NH

- Responsibilities include developing and implementing new prescription assistance program at Speare Memorial Hospital based on the statewide MedBridge program.
- Daily functions include Access database maintenance; internal communications with doctors, nurses and other hospital staff; external communications with patients; processing and tracking pharmaceutical applications.
- Creating and distributing quarterly reports and press releases, brochures and program materials.

September 2002

Public Relations Assistant

New Hampshire International Speedway, Loudon, NH

- Acted as support staff in Media Center at NHIS for the September 2002 Winston Cup Race.
- Responsibilities included, but were not limited to: Access database maintenance, distribution of reports, driver interviews and transcriptions, and media requests.

1999-2002

Director of Program Services & Public Affairs

March of Dimes-New Hampshire Chapter, Concord, NH

Job Responsibilities:

- Program planning, implementation and evaluation of the New Hampshire Chapter's Program Plan, Folic Acid Plan and Public Affairs Plan.
- Grant Management of the Chapter's Community Grant line, Folic Acid Grant, Chapter Program Investment Fund, Public Affairs Grant and Communications Grant totaling over \$150,000.
- Volunteer recruitment, development and management of three committees: Program Services Committee, Folic Acid Council and Public Affairs Committee.
- Develop, implement and budget for all public relations activities pertaining to program and public affairs.
- Staff and volunteer education.
- Conference planning and community outreach.
- Fundraising support.
- Intern supervisor.
- Crisis communications liaison.

Guest Speaker: 1997-2003

Joy Nolan-Resume

Plymouth State College, Plymouth, NH

- Introduction to Wellness Skills, Dr. Strapko
- Women's Issues, Dr. Burak
- Stress Management, Dr. Burkess-Miller
- Methods in Health Education, Dr. Burkess-Miller

1997

Bank Teller

Pemigewasset National Bank, Ashland, NH

Responsibilities included daily transactions, customer relations and balancing teller drawer.

1996

Volunteer

Family Planning, Plymouth, NH

Responsibilities included patient education; development and creation of a peer education manual; advertisement and marketing of the Teen Clinic.

Plymouth State College Health Education Program

Community Wellness Fair

Supervised information booths on heart disease and the Family Planning Teen Clinic; advertised fair throughout community; provided information and resources to fair participants.

1994

Claims Assistant

Kiewit-Atkinson-Kenny, AJV, Winthrop, MA

Responsibilities included extensive data entry, research and preparation of presentations for multi-million dollar claims. Designed and implemented new filing system for Deere Island office.

AWARDS

March of Dimes (MOD), Northern Region, Staff Excellence Award-Volunteer Development, 2000
MOD, Northern Region, Award of Excellence-Program, 2000
MOD, Northern Region, Award of Excellence-Public Affairs, 2000
Nominee, MOD, National Chapter of the Year-Program, 2000, 2001
Nominee, MOD, National Chapter of the Year-Public Affairs, 2000
Who's Who Among Universities & Colleges, 1994-1995
Plymouth State College, President's List, 1995
Plymouth State College Scholar Athlete Award, 1994
Plymouth State College Student Athlete of the Week, February 1994

MEMBERSHIPS

Loon Lake Preservation Association, Newsletter Editor, 2005-2008
PTA, Plymouth Elementary School, 2004-2008
Registered Lobbyist (NH), 2001-02
Co-Chair, Statewide Folic Acid Council – 1999- 2002
Board Member, New England Society of Public Health Education,

NH Delegate – 2000-2002
New Hampshire Public Health Association, 2000-2002
NH CAN – Children's Advocacy Network, 2000-2002
Associated Bodywork & Massage Professional, 1999
President, Eta Sigma Gamma, 1995-1996
Plymouth State College Swimming & Diving Team, 1992-1994

TASK FORCE Governor's Legislative Perinatal Task Force on Alcohol, Tobacco & other
Drug issues, 2000-2002

**CONFERENCES/
COMMITTEES** National CASA Conference Planning Committee, 2017-present
Chair, Speare Memorial Hospital, Patient Education Committee, 2002-04
Speare Memorial Hospital, Newsletter Review Committee, 2002-04
Speare Memorial Hospital, Wellness Series Committee, 2003-04
Prenatal Smoking Cessation Conference, Concord, NH – June 2001
New England Maternal Outreach (NEMO), Newport, RI– June 2000 - 2002
Gestational Diabetes Conference, Bartlett, NH - April 2001
Folic Acid Now Conference, Concord, NH – October 2000

Lucie A Remillard



Objective: To work within a well-established organization which will embrace my experience as a community outreach worker and sales professional.

Summary of Qualifications

Highly skilled and dedicated professional offering a 20 year background in sales, outreach, marketing, new business and account management. A community outreach coordinator, networking in communities and chamber of commerce throughout New Hampshire.

Areas of Experience

Community Outreach
Sales & Marketing Contract/Pricing Client Communication
Staff & Team Leadership Financial Reports Strategic Planning
Property Management Negotiation Recruit & Support

Work Experience

CASA of NH – Manchester, NH

May 2016 to Present

North Country Community Outreach Coordinator – the Outreach Coordinator is responsible for outreach, recruitment, and building relationships with volunteers & community groups in Coos, Grafton & Belknap counties. This includes group presentations, advocate interviews, chamber of commerce, city & town involvement. Outreach Coordinator is building partnerships and maintaining interaction with community stakeholders and residents; distributing outreach and marketing materials; attending community and city-wide meetings, and representing CASA of NH as essential to promote awareness. Also included are daily follow-up on the CASA's administrative tasks, volunteer inquiries, and to secure training locations.

Provider Financial – ENH Power, Auburn, ME

September 9, 2013 – December 31, 2015

Community Outreach Worker – Building relationships in New Hampshire that would increase residential and commercial accounts. Identify non-profit agencies for a community partner program to raise funding and financial contribution; volunteer and remain active in several NH Chamber of Commerce; communicate and promote company enrollment; attend home, industry, business & trade shows throughout New Hampshire, Maine & Mass; educate yet promote company awareness and benefits; maintain strong community relationships with area business owners, political representatives and non-profit agencies.

Re/Max Northern Edge / Gallus & Green Realtors, Berlin, NH
License Real Estate Broker with New Hampshire since 1997 - Present

Broker Associate – List, market, manage and sell residential & commercial real estate in Northern New Hampshire. Work closely with clients, brokers, title companies, attorneys, mortgage agents to secure contracts and transfer of properties.

Recognized as a competitive industry leader within a highly volatile market, I generated over \$200K in sales commission and achieved “high seller” status for several consecutive years. Maintain a solid network of business, industry and community contacts. Design, market, and advertise promotional flyers, mailers and letters targeting prospective clients. Recruited and trained office staff and real estate sales agents.

Home Sweet Apartments & Realty, Berlin, NH

Home Sweet Apartments & Realty, Berlin, NH

1990 – 2003 (Owner/Broker – sold business in 2003)

Property Manager & Real Estate Sales Broker – Property management firm specializing in sales and rental. Business grew from 4 units to over 600 rental management units within 3 years. Recruited and supervised a professional staff of ten employees and numerous sub-contractors. Directed rental operations which included tenant screening, contract negotiations, rent collections, advertising, and general property maintenance. Maintained business accounting for each property, complete operating statements, cash journals, income and expense reports, secure competitive insurance rates and ensure all properties met or exceeded state, local and federal housing codes.

Education, Licensure & Board Member

Springfield College – St. Johnsbury, Vt – Human Services – Near Completion of Bachelor's Degree

Granite State College – Human Services

Licensed Real Estate Broker

NH Board of Realtors

NH Landlord Association

Councilor – City of Berlin

Board Member – Planning Board – Accounts & Claims – Traffic & Safety - Budget

Family Resource Center – Gorham, NH

Board Member

References:

Business & Personal references upon request.

Kelly Smith, LICSW



EDUCATION:

MSW Social Work
University of Kentucky, 1990

BA Psychology
Hanover College, 1986

NH License, LICSW #1179

PROFESSIONAL EXPERIENCE:

CASA, NEW HAMPSHIRE

Director of Training, March 2016-present

PRIVATE PRACTICE, CONCORD, NH

Therapist and Consultant, November 2003 - present

- Individual and family therapy specializing in trauma, loss, and attachment with foster and adoptive children and families
- Curriculum development and teaching adoption concepts to pre-adoptive parents
- *Consultation to NH Court Improvement Project* regarding permanency planning, best practice and Model Court protocols
- *Clinical consultant for a NH adoption law firm (James Bianco, Assoc.)*
- Travel with adoptive families to their adoptive child's homeland (includes China, Guatemala, Peru, Paraguay, and Ethiopia)
- Consultation to school districts regarding special education programming for foster and adoptive children
- *Clinical Consultant for NH Court Appointed Special Advocates (CASA)*, including clinical consultation and training to staff and volunteers
- *Clinical Consultant for Dartmouth College, Department of Psychiatry-Trauma Research Center*

CASEY FAMILY SERVICES, CONCORD, NH

Supervisor, March 1995 – November 2003

- Program development and clinical supervision of a post adoption program
- Collaboration and training for professionals in the areas of attachment and trauma
- Technical assistance to state as well as private, non-profit organizations on program development, clinical intervention, and permanency planning

HANNAH NEIL CENTER FOR CHILDREN, COLUMBUS, OHIO

Director, 1992-1995

- Director of a partial hospital program within a comprehensive mental health continuum for children, adolescents, and families.
- Clinical supervision of 25 therapists;
- Direct fiscal planning and management of a \$2 million budget
- Program development to meet treatment and community needs
- Coordination, training and supervision of student interns and work study students
- Coordinator of continued quality improvement program which included the collection and analysis of statistical data related to peer review, quality assurance and utilization review.

Awarded Therapist of the Year by Governor Hassan and NAMI



JESSICA STOREY

OBJECTIVE Engaging volunteers in meaningful opportunities to enhance their communities.

SKILLS & ABILITIES

- Proven leader managing volunteers in the child protection system challenged by substance abuse mental health crisis.
- Recruiting, training, supervising, coaching, and constructively evaluating volunteers to ensure their capability and confidence and to uphold the organization's high standards for quality.
- Extensive writing experience, ranging from fun local news stories and in-depth looks at policy to legal briefs.
- Comfortable communicating and collaborating with an array of people who have different interests and needs.
- Familiar with Microsoft Word, Excel, CASA Manager database, GoTo Meeting, Zoom and Survey Monkey.

EXPERIENCE **PERMANENCY SPECIALIST, CASA OF NH**

July 2018 to the present.

As part of the legal team, I oversee the TPR (termination of parental rights) portion of on-going CASA cases. I work closely with individual CASA GALs as they write the reports making their final recommendation whether to terminate the rights of their CASA child's parent and I'm available to answer procedural questions about the TPR process they may have.

PROGRAM MANAGER, CASA OF NH

August 2011 into July 2018.

I supervised approximately 45 exceptional people who volunteer to advocate as guardians *ad litem* for children who are the subject of abuse or neglect petitions in Grafton and Belknap counties.

- I provided training to in-coming CASA volunteers and on-going education for existing CASAs.
- I coached CASAs drafting court reports, preparing to speak in court, and debriefing about what transpired after court.
- I discussed how to negotiate with DCYF workers, parents, et al, process visits they have had with their CASA children & youth and strategize regarding interactions

with all others involved.

- I am an engaging trainer and thoughtful sounding board for challenging situations.

ATTORNEY, ORR & RENO

2005-2008.

I participated in the general practice law firm of Orr & Reno in Concord, NH as an associate attorney after interning in the summer of 2004. I handled many types of cases and specialized in regulatory work, such as zoning, health care regulation and environmental regulation.

REPORTER, CASHMERE VALLEY NEWS

2000-2002.

I began as a sports writer for a small town paper when I lived in Washington state. The paper was associated with two other small town papers, and I became a principal writer of material for all three papers.

WHOLESALE SALES MANAGER, CANOE IMPORTS

1997-1999.

I sold canoes and kayaks at a popular store near Burlington, VT. While I always helped with retail sales, I came to manage the significant wholesale business to camps and institutions.

EFL TEACHER, KHON KAEN UNIVERSITY

1995-1996.

I taught English to university students in Thailand for two semesters after I graduated from Princeton University.

EDUCATION

LITTLETON HIGH SCHOOL – LITTLETON, NH – HIGH SCHOOL DIPLOMA

Graduated salutatorian in 1991.

PRINCETON UNIVERSITY – PRINCETON, NJ – B.A.

Graduated in 1995. Philosophy major, Linguistics certificate.

BOSTON UNIVERSITY SCHOOL OF LAW – BOSTON, MA – J.D.

Graduated cum laude in 2005.

REFERENCES

Available upon request.

Jami Wyman



SUMMARY OF QUALIFICATIONS

- Technical: Adobe Suite, HTML, CSS, Dreamweaver,, and Quickbooks
- Customer Service: Communication, Patience, Multitasking
- Social Media: Facebook, Instagram, Twitter, LinkedIn
- Certificate: National Institute of Human Beings (Spring 2017)

EDUCATION

Westfield State University, Westfield, MA	Graduated May 2018
Bachelor of Arts in Communications	Concentration in Corporate and Public Relations
Minor in Graphic Design	GPA: 3.680/4.0
Dean's List 5 out 6 semesters	

EMPLOYMENT

Court Appointed Special Advocate , Manchester, NH	
<u>Communications Assistant</u>	January 2019 – Present

- Craft social media posts and web pages to compel targeted audience
- Plan events and fundraise for the organization

Merrimack County Nursing Home , Boscawen, NH	
<u>Receptionist, Office Assistant</u>	(Part-Time) August 2018 – Present

- Take 100 calls and emails a day from outside sources
- Maintain communication throughout the building
- Write official state documents

Westfield State University (Online)	
<u>Webpage Management</u>	Spring 2018 Semester

- Maintained accessibility issues
- Updated webpages

CAMPUS ACTIVITIES

<u>Member</u> , Lambda Pi Eta Communication Honor Society	Spring 2018
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- Volunteered for on campus activities
- Fundraised for the society
- Created posters and a pamphlet

<u>Secretary</u> , History Club and Film Club	Fall 2016 – Spring 2018
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- Recorded minutes of weekly meetings
- Arranged club correspondence
- Sent emails to confirm meeting times

VOLUNTEER WORK

Church of the Good Shepherd, Nashua, NH	Thanksgiving 2003 – Present
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- Help organize donated/purchased food to be used for Thanksgiving meals
- Prepare and serve Thanksgiving meals to approximately 50-100 people with a team of 7 volunteers

Live & Let Live Farm, Chichester, NH	August 2010 – May 2015
--------------------------------------	------------------------

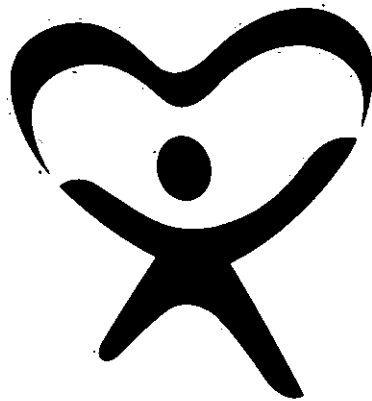
- Fed, watered, hayed 70+ farm animals up for adoption
- Assisted new volunteers and potential adopters



Appendix G

CASA of NH Employee Handbook

**CASA OF NEW HAMPSHIRE, INC.
EMPLOYEE HANDBOOK**



CASA

**Court Appointed Special Advocates
FOR CHILDREN**

New Hampshire

Effective March 19, 2019

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CASA OF NEW HAMPSHIRE, INC.

MISSION STATEMENT

CASA of New Hampshire strives to protect the rights of our state's most vulnerable children to live, learn and grow in the embrace of a loving family. Our trained volunteer advocates speak for abused children's best interests in New Hampshire's family court system.

ABOUT OUR HANDBOOK

On behalf of CASA of New Hampshire, Inc. ("CASA") and your colleagues, I welcome you and wish you every success here. We believe that each employee contributes directly to CASA's growth and success and we hope that you will take pride in being a member of our team.

We respect our employees and take pride in being a fun and fair workplace. We foster this through open communications, and this employee handbook ("Handbook") is an important part of those communications. This Handbook was developed to describe some of the expectations for our employees and to outline the policies, programs, and benefits available to eligible employees. You are expected to read, understand, and comply with all provisions of the Handbook. It describes many of your responsibilities as an employee and outlines the programs currently offered by CASA to benefit employees.

This version of the Handbook replaces and supersedes all prior handbooks, policies, practices, and understandings of CASA. CASA retains flexibility in the administration of the policies and procedures contained in the Handbook. CASA also reserves the right to change, amend or eliminate any of the policies and/or benefits described in the Handbook at any time, with or without notice, as business, employment, legislation, and economic conditions may warrant. Please also understand that although this Handbook is an important resource for you and CASA, it is not a contract and should not be construed as a contract. We ascribe to a policy of employment at-will, and nothing in this Handbook is intended to undermine that. In all instances, CASA strives to comply with applicable law, and to the extent that anything in this Handbook contradicts applicable law, the rule of law will apply.

One of our objectives is to provide a work environment that is conducive to both personal and professional growth. We welcome any suggestions that you may have regarding improving productivity or working conditions and we hope that you will maintain open communications with us. This Handbook is not intended to replace open communications. You should feel free at any time to discuss any questions, complaints, or suggestions with the President/CEO.

We hope that your experience here will be challenging, enjoyable, and rewarding. CASA wishes you success and fulfillment in your position with us. Again, welcome!

Sincerely,



Marcia (Marty) Ressmeyer Sink
President and CEO

EMPLOYMENT POLICIES

1. INTRODUCTION

All CASA employees are expected to carry out the performance of their duties in a professional, respectful, and competent manner. This Handbook is intended to outline expectations for CASA employees. Questions regarding specific content of the Handbook or about a particular policy or procedure should be directed to the employee's supervisor or President/CEO.

Equal Employment Opportunity

CASA is deeply committed to a policy of equal employment opportunity for all of its employees. This commitment means CASA actively seeks and employs qualified persons in all job classifications, and administers all personnel actions affecting employees without discrimination on the basis of race, color, religion, sex, age, national origin, mental or physical disability, veteran status, marital status or sexual orientation or any other basis protected by state or federal law. This policy applies to all terms and conditions of employment, including, but not limited to: recruitment, hiring, placement, promotion, transfer, retention and training, termination, layoff, recall or rehire, leaves of absence, compensation and benefits.

Management is primarily responsible for assuring that equal employment opportunity policies are implemented, but all employees are asked to share in that responsibility.

If an employee perceives any discriminatory action or practice, please report it in accordance with the anti-harassment policy below. We prohibit any form of retaliation against individuals who raise issues of equal employment opportunity or participate in an investigation prompted by a complaint. Appropriate disciplinary action may be taken against any employee who violates this policy up to and including immediate termination.

Americans with Disabilities Act (ADA)

CASA is committed to complying with all applicable provisions of the Americans with Disabilities Act (ADA). It is CASA's policy not to discriminate against any qualified employee or applicant with regard to any terms or conditions of employment because of such individual's disability or perceived disability so long as the employee can perform the essential functions of the job. Consistent with this policy of non-discrimination, CASA will provide reasonable accommodations to a qualified individual with a disability, as defined by the ADA, who has made CASA aware of his or her disability, provided that such accommodation does not constitute an undue hardship to CASA.

An employee with a disability who believes he or she needs a reasonable accommodation to perform the essential functions of his or her job should contact the President/CEO. CASA encourages individuals with disabilities to come forward and request reasonable accommodation. You will be expected to promptly provide this information and engage in an interactive process with us so that we may evaluate whether you qualify for accommodation and make appropriate determinations regarding reasonable accommodations.

CASA may decline to provide accommodation in certain circumstances including, but not limited to, when: (1) the requesting employee is not a qualified individual with a disability within the meaning of state or federal law; (2) the accommodation would pose an undue hardship to CASA or our employees; and/or (3) the employee may cause a direct threat to his or her own health or safety or the health or safety of others, even with the benefit of reasonable accommodation.

Employees with questions or concerns about this policy should contact the President/CEO.

Anti-Harassment & Anti-Discrimination Policy and Complaint Procedure

CASA has adopted a policy of zero tolerance with respect to unlawful employee harassment, discrimination and retaliation. CASA expressly prohibits any form of unlawful harassment, discrimination, or intimidation based on race, color, religion, ancestry, sex, pregnancy, national origin, age, gender identity, physical or mental disability, military service or veteran status, marital status, genetic information, sexual orientation or other characteristics protected by applicable law.

Definition & Prohibited Conduct

Harassment and discrimination refer to conduct or behavior, which is personally offensive or threatening, impairs morale, or interferes with the work effectiveness of employees and is based on age, race, religion, ancestry, color, sex, pregnancy, national origin or ancestry, sexual orientation, gender identity, marital status, military service or veteran status, physical or mental disability or handicap, genetic information or other characteristics protected by applicable law. Examples of harassment include conduct or comments that threaten physical violence; offensive, unsolicited remarks; unwelcome gestures or physical contact; display or circulation of written materials, items or pictures, that are degrading to individuals or groups based upon the characteristics listed above; and verbal abuse or insults about or directed at any employee, or group of employees because of any of the characteristics listed above.

Offensive comments, jokes, innuendoes, and other statements or conduct based on an individual's membership in any of the legally protected categories listed above have no place in a business environment and will not be tolerated. Prohibited conduct also includes, but is not limited to, slurs, epithets, derogatory comments, ridicule; verbal or physical abuse; unwelcome jokes, teasing; unwelcome sexual advances, requests for sexual favors; posting of offensive pictures, photographs, cartoons, or comments; oral, computer, phone (including telephone messages), text messages, tweets, blogs, or social networking sites; or other similar verbal or physical conduct.

Employees must not use CASA property, such as CASA software and equipment, to transmit or receive any threatening, offensive, or disruptive messages in violation of CASA's Anti-Harassment Policy.

We expect that every employee will adhere to this important policy against discrimination and harassment in all of their dealings with other employees, volunteers, and others with whom you come in contact as part of your work. Any suspected violation of this policy should be reported to CASA immediately in accordance with the reporting procedures outlined below. Any

employee who engages in behavior in violation of this policy will be subject to disciplinary action, up to and including termination of employment.

Sexual Harassment

One type of harassment that deserves specific attention is sexual harassment. Sexual harassment is illegal. Sexual harassment involves unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- Submission to the conduct is made either an explicit or implicit condition of employment or advancement;
- Submission to or rejection of the conduct is used as the basis for an employment or advancement decision affecting the harassed employee; or
- The harassment has the purpose or effect of substantially interfering with the employee's work performance or creates an unreasonable, intimidating, hostile, or offensive work environment.

Sexual harassment applies not only to interactions between members of the opposite sex but also between members of the same sex.

While it is not possible to list all of the types of conduct that may violate this policy, the following are some examples of conduct that will not be tolerated by CASA:

- Unwelcome sexual advances – whether they involve physical touching or not
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life, comments on an individual's body, comments about an individual's sexual activity, deficiencies or prowess
- Offering employment benefits in exchange for sexual favors
- Making or threatening reprisals after a negative response to sexual advances
- Displaying sexually suggestive, racist or insensitive objects, pictures, cartoons or posters
- Sending or viewing inappropriate e-mail messages or viewing inappropriate web sites
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments
- Inappropriate physical conduct such as touching, assault, impeding or blocking movements
- Inquiries into one's sexual experiences
- Discussion of one's sexual activities

Individuals and Conduct Covered

These policies apply to all applicants and employees, whether related to conduct engaged in by fellow employees or someone not directly connected to CASA (e.g., an outside consultant or volunteer).

Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as during work-related trips, work-related meetings and work-related social events.

Supervisors, managers or any other employee who compromises the authority of their position to control, influence or affect the career, salary or job of another employee (or prospective employee) through any form of sexual harassment will be subject to severe disciplinary action.

Employee Responsibility & Reporting

As a CASA employee, you are responsible for keeping our work environment free of harassment. Anyone who feels that he or she has been subject to conduct that violates this policy must report the incident immediately to their supervisor/manager and/or President/CEO.

Investigation

When CASA receives notice of an incident reported to management, through this procedure, it will take prompt and appropriate action to thoroughly and impartially investigate the situation, as may be appropriate given the circumstances. The President/CEO typically has the primary responsibility of investigating and resolving complaints of harassment and will promptly undertake such an investigation. The investigation will be handled as discreetly as possible, consistent with a thorough investigation, and disclosure will be limited to those who have a need to know to investigate the matter or take appropriate remedial measures. In some instances, CASA may designate another individual (internal or external) as the responsible party for the investigation. All employees are required to fully and honestly participate as requested by CASA in any such investigation.

No Retaliation

Open communications of this type are important and employees can raise concerns and make reports without fear of reprisal. CASA will not tolerate retaliation against any employee who files a good faith complaint under this policy or against anyone who participates or otherwise assists in a complaint investigation. Any employee found to have engaged in retaliation will be subject to disciplinary action, which may include suspension or immediate termination of employment. Employees who feel they have been subjected to retaliation should follow the reporting procedure contained above and report the concern as soon as possible.

CASA Determinations & Disciplinary Action

CASA will take all reasonable steps to protect its employees from being subjected to harassment or discrimination by other employees, volunteers, or anyone else who has contact with an employee. In determining whether alleged conduct violates this policy, the totality of the circumstances, the nature of the conduct and the context in which the alleged incidents occurred will generally be considered.

CASA considers violation of this Anti-Harassment and Discrimination Policy to be a serious matter. Violations of this policy can result in disciplinary action, up to and including the suspension or immediate termination of employment. CASA may also take other corrective and remedial actions.

Whistleblower Protection

Purpose: CASA is committed to adhering to all applicable laws, regulations and CASA policies, and fostering an environment that is free from all forms of intimidation and retaliation. CASA likewise expects all employees to observe high standards of work and personal ethics in the conduct of their duties and responsibilities. This policy is one of a number in place to help ensure maintenance of the high ethical standards to which we all are committed. CASA will endeavor to address appropriately all serious concerns brought to its attention about legal, financial, accounting or work related improprieties. If improper conduct is found to have occurred, CASA will take appropriate corrective action.

Reporting Process: Any employee who has a good faith belief that any financial, accounting or work related wrongdoing or unlawful or unsafe activity has occurred, or will occur, may bring his or her concern to the President/CEO without fear of harassment or retaliation. The disclosure of such information is sometimes known as "whistle blowing." Such concerns may be reported to any one of the following individuals: the Board of Directors or the President/CEO.

Anonymity: Employees are encouraged to put their names to allegations because appropriate follow-up questions and investigation may not be possible unless the source of the information is identified. Concerns expressed anonymously will be investigated to the extent possible, but consideration will be given to the likelihood of confirming the allegation from attributable sources.

Prohibition against Retaliation: Employees who raise concerns pursuant to this policy are protected from retaliation. CASA expressly prohibits any form of retaliation against individuals who in good faith report suspected violations of law, cooperate in governmental hearings, inquiries or investigations, or refuse to carry out illegal directives. CASA will not discharge, demote, suspend, threaten, harass, or in any manner discriminate or retaliate against anyone because that person has made a report consistent with this policy. Anyone who engages in such prohibited retaliatory conduct will be subject to disciplinary action up to and including possible termination of employment. Any conduct which is perceived as retaliatory should be reported immediately in accordance with the reporting procedure outlined above.

Investigation and Resolution: If CASA receives a report of alleged improper conduct pursuant to this policy, it will investigate the matter promptly and thoroughly. All employees are expected to cooperate fully with any investigation. Failure to cooperate will be grounds for discipline up to and including possible termination of employment. Reporting improper conduct will not absolve the "whistleblower" of personal responsibility if he or she participated in the wrongdoing. If improper conduct has in fact occurred, CASA will address the issue in a manner that reflects its high ethical and legal standards.

Acting in Good Faith: Anyone reporting a suspected violation of law or CASA policy must be acting in good faith and have reasonable grounds for suspicion of illegal, dishonest or inappropriate activity. Allegations that prove to have been made maliciously, recklessly or with knowledge that the allegations are false will be viewed as a serious disciplinary offense and may result in disciplinary action, up to and including termination of employment or dismissal from a current position.

2. EMPLOYMENT

Employment At-Will

We value our employees and hope that employment remains mutually satisfying for the long term, but we also recognize that changes occur and that both CASA and our employees benefit from flexibility. We therefore believe in and adhere to a policy of employment at-will as this maintains maximum flexibility for CASA and our employees.

Our at-will employment relationship allows CASA or an employee to terminate the employment relationship at any time, with or without cause or notice. This Handbook is prepared for informational purposes only and does not constitute a contract between CASA and its employees and should not be construed as such.

The at-will nature of an employment relationship cannot be changed by anyone other than the President/CEO. Any agreement by the President/CEO to change the at-will nature of an employment relationship will be effective only if the agreement is in writing and signed by the President/CEO and the employee.

Compliance with the Immigration Reform and Control Act

CASA is committed to immigration law compliance and to employing only those individuals who are authorized to work in the United States.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment in the United States, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility within three (3) days of hire. Former employees who are rehired must also complete the form if they have not completed an I-9 with CASA within the past three years, or if their previous I-9 is no longer retained or valid.

Failure to provide the requisite documentation sufficient to demonstrate eligibility to work in the United States within the time frame set forth above may result in termination of employment. Employees with questions or seeking more information on work authorization issues are encouraged to contact the Finance Manager.

Personnel Records/ Status Changes

CASA maintains personnel records for every employee. The personnel file may include such information as the employee's job application, resume, records of training, documentation of performance appraisals, salary increases, and other employment records.

Supervisors may only have access to personnel file information on a need-to-know basis subject to the prior approval of the Finance Manager or the President/CEO. A supervisor considering the hire of a former employee or transfer of a current employee may be granted access to the file, or limited parts of it, in accordance with applicable law.

All personnel records are the property of CASA. An employee may have access to his or her personnel records upon request to the Finance Manager. Access to your records is arranged at a mutually agreeable time, during normal working hours, within a reasonable time after the employee makes the request. The Finance Manager or the President/CEO or designee will be present during the record inspection to assist the employee in understanding the content of the records.

If an employee wishes to dispute information in his or her personnel records, the employee may submit a written statement for disagreement, which will be included in the file. An employee, however, may not alter or change documents in his or her files without CASA's express approval.

In order to maintain the accuracy of each employee's records and to avoid issues, compromising your benefit eligibility or having W-2s returned, employees are required to promptly notify the Finance Manager of any change to personal information including:

- Marital status
- Home address or phone number
- Person to be notified in case of emergency
- Beneficiary designations for any insurance, disability or pension plans
- Number of dependents for withholding tax and benefit plans
- Birth or adoption of child
- Driver's license status
- Emergency telephone number
- Name and social security number
- Education achievements

As changes in family status (marriage, civil union, divorce, dependents, etc.) may also impact benefit eligibility, such changes must be reported within 30 days of the change.

Failure to update the information described above could result in failure to receive timely pay or forfeiture of certain rights under CASA's group benefit plans.

Reference and Background Checks

To ensure that individuals who join CASA are well qualified and to ensure that CASA maintains a safe and productive work environment, it is our policy to conduct criminal background checks on all applicants who accept an offer of employment. Background checks may include verification of any information on the applicant's resume or application form.

All offers of employment are conditioned on receipt of a criminal background check report that is acceptable to CASA. All background checks are conducted in conformity with the Federal Fair Credit Reporting Act, the Americans with Disabilities Act, state and federal privacy and antidiscrimination laws, and any other applicable law. Reports are kept confidential and are only viewed by individuals involved in the hiring process.

If information obtained in a background check would lead CASA to deny employment, a copy of the report will be provided to the applicant, and the applicant will have the opportunity to dispute the report's accuracy. Background checks may include a criminal record check, although a criminal conviction does not automatically bar an applicant from employment.

Additional checks such as a driving record or credit report may be made on applicants for particular job categories if appropriate and job related.

CASA also reserves the right to conduct a background check for current employees to determine eligibility for promotion or reassignment in the same manner as described above.

Motor Vehicle Records Check

A valid driver's license and an acceptable motor vehicle record may be required as part of the hiring process if the job responsibilities require the use of a motor vehicle. A motor vehicle record which is determined to be unacceptable will result in a decision not to hire an applicant or, if a conditional offer has been extended, to revoke the offer.

CASA may require periodic driving record checks for existing employees, and employees are required to authorize such checks, if necessary, as a condition of employment. In addition, any employee who drives a personal vehicle as part of his or her job responsibilities must immediately notify the Finance Manager in the event of any change in drivers' license status.

Categories of Employees

All employees are designated as either non-exempt or exempt under state and federal wage and hour laws. The following is intended to help employees understand employment classifications and employees' employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. The right to terminate the employment-at-will relationship at any time is retained by both the employee and CASA.

Non-exempt employees are not exempt from the overtime pay requirements of the Fair Labor Standards Act (FLSA) and are therefore entitled to overtime pay under the specific provisions of applicable laws. A non-exempt employee's pay for hours worked in excess of 40 hours will be calculated at the rate of one and one half times the regular hourly rate. Please see the Overtime Pay Policy for additional information. Non-exempt employees are generally paid on an hourly basis, although there are other methods of pay that may be used.

Exempt employees are excluded from the overtime pay requirements of the FLSA and are therefore not entitled to overtime pay as their salary represents compensation for all work performed in a pay period. Exempt employees are generally paid on a salary basis, although there are other methods of payment that may be used.

An employee's exempt or non-exempt classification may be changed upon written notification by CASA management.

In addition to the above categories, each employee will belong to one other employment category:

Regular, Full-time Employees: Regularly scheduled to work a full-time schedule of at least 40 hours per week. Generally, they are eligible for benefit offerings, subject to the terms, conditions, and limitations of each benefit program.

Regular Part-time Employees: Regularly scheduled to work less than the full-time schedule and fewer than 30 hours per week. While they do receive certain legally mandated benefits, they are generally ineligible for other benefit programs.

Temporary Employees: Hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees do receive certain legally mandated benefits, they are ineligible for all other benefit and insurance programs.

Orientation/Introductory Period

The first 90 days of employment are an orientation or introductory period for all employees. This gives the employee the opportunity to determine if CASA and the position are suitable, and gives the President/CEO an opportunity to determine the employee's suitability for the job. At any time during the orientation period, the program may discharge the employee without warning or cause. If, after 90 days the employee's supervisor determines a further orientation period is needed, the supervisor may extend the orientation period. Any decision to extend the orientation period must be in writing.

Prior to the completion of the orientation period, the employee's supervisor will evaluate the employee's performance and recommend whether to continue employment. The successful completion of the orientation period does not create a contractual relationship, guarantee employment for any specific duration or establish a termination for cause standard. The employment relationship with CASA is at-will.

3. COMPENSATION

Work Schedules/Punctuality

CASA requires the presence and diligent efforts of its employees in order to maintain standards consistent with our mission. Accordingly, different working hour schedules will be established by CASA to best support its needs. These schedules are established and periodically reviewed and will generally remain in effect until compelling circumstances require a change. CASA reserves the right to alter or amend any employee's work schedule in accordance with the needs of the organization.

Employees are expected to arrive to work on-time. As a general rule, employees are expected to work a full day, unless prior arrangements are made with their supervisor.

Timekeeping

Federal and state laws require employers to keep accurate records of the time worked by non-exempt employees. Such employees are required to record when they report to work and when they stop working. As a general matter, employees are entrusted to work their scheduled hours and are expected to demonstrate honesty and diligence in completing and submitting time records. Time records must be completed fully and accurately, and employees may not provide any false information on time records or any other CASA documents. These records are used to ensure that employees are paid correctly for all hours worked, for all paid time off and for all approved absences.

CASA requires exempt employees, as well, to record their work hours and paid time off. Exempt employees should keep their supervisor informed of work schedules, meetings outside of the office and out of town travel. Any false, inaccurate, and/or altered reporting of time worked or paid time off by any employee or on behalf of another employee will be cause for disciplinary action, up to and including discharge.

Pay Periods and Pay Days

CASA's weekly pay period begins at 12:01 am on Sunday and ends at 12:00 midnight on Saturday. CASA's pay day is the Friday following the close of the bi-weekly pay period.

For clarity, paychecks are issued every two weeks for work performed during the preceding pay period. CASA does not grant any advances on pay.

In lieu of a paper check, employees may elect to receive their pay by setting up direct deposit into their own personal bank accounts. If you have chosen to receive a paper check instead of using our direct deposit option, your paycheck may be hand-delivered directly to you or put in your CASA mailbox. No other person may pick up your paycheck unless we have your authorization in writing.

Pay Stubs & Payroll Deductions

All employees receive a paystub which itemizes the income earned as well as any withholdings and deductions. Please review your pay stub each time that you are paid to ensure that it is accurate. If you have any questions or concerns about information reported on your pay stub, please contact the Finance Manager for prompt investigation and resolution.

Payroll Deductions for All Employees

There are generally two categories of payroll deductions: those required by state or federal law and those authorized by the employee.

Payroll deductions required by state and federal law include federal withholding, income tax, social security tax, and wage garnishments required by law, such as child support payments, court-ordered payments, and IRS garnishments.

If authorized in writing or online by an eligible employee, CASA will also make payroll deductions for health and dental insurance, savings plans, retirement contributions, and other deductions permitted by applicable state and federal law. Unless otherwise required by law, CASA may accept or reject requests for voluntary deductions at its sole discretion.

Payroll Deductions for Exempt Employees

CASA complies with all federal and state laws with regard to deductions from paychecks, including deductions from the salaries of exempt employees. In accordance with the laws, salaried exempt employees receive a predetermined salary which is not subject to reduction because of variations in the quality or quantity of work performed, and is not subject to reduction for absences requested by CASA or due to CASA's operating requirements.

CASA recognizes that under federal and state law there are only limited reasons for which an exempt employee's salary for a pay period can be subject to deductions. CASA prohibits deductions from salaries that are inconsistent with an employee's exempt status.

Exempt employees should note that salaries are subject to modification from time to time such as at compensation review time, when an employee's position or responsibilities change, and at other appropriate times.

Exempt employees should also note that it is permissible for an employer to apply paid time off to partial or full day absences for personal reasons, sickness, or disability, and that applying paid time is not considered a deduction from salary.

Questions Regarding Paychecks

If you have any questions or concerns about your paycheck or any deductions from your pay, please contact the Finance Manager as soon as possible.

If you do not receive a prompt response or are dissatisfied in any way with the response you receive, you should feel free to contact the Finance Manager or the President/CEO.

Questions and concerns regarding pay and deductions will be looked into and addressed as may be appropriate. If there has been an error, such as a deduction made in error, the employee will receive a corrected check or a check reimbursing the employee for the error, whichever CASA determines to be practicable under the circumstances.

Employees should feel free to communicate any questions or concerns regarding pay or deductions without fear of reprisal. Retaliation against employees who have expressed concerns using this procedure is prohibited.

Overtime

Overtime will be paid to all non-exempt employees in compliance with applicable federal and state wage and hour laws. Payment of overtime will be paid at the rate of one and one-half (1½) times an employee's regular hourly rate for all hours worked in excess of 40 hours per workweek. Only time actually worked will be considered in the calculation of overtime hours.

Paid time off, bereavement, jury duty time, and other time away from work will not be considered time worked for the purpose of determining the overtime 40 hour base pay week.

Consistent with the explanation above, an employee who works in excess of eight (8) hours in any given day will not be entitled to overtime pay unless that employee's total work hours for the work week exceeds 40 hours, or unless such overtime pay is otherwise required by applicable state law.

Employees are expected to work any overtime requested by their supervisor. The employer determines the necessity of overtime. Written authorization by an employee's supervisor is required before any overtime may be worked. Failure to obtain supervisory approval to work overtime will result in disciplinary action, up to and including discharge.

Two-Hour Minimum Pay

There may be times when CASA needs to make staffing changes. CASA will do its best to notify employees in advance of any scheduling changes. In the event that an employee reports for work as directed, and is subsequently sent home due to staffing changes, he or she will be paid a minimum of two hours. In the event that an employee asks to leave early due to a personal emergency or illness, or refuse a work assignment, he or she will be paid only for hours actually worked that day.

Performance and Salary Reviews

A performance review or appraisal provides an opportunity for ongoing communication between the employee and the supervisor about job performance. On or about the anniversary date or at least annually, the supervisor and employee will meet to review and discuss job performance, goals, career development and any concerns about job duties. These review sessions provide an excellent opportunity for on-going, constructive feedback and a means for the employee to develop skills and abilities. A supervisor may hold informal or more frequent review sessions as needed. While every effort will be made to conduct performance reviews timely, certain circumstances may prevent or delay such reviews.

On or around the anniversary date in the present position or at least annually, a supervisor and or the President/CEO may conduct a salary review. During this meeting, total compensation and performance will be discussed. A salary review does not always result in a salary increase. If a salary increase is recommended, it will be based upon performance since the last increase, years of service and placement in the salary range. Other factors affecting the award of salary increases are the financial position of CASA, the local and national economy, local and national salary trends and trends in the nonprofit arena.

Promotions

CASA promotes from within to fill a vacancy whenever practical. Vacancies, however, will be filled in the manner determined by the program to best serve its interest. If an employee's work performance has been rated satisfactory or above by the supervisor and the employee meets the qualifications of a vacant position, the employee may be eligible for a promotion. An employee who feels qualified for a vacant position should discuss the possibilities with the supervisor.

Training and Development Opportunities

CASA encourages the professional development of all employees. If a training opportunity becomes available, the employee should discuss it with the supervisor. Any workshop or seminar that may qualify for financial assistance from the agency, must be related to the current job or enhance the potential for future assignments. Approval for all seminars and workshops will be at the discretion of the employee's supervisor and the President/CEO.

4. ON THE JOB

Open Door Policy

CASA is committed to providing the best possible environment for the maximum development and achievement of goals for all of its employees. Our practice has always been to treat each employee as an individual. We have sought to develop a spirit of teamwork, i.e. individuals working together to attain a common goal. In order to maintain an atmosphere where these goals can be accomplished, we have provided a workplace that is comfortable and progressive. Most importantly, we have created a workplace where communications are open and problems can be discussed and resolved in a mutually respectful atmosphere taking into account individual circumstances and the person as well. We firmly believe that by communicating with each other directly, we can continue to resolve any difficulties that may arise and develop a mutually beneficial and satisfactory relationship.

CASA desires and intends to deal fairly with all employees, and further understands that in any organization there may be misunderstandings or misinterpretations. Employees are encouraged to make CASA aware of any problems.

At times, problems may develop between an employee and supervisor or an employee and co-worker. To resolve the problem, the employee should discuss it with the supervisor or co-worker. If the discussion does not result in a satisfactory solution, the employee may seek assistance through a problem resolution process. If the employee still has questions after meeting with the supervisor or co-worker or the employee would like further clarification on the matter, the employee may request a meeting with the President/CEO. The President/CEO will review the situation and determine the appropriate course of action.

Standards of Conduct

Work standards are necessary to make sure we all have a common understanding of what types of behavior and conduct are expected. This allows us to consistently enforce a set of standards that creates a positive work environment and earns the respect of each other and those we serve.

Examples of improper conduct include falsification of agency records, insubordination, theft or dishonesty, excessive absenteeism or tardiness, possession of a weapon or firearm, unsatisfactory job performance, engaging in harassment, disclosing confidential information, creating and/or contributing to a culture of disrespect and/or intolerance, reporting to work under the influence of alcohol or drugs and using obscene, abusive or threatening language. These examples are not all-inclusive, but present the types of conduct and behavior that are unacceptable to CASA and are contrary to its standards.

Violation of these standards and any other type of conduct the program considers contrary to its standards will result in disciplinary action, up to and including discharge. The employee's supervisor, in consultation with the President/CEO, has the discretion to decide appropriate disciplinary action, depending on the infraction and the employee's work record.

This policy does not alter the at-will status of the employment relationship. CASA reserves the right to terminate an employee's employment at any time, with or without cause and with or without notice.

Code of Ethics

CASA conducts all facets of its operations in an ethical and professional manner, and adheres to all applicable federal, state and local laws and regulations. We treat each other and those associated with our program with respect and dignity. To that end, our organization adheres to six essential values. We are:

- Service Oriented
- Committed to Quality
- Ethical
- Fair, Honest, & Human
- Accountable
- Mission-directed

All staff members are responsible for adhering to these six essential values in executing the responsibilities of their jobs and in representing CASA. It is important to define organizational expectations in the areas of ethical and professional behavior. Staff members appreciate knowing what is expected of everyone within your workplace culture. Once guidelines have been established, preferably with staff input, refer to them often in day-to-day operations as well as during employee performance review meetings.

Confidentiality

In the course of employment, employees will become privileged to confidential information, such as information related to the children we serve. Work-related confidential information includes identity of the CASA's volunteers, internal reports, policies, procedures or other internal work-related confidential communications. Confidential information may not be removed from CASA without its permission and employees must not disclose confidential information to any unauthorized person inside or outside of CASA. It is important that all employees maintain the confidentiality of such information.

Misuse or divulgence of confidential information will result in disciplinary action, up to and including discharge.

No employee shall discuss any cases specific or non-specific with the media or press, unless permission has been given by the President/CEO.

The obligation of confidentiality is not extinguished by termination of employment. Additionally, CASA has taken measures to protect the confidentiality of personal employee

information. Only those with a legitimate work-related reason may have access to the information in employee files.

Outside Employment

An employee may accept outside employment when it will not conflict with job performance for CASA. Employees may not engage in any outside activity that would involve the use or disclosure of any confidential information regarding the program or the children we serve. Outside employment must not interfere with an employee's work schedule, adversely affect the efficient performance of the employee's regular duties, be in conflict with the program work performed by the organization (e.g., home studies), or cause the employee to be ill or accident-prone through fatigue, worry or other condition. If an employee has any questions about whether his/her outside employment conflicts, he/she should consult with the President/CEO.

Attendance & Call-in Policy

CASA believes that a good record of attendance and punctuality is an essential component of good work performance. Employees are expected to be at work when they are scheduled to be and show up on time, alert and ready for action. If an employee is sick or going to be late, he or she must let his or her supervisor know (in the manner that they have informed the employee of) at least two (2) hours prior to his or her scheduled start time. If an employee is absent more than one (1) day, the absence must be reported each day to his or her supervisor unless other arrangements have been made with his or her supervisor in advance. Sending a message through a co-worker or family member is not acceptable protocol except if the employee is incapacitated and unable to call. Unnecessary absences and lateness are expensive, disruptive and place an unfair burden on fellow employees and managers. We expect excellent attendance from each employee.

Excessive absenteeism, tardiness or failure to follow call-out procedures may result in disciplinary action, up to and including termination. We consider absences of five (5) consecutive days without notification to be job abandonment and a voluntary resignation.

Hours of Work

CASA is open Monday through Friday from 8:00am to 4:00pm. The normal work day is eight (8.0) hours, and the normal work week is forty (40) hours for all full-time employees.

Non-exempt employees must not work any hours that are not authorized. Non-exempt employees must not start work early, finish work late or perform any other extra or overtime work unless they are authorized to do so and record their time on their time sheets. Any falsification of time records or failure to report hours worked may result in disciplinary action, up to and including termination.

Lunch Break

All full time employees including supervisors may take up to a 60 minute paid lunch break during their regular work day. Lunch breaks may not be used to make up time for tardiness or to

leave work early without the approval of the supervisor. Employees should take their lunch break and other breaks away from their workstation.

Part-time employees who work between 20 and 30 hours per week may take up to a 30 minute paid lunch break during their regular work day. Part-time employees who work less than 20 hours per week do not receive a paid lunch break but may take an unpaid lunch break up to 30 minutes if approved by a supervisor.

Lactation/Breastfeeding

For up to one year after a child's birth, any employee who is breastfeeding her child will be provided with reasonable break times as needed to express breast milk for her baby. However, a break of more than 20 minutes in length will be unpaid for a non-exempt employee. CASA will make reasonable effort to provide a private room for this purpose, other than a restroom. Any breast milk stored in a refrigerator must be labeled with the name of the employee and the date of expressing the breast milk. Any nonconforming products stored in the refrigerator may be disposed of. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage or refrigeration and tampering. Nursing mothers wishing to use a room must request the room by contacting the President/CEO.

Professional Attire

Professional attire is required by all CASA staff members when conducting CASA business. This includes but is not limited to:

- All court room appearances (including "corridor work")
- Meetings with judges and other court personnel
- CASA Board of Directors meetings
- Meetings with DCYF/Attorneys
- Volunteer training and interviewing sessions
- Representing the CASA program at conferences & seminars
- Any professional meeting where the employee is representing the organization.

Professional attire is:

- Dresses
- Suits
- Skirts
- Pant suits, if pants must be worn which are not part of a suit, they should be accompanied by a blazer or jacket.

All court room appearances require Professional Attire which is generally regarded as business suits or dresses. Men should wear suits or sport coats and a tie in the court room at all times.

Employees who are not scheduled to be in court are required to wear businesses casual attire. Business casual, generally, is still a dressed-up or tailored look – i.e. tailored slacks, less formal

dresses and skirts, dress loafers and oxfords, blouses, collared or mock collared shirts, sweaters, sports coats with or without ties.

The following are examples of inappropriate office attire on any workday:

- Tank tops, low-cut blouses or dresses and any clothing items exposing the midriff area of the body
- Dirty or ripped clothing or shoes
- T-shirts
- Shirts with large, offensive or politically-charged logos or slogans
- Shorts
- Sport sandals, “flip flops” or Crocs
- Sneakers, athletic shoes or tennis shoes
- No blue jeans, jean style pants (like cords), skinny jeans of any color (jean jumpers, shirts, skirts or dresses are acceptable)
- Leggings are fine as long as they are worn with at least a tunic length (mid-thigh or longer) top
- No shirts with cutout shoulders (“cold shoulder shirts”)
- Dresses/skirts should be at a length that is comfortably appropriate and does not ride up when seated
- No spaghetti strap dresses or “beachy” wear
- No gym clothes, spandex, sweat pants, etc.
- No flannel shirts
- Nylons are not necessary during warmer weather.
- Sport coats or blazers, are appropriate to put on over more casual tops, shirts, blouses if necessary for attending court, meetings, etc.

Please be neat, clean, pressed, etc.

Management reserves the right to determine appropriateness. Any employee who is improperly dressed will be counseled or in severe cases may be sent home to change clothes. Continued disregard of this policy may be cause for disciplinary action, which may result in termination. CASA will make religious accommodation for an employee’s religious beliefs or practices unless doing so would create undue hardship to CASA.

CASA Equipment, Tools, Supplies & Premises and Personal Possessions

Employees shall not use any CASA equipment, tools, supplies, or premises, unless authorized to do so by virtue of their job duties and responsibilities or have permission from the President/CEO. Employees are prohibited from using CASA equipment, tools, supplies, or premises for personal purposes unless specifically authorized by their supervisor. Upon separation from employment at any time (for any reason, including resignation), or upon request at any time, employees are required to return any such property immediately.

All employees are responsible for taking precautions to safeguard the physical security of CASA’s equipment, tools, supplies and premises, including laptops, cell phones, iPads and any

other provided electronic devices issued to perform the employee's job function. These rules also apply to electronic equipment and information. Disks, CDs, USB portable drives, and other removable drive devices containing sensitive, confidential, or proprietary information should be stored in a locked drawer, whenever possible. Computers should be locked or turned off when not in use for an extended period of time or when an employee is out of his or her office, unless directed by the IT Director.

Any employee who violates this policy or uses the communications systems for improper purposes may be subject to discipline, up to and including termination.

Electronic Communications

All computer, electronic and telephonic documents and communications transmitted by, received from or stored in office equipment are the property of CASA. Employees shall not disguise their identity when creating or transmitting messages or material on CASA computers or equipment and are not to transmit material in violation of any organization policy, law or regulation.

Employees are to use caution and take all reasonable care to protect CASA's computer equipment from viruses, damage or theft, including using anti-virus software. From time-to-time audits may be conducted of all software on computers in the workplace to identify any potential virus or security threats or unlicensed, illegal, or unauthorized software copies.

An employee's computer file and electronic and telephonic communications are not private. Employees have no right to privacy in their use of CASA's equipment. We reserve the right to randomly inspect or monitor employees' use of the equipment at any time to determine that the use is authorized for a work-related purpose.

Personal use of CASA computers is permissible during lunch break. However, employees are reminded that CASA has access to all personal information on an employee's computer and thus employees should not save passwords used for banking or other purposes on their CASA computer.

Personal e-mail should not be accessed through a CASA computer unless it is for a legitimate business purpose. Accessing personal e-mail through a CASA computer poses a potential cyber security issue, so employees should only open e-mails related to CASA business.

CASA reserves the right to access voicemail, email and internet systems and obtain communications within the systems, including past voicemail and email messages, without notice to users in the ordinary course of work when deemed appropriate to do so. Further, internet usage may be reviewed to ensure that such use is appropriate. The reasons for which management may obtain such access include, but are not limited to: maintaining the system; preventing or investigating allegations of system abuse or misuse; assuring compliance with software copyright laws; complying with legal and regulatory requests for information; and ensuring that organization operations continue appropriately during an employee's absence.

CASA reserves the right to block and/or monitor internet access to any sites, monitor user's electronic communications and activity on other network connected devices.

Documents, messages and computer software developed by employees on behalf of CASA, or that is purchased for the use of CASA, is the property of CASA.

We expect employees to maintain the confidentiality of CASA messages and information. Transmitting or otherwise disseminating proprietary data, trade secrets, or other confidential information outside of CASA is strictly prohibited, unless the transmission is expressly authorized as part of any employee's job responsibilities.

When working off site, employees must remain mindful of protecting confidential information contained on CASA laptops and other equipment. Employees are expected to safeguard CASA laptops and other equipment when working off site and to not expose laptops and other equipment to excessive heat or cold.

Any violation of this policy will result in disciplinary action, up to and including termination.

Social Media Policy - Acceptable Use

CASA respects the right of its employees to use personal Web sites and Weblogs (blogs) as a medium of self-expression and networking on their own time. Generally, however, employees are expected to use good judgment using social networking sites and in their blogs, especially when identifying themselves as a CASA employee, and must not discuss any confidential or internal information regarding CASA, its management, staff members, or volunteers. Employees should refrain from checking social media sites during work time and may do so during lunch. Social media may be used by employees for work purposes during work time.

Procedures

Employees are expected to respect the privacy of other employees and refrain from posting photos, opinions, or other information which may portray other employees, or others in work relationships with CASA in a negative manner. Notwithstanding the foregoing, this policy does not apply to communications about working conditions protected under the National Labor Relations Act.

The publication of confidential information relating to CASA, its services, products, volunteers and work affiliates is prohibited. If employees are uncertain whether information is confidential, they should consult their supervisor.

Employees are reminded that information posted on personal websites can be viewed by members of the public, by others in CASA, by volunteers, or by donors to the Organization. Employees are expected to be respectful and avoid disparaging remarks or images.

Employees are expected to comply with copyright laws and avoid plagiarism. CASA logos and trademarks may not be used without prior written consent from the President/CEO.

If an employee has identified on his/her personal website that he/she is employed by CASA, then CASA strongly encourages that a disclaimer be included that states that the opinions provided do not represent the views of CASA. These restrictions apply not only to employees' personal websites, but to postings on other websites, including the personal websites of non-employees.

As a CASA employee, you are responsible for complying with this policy. Any employee, who becomes aware of an incident in violation of this policy, whether by witnessing the incident or being told of it, should report it to the President/CEO. When CASA becomes aware that such a violation might exist, it will take prompt and appropriate action to investigate and address the situation.

Employees are reminded that certain policies, such as harassment for example, apply to employees' off-duty conduct that affects that workplace, which may result in disciplinary action, up to and including, the suspension or termination of the offender. CASA will take immediate and appropriate corrective action when it determines that a violation of policy has occurred through the use of social networking.

Failure to adhere to this policy will result in disciplinary action, up to and including termination.

Personal Telephone Calls

CASA recognizes that there are times when personal calls must be made or received during work hours. However, please keep these calls to a minimum and we encourage that calls be made during lunchtime so that personal calls do not disrupt the work day.

Use of Cell Phones

This policy outlines the use of personal cell phones at work, including special issues related to camera phones, the personal use of work cell phones and the safe use of cell phones by employees while driving.

Personal Cell Phones

While at work, employees are expected to exercise the same discretion in using personal cellular phones as is expected for the use of CASA phones. Excessive personal calls during the workday, regardless of the phone used, can interfere with employee productivity and be distracting to others. A reasonable standard is to limit personal calls during the workday to breaks and lunch hour.

For any cell phone at work, employees should keep the phone off when not needed or keep the phone on vibrate or a low volume ring so as not to disrupt the work area.

If using a cell phone for music, employees should refrain from using headsets. Employees may provide their own Bluetooth speaker.

CASA is not be liable for the loss of or damage to personal cellular phones or Bluetooth speakers brought into the workplace.

Camera Phones and Other Cameras

CASA prohibits employee use of camera phones (for taking pictures) involving Confidential Information. This is a preventative step necessary to secure CASA Confidential Information and other CASA information.

Safety Issues Relating to Cell Phone Use

Employees must comply with NH's Hands Free Law while driving on CASA business. Safety must come before all other concerns. Regardless of the circumstances, including slow or stopped traffic, employees are strongly encouraged to pull off to the side of the road and safely stop the vehicle before placing or accepting a call, texts or e-mail. If acceptance of a call is unavoidable and pulling over is not an option, employees are expected to keep the call short and use hands-free options, refrain from discussion of complicated or emotional discussions, and keep their eyes on the road. Special care should be taken in situations where there is traffic, inclement weather, or the employee is driving in an unfamiliar area. These safety precautions apply while an employee is driving on CASA business, and also apply at any time when an employee is driving if a phone call relates to CASA business.

Under no circumstances should employees place themselves or others at risk to fulfill business needs.

Much like other violations of traffic or speeding laws, employees who are charged with traffic violations resulting from the use of their phone while driving will be solely responsible for all liabilities that result from such actions.

Violations of this policy may result in disciplinary action, up to and including termination of employment.

5. TIME OFF FROM WORK

Leaves Of Absence Generally

Generally, if an employee must be absent from work for a period of more than one (1) week, a formal leave of absence, approved by the President/CEO is necessary. More complete descriptions of specific employee leave policies are included below. However, there are some general rules that apply to all leaves of absence.

Unless otherwise provided by applicable law, employees on any form of leave of absence must use all accrued vacation and sick time prior to taking unpaid leave. In addition, employees on approved leaves of absence (other than Personal Leaves of Absence), in CASA's sole and absolute discretion, may be permitted to take an advance on remaining vacation and sick time that would be available to them through the balance of the calendar year. Employees borrowing time must complete the form(s) required by the President/CEO, which will include an agreement to repay CASA for time used but not accrued in the event you are separated from employment for any reason, including resignation. Please see the Benefits section of this Handbook for additional information.

Employees who are on leaves of absence and receiving workers' compensation or short- or long-term disability benefits do not have to use their available vacation and sick time once those benefit payments begin, but may elect to do so to supplement their benefit pay. Please note that workers' compensation benefits received plus any supplement added through use of vacation and sick time may not exceed 100% of the employee's regular pay in any pay period. To the extent that an employee is eligible for two or more types of leave, the leaves will run concurrently.

The following leaves may be approved by the CASA:

Vacation Time

CASA provides vacation time based upon anniversary of date of hire. Eligible employees accrue vacation time beginning on the employee's hire date each year. This process will provide our employees with specific accrual amounts at each pay period. CASA provides paid vacation time to full-time employees and employees working 30 or more hours per week. Employees classified as temporary employees are not eligible to accrue vacation time.

Accrual of Vacation Time:

Regular, full-time and eligible part-time (regularly scheduled to work 30hrs/wk.) employees accrue vacation time each anniversary year:

3 weeks during the first 1-5 years of service.

4 weeks after 5 years of service.

5 weeks after 10 years of service.

Employees who work 30 hours/wk. earn vacation time on a pro rata basis. Part-time employees who work fewer than 30hrs/wk. are not eligible for vacation time.

Use of Vacation Time:

Employees who have completed 3 months of continuous service are eligible to use vacation time. All requests for vacation must be submitted to the supervisor for approval at least one month before the date of the vacation. Employees may not take more than two consecutive weeks of vacation at one time unless special permission has been granted by the President/CEO.

CASA requires all employees to use earned vacation prior to their next anniversary date. Vacation time will not be carried forward to the next anniversary year: an employee who is unable to use earned vacation time in the anniversary year that it was earned, will lose it. However, if there are extraordinary circumstances, the President/CEO may approve the carryover of vacation time. Employees will not be paid for any unused vacation time upon separation of employment.

Sick Time

Regular, full-time employees may accrue up to 80 hours of sick time each calendar year and may use sick time after completing three months of continuous service. Part-time employees who work 30 hours per week or more accrue sick time on a pro rata basis. Only employees who have worked a full calendar year will receive the full 80 hours of sick time. Sick time accrual for an employee's first calendar year of employment will be based on the employee's actual weeks worked and will accrue at a rate of 1.53 hours per week. If the employee works less than 40 hours per week, the rate will be based upon the employee's actual weekly salary hours. Employees are encouraged to contact the Finance Director with any questions.

Sick leave may be used by employees for their own illness or to care for dependents who are ill. Dependents are identified as those to whom you are primary caregiver and can be claimed on federal tax returns. Sick leave may also be used in the case of a Parental/Family Leave as outlined in the Parental/Family Leave policy section of this handbook.

Employees who have been absent for more than 5 consecutive days for medical reasons are required to provide their supervisor with a medical release prior to returning to work. Failure to provide such medical release will result in an unauthorized absence. A statement from an employee's doctor may be required at other times as determined by the employee's supervisor. An employee who exceeds the allotment of sick days will have the option of using vacation days or personal days. If the employee has exhausted all accrued and earned paid time off, the missed days will be unpaid.

Employees who are unable to report to work because of illness are required to notify their supervisor before their normal reporting time. Failure to do so may result in an unauthorized absence. Employees may carry over unused sick time into the new benefit year in an amount not to exceed a total of 240 hours of sick time. Unused sick time is not paid out upon separation of employment.

Personal Time

Regular, full-time employees accrue 16 hours of personal time each calendar year and may use personal time upon completing 3 months of continuous service. Part-time employees who work 30 hours per week or more accrue personal time on a pro rata basis. Only employees who have worked a full calendar year will receive the full 16 hours of personal time. Personal time accrual for an employee's first calendar year of employment will be based on the employee's actual weeks worked and will accrue at a rate of .31 hours per week. If the employee works less than 40 hours per week, the rate will be based upon the employee's actual weekly salary hours. Employees are encouraged to contact the Finance Director with any questions.

Personal time should be requested at least 2 weeks in advance. Personal leave is not granted automatically. Requests for a personal leave may or may not be approved at the discretion of CASA. However, to maintain well-being, employees are encouraged to take personal time. Any unused personal time will be carried forward to the next calendar year and will be counted towards the total of 240 hours of sick time.

Unused personal time is not paid out upon separation of employment.

Holidays

It is CASA's policy to provide its eligible regular full-time and part-time employees time off with pay in observance of the following holidays: New Year's Day, Martin Luther King Jr. Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Thanksgiving Day, the day after Thanksgiving and Christmas Day.

Employees may be scheduled to work a holiday as staffing and operational needs require. Regular part-time employees however, are only eligible for holiday pay if they would normally be scheduled for work when the holiday is observed. These employees will receive holiday pay

for their normal work day hours, not to exceed 8 hours. For example, if the employee normally works 6 hours in a day, the employee would be paid 6 holiday hours, not 8. Furthermore, a regular part-time employee who works a Monday, Wednesday, Friday schedule would not be eligible to receive holiday pay for a Thursday holiday (such as Thanksgiving), but would be eligible to receive holiday pay for a Friday holiday (such as the day after Thanksgiving).

An exempt employee who works a holiday may take another day as the paid holiday with the approval of the supervisor. This day must be taken within 60 days of the scheduled holiday. When a scheduled holiday falls on a Saturday or Sunday, CASA will observe the holiday on either the preceding Friday or the following Monday, as determined by the President/CEO.

Temporary employees and employees who are regularly scheduled to work fewer than 30 hours a week are not eligible to receive holiday pay.

If a holiday falls during an employee's scheduled vacation period, the holiday is not charged against the employee's vacation. Instead, that day is paid through the holiday pay benefit.

Personal Leave of Absence

An employee who has exhausted all forms of leave available to him or her under our other policies may apply for a personal leave of absence without pay in the event they need to be absent from work for compelling personal reasons. Regular, full-time employees who have completed 1 year of continuous employment may be eligible for a personal leave of absence up to 6 weeks unpaid.

A personal leave of absence is time off from scheduled work without pay for non-medical reasons. Personal leave is not a privilege and in no instance is a leave granted automatically. Requests for a personal leave may or may not be approved at the discretion of CASA. Considerations for approving a personal leave will depend on:

- (1) The reason for the leave.
- (2) The length of the requested leave.
- (3) The employee's overall performance and dependability record.
- (4) The employee's length of service.
- (5) The program's staffing needs.

An employee who wishes to take a personal leave of absence must submit a written request to the supervisor at least 30 days in advance of the leave date. To maintain benefits during a personal leave of absence, an employee must make advance arrangements with the President/CEO. Group benefits for an employee and dependents will continue as long as the employee remains on an approved personal leave of absence, and the employee pays the required benefit premium payments. Employees will be required to make such payments on a monthly basis. Employees are not eligible for holiday pay during a personal leave. Paid time-off benefits will not accrue during an unpaid personal leave.

Upon return from a personal leave of absence, CASA will attempt to assign the employee to the former or a similar position. The program, however, cannot guarantee that the employee's former position or any position will be available following a personal leave of absence. If the

employee's former or a similar position is unavailable, the employee will be assigned to a position for which the employee is qualified, if such a position is available. If no position is available, the employee's employment will be terminated.

If an employee fails to report to work or contact CASA on the scheduled date of return from an approved personal leave of absence, it will be assumed that the employee has voluntarily quit and the employee's separation from employment will be processed.

Employees on personal leave are responsible for contacting the Finance Manager at least once every other week during the absence to provide updates regarding their status and intentions to return to work. Working while on personal leave is not permitted. Failure to return from a personal leave of absence on the date agreed upon will be treated as a voluntary resignation.

An employee who has been on personal leave due to his or her own medical condition will be required to submit a fitness for duty certificate before returning to work.

Medical Leave of Absence

Employees who have completed 1 year of continuous service are eligible for a medical leave of absence. If an employee is unable to work because of medical reasons, the employee may request a medical leave of absence up to 6 weeks of unpaid leave in a 12-month period.

An employee who elects to take a medical leave of absence must submit a written request to the supervisor at least 30 days in advance if the leave is foreseeable. If the leave is unexpected, the employee must notify the supervisor and provide written notice as far in advance of the anticipated leave date as practical. Normally, this would be within two business days of when the need for leave becomes known to the employee. The employee must provide medical certification to support the request for medical leave. If the employee fails to complete and submit medical verification, the request for a leave will be denied.

Before an employee may return from a medical leave, the employee will be required to produce a "Fitness to Return-to-Work" certificate, indicating that the employee is able to return to work and stating a return to work date. An employee who needs an extension of the leave beyond the projected return to work date must obtain supervisory approval in advance.

The employee must use all accrued sick days as part of a medical leave. The remainder of the leave will be unpaid. Employees, however, may use earned vacation as part of the leave.

CASA will maintain the employee's health coverage under its group health plan during a medical leave. If part of the leave is paid, premium contributions will be deducted from this pay. If the leave is unpaid, the employee must submit the premium payment to the President/CEO by the first of the month for which coverage is effective. If an employee's medical leave of absence is extended beyond 6 weeks, benefits will terminate, and the employee may elect State Continuation coverage.

An employee's election to take a medical leave will not result in loss of any employment benefits that accrued before the start of the employee's leave. Paid time off benefits, however, will not

accrue during any unpaid leave. Employees are not eligible for holiday pay while on medical leave.

An employee who takes a medical leave of absence has no guarantee of reinstatement, unless otherwise required by state law. The program, however, will attempt to assign the employee to the former or a similar position. If the employee's former or a similar position is not available, the employee will be assigned to a position for which the employee is qualified, if one is available. If no position is available, employment will be terminated. Employees who fail to return to work on the return-to-work date and who have not been granted an extension will be considered to have voluntarily resigned. Working while on medical leave is not permitted.

Parental/Family Leave

Regular, full-time and eligible part-time employees who have completed 1 year of continuous employment may be eligible for a parental/family leave of absence up to 6 weeks unpaid in a 12 month period.

Requests for a parental/family leave may or may not be approved at the discretion of CASA. Requirements for approving a parental/family leave are as follows:

- (1) The birth and first year care of a child.
- (2) The adoption or foster placement of a child in the employee's home.
- (3) To care for a spouse, child or parent with serious health conditions.

The employee must use all accrued sick days as part of a parental/family leave. The remainder of the leave will be unpaid. Employees, however, may use earned vacation as part of the leave.

An employee who wishes to take a parental/family leave of absence must submit a written request to the supervisor at least 30 days in advance of the leave date. To maintain benefits during a parental/family leave of absence, an employee should make advance arrangements with the President/CEO. Group benefits for an employee and dependents will continue as long as the employee remains on an approved parental/family leave of absence, and the employee pays the required benefit premium payments.

Upon return from a parental/family leave of absence, CASA will attempt to assign the employee to the former or a similar position. The program, however, cannot guarantee that the employee's former position or any position will be available following a parental/family leave of absence. If the employee's former or a similar position is unavailable, the employee will be assigned to a position for which the employee is qualified, if such a position is available. If no position is available, the employee's employment will be terminated. Parental/family leaves of absence are unpaid, but an employee must use earned vacation and parental/family days as part of the leave. Employees are not eligible for holiday pay during a parental/family leave. Paid time-off benefits will not accrue during an unpaid parental/family leave.

Working while on parental/family leave is not permitted. Failure to return from a parental/family leave of absence on the date agreed upon will be treated as a voluntary resignation.

Bereavement Leave

Regular, full-time employees who have completed 90 days of continuous employment may take up to three (3) days of leave with pay if a death occurs in the employee's immediate family. These three (3) days are not to extend more than one week beyond the date of the funeral. If additional time is required or desired, the employee may request to use accrued vacation time or personal days. If time off without pay is requested for more than five (5) workdays, the Personal Leave of Absence Policy will apply.

Immediate family includes spouse, child (including adopted children), parent, brother, sister, grandparent, grandchild and all the above relatives who are in-laws or step-relatives, and any other member of the same household.

Pay is based on eight (8) hours of straight time per day for employees working a regular full time work schedule. Employees are eligible for Bereavement Pay on regularly scheduled work days only.

Employees requesting time off from work for bereavement must notify their immediate supervisor of the needed time off.

Jury Duty and Witness Leave

Regular, full-time employees who have completed 6 months of continuous employment are eligible for jury duty pay. Employees must notify their supervisor immediately when called for jury duty, and must provide a copy of the jury summons to their supervisor. If the employee has given prompt advance notice of jury duty, then CASA will pay the employee the difference between the amount normally received for his or her scheduled work day and the amount received for jury service for up to ten (10) business days, unless otherwise required by law.

When an employee is not scheduled for jury duty or is released early during the day, it is expected that the employee will report to work. Failure to do so will result in forfeiture of jury duty pay.

CASA will provide employees with time off for witness duty. The employee is required to present the subpoena requiring him or her to appear as a witness in a legal proceeding for which he or she is not a plaintiff or a defendant. Witness duty is unpaid, unless state law requires otherwise. Should the employee be subpoenaed by CASA, or otherwise requested by CASA to appear as a witness, any related absence time will be paid in the employee's normal wages.

Voting Time Leave

Generally, employees are expected to vote during non-work hours. If the employee can only vote during work hours, he/she must get prior approval from both the supervisor and President/CEO for unpaid time off to vote, unless state law requires otherwise.

Military Leave

Employees who are Reservists in any branch of the United States Armed Forces or members of the National Guard in any state of the United States or are employees who enter active military service with the United States Armed Forces or National Guard or are members of the United States Commissioned Corps of the Public Health Service or any other person (collectively referred to as "uniformed services") designated by the President of the United States as entitled to benefits in accordance with the federal Uniformed Services Employment and Reemployment Rights Act of 1994 ("USERRA") during a time of war or emergency will be provided with leaves of absence for active duty, training, or to meet military-related obligations.

Employees needing military leave must notify their supervisor and the Finance Manager as soon as possible after receiving their military orders. When possible, 30 days advance notice is requested. The notice may be verbal, but must be followed up by a copy of the employee's official military orders as soon as practicable, unless military necessity prevents giving notice, or notice is impossible or unreasonable. The employee is also responsible for giving proper notification of intent to return to employment upon release from military duty.

CASA will not discriminate in hiring, employment, reemployment, or any benefits of employment against any individual because of that individual's service in the United States uniformed services. Pay, benefit and reinstatement rights will be in accordance with USERRA and any applicable state law. CASA will not tolerate any retaliation against any individuals because of their service in the uniformed services or their engagement in any other activities protected under USERRA. Please contact the President/CEO for more information regarding military leave.

Crime Victim Leave (NH)

CASA provides unpaid leave to employees who are victims of crimes or who are the immediate family members of victims of certain crimes, subject to the terms and conditions of this policy.

For the purposes of this policy only, the following terms shall have the designated meanings:

Crime. An offense designated by law as a felony or a misdemeanor.

Victim. Any person who suffers direct or threatened physical, emotional, psychological, emotional, psychological, or financial harm as a result of the commission or attempted commission of a crime.

Immediate Family. Father, mother, stepparent, child, stepchild, sibling, spouse, grandparent, or legal guardian of the victim, or any person involved in an intimate relationship and residing in the same household with the victim.

CASA will grant an unpaid leave of absence for an eligible employee to attend court or other legal or investigative proceedings associated with the prosecution of a crime in which the employee: (i) was a victim; (ii) is part of the immediate family of a homicide victim; (iii) is part of the immediate family of a child under the age of eighteen (18) who was a victim; or (iv) is part of the immediate family of an incompetent adult who was a victim. Any employee who takes

leave under this policy may elect to use any accrued paid vacation time or personal leave time during any portion of the leave of absence.

An eligible employee must provide CASA with copies of written notices of hearings, conferences, and meetings that the employee must attend as part of the criminal proceedings prior to taking such leave (the "Required Documentation"). CASA will keep the Required Documentation confidential to the extent required by law. Upon receipt of the Required Documentation, CASA will grant employee unpaid leave for such period of time as necessary, as long as the length of the absence or the effect of the absence does not create an undue hardship to CASA.

Pay for Volunteer Firefighters, Auxiliary Police Officers or Volunteer Ambulance Attendants

If an employee serves as a volunteer fire fighter, auxiliary police officer or volunteer ambulance attendant, he or she should tell his or her supervisor and the President/CEO. When a state of emergency is declared by the Governor or General Court of New Hampshire during the employee's regular shift to respond to an emergency, he or she will be paid for time lost from work.

Payment will not be made for routine meetings or training. Volunteer ambulance attendants must not schedule themselves for volunteer time during their normal shift hours. Volunteer fire fighters cannot leave work for limited calls (gasoline wash-downs, etc.).

Payment will be made at the employee's regular straight-time rate.

Return to Work from Non-Work Related Illness or Injury

If an employee is returning to work following an absence, accident or illness and has been out for less than three (3) work days and is able to perform the full range of their job, it is not necessary for the employee to report to the Finance Manager.

Employees returning to work following an absence, accident or illness and have been out for three (3) work days or more must present to the Finance Manager prior to return to work. The supervisor will be advised if work restrictions are in effect.

Any employee who presents at any time with a note from a physician for restricted duty will be directed to Finance Officer.

6. EMPLOYEE BENEFITS

CASA provides certain group benefits which are summarized in this section. CASA periodically reviews the benefits package and reserves the right to amend or terminate, in whole or in part, at any time the package as appropriate to CASA's operation. If any question arises regarding the interpretation or operation of these plans, the answers will be determined by reference to the legal/formal plan documents rather than the summaries contained in this Handbook. For further information regarding the individual plans, you should review the most recent summary plan description, if applicable, and/or contact the Finance Manager.

Insurances & Group Benefit Plans

CASA offers eligible employees the ability to participate in a variety of insurance and group benefit plans. Please note that CASA periodically reviews its benefit programs and reserves the right to amend or terminate, in whole or in part, at any time, any of its benefit programs.

Benefits commence on various dates as specified in the Summary Plan Descriptions. Late entrants may be denied coverage or subject to plan limitations. Please note that certain part-time employees and temporary employees are not eligible for benefit coverage. Further details concerning these benefits, including eligibility requirements, can be found in the summary plan descriptions available from the Finance Manager.

Some insurances require an employee contribution. CASA sets these rates and may adjust them periodically in its discretion.

An employee who desires to change dependent coverage as a result of a life event should apply for the change in writing to the Finance Manager within thirty (30) days of the date of the life event (i.e. marriage, divorce, legal separation, birth or adoption of a child, spouse's change in insurance eligibility due to loss or gain of spouse's employment, change in the employee's status from benefits eligible to benefits ineligible, dependent loss or gain of insurance eligibility, etc.). Failure to do so may impact coverage under certain benefit plans.

Additionally, eligible regular full-time employees may participate in the flex spending accounts for medical expense and dependent care reimbursement, subject to the terms, conditions, and limitations of that benefit. Contributions for medical, dental, and flex spending accounts are generally made on a pre-tax basis, except in those instances where this favorable tax treatment is not available under the terms of the Internal Revenue Code.

Health Insurance

CASA currently offers regular full-time and part-time employees regularly scheduled to work a minimum of 30 hours per week enrollment in health insurance coverage options after 60 days following his or her date of hire. Employees have up to 30 days from their date of hire to make medical and dental plan elections. If you do not elect coverage within 30 days of your date of hire, you will not become eligible again until the next open enrollment unless you qualify for a special enrollment opportunity.

Health insurance coverage becomes effective 60 days from date of hire. CASA retains the right to change the terms and conditions of any health plan, group health plan, or similar plan offered by it, as well as change providers, as it deems necessary, with or without notice to plan participants. The health insurance benefits are described in summary plan descriptions, which are the only official and binding materials describing CASA health insurance. Eligible employees may obtain a copy of the summary plan descriptions from the Finance Manager.

CASA currently pays 100% of a full-time employee's premium. Employees are responsible for 100% of the premium portion for any additional coverage, including spousal or family coverage. Employees must pay their portion of the premium with pre-taxed dollars through payroll.

deduction. CASA retains the right to change the amount employees are required to pay for health insurance at any time, as it deems necessary, with or without notice to plan participants.

Group Term Life Insurance/Disability Income Plans/Various Plans

CASA provides access to Group Term Life Insurance, Disability Income Plans and various other insurance plans through AFLAC. All plan premiums are paid 100% by the employee. Plan premiums must be paid by the employee through payroll deduction with either taxed or pre-taxed dollars. For AFLAC contact information please see the Finance Manager.

Retirement Plan

CASA offers regular, full-time and eligible part-time employees the opportunity to save regularly and defer taxes by participating in a 403B retirement plan. After meeting the eligibility requirements, an employee may invest a portion of gross pay in a variety of funds through regular payroll deductions. This plan is employee sponsored and there are no contributions from CASA.

Plan documents, investment options, and further detailed information are available from the Finance Manager. This policy is intended only as a general overview for this benefit which is governed by its plan documents.

Workers Compensation

In accordance with its obligations under state law, CASA provides workers' compensation insurance for employees. This insurance covers qualified work related illnesses and accidental injuries to an employee, as determined by CASA's workers' compensation carrier.

All employees must report any occupational illness or work related injury (no matter how minor) to their immediate supervisor who shall report the injury to the Finance Manager as soon as possible and in any event not later than 24 hours from the injury or onset of illness. The employee also must complete an incident report or other required insurance forms. Please read the following for more specific information:

Reporting Injuries

Employees who sustain work-related injuries or illnesses must inform the Finance Manager immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible. CASA will not tolerate any retaliation against employees who report injuries or illnesses in accordance with this policy or who seek workers' compensation benefits for work-related injuries and illnesses.

Neither CASA nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity, even if sponsored by CASA.

Temporary Alternative Duty

Employees who are receiving workers compensation benefits and remain eligible for reinstatement in accordance with the state workers compensation law may be eligible for temporary alternative work duties that will allow them to progress towards returning to work in their regular position and their regular work schedule. Such temporary alternative work duties, which are short-term in nature, are identified by CASA. Temporary alternative work duties may also include reduced work schedules for a limited period of time.

An employee's eligibility for temporary alternative work duties will be made on a case-by-case basis, depending upon the employee's work restrictions and any available temporary work duties identified by CASA for which the employee is qualified and able to perform with or without reasonable accommodation. Such duties are not meant to be indefinite, but rather are generally short-term and temporary in nature. At the end of each assignment, employees will be re-evaluated to determine their ability to take on additional temporary alternative work duties and their progress in being able to return to their regular job position and work schedule.

7. WORKPLACE SAFETY

Health & Safety

CASA has a continuing concern for the health and safety of every employee. CASA has a safety committee which is intended to identify and provide the necessary resources for providing a safe workplace, and to locate and correct the conditions responsible for past and potential accidents. Responsibility for the control of accidents belongs to each employee. CASA encourages all employees to contact any member of this committee if they have a concern, question, or observation regarding safety.

The following safety rules will help us maintain a safe work environment:

1. Report all injuries, no matter how slight, to your supervisor immediately.
2. Observe all danger and warning signs.
3. Employees are required to wear seat belts while on CASA business at all times.
4. Employees are required to use cell phones in "hands-free" mode while operating a personal vehicle on CASA business.
5. Report any frayed or torn electrical wires to your supervisor.
6. Report to your Director of Operations all machinery, tools or other items in need of repairs.
7. If in doubt as to any unsafe act or condition, consult your supervisor.
8. Participation in all fire drills is mandatory.
9. Employees should be sent for medical care when there is any doubt whatsoever.

An employee must not perform any task he or she feels could cause injury or harm, to self or co-workers, such as lifting heavy objects, or climbing unstable ladders. All employees must cooperate with any request by their supervisor or a Safety Committee representative to discontinue or modify any task determined to be unsafe to the employee or co-workers. To keep the work environment safe, please follow basic safety rules and keep work areas, floors and

walkways clean and free of obstructions. Unsafe conditions should be reported to your supervisor as soon as possible.

If you observe or are involved in an accident in which an employee, volunteer or visitor is injured, report the incident to your supervisor immediately, regardless of how minor the accident may seem. You must report any incident before the end of your regular work day on the day of the occurrence. Violation of any safety policy or guideline is grounds for disciplinary action, up to and including termination.

Violence in the Workplace

CASA is committed to maintaining a safe work environment and to preventing violence in the workplace. CASA has established the following guidelines to deal with intimidation, harassment or other threats of or actual violence that may occur, whether during or after work hours, on the premises or while carrying out CASA business.

All employees are to be treated with courtesy, consideration and respect at all times. This behavior also extends to volunteers, visitors, contractors, and others we come in contact with during the course of business.

Any violent conduct or threats of violence against employee, volunteer or member of the public at any time, including off-duty periods, will not be tolerated. Examples of workplace violence includes actions such as stalking, aggression, intimidating acts, gestures or words towards another, invasion of privacy, assault, robbery, battery, and destruction of property. Violence also includes all acts of harassment, including harassment that is based on an individual's sex, race, religion, gender, age or any characteristic protected by federal, state or local law. Employees are also expected to refrain from any fighting, "horseplay", or other conduct that may be considered dangerous or intimidating to others.

If you feel you are being threatened or subject to workplace violence in any way, you must immediately report the matter to your supervisor and/or the President/CEO. The situation will be assessed and appropriate action taken.

Likewise, and given the nature of CASA's work, any person who witnesses any threats, threatening behavior, or acts of violence during work time, while on CASA business, or on CASA property (including parking or other outside areas) should report the incident immediately to your supervisor. This includes threats by employees, parents, as well as threats by volunteers, other visitors, solicitors or other members of the public. When reporting a threat or incident, be specific and as detailed as possible.

If you receive or overhear any threatening communications from an employee or outside third party, report it to your supervisor at once. Do not engage in either physical or verbal confrontation with a potentially violent individual. If you encounter a situation where you feel an individual is threatening immediate harm to an employee or other person on our premises and you are not able to contact your supervisor or President/CEO, you may contact an emergency agency (such as 911) immediately.

CASA intends to promptly and thoroughly investigate all reports or threats of actual incidents of violence and/or of suspicious individuals or activities. The identity of the individual(s) making the report(s) will be protected to the extent possible and practical. In order to maintain workplace safety and the integrity of the investigation, CASA reserves the right to suspend employees with or without pay, pending an investigation.

Anyone determined to be responsible for threats or actual incidents of violence, or other conduct that is in violation of these guidelines, will be subject to prompt disciplinary action up to and including termination of employment. Volunteers, contractors or others outside CASA determined to be responsible for threats or actual incidents of violence will be subject to possible legal recourse and will not be permitted on CASA premises nor allowed to work with/for CASA.

All employees who apply for an obtain a protective or restraining order which lists any or all CASA offices as being a protected area(s) must provide to their supervisor and the President/CEO, a copy of the petition and court order. Likewise, if any employee is involved in any personal situation involving potential violence, such as abusive partner behavior, which the employee has reason to believe would place them or employees of CASA in harm's way while on CASA premises or carrying out CASA duties, we ask you to notify the President/CEO so that CASA can assess if any protective workplace action is needed.

CASA management openly encourages employees to bring their disputes and differences with others to its attention before the situation escalates to potential violence.

Weapons Policy

Unless as otherwise permitted under applicable state law, employees are strictly prohibited from bringing firearms (loaded or unloaded), knives, hunting implements, explosive devices (including fireworks) or other weapons onto CASA premises, which includes all buildings, parking lots (and any vehicles in such lots), land adjacent thereto, and other sites while conducting business on behalf of CASA. Violators will be subject to appropriate disciplinary action up to and including immediate termination.

Drug and Alcohol Free Workplace and Testing

CASA has a longstanding commitment to provide a safe and productive work environment. Alcohol and drug misuse pose a threat to the health and safety of employees and to the security of our volunteers. For these reasons, CASA is committed to the elimination of drug and/or alcohol use and misuse in the workplace.

This policy outlines the practice and procedure designed to correct instances of identified alcohol and/or drug use in the workplace. This policy applies to all employees, all applicants for employment, and volunteers of CASA. The President/CEO is responsible for policy administration.

Employee Assistance and Drug-Free Awareness

Illegal drug use and alcohol misuse have a number of adverse health and safety consequences. Information about those consequences and sources of help for drug/alcohol problems is available from the President/CEO.

CASA will assist and support employees who voluntarily seek help for such problems. Such employees may be allowed to use accrued paid time off, placed on leaves of absence, referred to treatment providers and otherwise accommodated as required by law. Such employees may be required to document that they are successfully following prescribed treatment and to take and pass follow-up tests if they hold jobs that are safety sensitive or that require driving or if they have violated this policy previously.

Employees must report to work fit for duty and free of any adverse effects of illegal drugs or alcohol. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must, however, consult with their doctors about the medications' effect on their fitness for duty and ability to work safely and promptly disclose any work restrictions to their supervisor. Employees should not disclose underlying medical conditions unless directed to do so.

Prescribed or Over-the-Counter Medications

Prescription and over-the-counter drugs are not prohibited when taken in standard dosage and/or according to a physician's prescription. Any employee taking prescribed or over-the-counter medications will be responsible for consulting the prescribing physician and/or pharmacist to ascertain whether the medication may interfere with safe performance of his/her job. If the use of a medication could compromise the safety of the employee, fellow employees or the public, it is the employee's responsibility to use appropriate personnel procedures (e.g., call in sick, use leave, request change of duty, notify supervisor) to avoid unsafe workplace practices.

The illegal or unauthorized use of prescription drugs is prohibited. It is a violation of our drug-free workplace policy to intentionally misuse and/or abuse prescription medications. Appropriate disciplinary action will be taken if job performance deterioration and/or other accidents occur.

Medical Marijuana

Marijuana is a controlled substance under federal law. Thus, even if an employee has a valid prescription for medical use of marijuana, to the extent consistent with applicable state law, he or she must comply with CASA's drug-free workplace policy as set forth above and violation of the policy may result in disciplinary action, up to and including termination. In addition, CASA has no obligation to accommodate medical use of marijuana in the workplace unless otherwise required by applicable state law.

Crimes Involving Drugs

CASA prohibits all employees from manufacturing, distributing, dispensing, possessing or using an illegal drug in or on CASA premises or while conducting organization business. Employees are also prohibited from misusing legally prescribed or over-the-counter (OTC) drugs. Law enforcement personnel shall be notified, as appropriate, when criminal activity is suspected.

Fitness for Duty

CASA is committed to providing a safe environment for our employees and volunteers. If, at any time, there is a reasonable basis to believe that an employee cannot perform the essential functions of the job or that an employee poses a direct threat to the safety of themselves or to others, CASA may require that the employee furnish a statement from a physician or other

qualified professional attesting to the employee's physical and/or mental capacity for continued employment in the employee's current position. Upon review of the statement by the President/CEO, CASA may place the employee on mandatory leave or may terminate the employee if the employee is a direct threat or, with reasonable accommodation, is unable to perform the essential functions of the job.

Inclement Weather or Other Emergency

In the event that a storm occurs during working hours, CASA will always make every effort to remain open during snow days and other weather related events including floods, hurricanes or other acts of God. If the Courts are open, CASA is open since we may be required to report to Court for hearings and receive new Abuse/Neglect Petitions.

If the CASA office will not be open due to weather, supervisors will notify employees in advance via email or phone if they are required to report to the office. However, the decision to report to work or stay at home will be left up to the individual employee when safety is an issue. If employees will be late due to inclement weather they shall notify their supervisors as soon as possible.

Employees who wish to stay at home during these inclement weather events will have the option of using a vacation day, personal day, if available, or to take the day off as unpaid. Those who stay at home will need to report their preference to their supervisor for payroll accuracy.

Exempt employees working from home on an inclement weather day must set an automatic reply on Outlook indicating they are working from home and specifying how they can be reached.

Smoking Policy

Smoking poses a health risk to both smokers and nonsmokers. In addition, smoking can also damage sensitive technical equipment and can pose a safety hazard. This policy is designed to foster the health and safety of all employees and visitors to CASA. The success of this policy will depend upon the thoughtfulness, consideration and cooperation of both smokers and nonsmokers. All CASA employees, volunteers and visitors are expected to comply with the smoking regulations detailed in this policy. Employees should advise their volunteers or visitors of this policy if applicable.

Smoking or using any tobacco product, including electronic cigarettes, is strictly prohibited on CASA premises.

An employee who sees a violation of this policy may advise the smoker of CASA's smoking policy. If the smoking continues, the employee should inform his/her supervisor who will then be responsible for discussing the situation with the violator's supervisor. Further violations should be referred to the President/CEO. Violations of this policy may lead to disciplinary action up to and including termination.

Visitors

In the interest of safety and in order not to disrupt productivity, visits from members of employees' families, friends, and former employees who wish to visit should be limited. Children, in particular, pose an added safety risk and must be accompanied by an adult employee at all times while in the facility. Personal visits should coincide with the employee's breaks or lunch period. Employees are responsible for the conduct and safety of their visitors at all times.

If an unauthorized individual is observed on CASA premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the lobby. Employees should accompany their visitors at all times and assure that their guests are not left unescorted throughout the building due to the confidential nature of our services. Animals are not permitted in the building, unless prior authorization is received by the President/CEO.

8. SEPARATION FROM EMPLOYMENT

Termination

This policy describes CASA's general philosophy and procedures concerning termination. It is not intended to form a contract between CASA and its employees, nor is it intended to undermine the at-will nature of the employment relationship. CASA recognizes that each employment relationship and termination situation presents a unique set of circumstances. CASA endeavors to deal with each individual situation on its individual facts and in the context of surrounding circumstances.

While CASA strives to address performance issues with employees on an ongoing basis, and to provide employees with an ample opportunity to improve, circumstances may arise when CASA makes the decision to terminate employment due to general performance concerns.

In addition, there are certain actions and misconduct that are so detrimental to the interests of CASA that they may result in disciplinary action, including immediate termination, without any warning or notice. While it is not possible to list all circumstances that rise to the level of warranting immediate termination, the following listing provides some examples of circumstances which are considered by CASA to constitute serious misconduct and may lead immediate termination:

- Disclosure of confidential information to unauthorized persons or entities
- Repeated tardiness
- Repeated and/or prolonged unexcused absences, or job abandonment.
- Violation of our Drug and Alcohol policy; this includes reporting for work under the influence of intoxicants or narcotics or using them while on the job; use, possession, sale, distribution or other involvement in illegal drugs or controlled substances without legal authorization or prescription
- Willful or negligent destruction of, or damage to, CASA property or products, a co-worker's property, or a customer's property or products; theft and/or unauthorized possession of CASA property or the property of others
- Engaging in any criminal activity in the performance of work duties

- Possession of firearms, explosives or other dangerous weapons or materials
- Mistreating other employees
- Dishonesty, including falsification of records or reports (oral or written)
- Insubordination
- Disregard for or violation of CASA safety policies or other CASA policies
- Failure to follow policies, guidelines and rules associated with computer hardware, software applications, information systems and resources, the Internet and/or other electronic means of communication
- All forms of discriminatory treatment, sexual harassment, harassment, and/or retaliation
- Fighting or other threatening or violent behavior, actions or remarks; verbal or physical acts of intimidation or coercion are also prohibited
- Any behavior that is offensive, immoral or indecent or that fails to respect the rights of others or lowers morale or interferes with work effectiveness
- Other misconduct detrimental to the best interests of CASA.

Resignation

CASA also understands that there are certain times when employees elect to resign from employment. In these situations, CASA requests the courtesy of at least two (2) weeks advance notice from employees (four (4) weeks for senior management) who decide to leave its employ with a letter of resignation sent to your supervisor, with a copy to the President/CEO.

Separation Procedures

Separating employees may be asked to meet with the President/CEO for an exit interview.

Return of CASA Property

All separating employees are required to return all CASA Property and Confidential Information, including, without limitation, tools, equipment, keys, credit cards, work uniforms, laptop computers, pagers, cellular telephones, tools, security access key fobs, documents, data, and other property, equipment or CASA owned materials before the conclusion of their last day at work. Any existing employee may be required to return CASA property and Confidential Information at any time upon request of management.

Re-employment

Former employees who leave CASA in good standing may be considered for rehire. Former employees who resign without adequate notice or who are discharged for cause will not be considered for rehire. A former employee who is rehired will be considered a new employee from the date of rehire for purposes of pay, benefits and years of service.

References

It is the policy of CASA not to give oral employment references or letters of recommendation to terminated employees, unless the employee signs an authorization for release of information. In the absence of such a release, the program will confirm only date of service, job position and salary.

Effect-on-Benefits

The last day worked is considered the termination date. Benefits are generally discontinued as of the last day worked, unless otherwise specified in the plan document. In this case, please refer to the appropriate benefit booklet or contact the President/CEO for information on the benefit termination date. There will be no compensation for any unused vacation, sick or personal time regardless of reason for separation from CASA.

Final Paycheck

Final paychecks reflect regular compensation due for days/hours worked up to the effective date of termination. Final paychecks are mailed to employees on the first regular payday following the last workday, unless otherwise required by state law. You should notify CASA if your address changes during the calendar year in which termination occurs so that your tax and benefit information will be sent to the proper address.

EMPLOYEE ACKNOWLEDGMENT FORM

*Please sign one copy of the Form and return it to the Finance Manager.
The other copy is for you to keep with your copy of the Handbook.*

I have received a copy of the Employee Handbook (the "Handbook") and understand that it is my responsibility to read the Handbook and comply with it.

I further understand that this Policy and Procedures Handbook is prepared for informational purposes only and does not constitute a contract between CASA and its employees and should not be construed as such. I understand that my employment by CASA is not for a definite term and may be terminated by CASA or the employee at any time, with or without notice or cause.

I am aware that CASA retains flexibility in the administration of the policies and procedures contained in the Handbook, and that CASA reserves the right to change or amend or eliminate any of the policies and/or benefits described in the Handbook at any time, with or without notice, as business, employment, legislation, and economic conditions dictate.

I understand that CASA has included in this Handbook an Anti-Harassment & Anti-Discrimination Policy because CASA seeks to provide a workplace free of sexual harassment and other prohibited discrimination. I understand that unlawful harassment will not be tolerated by CASA.

CASA has included an Information Systems Policy in this Handbook. This policy states that CASA's computer, telephone, electronic, and internet access systems are CASA property to be used primarily for business purposes and are subject to monitoring, searching, and accessing by CASA. CASA equipment and systems are not for my private use.

CASA also has included a Substance Abuse policy and policies regarding Workplace Violence and Bullying. I understand that CASA reserves the right to inspect any part of its premises, including but not limited to offices, desks or other suspected areas of concealment in order to enforce the Substance Abuse, Workplace Violence and Bullying, and other policies.

This Handbook is not intended to replace open communications. I understand that I should contact my supervisor or the President/CEO if something is not clear or if I have a complaint or problem that needs to be discussed.

EMPLOYEE'S NAME: _____

EMPLOYEE'S SIGNATURE: _____

DATE: _____

APPENDIX #1 STANDARDS of PROFESSIONAL CONDUCT

Introduction

The CASA-N.H. program is committed to its staff and CASA volunteers adhering to high standards of professional conduct. This is essential if the program is to be respected for providing quality advocacy for abused and neglected children. In addition, CASA guardian's ad litem are subject to the N.H. Supreme Court Guidelines and Standards for Guardians ad Litem.

The standards that follow have been developed by the CASA-N.H. organization. They are of two types: general and those addressing conflicts of interest. For the most part, the general standards are of the black-and-white variety whereas conflicts of interest issues can be more challenging. Explanatory notes have been provided for those standards needing clarification. In addition, Appendix "A" provides several examples illustrating different types of conflict of interest.

An effort has been made to limit the number of Standards, and to only develop a standard for those problem or potential problem areas that CASA deems most important. Should there be a conflict between a CASA-N.H. standard and a N.H. Supreme Court standard, the latter prevails.

I. General Standards

Standard #1:

CASA staff members and volunteers are prohibited from transporting a "case" child or parent.

Standard #2:

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

Standard #3:

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

Explanatory note:

Legal "advice" is distinguished from legal "information" which may be appropriate to pass on to a parent or child but only after a staff member or volunteer has consulted with CASA's staff attorney.

Standard #4:

CASA staff and volunteers are prohibited from giving therapeutic advice to anyone associated with a CASA case.

Explanatory note:

Therapeutic “advice” is distinguished from therapeutic “information”.

Standard #5:

CASA staff and volunteers are prohibited from giving gifts to or receiving gifts from “case” parents or any professionals associated with a case.

Standard #6:

CASA staff and volunteers are prohibited from giving gifts to a “case” child except gifts of nominal value may be considered but only in special circumstances and only with permission from a volunteer’s case supervisor.

Standard #7:

CASA supervisors are prohibited from making a material change in a CASA volunteer’s court report without the volunteer’s permission or, in the event a supervisor continues to believe a material change is essential, as provided for in Standard #8.

Standard #8:

A conflict between a CASA supervisor and volunteer over a material issue in a case or a recommendation to the court shall be referred to CASA’s senior management team by the CASA supervisor for resolution.

Explanatory note:

Whenever possible, a member of the senior management team will speak with the CASA volunteer as well as his/her supervisor prior to the team rendering a decision.

Standard #9:

CASA staff shall promptly advise a member of the senior management team - and CASA volunteers shall promptly advise their supervisor - if they or members of their immediate family become involved or anticipate becoming involved in any court case other than in a CASA capacity or have been criminally charged.

Standard #10:

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

Standard #11:

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

Standard #12:

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

Standard #13:

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

Explanatory note:

Whereas Standard #12 requires CASA volunteers to download any electronically stored information and to return the disc(s) along with any paper files, Standard #13 requires CASA volunteers to eliminate any electronically stored information immediately after any such information has been placed on a disc.

Standard #14:

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

Standard #15:

CASA staff and volunteers shall strive to act professionally at all times.

Explanatory note:

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

Standard #16:

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

Standard #17:

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

II. Conflict of Interest

Preface

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

Conflicts of interest involving guardian's ad litem in New Hampshire are also controlled by the N.H. Supreme Court Guidelines and Standards for Guardians ad Litem (GAL 403.06). See Appendix B.

Standard #18:

Staff and volunteers are discouraged from developing personal relationships with judges, DCYF personnel and other professionals who are involved with RSA169-C cases.

Explanatory note:

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

Standard #19:

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

Explanatory note:

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

If a CASA staff member has a personal relationship, the staff member shall so advise his/her supervisor. If a CASA volunteer has a personal relationship, the volunteer shall so advise his/her supervisor. In turn, a supervisor shall so advise the senior management team. If a member of the senior management team has a personal relationship, the member shall so advise CASA's Executive Director or Sr. Staff Attorney.

Standard #20:

Staff and volunteers are discouraged from developing a personal relationship with a “case” child, during the pendency of a case and after a case closes.

Explanatory note:

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

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

Standard #21:

Staff and volunteers are prohibited from developing a personal relationship with a “case” parent, during the pendency of a case and after a case closes.

Explanatory note:

The CASA organization does not believe there is any situation which would justify CASA continuing to serve as GAL in a case where a personal relationship has developed between the GAL and a parent during the pendency of a case. Although there might be a rare instance where developing a personal relationship after a case closes would be acceptable, the CASA organization is not comfortable with a standard that “discourages” but does not prohibit such relationships.

Standard #22:

Staff and volunteers shall promptly advise the CASA organization of any personal relationship with a current or former CASA “case” child or with someone closely related to the child.

Explanatory note:

As with the other reporting Standard (#19), a group process is required to assess a personal relationship because the relationship may affect the CASA organization. Standard #22 calls for the same reporting procedure as discussed in paragraph two of Standard #19.

Standard #23:

Staff and volunteers are prohibited from providing non-case related services, paid or unpaid, to any “case” child, parent or professional person during the pendency of a case.

Explanatory note:

Reference is made to N.H. Supreme Court Guidelines and Standards

403.07 which is included in Appendix "B".

Standard #24:

Staff is discouraged from developing personal relationships with volunteers and vice-versa.

Explanatory note:

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

APPENDIX "A"

Standard #16, as well as Standards #17-20 hinge on the term "personal relationship." The term is not easy to define, yet most people have at least a general understanding of the distinction between a professional relationship and a personal relationship.

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

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

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

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

- Example of an actual conflict of interest:

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

Other conflicts, some actual and others potential, are also apparent.

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

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

- Another example of a potential conflict of interest:

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

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

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

It is probably better for the CASA supervisor to appoint another CASA volunteer to the case at the outset to eliminate this potential conflict of interest.

- Example of an appearance of a conflict of interest:

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

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

Like many 169-C parents, the parent in Nancy's case (Bertha B.) believes DCYF, CASA and the judge are all buddy-buddy, and that the deck is stacked against her. Bertha B. was told this by a friend who also has a 169-C case. In addition, Bertha B. has used the internet to learn more about "the system", and has "chatted" with a number of other 169-C parents. There is even an attorney web site that says DCYF shafts parents, and that CASA and DCYF are part of a corrupt system. Bottomline, Bertha B. has learned that "it's me and my lawyer (maybe) against them".

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

No doubt, Nancy would be dismayed if she overheard this, especially given there is no truth to any of it other than she does sit with the DCYF worker in the hallway and in court, and they do share some humor on occasion but it is never at Bertha B.'s expense. In addition, Nancy Doe knows without any question that she would never make a recommendation about Bertha B.'s child unless she truly felt it was in the child's best interest.

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

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

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

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

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

Standards #16 and #18 can present particularly difficult challenges, and are deserving of additional explanation.

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

A second distinction is seen in Standard #16 which speaks to avoiding the development of personal relationships once someone has assumed a CASA staff or volunteer position with the organization. It is distinguished from situations where a personal relationship existed prior to the individual becoming a staff member or volunteer. However, even prior personal relationships need to be disclosed to the CASA organization so that conflicts of interest (be they actual, potential or appearance of) can be minimized or eliminated.

A third distinction concerns whether the personal relationship is with someone who is directly involved with 169-C cases (e.g. a person who appears in 169-C cases or does evaluations for DCYF in 169-C cases that can affect the outcome of a case) vs. someone who has indirect

involvement (e.g. foster care licensing or operates out of a different district office). The former usually presents the greatest concerns, especially if the CASA staff person or volunteer and the professional person are involved in the same case. However, the latter is not always problem-free.

It is important to note that Standard #16 "discourages" such relationships but does not forbid them. Selection of the word "discourages" reflects CASA's reluctance to venture into the private lives of staff members. On the other hand, because of the problems these relationships sometimes cause (e.g. conflicts of interest, appearance of conflicts), there needs to be a standard. Ultimately, Standard #16 relies to a significant extent on each staff member and volunteer recognizing that such relationships can affect the CASA organization, and, consequently are not solely a private matter.

Standard #18 mainly pertains to whether it is advisable for CASA staff or volunteers to develop a personal relationship with a parent or especially a child once a case has concluded. Clearly, such a relationship is not acceptable while a case is pending. Generally speaking, CASA takes much the same position after a case closes.

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

Standard #18 issues need to be addressed on a case-by-case basis, subject to review by the senior management team. An exception is where the CASA staff member or volunteer is no longer affiliated with the CASA program at the time the child seeks a personal relationship. In such cases, the program has no authority over the former staff member or volunteer.

APPENDIX "B"

GAL 403.06 Conflict of Interest

- (a) No person shall serve as a GAL who is involved as a party in a pending, contested matter involving areas of fact or law similar to issues that may be raised in matters to which the person may be appointed as GAL.
- (b) Upon discovery of any professional, personal, or financial relationship between the GAL and either of the parties or their counsel or any material witness in the matter, the GAL shall immediately disclose such relationship to the parties and, if appropriate, to the court.
- (c) A GAL who has prior acquaintance with a party, shall not accept appointment as GAL unless, after disclosure of such fact is made by the GAL, the parties in the matter before the court agree in writing to such appointment.

GAL 403.07 Prohibited Transactions

- (a) Except for the GAL's fee agreement, a GAL shall not, during the term of the GAL's appointment, enter into a business transaction with a child or represented person or party or material witness.
- (b) The GAL shall not knowingly acquire an ownership, possessory, security, or other pecuniary interest adverse to a child or represented person.
- (c) Nothing in this rule shall prevent a GAL from entering into a business relationship with the child or represented person after the GAL's appointment is terminated.

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

APPENDIX "C"

Governing Principles for Processing Violations of Standards of Conduct

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



Appendix H

CASA of NH Letters of Reference

The State of New Hampshire Circuit Court



David D. King
Administrative Judge

Senior Administrator
Gina Belmont, Esq.

Administrators
Kate E. Geraci, Esq.
Paula Hurley, Esq.
Patrick W. Ryan, Esq.
Brigette Siff Holmes, Esq.

February 22, 2019

Sarah Blodgett, Executive Director
New Hampshire Judicial Council
25 Capitol Street, Room 424
Concord, NH 03301-6312

Dear Sarah:

I am happy to provide this letter of reference in support of CASA of New Hampshire's proposal to provide statewide Guardian ad Litem services. As you know, I have had first-hand experience for many years with CASA, both as a trial judge in the state's Family Division, and as Lead Judge for the New Hampshire Model Court Project since 2015.

My experience as a trial judge has been that the volunteers for CASA are carefully selected, well trained and effectively supervised. CASA guardians ad litem devote, in my view, far more time to their work than many paid guardians and they bring a life experience to the courtroom that is very different from a lawyer's and very valuable to the courts. I cannot recall a single complaint concerning late filed reports, and in those few instances where there has been an issue that was raised concerning a volunteer, I have found CASA to be extremely responsive.

From the administrative perspective, for years I have worked very closely with Marty Sink, President/CEO of CASA. Marty is always willing and available to serve on committees related to issues affecting children and families. Her involvement and commitment to those efforts is always complete and always valuable.

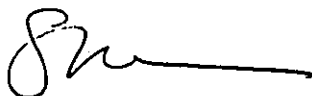
It would be a mistake to overlook the important role CASA has played over the years in helping to shape public policy in the area of child abuse and neglect. As two examples, CASA was at the forefront of our efforts in the District Court and Family

Sarah Blodgett, Executive Director
February 21, 2019
Page Two

Division in developing protocols in abuse and neglect cases. These protocols have been recognized nationally and were made mandatory throughout the state in 2003. Marty has continued her involvement in multidisciplinary improvements for children through her role on the Executive Committee for the Model Court, and has been instrumental in producing three additional sets of protocols over the past six years: 1) Children & Youth in Court, 2) Post-Permanency Hearings in APPLA Cases, and 3) Termination of Parental Rights, Surrender, Voluntary Mediation and Adoptions. In short, CASA is a critical partner in the development and implementation of policy in this most sensitive and important area of the law.

On behalf of the Circuit Court--Family Division, I urge the support of the Judicial Council of CASA's proposal. Sarah, if you or any member of the Council would like to discuss this further with me, I would be happy to do so at your convenience.

Very truly yours,

A handwritten signature in black ink, appearing to be 'Susan W. Ashley', with a long horizontal line extending to the right.

Susan W. Ashley, Judge

Cc: Hon. David King, Circuit Court Administrative Judge



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF HUMAN SERVICES
DIVISION FOR CHILDREN, YOUTH & FAMILIES

Jeffrey A. Meyers
Commissioner

Joseph E. Ribsam, Jr.
Director

129 PLEASANT STREET, CONCORD, NH 03301-3857
603-271-4451 1-800-852-3345 Ext. 4451
Fax: 603-271-4729 TDD Access: 1-800-735-2964
www.dhhs.nh.gov/dcyf

February 25, 2019

Sarah Blodgett, Executive Director
New Hampshire Judicial Council
25 capitol Street Room 424
Concord, NH 03301

Dear Ms. Blodgett:

As the Director of New Hampshire's Division for Children, Youth and Families, I am pleased to be able to provide a letter of support on behalf of New Hampshire CASA and their proposal to provide guardian ad litem services for child abuse and neglect cases, termination of parental rights, adoption and all related appeals.

CASA has been and continues to be a key partner in New Hampshire's efforts to assure safety and advocacy for our children. Having CASA in the role of guardian ad litem in abuse and neglect proceedings presents the court with a unique "child-centered" perspective regarding the best interests of the child. The time, attention and focus on the child provided by CASA gives the much needed attention to our most vulnerable population.

As a child welfare professional, it has been my experience that CASA provides sustained advocacy for children engaged in the child protection system, and I appreciate the opportunity to speak affirmatively on their behalf as part of this proposal application.

If you have any questions or need additional information, please do not hesitate to contact me at any time (603) 271-4440.

Sincerely,

Joseph E. Ribsam, Jr.
Director



WAYPOINT

Help Along the Way

Formerly

CHILD AND FAMILY SERVICES

April 3rd, 2019

Sarah Blodgett, Executive Director
New Hampshire Judicial Council
25 Capitol Street, Room 424
Concord, NH 03301-6312

Dear Ms. Blodgett:

I am happy to provide this letter of reference in support of CASA of New Hampshire's proposal to provide statewide Guardian ad Litem services.

Victims of child abuse and neglect are particularly vulnerable and in need of advocacy. Advocates for CASA are carefully selected, well trained and effectively supervised. CASA guardians ad litem devote, in my view, far more time to their work than many paid Guardians are able to spend and they bring a life experience to the courtroom that is very different from a lawyer's and very valuable to the courts.

CASA has played a significant role in our states child protection and juvenile court systems for the past 30 years. They have had an impact on the lives of over ten thousand New Hampshire children since their inception. As one of the largest child welfare subcontractors in the State, Waypoint works side by side with CASA supporting families and children who have come to the attention of the court as a result of child abuse and/or neglect. From homeless youth, to parent aides we have worked to ensure that adequate services, supervision and support are provided to families and children in need.

As a fellow leader in the community Marcia (Marty) Sink, President/CEO of CASA has earned the respect of many. In fact she was honored with our agency's Jack Lightfoot Voice for Children award two years ago for her tireless commitment to this work. She and I have also worked together in the State House on legislative issues that impact children and youth.

In short, CASA is a critical partner in the field of child protection and child advocacy and deserves without reservation support from the State of New Hampshire to carry out its mission and to grow its capacity to serve more children in need.

On behalf of Waypoint, I urge the support of the Judicial Council of CASA's proposal. If you or any member of the Judicial Council would like to discuss this further with me, I would be happy to do so at your convenience.

Very truly yours,

Borja Alvarez de Toledo, M.Ed.
President and CEO



HEADQUARTERS

toll free (800) 640.6486
office (603) 518.4000
fax (603) 668.6260

464 Chestnut Street
PO Box 448
Manchester, NH 03105
waypointnh.org



Appendix I

CASA of NH
Certificate of Authority
Certificate of Vote
NH Certificate of Good Standing
Certificate of Insurance

CERTIFICATE OF AUTHORITY

Marcia Sink is President/CEO of Court Appointed Special Advocates of New Hampshire, Inc., a non-profit corporation organized under the laws of New Hampshire with principle offices located at 138 Coolidge Street, Unit 1, Manchester New Hampshire (CASA-NH"). Pursuant to a resolution adopted by the Board of Directors and the Bylaws of CASA-NH, Ms. Sink has full authority to prepare, submit and present proposals in response to the Request for Proposals issued by the New Hampshire Judicial Council for guardian ad litem services for children involved in abuse and neglect cases and to enter into contracts on behalf of the corporation with the New Hampshire Judicial Council and/or the State of New Hampshire. This authority shall remain in effect until June 30, 2021 unless specifically revoked or amended.

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

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

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, Inc.

By: Amy Covenor
Amy Covenor, Chair CASA-NH

March 28, 2019

My Commission Expires 10.25.22

T. Valladares

CERTIFICATE OF VOTE
Without Seal

I, Amy Coven, do hereby certify that:

1. I am a duly elected Chair of Court Appointed Special Advocates of New Hampshire, Inc.
(Corporation Name)
2. Attached are true copies of the resolutions duly adopted by electronic vote of the Board of Directors of the Corporation March 26, 2019 which provide:
(Date)

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

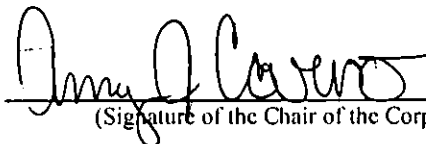
RESOLVED: That the President/CEO/Executive Director
(Title of Contract Signatory)

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

3. The forgoing resolutions have not been amended or revoked, and will remain in full force and effect as of March 26, 2019 through June 30, 2021. Any amendment or revocation of these resolutions will be immediately reported to the Judicial Council and the Attorney General's Office.

(Date Contract Signed)

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


(Signature of the Chair of the Corporation)

STATE OF NEW HAMPSHIRE
County of Hillsborough

The forgoing instrument was acknowledged before me this 26th day of March, 2019,

By Amy Coven
(Name of Chair of the Corporation)

(NOTARY SEAL)


(Notary Public/Justice of the Peace)

Commission Expires: 12.25.22

State of New Hampshire

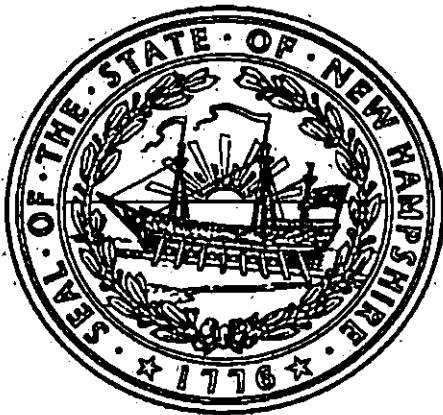
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on April 19, 1989. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 140761

Certificate Number: 0004463208



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 26th day of March A.D. 2019.

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

William M. Gardner
Secretary of State

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/21/2019

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).

PRODUCER License # AGR8150 Clark Insurance One Sundial Ave Suite 302N Manchester, NH 03103	CONTACT NAME:	
	PHONE (A/C, No, Ext): (603) 622-2855	FAX (A/C, No): (603) 622-2854
	E-MAIL ADDRESS: info@clarkinsurance.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Philadelphia Indemnity Ins Co	18058
	INSURER B : Wesco Insurance Company	
	INSURER C :	
INSURED CASA of NH Inc. PO Box 1327 Manchester, NH 03102	INSURER D :	
	INSURER E :	
	INSURER F :	
	INSURER G :	

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			ADOL INSD	SUBR WYD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/>	COMMERCIAL GENERAL LIABILITY				PHPK1822517	7/1/2018	7/1/2019	EACH OCCURRENCE	\$ 1,000,000
	<input type="checkbox"/>	CLAIMS-MADE	<input checked="" type="checkbox"/>	OCCUR					DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000
	<input type="checkbox"/>								MED EXP (Any one person)	\$ 20,000
	<input type="checkbox"/>								PERSONAL & ADV INJURY	\$ 1,000,000
	<input type="checkbox"/>								GENERAL AGGREGATE	\$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:								PRODUCTS - COMPOP AGG	\$ 2,000,000
	<input checked="" type="checkbox"/>	POLICY	<input type="checkbox"/>	PRO-JECT	<input type="checkbox"/>	LOC				\$
	OTHER:									\$
1	AUTOMOBILE LIABILITY					PHPK1822517	7/1/2018	7/1/2019	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
	<input type="checkbox"/>	ANY AUTO OWNED AUTOS ONLY	<input type="checkbox"/>	SCHEDULED AUTOS					BODILY INJURY (Per person)	\$
	<input checked="" type="checkbox"/>	HIRED AUTOS ONLY	<input checked="" type="checkbox"/>	NON-OWNED AUTOS ONLY					BODILY INJURY (Per accident)	\$
	<input type="checkbox"/>								PROPERTY DAMAGE (Per accident)	\$
	<input type="checkbox"/>									\$
A	<input checked="" type="checkbox"/>	UMBRELLA LIAB	<input checked="" type="checkbox"/>	OCCUR		PHUB629838	7/1/2018	7/1/2019	EACH OCCURRENCE	\$ 2,000,000
	<input type="checkbox"/>	EXCESS LIAB	<input type="checkbox"/>	CLAIMS-MADE					AGGREGATE	\$ 2,000,000
	<input type="checkbox"/>	DED	<input checked="" type="checkbox"/>	RETENTION \$	0					\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					WWC3357542	7/1/2018	7/1/2019	<input checked="" type="checkbox"/> PER STATUTE	<input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)				N/A				E.L. EACH ACCIDENT	\$ 500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below								E.L. DISEASE - EA EMPLOYEE	\$ 500,000
									E.L. DISEASE - POLICY LIMIT	\$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: State of NH-GAL Grant

CERTIFICATE HOLDER

CANCELLATION

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

CERTIFICATE OF AUTHORITY

Marcia Sink is President/CEO of Court Appointed Special Advocates of New Hampshire, Inc., a non-profit corporation organized under the laws of New Hampshire with principle offices located at 138 Coolidge Street, Unit 1, Manchester New Hampshire (CASA-NH"). Pursuant to a resolution adopted by the Board of Directors and the Bylaws of CASA-NH, Ms. Sink has full authority to prepare, submit and present proposals in response to the Request for Proposals issued by the New Hampshire Judicial Council for guardian ad litem services for children involved in abuse and neglect cases and to enter into contracts on behalf of the corporation with the New Hampshire Judicial Council and/or the State of New Hampshire. This authority shall remain in effect until June 30, 2021 unless specifically revoked or amended.

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

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

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, Inc.

By: 
Amy Covenor, Chair CASA-NH

March 28, 2019

My Commission Expires 10.25.22



CERTIFICATE OF VOTE
Without Seal

I, Amy Coven, do hereby certify that:

1. I am a duly elected Chair of Court Appointed Special Advocates of New Hampshire, Inc.
(Corporation Name)
2. Attached are true copies of the resolutions duly adopted by electronic vote of the Board of Directors of the Corporation March 26, 2019 which provide:
(Date)

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

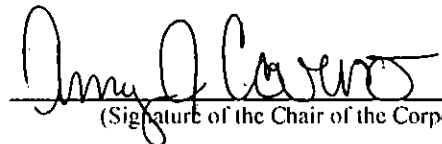
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(Date Contract Signed)

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(Name of Contract Signatory) (Title of Contract Signatory)
of the Corporation.



(Signature of the Chair of the Corporation)

STATE OF NEW HAMPSHIRE
County of Hillsborough

The forgoing instrument was acknowledged before me this 26th day of March 2019,

By Amy Coven
(Name of Chair of the Corporation)

(NOTARY SEAL)


(Notary Public/Justice of the Peace)

Commission Expires: 12.25.22

State of New Hampshire

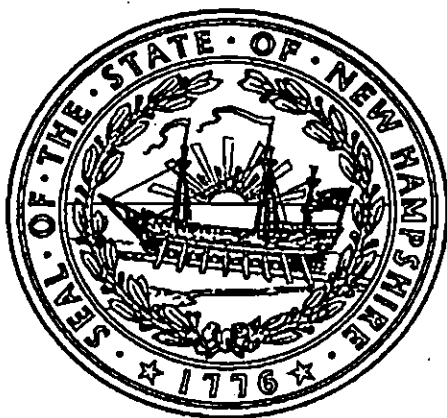
Department of State

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Business ID: 140761

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IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 26th day of March A.D. 2019.

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

William M. Gardner
Secretary of State



CASAOFN-01

ASHAW

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/21/2019

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PRODUCER License # AGR8150 Clark Insurance One Sundial Ave Suite 302N Manchester, NH 03103		CONTACT NAME: PHONE (A/C, No, Ext): (603) 622-2855 FAX (A/C, No): (603) 622-2854 E-MAIL ADDRESS: info@clarkinsurance.com		
INSURED CASA of NH Inc. PO Box 1327 Manchester, NH 03102		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A: Philadelphia Indemnity Ins Co		18058
		INSURER B: Wesco Insurance Company		
		INSURER C:		
		INSURER D:		
		INSURER E:		
		INSURER F:		

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			PHPK1822517	7/1/2018	7/1/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPROP AGG \$ 2,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PHPK1822517	7/1/2018	7/1/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			PHUB629838	7/1/2018	7/1/2019	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input checked="" type="checkbox"/> If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A	WWC3357542	7/1/2018	7/1/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: State of NH-GAL Grant

CERTIFICATE HOLDER

CANCELLATION

NH Judicial Council Grant Manager
25 Capital St., Room 42
Concord, NH 03301-6312

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



Appendix J

CASA of NH Legal Updates

CASA of NH Response to February 22, 2019 RFP

7. For the last five years, describe each complaint, claim or case in which your organization was involved. Please state the outcome of the matter.

RESPONSE:

1. Notice of Claim for Damages, W.B., Individually and on behalf of B.G. v. New Hampshire DCYF and CASA of NH (5/1/15)

On May 1, 2015, counsel for W.B. forwarded a Notice of Claim and Litigation Hold to both the New Hampshire Division of Children, Youth and Families ("DCYF") and CASA of NH for future claims based on alleged negligence of the organizations. The alleged harm involves criminal actions by a third party causing the death of a child in DCYF custody. The death occurred five months after the case to which CASA was appointed by the Court had closed. CASA's appointment to a case terminates once the RSA 169-C case is dismissed or closed by the court. No CASA GAL was involved with the family at the time of child's death. The mother of the child was criminally charged in the child's death. The New Hampshire Supreme Court has held that Guardians Ad Litem qualify for quasi-judicial immunity for actions undertaken in their role as an agent of the court. Surprenant v. Deborah Mulcrone, 163 N.H. 529 (2012). This case has been resolved.

2. Notice of Claim and Litigation Hold, J.B. and N.B. (July 2014) (Subsequent suit filed against DCYF and Easter Seals November 2016; Motion to Amend to add CASA as a Defendant filed 1/9/17.) Case name: T.C. and D.C., both individually and a/p/n/f of N.B and J.B. v. State of New Hampshire, Department of Health and Human Services, Division of Children Youth and Families ("DCYF"), Easter Seals New Hampshire, Inc. and Court Appointed Special Advocates of New Hampshire ("CASA")

In July 2014, CASA received a Notice of Claim and Litigation Hold from the adoptive parents of two juveniles who had been involved in abuse and neglect proceedings. The adoptive parents requested the court file and were given access subject to a non-disclosure order from the Circuit Court. In November 2016, the plaintiffs filed suit against DCYF and Easter Seals. On January 9, 2017, the plaintiffs filed a motion to amend the complaint to include CASA and its GAL as defendants. CASA filed a Motion to Dismiss based on Quasi-Judicial Immunity. The case was dismissed against CASA by the Superior Court after finding that both the individual CASA, and the organization have quasi-judicial immunity under the doctrine set forth in Surprenant v. Deborah Mulcrone. The case was resolved without appeal.

3. Jennifer P. individually and as p/n/f of JP v. Spaulding Youth Center, CASA of NH and R. P. and NH DCYF (Filed under Seal 8/25/15).

On August 25, 2015, a parent filed suit against the Spaulding Youth Center, CASA of NH, CASA GAL RP and DCYF alleging civil liability for the injuries suffered by a child in state custody. CASA of NH filed a motion to dismiss the claims against CASA of NH and the CASA

CASA of NH Response to February 22, 2019 RFP

GAL, arguing that the complaint failed to state a claim against CASA or the GAL and also that the doctrine of quasi-judicial immunity set forth in Surprenant barred any claims against CASA and its GAL. The Court granted the motion to dismiss CASA and the GAL and denied the plaintiff's subsequent motion for reconsideration. The matter was resolved without an appeal.

4. On March 20, 2018, CASA received a Notice of Claim from counsel representing Christopher M. both individually and on behalf of M.M. and J.M.

This claim was noticed as a "companion" case to the W.B. matter (1. above). CM is the biological father of M.M. and J.M.; he has been reunited with his children. The biological mother has been tried and convicted for the murder of her daughter, the half-sister of M.M and J.M. CASA has had no further correspondence in this matter.

5. On March 22, 2018 Mr. Matthew Phillips delivered a "Notice of Suit" to the Keene Office.

Mr. Phillips is not currently represented by counsel. This matter involves a recently closed abuse and neglect case. Mr. Phillips is involved with a divorce proceeding and custody dispute involving the mother of the child for whom CASA was appointed to advocate. After providing Notice to its insurer, CASA has received no further correspondence on this matter.

6. On August 3, 2018, DCYF, CASA of New Hampshire and other organizations received a Notice of Claim in the form of a draft complaint from counsel for DT, CB and SBT.

The claim was brought by the adoptive parents of a child previously in the child protection system. The plaintiffs alleged claims against CASA under a theory that it improperly trained the CASA GAL appointed in the case. The plaintiffs alleged numerous legal theories against all named defendants. The case resolved in March 2019 prior to the plaintiffs filing suit.

7. On October 15, 2018, CASA received an e-mail from DCYF reporting that a biological mother alleged inappropriate conduct on the part of the CASA GAL appointed in her case.

Pursuant to the Memorandum of Understanding ("MOU") with the Guardian Ad Litem Board, CASA staff attorneys investigated the complaint and found the allegations to be unsubstantiated. CASA responded in writing to both the GAL Board and to DCYF outlining the steps taken and outcome of the investigation. The matter is resolved, and the CASA continues to serve on the case.