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THE STATE OF NEW HAMPSHIRE
JUDICIAL COUNCIL
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Concord, New Hampshire 03301-6312

YLR 27
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April 27, 2017

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

REQUESTED ACTION

Authorize the Judicial Council to enter into a contract in the amount of \$1,278,000, with Governor and Council approval, for the period effective July 1, 2017 through June 30, 2019, 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.

Funds will be available, pending budget approval for fiscal years 2018 and 2019, as follows:

	FY 2018	FY 2019
02-07-07-070010-1099-102 Court Appointed Spec. Adv-CASA	\$639,000	\$639,000

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

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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 2018 and FY 2019.

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

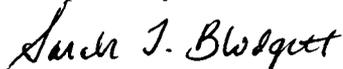
REQUEST FOR PROPOSALS AND REVIEW PROCESS

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), for three days in March of 2017. 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 in the Bar Association's fortnightly Bar News periodical.

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 fully 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

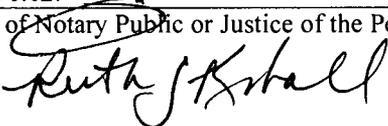
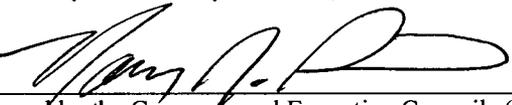
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name New Hampshire Judicial Council		1.2 State Agency Address 25 Capitol Street, Room 424, Concord, N.H. 03301	
1.3 Contractor Name Court Appointed Special Advocates of New Hampshire		1.4 Contractor Address P.O. Box 1327, Manchester, N.H. 03105	
1.5 Contractor Phone Number 603-626-2600	1.6 Account Number 010007-1099-102	1.7 Completion Date June 30, 2019	1.8 Price Limitation \$1,278,000
1.9 Contracting Officer for State Agency Sarah Blodgett, Executive Director, N.H. 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 <i>Marcia Sink President - CEO</i>	
1.13 Acknowledgement: State of <i>NH</i> , County of <i>Manchester</i> On <i>April 18, 2017</i> , 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]		RUTH J. KIMBALL, Notary Public State of New Hampshire My Commission Expires March 25, 2020	
1.13.2 Name and Title of Notary or Justice of the Peace <i>Ruth Kimball, Admin Ast.</i>			
1.14 State Agency Signature <i>Nina C. Gardner</i> Date: <i>4/18/17</i>		1.15 Name and Title of State Agency Signatory <i>Nina C. Gardner, Chair, Judicial Council</i>	
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: <i>4/19/2017</i>			
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

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.

Contractor Initials

MS

Date

4/18/17

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:S. 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.

Contractor Initials: *MS*
Date: *4/18/17*

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 accept a minimum of 400 "new" abuse-and-neglect cases in State Fiscal Year 2018 and a minimum of 425 "new" abuse-and-neglect cases in State Fiscal Year 2019. In the event that fewer than 400 new abuse-and-neglect petitions are filed in State Fiscal Year 2018, CASA shall accept all new appointments with the exception of those cases in which there is a conflict. In the event that fewer than 425 new abuse-and-neglect petitions are filed in State Fiscal Year 2019, CASA shall accept all new appointments with the exception of those cases in which there is a conflict.
7. 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.
8. 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.
9. In its promotional materials and publicly-distributed information, CASA may make appropriate acknowledgement of the support CASA receives from the State.
10. 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 shall provide notice to the Council in writing prior to closing case intake from any court.
5. 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.
6. 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 six hundred and thirty-nine thousand dollars (\$639,000.00) in State Fiscal Year 2018 and six hundred and thirty-nine thousand dollars (\$639,000.00) in State Fiscal Year 2019. 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 2018, each quarterly payment shall be in the amount of one hundred and fifty-nine thousand, two hundred and fifty dollars (\$159,750.00). In State Fiscal Year 2019, each quarterly payment shall be in the amount of one hundred and fifty-nine thousand, seven hundred and fifty dollars (\$159,750.00).

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.

Contractor Initials: MS
Date: 4/18/17

**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.



Appendix I

CASA of NH
Certificate of Authority
Certificate of Vote
NH Certificate of Good Standing
Certificate of Insurance

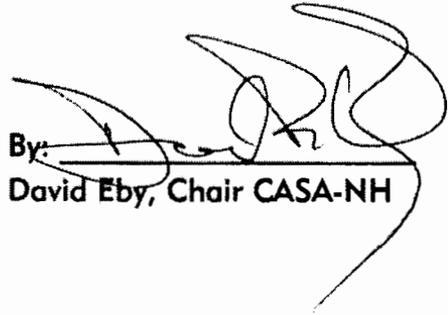
CERTIFICATE OF AUTHORITY

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, 2019 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: 
David Eby, Chair CASA-NH

March 8, 2017

CERTIFICATE OF VOTE
Without Seal

I, David Eby, 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 8, 2017 which provide:
(Date)

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

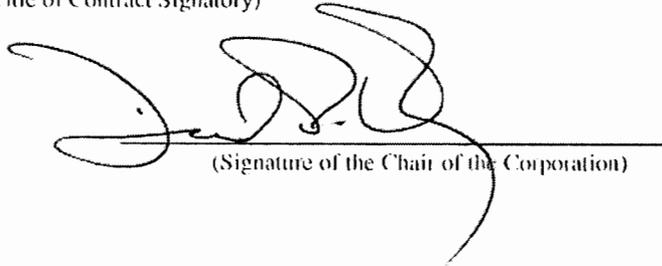
RESOLVED: That the President/CEO/Executive Director
(Title of Contract Signatory)

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

3. The forgoing resolutions have not been amended or revoked, and will remain in full force and effect as of March 8, 2017 through June 30, 2017. 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.

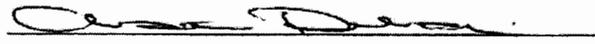

(Signature of the Chair of the Corporation)

STATE OF NEW HAMPSHIRE
County of Hillsborough

The forgoing instrument was acknowledged before me this 8 day of March 2017,

By David Eby
(Name of Chair of the Corporation)

(NOTARY SEAL)


(Notary Public/Justice of the Peace)

CHRISTINE DUHAIME, Notary Public

Commission Expires: 8-5-20

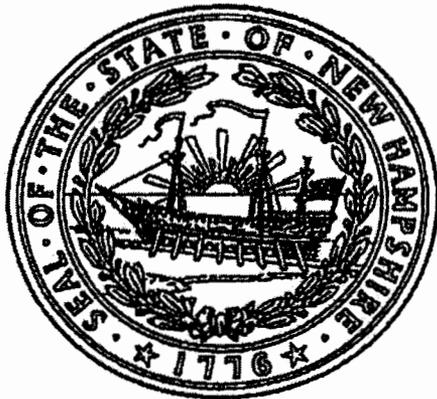
State of New Hampshire

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



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 9th day of February A.D. 2017.

A handwritten signature in cursive script, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/8/2016

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 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).

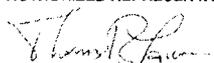
PRODUCER License # AGR8150 Clark Insurance One Sundial Ave Suite 302N Manchester, NH 03102	CONTACT NAME: Lorraine Michals, CIC PHONE (A/C, No, Ext): (603) 716-2362 E-MAIL ADDRESS: lmichals@clarkinsurance.com FAX (A/C, No): (603) 622-2854																				
	<table border="1"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A :</td> <td>Philadelphia Indemnity Ins Co</td> <td>18058</td> </tr> <tr> <td>INSURER B :</td> <td>Wesco Insurance Company</td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> <td></td> </tr> </table>	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 :	
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INSURED CASA of NH Inc. PO Box 1327 Manchester, NH 03102																					

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	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	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"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER			PHPK1362530	07/01/2016	07/01/2017	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 - COMP/OP AGG \$ 2,000,000 NON OWNED HIRED \$ 1,000,000 COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			PHPK1362530	07/01/2016	07/01/2017	\$ \$ \$ \$ \$ \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			PHUB507019	07/01/2016	07/01/2017	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) if yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WWC3150858	07/01/2016	07/01/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E L EACH ACCIDENT \$ 500,000 E L DISEASE - EA EMPLOYEE \$ 500,000 E L DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: State of NH-GAL Grant - Covering operations of the Named Insured during the policy period.

CERTIFICATE HOLDER NH Judicial Council Grant Manager 25 Capital St., Room 42 Concord, NH 03301-6312	CANCELLATION 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 
---	--

Guardian Ad Litem Services Proposal
to
NEW HAMPSHIRE JUDICIAL COUNCIL
from
COURT APPOINTED SPECIAL ADVOCATES (CASA)
of
NEW HAMPSHIRE, INC.
March 2017



CASA

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



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

March 30, 2017

BOARD of DIRECTORS

David Eby
CHAIRMAN
Devine, Millimet & Branch

Daniel Bernard
IMMEDIATE PAST CHAIRMAN
TD Bank

Thomas Buchanan
TREASURER
Derry Medical Center

Maria Proulx
SECRETARY
Anthem Blue Cross Blue Shield

Adele Baker
Manchester

Judy Bergeron
MTS Services

Arthur Bruinooge
Portsmouth

Kathy Christensen
Amherst

Amy Coveno
WMUR TV ABC-9

Nick Giacomakis
New England Investment &
Retirement Group, Inc.

Jerry Howard
Strategy First Partners

Linda Lovering
Lovering Volvo

Denise McDonough
Anthem Blue Cross Blue Shield

Benjamin Oleson
Town of Lancaster

Alan Reische
Sheehan, Phinney, Bass + Green

Albert Romero
NBT Bank

John Zahr
Dyn

Marcia Zahr
Bedford

PRESIDENT and CEO
Marcia R. Sink
CASA of New Hampshire

Dear Council Members:

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.

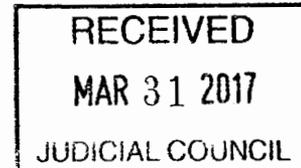
For nearly twenty eight years, we have worked diligently to improve the lives of New Hampshire's children by providing reliable Guardian ad Litem advocacy. In all areas of service, CASA-NH meets or exceeds standards prescribed by National CASA and the New Hampshire GAL Board; and regular self-assessments 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** (603)752-9670, **COLEBROOK** PO Box 24, Colebrook, NH 03576 (603)237-8411, **DOVER** PO Box 205, Dover, NH 03821 (603)617-7115, **KEENE** 39 Central Square, Room 303, Keene, NH 03431 (603)358-4012, **PLYMOUTH** 258 Highland Street, Plymouth, NH 03264 (603)536-1663

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 \$3 million of value in volunteer advocacy supported by experienced program resources.

CASA-NH is committed to growing its capacity to be the primary source for the State to satisfy its statutory obligation. 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, including quality assurance evaluations. 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, 2017 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 700-825 *total active cases*, during 2018/2019, and 750-825 *active cases in 2019/2020*. 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, 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 addition, regional offices and all staff and volunteers use encrypted communications.

In twenty eight years of consistent advocacy for victimized children, CASA-NH has earned its reputation for effective advocacy. To date, over 9, 200 New Hampshire children in more than 5,450 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 nineteen full-time and six part-time staff members. Twelve of those provide direct service as they supervise and co-manage cases with approximately 425 carefully screened and comprehensively trained volunteers around the state of New Hampshire. Three 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 5 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 Citizens Insurance Company of America 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 National Union Fire Insurance (\$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, Recruiting and Training Director, Director of Operations, Director of Communications, and Director of Development. Ten additional CASA/GAL Program Managers (formally called Volunteer Supervisors) work out of five regional offices – Dover, Keene, Colebrook/Berlin, Manchester, and Plymouth – 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, 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 review 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 Sr. Staff Attorney Elizabeth Paine and 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 425 volunteers. CASA of NH counts 9,200 New Hampshire children on more than 5,450 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, by 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*

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

- CASA-NH has been performing these services for 28 years and has provided guardian ad litem services to 9,200 children spanning 5,450 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.
- While experience has shown that it is difficult to comprehensively quantify downstream cost savings, extensive research by the National CASA Association has shown that children who are served by CASA Guardians ad litem on average spend 60 days less time in foster care. Anecdotally, Judges relate that they are better informed and able to make more timely decisions when a CASA/GAL is appointed.

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

- Marcia R. Sink, President and CEO
- Elizabeth Paine, Esquire, Senior Staff Attorney
- Caroline Delaney, PT Staff Attorney
- Diane Valladares, Recruitment & Training Director
- Bernadette Melton-Plante, CASA/GAL Program Director
- Jonelle Gaffney, CASA/GAL Program Manager
- Marcia Allison, CASA/GAL Program Manager
- Angela Delyani, CASA/GAL Program Manager

- Kathleen Devlin, CASA/GAL Program Manager
- Tessa Dyer, CASA/GAL Program Manager
- Molly Hill, CASA/GAL Program Manager
- Jerry Larson, CASA/GAL Program Manager
- Joy Nolan, CASA/GAL Program Manager
- Steve Pruyne, CASA/GAL Program Manager
- Jenny Sheehan, CASA/GAL Program Manager
- Jessica Storey, CASA/GAL Program Manager
- David Ball, Grant Writer
- Christine Brophy, Technology Director
- Carolyn Cote, Communications Director
- Christine Duhaime, Accounting Manager
- Suzanne Lenz, Development Director
- Kathleen McArdle, Operations Director
- Kelly Smith, Director of Training

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. The current corps of 425 volunteers, is accepting 22% more new cases in FY 17 than we did in FY 2016. In the first half of FY 2017 we were able to accept 80% of new cases. CASA is continuously training and recruiting new advocates. Since the beginning of the last RFP cycle CASA has trained 236 new advocates.

CASA-NH projects that we must secure an additional 150 volunteers to assume responsibility for the projected increase in cases, 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.

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 2016 alone, they donated more than 67,813 hours of service and 473,479 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 Senior Staff Attorney Elizabeth Paine; 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 Project
- New Hampshire Domestic Violence Fatality Review Committee
- NH Human Trafficking Collaborative
- Advisory Board 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
- Former Governor Shaheen's, Judicial Selection Commission
- Merrimack County Model Court
- Member NH Supreme Court, Citizens Commission on the Court

CASA-NH's vision is for every child in New Hampshire to be safe, nurtured and thriving in a permanent home. For nearly twenty eight 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)

- Hon Edwin Kelly, Administrative Judge, New Hampshire Family & District Courts
- Jeffrey Meyers, Commissioner New Hampshire Department of Health and Human Services
- Hon. Joseph Foster, New Hampshire Attorney General

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'18: \$639,000 for servicing 725-800 active cases.

FYE'19: \$639,000 for servicing 750-825 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 black ink, appearing to read "Marcia R. Sink", written over a horizontal line.

Marcia R. Sink, President and CEO

Executed Documents



CASA of NH
List of Attachments

- NCASA Standards State Appendix A:1
- NCASA Standards Local Appendix A:2
- NH Professional Code of Conduct Appendix A:3
- Organizational Chart Appendix B
- Audits/Financial Statements Appendix C
 - FY '15
 - FY '16
- CASA/GAL collaterals: Appendix D
 - Qualifications of Candidates and Training Curriculum/Components
 - Professional Development Requirements brochure
 - Fostering Futures brochure
 - Volunteer Evaluation Form
- Continuing Education requirements for CASA staff Appendix E
- Resumes for key personnel Appendix F
- Employee Handbook Appendix G
- Letters of Reference from the following: Appendix H
 - Edwin Kelly, Administrative Judge, New Hampshire District and Family Courts
 - Jeffrey Meyers, Commissioner, Division of Children, Youth and Families
 - Joseph A. Foster, Attorney General, Department of Justice
- Certificates Appendix I
 - Certificate of Authority
 - Certificate of Vote
 - Certificate of Good Standing
 - Certificate of Insurance



CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix A:1

NCASA Standards for State CASA/GAL Programs

Standards for State CASA/GAL Organizations

2009 Edition

A National CASA Association

Resource Library Publication

National Court Appointed
Special Advocate Association

100 West Harrison Street

North Tower, Suite 500

Seattle, WA 98119

(800) 628-3233

CASAforchildren.org



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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.

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Introduction

Having a set of quality standards to measure a state organization's operations demonstrates that the organization:

- Respects and is committed to quality service to the local programs
- Utilizes established policies and procedures necessary for effective management
- Manages its financial affairs prudently, is financially sound, and is committed to the principles of public disclosure
- Continually evaluates its services and operations

The National CASA Association 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. The *Standards for Local CASA/GAL Programs* resulted. 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 this edition of the *Standards for State CASA/GAL Organizations*.

Navigating this Document

This document is organized into sections dealing with specific areas of governance and organizational management. Under each standard, requirements are provided specifying how the standard is implemented. The document as a whole provides a framework for quality governance and organizational management. The standard statement in each section defines the most effective overall approach to manage a particular aspect of state organization governance and operation. The requirements incorporate the standards into program operations by specifying the practices that carry out the intent of the standard.

Note: The term “local CASA/GAL program” includes stand-alone CASA/GAL programs, publicly administered CASA/GAL programs or CASA/GAL programs under the umbrella of another organization.

Implementation

National CASA believes that a commitment to quality is a commitment to the children we serve. The National CASA quality assurance system encourages, inspires and helps our state organizations and local CASA/GAL programs to achieve their greatest potential and deliver high-quality advocacy on behalf of the children we serve. National CASA recognizes the diversity of our CASA/GAL network and the need for flexibility in the quality assurance system.

Compliance with standards will be measured through a comprehensive organizational self-assessment. Through the self-assessment process, state organizations will evaluate both strengths and opportunities and identify areas where further development, training or technical assistance is needed. During this process the state organization will analyze whether the organization has established efficient, ethical and effective governance and management policies and practices.

Compliance with state standards is a condition of National CASA membership. Please contact National CASA for clarification, interpretation or technical assistance with the state standards. We are eager to work with you to increase the effectiveness of your organization.

State Standards at a Glance

Standard 1: The state organization has a mission and purpose that is consistent with the goal of developing and supporting quality volunteer advocacy in court for children who are abused and neglected.

Standard 2: The state organization has a body responsible for governing the organization, overseeing compliance with all applicable laws and regulations and ensuring ethical conduct.

Standard 3: The state organization engages in a strategic planning and assessment process to establish its goals and priorities and to evaluate its effectiveness in achieving its mission.

Standard 4: The state organization has written policies for recruitment, selection, inclusion, training and performance, which are guided by generally accepted human resources practices.

Standard 5: The state organization manages its operations in accordance with generally accepted financial and risk-management practices.

Standard 6: The state organization provides information and education to promote CASA/GAL advocacy for abused and neglected children.

Standard 7: The state organization promotes the integrity and quality of the CASA/guardian ad litem program and the delivery of the highest quality advocacy services to children who are abused and neglected.

Standard 8: The state organization is a member of the National CASA Association and meets its standards, requirements and policies.

Standard 9: The state organization engages in comprehensive planning for the initiation and start-up of its operations.

Standard 10: The state organization is committed to inclusiveness and diversity as essential values. It demonstrates these qualities in its own operation and promotes them in local program governance, management and quality advocacy for the state's abused and neglected children.

Standard 1: Mission

The state organization has a mission and purpose that is consistent with the goal of developing and supporting programs that provide quality volunteer advocacy in court for children who are abused and neglected.

Mission

1. The state organization's mission statement is:
 - Consistent with the mission and standards of National CASA
 - Written
 - Adopted by the organization's governing body
2. The state organization's activities are consistent with the identified needs of local programs.
3. Working in partnership with National CASA and local CASA/GAL programs, the state organization provides core services including but not limited to:
 - Support and provide technical assistance to local CASA/GAL programs
 - Support new CASA/GAL programs in development in the state
 - Create opportunities for communication, networking, information sharing and support for CASA/GAL program staff
 - Disseminate current information to local CASA/GAL programs regarding the following issues that affect the work of CASA/GAL programs: federal and state legislation, policy changes, trends in child welfare, court improvements and court decisions
 - Increase awareness of CASA/GAL work and the needs of children who are abused and neglected by providing information to targeted groups and to the public
 - Provide information and technical support to local CASA/GAL programs about resource development
4. The state organization has established communications methods through which it informs local programs about:
 - Pending legislative policy or regulatory changes that could impact the CASA network
 - Opportunities for local input into legislative policy or regulatory issues

- Opportunities to educate local representatives regarding issues of importance to CASA programs and the children they serve

Standard 2: Governance, Ethics and Compliance with Laws and Regulations

The state organization has a body responsible for governing the organization, overseeing compliance with all applicable laws and regulations and ensuring ethical conduct.

A. Roles of the Governing Body

1. Ensures program's compliance with applicable federal and state statutes, court rules, executive orders and appropriate regulations
2. Establishes and evaluates the organization's goals, develops resources and approves policies
3. Provides the organization 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
4. Maintains personnel policies and periodically reviews and adopts needed changes
5. Procures sufficient financial resources, ensures a balanced budget and manages resources prudently in order to support the organization's provision of services
6. Appoints the chief executive officer/program administrator and delegates authority and responsibility for organizational and financial management and policy implementation
7. Holds the chief executive officer/program administrator accountable for the organization's performance
8. Evaluates the management's handling of the organization's financial affairs
9. Reviews financial reports at least quarterly, comparing actual versus budgeted expenditures and revenues
10. Ensures corrective action is implemented when deficiencies in fiscal management are identified
11. Examines and approves the organization's audited financial statements, operating budget and fiscal policies

12. Reviews planned fundraising activities to ensure they are congruent with mission and organizational priorities

B. Governing Body Procedures

1. In a nonprofit organization, the state organization's bylaws or written operational procedures:
 - Describe the organizational structure and responsibilities of the governing body
 - Establish the mechanisms for selection, rotation and duration of membership and for election of officers
 - Set the minimum number of formal meetings of the full governing body at 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
2. In a publicly administered program, the governing body:
 - Has a written description of the organizational structure of the program and responsibilities of the governing body
 - Sets the minimum number of formal meetings at four per calendar year
3. The state organization has an established procedure for arriving at an organizational decision in a timely manner, and that procedure includes notification of and input from local programs.
4. The governing body of the state organization 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 organization's official documents.
5. The nonprofit governing body reviews organizational and governing documents no less frequently than every four years.

C. Program Administration

1. Clear lines of accountability and authority exist at all levels of the organizational and management structures and are formalized in an organizational chart which shows lines of accountability. All employees, along with members of the governing body and committees, receive a formal orientation to the organizational structure.

2. If the state organization is a nonprofit and under the umbrella of a parent organization, a written agreement is developed that:
 - Details the rights and responsibilities of the state organization and the umbrella organization
 - Includes procedures for resolving situations in which a conflict of interest exists between the state organization and its parent organization
 - Contains the protocol for resource development activities of both organizations
 - Sets a timeframe of no more than two years for review and possible revisions of the agreement
3. Communication and collaboration between employees and governing body and committee members is promoted by:
 - Providing opportunities for in-person meetings
 - Providing opportunities to serve on committees as appropriate
 - Maintaining brief records of committee meetings

D. Governing Body Membership and Orientation

1. The governing body includes members who represent local CASA/GAL programs.
2. The governing body reflects the diversity of the children served and has members who bring a range of skills, backgrounds and knowledge that support the state organization in fulfilling its mission.
3. A nonprofit state organization that has paid staff should ensure that the positions of chief executive officer, board chair and board treasurer are held by different individuals. Organizations without paid staff should ensure that the positions of board chair and treasurer are held by different individuals.
4. The members of the governing body are qualified to carry out their responsibilities for adopting or recommending agency policies; selecting and evaluating the chief executive officer/program administrator; engaging in strategic planning, financial oversight, resource development and diversity outreach; and maintaining court and community relationships.
5. The state organization governing body includes individuals with various capabilities:
 - 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
6. The nonprofit state organization develops and utilizes, on an ongoing basis, the following:
 - Job descriptions for board members
 - Board recruitment strategies
 - Established mechanisms for selection, screening, election, rotation and duration of office for the board.
 7. The members of the governing body receive formal orientation to the state organization's goals, objectives, structure and methods of operation; are familiarized with its services; and are provided with key documents related to governance and board responsibilities.
 8. The governing body establishes an effective, systematic process for education of and communication with members—including formal orientation—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.
 9. Members of the board of a nonprofit state organization should evaluate the performance of members of the governing body as a group and individuals no less frequently than every three years, and should have clear procedures for removing board members who are unable to fulfill their responsibilities.

E. Ethics

1. The state organization establishes policies to govern ethical conduct of members of the governing body, committee members and volunteers.
2. The policies that govern ethical conduct should be built on values that the organization embraces and should highlight the expectations for those who work with the organization. Policies should address areas of confidentiality and respect that should be afforded to clients, consumers, donors, governing body members, employees and volunteers.
3. The state organization upholds the credibility, integrity and dignity of the CASA mission by conducting all business in an honest, fair, professional and compassionate manner.
4. The chief executive officer/program administrator, employees, paid consultants and governing board or committee members of the state organization serve in accordance with written policies governing conflict of interest, accountability and delegation of authority.

5. A lawyer who sits on the state board 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.
6. The state organization 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 and paid consultants, and shall be signed annually by each of these individuals. The conflict of interest policy will:
 - 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 conduct and transactions in which a conflict of interest exists or has the potential to exist and warrants disclosure
 - 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 recorded in official board minutes
 - 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
 - Require governing body members to adhere to the organization's whistleblower policy

Standard 3: Planning, Assessment and Evaluation

A state organization engages in a strategic planning and assessment process to establish its goals and priorities and to evaluate its effectiveness in achieving its mission.

Planning, Assessment and Evaluation

1. The state organization develops a written strategic plan every four years that incorporates long- and short-term goals necessary for fulfilling the organization's mission.
2. The strategic planning process provides a mechanism for obtaining input from the organization's governing body or advisory council, local CASA/GAL program staff and other key constituents. The strategic planning process includes assessment 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
3. The strategic plan includes:
 - Local program needs
 - Provision of the core services as specified in Standard 1:3
 - The development of resources to achieve the state organization's mission
 - 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 (see Standard 10.1)
 - 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

4. 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
5. The state organization submits results of its evaluation of the strategic plan and any changes to organization's mission, objectives, goals and activities to its governing body. The results are made available, upon request, to state organization personnel and local programs.
6. The state organization establishes and maintains a system for collecting the information and program data necessary from local programs to evaluate the state organization's effectiveness.
7. The state organization receives from each local program a copy of its National CASA Annual Local Program Survey and/or other annual statistical reports.
8. 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.
9. The state organization completes and submits the National CASA Association Annual State Organization Survey.

Standard 4: Human Resource Management

The state organization has written policies for recruitment, selection, inclusion, training and performance, which are guided by generally accepted human resources practices.

A. Administrator Oversight

1. The chief executive officer/organization administrator is responsible for the management of the state organization.
2. The chief executive officer/organization administrator has the following qualifications:
 - Education and/or training in a related field
 - Management skills and experience to effectively administer the organization's human and financial resources
3. The chief executive officer/organization administrator:
 - Plans and coordinates with the governing body the development of the state organization's policies
 - Attends or is represented by a designee at all meetings of the governing body and its committees
4. The chief executive officer/organization administrator is given personnel management authority by the governing body and ensures that personnel management is carried out in accordance with written agency policy.
5. The chief executive officer/organization administrator is responsible for the overall fiscal management of the organization and reports to the governing body at least quarterly on the organization's financial status.
6. When the replacement of a chief executive officer/organization administrator becomes necessary, the governing body:
 - 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

B. Retaining Qualified Employees

1. The state organization retains employees qualified to carry out its goals.
2. Administrative and/or supervisory responsibility is assigned to employees qualified by experience and training.
3. The state organization employs and retains only persons who are qualified according to the job description for the position they occupy.
4. State organization employees meet all applicable state registration, licensing or certification requirements for their assignment and/or use of profession.
5. The state organization, in its ongoing planning process, details the type and number of personnel required to accomplish the organization's goals and objectives.
6. The state organization has a written job description for each position or group of similar positions which clearly specifies qualifications and responsibilities.
7. The state organization manages its clerical and administrative systems, including accounting, bookkeeping, personnel records and statistical reporting, and assigns appropriately skilled personnel to carry out those tasks.

C. Personnel Policies

1. Personnel policies and practices specify the responsibilities of paid personnel and are equitable, clear and consistent.
2. The state organization complies with applicable laws and regulations governing fair employment practices.
3. Personnel policies and practices are provided to all employees and are outlined in a handbook which covers:
 - Personnel practices
 - Working conditions
 - Wage policy and benefits
 - Insurance protection
 - Required and supplemental training and development opportunities
 - Equal employment opportunity policy
4. State organization personnel salaries and benefits are 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.

5. The state organization maintains written operational procedures regarding grievances to provide personnel the fair and equitable opportunity and forum to lodge formal complaints and appeals, where allowed by state law.
6. The state organization acts on formal complaints in accordance with its procedures, keeps all documentation on file and informs the complainant of resolution.
7. Procedures allow for the annual participation of personnel in management's review of personnel policies and for written notification to personnel by management of any changes in these policies.

D. Promotion of Workforce Diversity

1. The state organization actively recruits, selects and promotes qualified employees reflective of the children served, and administers its personnel practices without discrimination based upon age, gender, sexual orientation, race, ethnicity, nationality, disability or religion.
2. The state organization's personnel recruitment and selection practices are in compliance with applicable laws and regulations.
3. The state organization is in compliance with the Equal Employment Opportunity Act.
4. The state organization has a written equal opportunity policy which clearly states its practices in recruiting, selecting and promoting personnel.
5. The state organization publicizes its equal opportunity policy in its personnel recruitment materials.
6. The state organization makes an effort to ensure its facility is free of barriers that restrict the employment of or use by physically challenged employees.
7. The state organization develops and implements a plan to diversify the workforce to promote cultural competency and equal opportunity.

E. Recruitment and Selection of Qualified Employees

1. Recruitment and selection procedures ensure that the personnel needs of the state organization are adequately met.
2. All applicants for paid employment with the state organization program are required to:
 - 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
 - Authorize the state organization and other appropriate agencies to secure a 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
3. At a minimum, the state organization verifies the information provided on the application regarding licensures, education and certifications.
 4. The state organization secures references from a minimum of three persons.
 5. The state organization secures a criminal background check on each employee prior to hire. The state organization secures a 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.
 6. 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
 7. The state organization secures a motor vehicle division records check on each employee who drives on behalf of the organization.
 8. The state organization has policies and procedures in place to verify the following prior to state organization staff members transporting children:
 - Staff member obtains permission of the supervisor or director
 - Staff member obtains permission of the child's legal guardian or custodial agency
 - Staff member is knowledgeable of the potential personal risk of liability
 - Staff member chooses to accept the responsibility
 9. If an applicant refuses to sign a release of information form or submit to required information or fingerprints for any requested records check required in 6.E.2, the applicant is rejected by the state organization. This policy is stated on the employee application form.
 10. The state organization's selection process for all employees includes an assessment of the applicant's awareness of and sensitivity to the cultural and socioeconomic factors of the children and families the local CASA/GAL programs serve.
 11. 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 state organization's credibility is not accepted for employment. This policy is stated on the employee application form.

12. 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 state organization, the state organization 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.
13. The chief executive officer/program administrator or designee notifies all applicants, in writing, of their application status when the position applied for is filled.

F. New Employee Orientation

1. The state organization provides new employees an orientation to its mission and purpose, policies and services that includes, but is not limited to:
 - 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
 - Information about the mission and purpose of CASA/GAL programs on local, state and national levels

G. Employee Training and Development

1. The state organization plans and implements a training and development program for employees to improve their knowledge, skills and abilities.
2. The training and development program is reviewed annually and revised based on the state organization's assessment of its training needs.
3. 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.
4. 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.

H. Employee Supervision

1. The state organization provides adequate supervision for its employees.

2. The state organization delegates supervisory responsibility and holds employees accountable for the performance of assigned duties and responsibilities.
3. 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.
4. Supervisors are easily accessible and make every effort to provide quick and thorough guidance to employees.

I. Employee Performance Evaluation

1. The state organization develops and implements a system for the periodic evaluation of all employees.
2. 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.
3. 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
4. Employees are given the opportunity to sign the evaluation report, obtain a copy and include written comments before the report is entered into the personnel record.
5. Evaluations of the CEO/organization administrator are conducted by the governing body, which:
 - 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
 - Provides for the participation of the chief executive officer/organization administrator in the evaluation process and his/her review, signature on the review and response to the evaluation before it is entered into the personnel record

J. Employee Discipline and Termination

1. The state organization has written policies and procedures for the termination of employees that are in compliance with applicable laws and regulations.

2. The state organization's personnel policies and practices specify the conditions for disciplinary action and non-voluntary termination of employees, including violations of program policy and/or documented substandard performance.
3. The state organization's policies and procedures specify the person or persons with authority to terminate or discharge an employee.

K. Maintaining Personnel Records

1. The state organization maintains a written personnel record for each employee that contains:
 - Identifying information and emergency contacts on the application
 - Job description
 - Reference documentation
 - Security check documentation
 - Verification of education for professional and administrative personnel
 - Training records
 - Performance evaluations
 - Disciplinary actions
 - Termination summaries
 - Letters of commendation
 - Time attendance records
2. 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.

L. Whistleblower Policy

1. 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.

Standard 5: Financial and Risk Management

The state organization manages its operations in accordance with generally accepted financial and risk management practices.

A. Budgeting

1. The state organization has a written budget which guides the management of its financial resources based on:
 - Funding anticipated during the fiscal year
 - Fixed and incremental costs of operating the state organization
 - 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 has a policy for the review and approval of deviations from and revisions to the budget.

B. Financial Resources

1. The state organization procures adequate financial resources and manages them prudently in order to support its provision of services.
2. The state organization seeks to diversify and balance its sources of funding.
3. The state organization maintains its tax-exempt status, if applicable.
4. The state organization seeks to conserve its financial resources by:
 - Taking advantage of benefits allowed tax-exempt organizations, when applicable
 - Maintaining sound policies regarding purchasing and inventory control
 - Using competitive bidding, where applicable, in accordance with board policy and laws or regulations

C. Financial Reporting and Compliance

1. The state organization maintains its nonprofit status by complying with the appropriate federal and state regulations governing nonprofit organizations.

2. The nonprofit state organization makes timely payments and reports to the Internal Revenue Service and to other taxing authorities, as required by law.
3. All nonprofit state organizations must file a 990 annually.
4. The state organization complies with federal, state and other funders' requirements with regard to independent fiscal review and/or audit of the organization's financial operations.
5. If the state organization receives government funding, it is in compliance with regulations that prohibit spending government funds for lobbying activities.
6. The state organization is accountable to its governing body for prudent financial management.
7. The state organization ensures that an annual report, which includes financial, statistical and service data summary information, is available.
8. Whenever the actual expenditure of funds exceeds \$200,000 annually, an audit of the nonprofit state organization'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 and is carried out by an independent certified public accountant approved by the governing body. Additionally,
 - 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
 - The auditor's 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 the audit, the nonprofit state organization's governing body promptly reviews and ensures that management acts on its recommendations
9. Whenever the actual expenditure of funds exceeds \$50,000 and is less than \$200,000 annually, a financial review of the nonprofit state organization's financial statements is performed. The review occurs annually within nine months of the end of the fiscal year and is performed by an independent certified public accountant approved by the governing body.
10. Whenever the actual expenditure of funds is under \$50,000 annually, a compilation of the nonprofit state organization's financial statements is performed. The compilation occurs annually within nine months of the end of the fiscal year and is performed by an independent certified public accountant approved by the governing board.
11. In a state organization operated under public auspices, an audit is conducted periodically. It covers all years since the previous audit was conducted by an independent auditor, and is conducted in accordance with

law or regulation governing audits of the financial operations of a public agency.

D. Financial Accounting and Record Keeping

1. The state organization receives, disburses and accounts for its funds in accordance with sound financial practices and generally accepted accounting principles.
2. The state organization adheres to written operational procedures in regard to accounting control when the program has the authority. These procedures 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 controls
3. The review and monitoring of the state organization's financial management is delegated to its governing body or to the appropriate committee or entity when the organization is under public auspices.
4. The state organization uses the accrual method of accounting.
5. The state organization uses a financial management system that ensures the segregation of restricted funds.
6. When the state organization has the authority, its policies and procedures require that:
 - All personnel with financial responsibilities are oriented to the bookkeeping system and are retrained with regard to any changes
 - Systems prevent or detect fraud or abuses of the system, such as control, use and review of the system by more than one person
 - The nonprofit state organization's accounting records are kept up-to-date and balanced on a monthly basis
 - Bank statements are reconciled to the general ledger on a monthly basis

E. Fundraising

1. The nonprofit state organization's governing body sets policies and exercises control over fundraising activities carried out by its employees and volunteers.
2. The nonprofit state organization conducts solicitations of individuals, groups, corporations and other potential funders in an ethical manner.

3. The nonprofit state organization 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.
4. The nonprofit state organization spends funds in accordance with the purposes for which they were solicited, except for reasonable costs for administration of the fundraising activities.
5. The nonprofit state organization performs a cost-benefit analysis prior to engaging in fundraising activities.
6. The nonprofit state organization establishes controls on processing and acknowledging contributions in accordance with applicable laws.

F. Disbursement of Funding

1. State organizations that disburse funding to local programs have a written policy guiding the award process. The written policy:
 - Describes the decision making process
 - Requires local program input into the derivation of the formula 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 transparent
2. The state organization that disburses funding to local programs has a written policy regarding oversight of the funds. The policy includes:
 - 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
 - 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
3. The state organization shall follow all applicable federal and state laws, rules and regulations relating to the disbursement of funding.

G. Facility and Workplace Management

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

H. Risk Management

1. The state organization protects its physical, human and financial resources by evaluating, preventing or reducing the risks to which they are exposed.
2. The state organization has liability protection for the board, organization, state staff and state 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 state personnel and state volunteers, when applicable laws are unclear or silent.
4. The governing body has a plan for regularly reviewing potential liability to the organization and staff and establishes the necessary protections for preventing or reducing exposure.
5. The state organization 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
6. The state organization carries workers' compensation insurance and other insurance as deemed necessary based upon evaluation of its risks, and protects itself through means such as indemnification, participation in a risk-pooling trust or obtaining external insurance coverage.

7. The state organization 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.
8. The state organization informs its governing body, officers, employees and volunteers of the amount and type of coverage that is provided on their behalf by the program.
9. The state organization annually reviews its insurance coverage with its insurance carrier to ensure adequate coverage.
10. The state organization requires appropriate automobile liability insurance and operator's licensing for employees who use the organization's motor vehicles, or their own, for organizational business.
11. The state organization requires that staff, volunteers and governing body members immediately notify the state organization of any criminal charges.
12. Licenses or other evidence of compliance are prominently displayed in the office.

Standard 6: Public Relations

The state organization provides information and education to promote CASA/GAL advocacy for abused and neglected children.

Public Relations

1. The state organization conducts an ongoing program of public information and education to provide an understanding of the organization's purpose, function and place in judicial proceedings and the community social service system.
2. 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
3. The state organization disseminates public information to increase awareness of the needs and problems of the children it serves.
4. The state organization has a system in place for referring volunteer inquiries to the appropriate local CASA/GAL program.
5. The state organization makes known its role, functions and capacities to other agencies, community organizations, governmental bodies and corporations, as appropriate to its services and as a basis for interagency cooperation and coordination of services.
6. The state organization 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.
7. The state organization works in partnership with local programs and National CASA to provide timely information concerning newsworthy events, stories and occurrences that may raise awareness of the CASA/GAL movement.
8. 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.

9. When the state organization plans statewide publicity, local programs are given sufficient notice to prepare for the possibility of increased inquiries.
10. The state organization has a written crisis management plan addressing issues that may have a significant impact on the programs' credibility, reputation or funding at the local, state or national level. The crisis management plan mandates that information be shared among national, state and local organizations in a timely manner, subject to confidentiality limitations.

Standard 7: Quality Assurance

The state organization promotes the integrity and quality of the CASA/GAL organizations and the delivery of the highest quality advocacy services to children who are abused and neglected.

Quality Assurance

1. The state organization provides support to local CASA/GAL programs to ensure compliance with state and national standards.
2. The state organization demonstrates compliance with National CASA's standards through the National CASA quality assurance process.

Standard 8: National CASA Affiliation

The state organization is a member of the National CASA Association and meets its standards, requirements and policies.

National CASA Affiliation

1. State organization staff members participate in the activities of National CASA and communicate regularly with National CASA staff regarding the needs and activities of the programs in their state, and provide timely information and documentation about the state organization's operations, as required by National CASA.
2. The state organization uses the name CASA or identifies itself as a member of National CASA on all promotional materials.
3. When using the National CASA trademark (including word marks, slogans and logos), the state organization adheres to the graphic standards and requirements of National CASA.
4. The state organization adheres to the resource development, government relations and other approved protocols of National CASA.
5. The state organization works in partnership with National CASA before taking a position on national legislative issues.
6. The state organization informs and coordinates with National CASA prior to meeting with members of Congress or federal agency officials regarding national legislative or funding issues.
7. The state organization informs developing and existing programs in its state about National CASA activities, services, membership requirements and benefits.
8. The state organization supports National CASA's efforts to collect data and assists in securing it from local programs as needed.
9. The state organization informs National CASA about local program situations that could have impact beyond the state (for example: lawsuits, executive or legislative considerations or negative publicity), as well as financial or grant obligation failure.
10. If the state organization has a fundraising auxiliary or affiliate, the state makes that entity aware of National CASA standards and protocols.

11. The state organization informs National CASA when it becomes aware of local programs that do not meet National CASA standards.
12. If the state organization has standards, it provides a copy to local programs, its governing body, staff and the National CASA Association.

Standard 9: New State Organization Development

The state organization engages in comprehensive planning for the initiation and start-up of its operations.

New State Organization Development

1. A systematic planning process guides the development of a newly organized state organization and includes the involvement of the community.
2. A representative steering or planning committee is created to guide the initial development activities.
3. The planning committee conducts a written needs assessment to document the need for a state organization.
4. The needs assessment includes:
 - Interviews with key players (e.g., local CASA/GAL programs and personnel, judges, government officials responsible for child protective services, attorney representatives, judicial representatives and child advocates)
 - Baseline statistics (e.g., numbers of local CASA/GAL programs, active volunteers, children served annually, children not served annually and unserved jurisdictions)
 - Diversity outreach and cultural competency information
 - Written summary documenting the findings of the assessment
5. The state organization prepares a written plan with goals and objectives to guide the first year and beyond, including:
 - Procurement of financial and other resources
 - Designation of responsibility
 - Timelines
 - Outcome measures
 - A mission statement
 - Personnel and volunteer recruitment, selection and training
 - First-year operational budget
 - Establishment of organization as a legal entity
 - Administrative structure of state association

- Diversity outreach and cultural competency
 - Application for provisional National CASA membership
 - Need for liability insurance
 - Development of a state governing body
6. The development of the first governing body of a nonprofit state organization includes:
- Preparation of job descriptions for members of the governing body
 - Identification of skills needed on the governing body
 - Development of governing body recruitment strategies
 - Development of election and screening procedures
 - Training of governing body members
7. If the state organization will be under the umbrella of a parent organization, a written agreement is developed which addresses:
- Responsibilities and rights of each group
 - The protocol for fundraising activities of both organizations
 - Timeframe for review and possible revisions of the agreement
 - Procedures for resolving situations in which a conflict of interest exists between the state organization and the parent organization

Standard 10: Inclusiveness and Diversity

The state organization is committed to inclusiveness and diversity as essential values. It demonstrates these qualities in its own operation and promotes them in local program governance, management and quality advocacy for the state's abused and neglected children.

Inclusiveness and Diversity

1. The state organization adopts and implements an ongoing, written plan to guide and measure progress in diversifying its governing body, staff and volunteers (see Standard 3.3). As part of the planning process, the organization:
 - Identifies the goals and activities established by the organization, as well as progress made toward achieving those goals, and identifies future goals and activities
 - 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
 - Creates and implements an ongoing written plan, with measurable actions in the areas addressed above, that is part of the organizational strategic plan implemented by the governing body, staff and volunteers
 - Monitors the progress of these actions at least once every year
2. The state organization strongly encourages and engages in reciprocal relations with its local programs around issues of diversity and inclusion. The state organization:
 - Demonstrates leadership to local programs and works in partnership with local programs to address issues of diversity and inclusiveness
 - Engages local programs in identifying and understanding the actions the programs can take to address these needs in governance,

recruitment, cultural competence education and training,
supervision, retention, evaluation and advocacy

- Creates and implements an ongoing written plan that is part of the organizational strategic plan, engaging local programs and providing measurable actions that will demonstrate progress
3. The state organization reaches out to effect change for children on a state level.
 4. 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.
 5. 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.



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:

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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 RSA 169-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

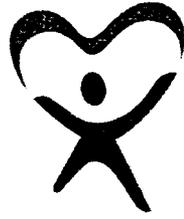
- (a) Except for the GAL's fee agreement, a GAL shall not, during the term of the GAL's appointment, enter into a business transaction with a child or represented person or party or material witness.
- (b) The GAL shall not knowingly acquire an ownership, possessory, security, or other pecuniary interest 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.



CASA

Court Appointed Special Advocates
FOR CHILDREN

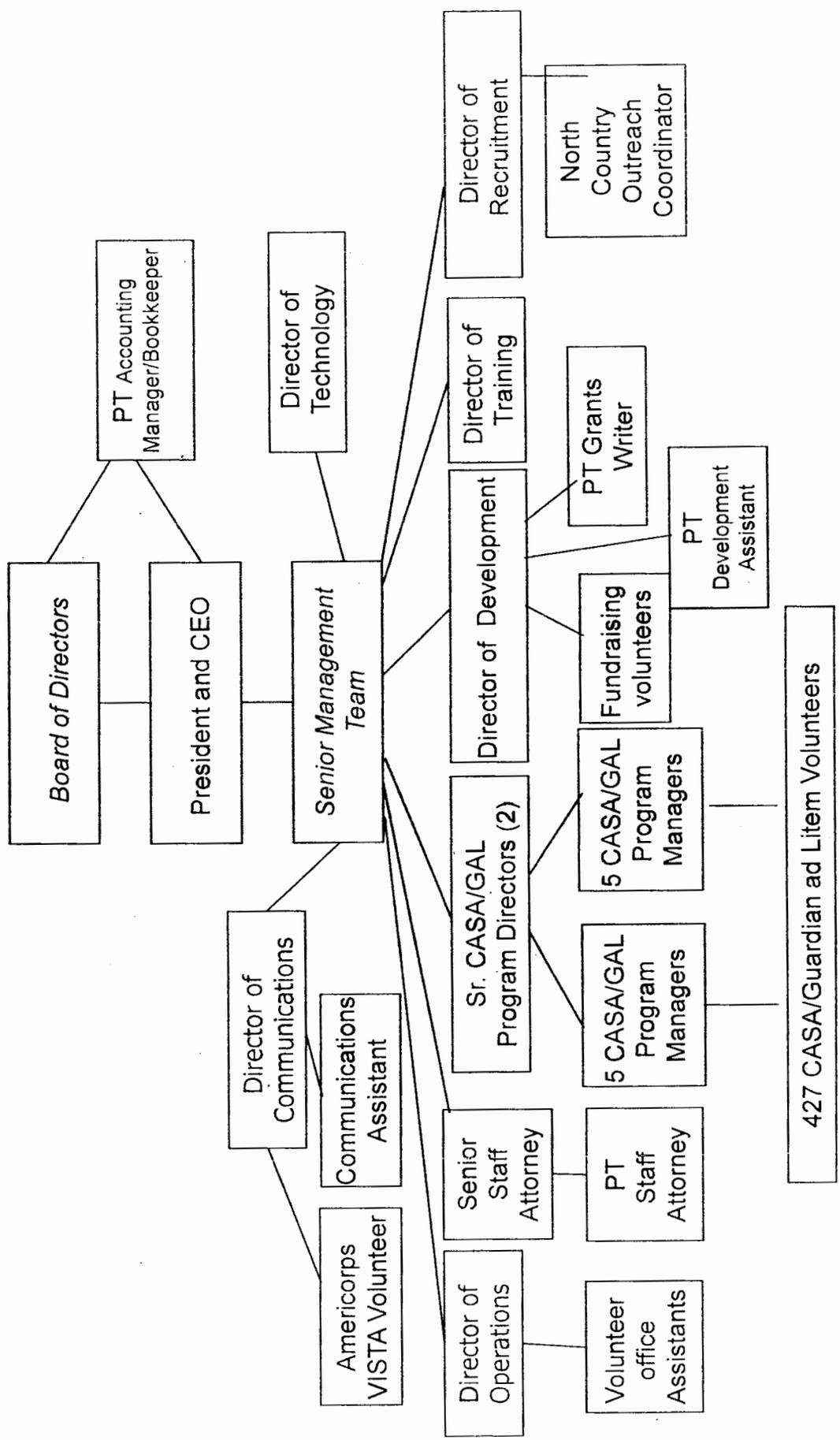
New Hampshire

Appendix B

CASA of NH Organization Chart

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

ORGANIZATIONAL CHART





CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix C

CASA of NH Audited Financial Statements

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

FINANCIAL STATEMENTS

JUNE 30, 2015

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Statement of functional expenses	7
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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 statement of financial position as of June 30, 2015, and the related statements of activities and cash flows for the year 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 audit. We conducted our audit 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 risk 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 the 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, 2015, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America. The June 30, 2014 financial statements were audited by another auditor, and in their report dated November 12, 2014, they expressed an unqualified opinion on those financial statements.

Report on Summarized Comparative Information

The financial statements of the prior year were audited by another auditor, and in their report dated November 12, 2014, they expressed an unqualified opinion on those financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2015, is consistent, in all material respects, with the audited financial statements from which it has been derived.

November 9, 2015

Hessom y Paul pc

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FINANCIAL POSITION

As of June 30, 2015
(with comparative totals for 2014)

ASSETS

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2015</u>	<u>2014</u>
Assets					
Cash	\$ 206,791	\$ 30,967	\$ -	\$ 237,758	\$ 272,679
Endowment investments in cash	-		60,529	60,529	45,908
Endowment investments	-	43,688	352,135	395,823	390,442
Sponsorships receivable	4,020	-	-	4,020	3,705
Grants receivable	16,087	-	-	16,087	14,925
Contributions receivable	-	-	1,000	1,000	15,882
Prepaid expenses	9,620	-	-	9,620	14,485
Property and equipment, net	1,219,035	-	-	1,219,035	1,254,850
Total assets	<u>\$ 1,455,553</u>	<u>\$ 74,655</u>	<u>\$ 413,664</u>	<u>\$ 1,943,872</u>	<u>\$ 2,012,876</u>

LIABILITIES AND NET ASSETS

Liabilities					
Promissory note	\$ 38,983	\$ -	\$ -	\$ 38,983	48,245
Accounts payable	23,632	-	-	23,632	22,509
Accrued expenses	62,763	-	-	62,763	49,754
Total liabilities	<u>125,378</u>	<u>-</u>	<u>-</u>	<u>125,378</u>	<u>120,508</u>
Commitments (see Notes)					
Net assets					
Unrestricted	1,330,175	-	-	1,330,175	1,424,136
Temporarily restricted	-	74,655	-	74,655	54,668
Permanently restricted	-	-	413,664	413,664	413,564
Total net assets	<u>1,330,175</u>	<u>74,655</u>	<u>413,664</u>	<u>1,818,494</u>	<u>1,892,368</u>
Total liabilities and net assets	<u>\$ 1,455,553</u>	<u>\$ 74,655</u>	<u>\$ 413,664</u>	<u>\$ 1,943,872</u>	<u>\$ 2,012,876</u>

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2015

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2015</u>
Public support				
Contributions	\$ 247,434	\$ -	\$ 100	\$ 247,534
Government grants	928,891	-	-	928,891
Fundraising events	190,958	-	-	190,958
Private grants	94,218	28,400	-	122,618
Other income	2,932	-	-	2,932
In-kind donations	24,127	-	-	24,127
	<u>1,488,560</u>	<u>28,400</u>	<u>100</u>	<u>1,517,060</u>
Total public support				
Investment income, net of fees of \$4,191	<u>23</u>	<u>7,014</u>	<u>-</u>	<u>7,037</u>
Total public support and investment income	1,488,583	35,414	100	1,524,097
Net assets released from restrictions				
For satisfaction of time restrictions	2,067	(2,067)	-	-
For satisfaction of program restrictions	<u>13,360</u>	<u>(13,360)</u>	<u>-</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>1,504,010</u>	<u>19,987</u>	<u>100</u>	<u>1,524,097</u>
Expenses				
Program services	1,020,918	-	-	1,020,918
Supporting activities				
Management and general	308,550	-	-	308,550
Fundraising	<u>268,503</u>	<u>-</u>	<u>-</u>	<u>268,503</u>
Total expenses	<u>1,597,971</u>	<u>-</u>	<u>-</u>	<u>1,597,971</u>
(Decrease) increase in net assets	(93,961)	19,987	100	(73,874)
Net assets, beginning of year	<u>1,424,136</u>	<u>54,668</u>	<u>413,564</u>	<u>1,892,368</u>
Net assets, end of year	<u>\$ 1,330,175</u>	<u>\$ 74,655</u>	<u>\$ 413,664</u>	<u>\$ 1,818,494</u>

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2014

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2014</u>
Public support				
Contributions	\$ 239,626	\$ -	\$ 22,208	\$ 261,834
Government grants	914,640	-	-	914,640
Fundraising events	202,965	-	-	202,965
Private grants	112,250	16,000	-	128,250
Other income	5,045	-	-	5,045
In-kind donations	39,906	-	-	39,906
Total public support	<u>1,514,432</u>	<u>16,000</u>	<u>22,208</u>	<u>1,552,640</u>
Investment income, net of fees of \$3,880	<u>75</u>	<u>35,887</u>	<u>-</u>	<u>35,962</u>
Total public support and investment income	<u>1,514,507</u>	<u>51,887</u>	<u>22,208</u>	<u>1,588,602</u>
Net assets released from restrictions				
For satisfaction of time restrictions	12,524	(12,524)	-	-
For satisfaction of program restrictions	<u>1,625</u>	<u>(1,625)</u>	<u>-</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>1,528,656</u>	<u>37,738</u>	<u>22,208</u>	<u>1,588,602</u>
Expenses				
Program services	1,036,535	-	-	1,036,535
Supporting activities				
Management and general	266,692	-	-	266,692
Fundraising	<u>203,670</u>	<u>-</u>	<u>-</u>	<u>203,670</u>
Total expenses	<u>1,506,897</u>	<u>-</u>	<u>-</u>	<u>1,506,897</u>
Increase in net assets	21,759	37,738	22,208	81,705
Net assets, beginning of year	<u>1,402,377</u>	<u>16,930</u>	<u>391,356</u>	<u>1,810,663</u>
Net assets, end of year	<u>\$ 1,424,136</u>	<u>\$ 54,668</u>	<u>\$ 413,564</u>	<u>\$ 1,892,368</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF CASH FLOWS

For the Year Ended June 30, 2015
(with comparative totals for 2014)

	<u>2015</u>	<u>2014</u>
Cash flows from operating activities		
Change in net assets	\$ (73,874)	\$ 81,705
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	62,394	69,649
Bad debt expense	1,320	214
Realized and unrealized loss (gain) on investments	7,588	(32,217)
Increase in sponsorships receivable	(315)	(981)
(Increase) decrease in grants receivable	(1,162)	22,973
Decrease in contributions receivable	13,562	31,147
Contributions restricted for long-term investment	(100)	(22,208)
Decrease (increase) in prepaid expenses	4,865	(4,367)
Increase in accounts payable and accrued expenses	<u>14,132</u>	<u>2,311</u>
Net cash provided by operating activities	<u>28,410</u>	<u>148,226</u>
Cash flows from investing activities		
(Increase) decrease in endowment investments in cash	(5,381)	86,375
Proceeds from sale of investments	39,333	183,551
Purchase of investments	(61,542)	(314,639)
Purchase of property and equipment	<u>(26,579)</u>	<u>(18,589)</u>
Net cash used in investing activities	<u>(54,169)</u>	<u>(63,302)</u>
Cash flows from financing activities		
Repayments on promissory note	(9,262)	(51,755)
Contributions restricted for long-term investment	<u>100</u>	<u>22,208</u>
Net cash (used in) financing activities	<u>(9,162)</u>	<u>(29,547)</u>
Net (decrease) increase in cash and cash equivalents	(34,921)	55,377
Cash and cash equivalents, beginning of year	<u>272,679</u>	<u>217,302</u>
Cash and cash equivalents, end of year	<u>\$ 237,758</u>	<u>\$ 272,679</u>
Supplemental disclosures of cash flow information		
Cash paid for interest	<u>\$ 1,787</u>	<u>\$ 4,808</u>
Cash payments for unrelated business income taxes	<u>\$ -</u>	<u>\$ 200</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2015
(with comparative totals for 2014)

	<u>Program Services</u>	<u>Management and General</u>	<u>Fundraising</u>	<u>2015</u>	<u>2014</u>
Payroll					
Salaries and wages	\$ 658,630	\$ 198,992	\$ 151,464	\$ 1,009,086	\$ 932,808
Payroll taxes	<u>50,870</u>	<u>15,369</u>	<u>11,698</u>	<u>77,937</u>	<u>76,372</u>
Total payroll	709,500	214,361	163,162	1,087,023	1,009,180
Other					
Insurance	76,076	22,985	17,495	116,556	97,211
Depreciation	40,725	12,304	9,365	62,394	69,649
Office expense	24,918	7,629	5,730	38,277	27,565
Travel	24,136	7,292	5,550	36,978	38,586
Service contracts	23,013	6,953	5,292	35,258	29,941
Professional fees and contract labor	21,551	6,511	4,956	33,018	47,205
Printing	19,231	5,810	4,422	29,463	27,874
Rent	15,909	4,807	3,659	24,375	23,618
Event supplies	-	-	23,587	23,587	31,226
Telephone	12,786	3,863	2,940	19,589	18,690
Postage	10,679	3,226	2,456	16,361	14,692
Training	8,124	2,455	1,868	12,447	2,988
Utilities	6,893	2,083	1,585	10,561	10,338
Dues, memberships and subscriptions	6,790	2,051	1,562	10,403	7,654
Gifts and promotions	5,930	1,792	1,364	9,086	10,724
Event facilities and catering	-	-	8,818	8,818	8,401
Bank fees	5,359	1,619	1,233	8,211	9,219
Meals and entertainment	4,333	1,309	996	6,638	6,417
Advertising	2,983	901	686	4,570	8,001
Interest expense	1,166	352	269	1,787	4,808
Bad debt expense	-	-	1,320	1,320	214
Conferences and meetings	<u>816</u>	<u>247</u>	<u>188</u>	<u>1,251</u>	<u>2,696</u>
Total other	<u>311,418</u>	<u>94,189</u>	<u>105,341</u>	<u>510,948</u>	<u>497,717</u>
Total expenses	<u>\$ 1,020,918</u>	<u>\$ 308,550</u>	<u>\$ 268,503</u>	<u>\$ 1,597,971</u>	<u>\$ 1,506,897</u>

See notes to financial statements.

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

NOTES TO FINANCIAL STATEMENTS

Note 1. NATURE OF ACTIVITIES

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

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, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with CASA's financial statements for the year ended June 30, 2014, 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. As of June 30, 2015, CASA had no 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.

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.

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

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, 2015. 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.

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, 2015, 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 2011.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (concluded)

Advertising costs

CASA charges advertising costs to operating expenses as incurred.

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. Donated professional services are recorded as both revenue and expense at estimated fair value.

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, supporting activities and fundraising as benefited.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 3. INVESTMENTS

Investments, which consist of marketable debt and equity securities are carried at fair value and were comprised of the following at June 30:

	<u>Market Value</u>	<u>2015 Cost</u>	<u>Unrealized Appreciation (Depreciation)</u>
Investment cash	\$ 60,529	\$ 60,529	\$ -
Domestic and international equities:			
Healthcare	7,138	4,610	2,528
Consumer staples	6,457	6,724	(267)
Industrials	5,941	4,659	1,282
Consumer discretionary	5,702	4,577	1,125
Energy	4,488	4,684	(196)
Materials	3,655	2,382	1,273
Information technology	2,779	2,038	741
Utilities	2,584	2,157	427
Telecommunications	2,343	2,428	(85)
Financial	2,245	2,108	137
Other common stock	1,876	2,335	(459)
Fixed income bonds	61,424	64,447	(3,023)
Fixed income mutual funds	143,158	141,186	1,972
Domestic and international mutual funds	<u>146,033</u>	<u>134,343</u>	<u>11,690</u>
Total	<u>\$ 456,352</u>	<u>\$ 439,207</u>	<u>\$ 17,145</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 3. INVESTMENTS (concluded)

	<u>Market Value</u>	<u>2014 Cost</u>	<u>Unrealized Appreciation (Depreciation)</u>
Investment cash	\$ 45,908	\$ 45,908	\$ -
Domestic and international equities:			
Consumer cyclical	20,618	18,557	2,061
Healthcare	16,513	13,484	3,029
Technology	14,850	13,968	882
Materials	10,628	9,031	1,597
World stock	10,532	9,390	1,142
Emerging markets	10,302	8,873	1,429
Consumer defensive	10,095	9,132	963
Consumer goods	9,567	8,627	940
Industrials	5,517	4,491	1,026
Financial	2,714	2,108	606
Utilities	2,621	2,080	541
Services	2,307	2,299	8
Other common stock	47,453	43,256	4,197
Fixed income bonds	133,850	131,439	2,411
Fixed income mutual funds	61,702	60,873	829
Domestic and international mutual funds	<u>31,173</u>	<u>27,245</u>	<u>3,928</u>
Total	<u>\$ 436,350</u>	<u>\$ 410,761</u>	<u>\$ 25,589</u>

Note 4. CONTRIBUTIONS RECEIVABLE

Contributions receivable for unconditional promises to give related to a capital campaign and the permanent endowment that are expected to be received beyond one year are recognized at fair value and a discount rate applied when deemed necessary. Unconditional promises to give are included in the financial statements as contributions receivable and revenue in the appropriate net asset category. For the year ended June 30, 2015, there are no discounts to net present value, whereby contributions receivable are expected to be received in less than one year.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 4. CONTRIBUTIONS RECEIVABLE (concluded)

CASA estimates the allowance for uncollectible contributions receivable based upon specific review, current economic conditions and historical loss factors, if applicable. Substantially all of these promises to give are from donors strongly committed to CASA. Management will continue to monitor the collection of these promises to give and make any necessary reserve adjustment if this estimate changes in the future. All remaining contributions were deemed collectible at June 30, 2015.

The contributions receivable balance was as follows at June 30:

	<u>2015</u>	<u>2014</u>
Amounts to be received in:		
Less than one year	\$ 1,000	\$ 11,882
One to five years	-	4,000
	<u> </u>	<u> </u>
Total contributions receivable	<u>\$ 1,000</u>	<u>\$ 15,882</u>

Note 5. PROPERTY AND EQUIPMENT

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

	<u>2015</u>	<u>2014</u>
Buildings and improvements	\$ 1,376,742	\$ 1,376,742
Furniture, equipment and software	216,443	189,864
	<u> </u>	<u> </u>
	1,593,185	1,566,606
Less accumulated depreciation	374,150	311,756
	<u> </u>	<u> </u>
Property and equipment, net	<u>\$ 1,219,035</u>	<u>\$ 1,254,850</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 6. 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 an interest 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, 2015, the outstanding balance on the promissory note was \$38,983.

Future maturities for the promissory note are as follows:

Year ending <u>June 30,</u>	<u>Amount</u>
2016	\$ 11,225
2017	10,124
2018	10,536
2019	<u>7,098</u>
Total	<u>\$ 38,983</u>

Note 7. 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 2015 and June 2020. At June 30, 2015, the future minimum lease payments required under these leases amounted to \$65,519.

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 \$650 and \$550, respectively.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

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, 2015, CASA had no amounts on deposit in excess of federally insured limits.

Note 9. 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>2015</u>	<u>2014</u>
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 43,615	\$ 36,601
100 men campaign	23,400	-
Generator	5,000	-
Security systems	2,640	16,000
Contributions receivable	-	2,067
	<hr/>	<hr/>
Total	<u>\$ 74,655</u>	<u>\$ 54,668</u>

Note 10. 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.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 10. ENDOWMENT FUNDS AND NET ASSETS (continued)

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

The Board of Directors of CASA has interpreted UPMIFA as allowing CASA to appropriate for expenditure or accumulate 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, 2015. 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 10. 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, 2015				
Donor-restricted endowment funds	\$ -	\$ 43,688	\$ 413,664	\$ 457,352
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2014				
Donor-restricted endowment funds	\$ -	\$ 36,601	\$ 413,564	\$ 450,165

Endowment net assets were as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2015				
Investments, beginning of year	\$ -	\$ 36,601	\$ 413,564	\$ 450,165
Contributions	-	-	100	100
Investment return	-	11,278	-	11,278
Investment fees	-	(4,191)	-	(4,191)
Investments, end of year	<u>\$ -</u>	<u>\$ 43,688</u>	<u>\$ 413,664</u>	<u>\$ 457,352</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 10. ENDOWMENT FUNDS AND NET ASSETS (concluded)

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2014				
Investments, beginning of year	\$ -	\$ 714	\$ 391,356	\$ 392,070
Contributions	-	-	22,208	22,208
Investment return	-	39,767	-	39,767
Investment fees	-	(3,880)	-	(3,880)
Investments, end of year	<u>\$ -</u>	<u>\$ 36,601</u>	<u>\$ 413,564</u>	<u>\$ 450,165</u>

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 11. FAIR VALUE MEASUREMENTS

Generally accepted accounting principles establish a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. This hierarchy consists of three broad levels:

Level 1 inputs consist of unadjusted, quoted prices in active markets for identical assets and have the highest priority.

Level 2 inputs consist of quoted prices for similar assets in active markets, quoted prices for identical or similar assets in inactive markets, or observable inputs other than quoted market prices.

Level 3 inputs consist of inputs that are unobservable and significant to the fair value measurement and have the lowest priority.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 11. FAIR VALUE MEASUREMENTS (continued)

The inputs or methodology used for valuing investments are not necessarily an indication of the risk associated with investing in those investments.

Financial assets carried at fair value on a recurring basis consisted of the following:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
June 30, 2015			
Assets			
Money market funds	\$ 32,352	\$ -	\$ -
Domestic and international equities:			
Healthcare	7,138	-	-
Consumer staples	6,457	-	-
Industrials	5,941	-	-
Consumer discretionary	5,702	-	-
Energy	4,488	-	-
Materials	3,655	-	-
Information technology	2,779	-	-
Utilities	2,584	-	-
Telecommunications	2,343	-	-
Financial	2,245	-	-
Other common stock	1,876	-	-
Fixed income bonds	-	61,424	-
Fixed income mutual funds	143,158	-	-
Domestic and international mutual funds	146,033	-	-
Contributions receivable	-	-	1,000
	<hr/>	<hr/>	<hr/>
Total	<u>\$ 366,751</u>	<u>\$ 61,424</u>	<u>\$ 1,000</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 11. FAIR VALUE MEASUREMENTS (continued)

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
June 30, 2014			
Assets			
Money market funds	\$ 32,441	\$ -	\$ -
Domestic and international equities:			
Consumer cyclical	20,618	-	-
Healthcare	16,513	-	-
Technology	14,850	-	-
Materials	10,628		
World stock	10,532	-	-
Emerging markets	10,302	-	-
Consumer defensive	10,095	-	-
Consumer goods	9,567	-	-
Industrials	5,517	-	-
Financial	2,714	-	-
Utilities	2,621	-	-
Services	2,307	-	-
Other common stock	47,453	-	-
Fixed income bonds	-	133,850	-
Fixed income mutual funds	61,702	-	-
Domestic and international mutual funds	31,173	-	-
Contributions receivable	-	-	15,882
	<u> </u>	<u> </u>	<u> </u>
Total	<u>\$ 289,033</u>	<u>\$ 133,850</u>	<u>\$ 15,882</u>

All assets have been valued using a market or income approach and have been consistently applied. The market approach uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. Prices may be indicated by pricing guides, sale transactions, market trades or other sources.

Contributions receivable have been valued using an income approach and have been consistently applied. The income approach uses valuation techniques to convert future amounts to a single present amount based on current market expectations about the future amounts (includes present value techniques and option-pricing models). Net present value is an income approach where a stream of expected cash flows is discounted at an appropriate market interest rate.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 11. FAIR VALUE MEASUREMENTS (concluded)

CASA has elected the fair value option for recording long-term contributions receivable. As a result of this election, contributions receivable are reported at fair value initially and in subsequent periods. This option simplifies the recordkeeping aspect of accounting for contributions receivable by eliminating the requirement to amortize the resulting discount.

June 30, 2015	Contributions <u>Receivable</u>
Balance, beginning of year	\$ 15,882
Contributions	100
Payments received and write-offs	<u>(14,982)</u>
Balance, end of year	<u>\$ 1,000</u>
June 30, 2014	Contributions <u>Receivable</u>
Balance, beginning of year	\$ 47,243
Contributions	22,308
Payments received and write-offs	<u>(53,669)</u>
Balance, end of year	<u>\$ 15,882</u>

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

Note 12. RETIREMENT PLAN

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

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

NOTES TO FINANCIAL STATEMENTS

Note 13. SUBSEQUENT EVENTS

CASA has evaluated subsequent events through November 9, 2015, the date which the financial statements were available to be issued, and have 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, 2015.

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

FINANCIAL STATEMENTS

JUNE 30, 2016

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HESSION & PARE, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

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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 statement of financial position as of June 30, 2016 and 2015, 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, 2016 and 2015, 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, Jane PC

November 7, 2016

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FINANCIAL POSITION

As of June 30, 2016
(with comparative totals for 2015)

ASSETS

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2016</u>	<u>2015</u>
Assets					
Cash	\$ 432,658	\$ 5,368	\$ -	\$ 438,026	\$ 237,758
Endowment investments in cash	-	-	28,123	28,123	60,529
Endowment investments	-	48,826	417,771	466,597	395,823
Sponsorships receivable	612	-	-	612	4,020
Grants receivable	32,641	-	-	32,641	16,087
Contributions receivable	-	-	1,000	1,000	1,000
Prepaid expenses	9,267	-	-	9,267	9,620
Property and equipment, net	1,181,318	-	-	1,181,318	1,219,035
Total assets	<u>\$ 1,656,496</u>	<u>\$ 54,194</u>	<u>\$ 446,894</u>	<u>\$ 2,157,584</u>	<u>\$ 1,943,872</u>

LIABILITIES AND NET ASSETS

Liabilities					
Promissory note	\$ 26,943	\$ -	\$ -	\$ 26,943	38,983
Accounts payable	63,917	-	-	63,917	23,632
Accrued expenses	79,884	-	-	79,884	62,763
Total liabilities	<u>170,744</u>	<u>-</u>	<u>-</u>	<u>170,744</u>	<u>125,378</u>
Commitments (see Notes)					
Net assets					
Unrestricted	1,485,752	-	-	1,485,752	1,330,175
Temporarily restricted	-	54,194	-	54,194	74,655
Permanently restricted	-	-	446,894	446,894	413,664
Total net assets	<u>1,485,752</u>	<u>54,194</u>	<u>446,894</u>	<u>1,986,840</u>	<u>1,818,494</u>
Total liabilities and net assets	<u>\$ 1,656,496</u>	<u>\$ 54,194</u>	<u>\$ 446,894</u>	<u>\$ 2,157,584</u>	<u>\$ 1,943,872</u>

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	<u>1,885,660</u>	<u>-</u>	<u>33,230</u>	<u>1,918,890</u>
Investment income, net of fees of \$4,559	<u>17</u>	<u>5,138</u>	<u>-</u>	<u>5,155</u>
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	<u>25,599</u>	<u>(25,599)</u>	<u>-</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>1,911,276</u>	<u>(20,461)</u>	<u>33,230</u>	<u>1,924,045</u>
Expenses				
Program services	1,433,258	-	-	1,433,258
Supporting activities				
Management and general	110,744	-	-	110,744
Fundraising	<u>199,042</u>	<u>-</u>	<u>-</u>	<u>199,042</u>
Total expenses	<u>1,743,044</u>	<u>-</u>	<u>-</u>	<u>1,743,044</u>
Increase (decrease) in net assets from operations	168,232	(20,461)	33,230	181,001
Nonoperating loss				
Loss on disposal of fixed asset	<u>(12,655)</u>	<u>-</u>	<u>-</u>	<u>(12,655)</u>
Increase (decrease) in net assets	155,577	(20,461)	33,230	168,346
Net assets, beginning of year	<u>1,330,175</u>	<u>74,655</u>	<u>413,664</u>	<u>1,818,494</u>
Net assets, end of year	<u>\$ 1,485,752</u>	<u>\$ 54,194</u>	<u>\$ 446,894</u>	<u>\$ 1,986,840</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, 2015

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>2015</u>
Public support				
Contributions	\$ 215,998	\$ -	\$ 100	\$ 216,098
Government grants	928,891	-	-	928,891
Fundraising events (net of costs \$66,567)	124,391	-	-	124,391
Private grants	94,218	28,400	-	122,618
Other income	34,368	-	-	34,368
In-kind donations	38,527	-	-	38,527
Total public support	<u>1,436,393</u>	<u>28,400</u>	<u>100</u>	<u>1,464,893</u>
Investment income, net of fees of \$4,191	<u>23</u>	<u>7,014</u>	<u>-</u>	<u>7,037</u>
Total public support and investment income	1,436,416	35,414	100	1,471,930
Net assets released from restrictions				
For satisfaction of time restrictions	2,067	(2,067)	-	-
For satisfaction of program restrictions	<u>13,360</u>	<u>(13,360)</u>	<u>-</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>1,451,843</u>	<u>19,987</u>	<u>100</u>	<u>1,471,930</u>
Expenses				
Program services	1,008,085	-	-	1,008,085
Supporting activities				
Management and general	304,572	-	-	304,572
Fundraising	<u>233,147</u>	<u>-</u>	<u>-</u>	<u>233,147</u>
Total expenses	<u>1,545,804</u>	<u>-</u>	<u>-</u>	<u>1,545,804</u>
(Decrease) increase in net assets	(93,961)	19,987	100	(73,874)
Net assets, beginning of year	<u>1,424,136</u>	<u>54,668</u>	<u>413,564</u>	<u>1,892,368</u>
Net assets, end of year	<u>\$ 1,330,175</u>	<u>\$ 74,655</u>	<u>\$ 413,664</u>	<u>\$ 1,818,494</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF CASH FLOWS

For the Year Ended June 30, 2016
(with comparative totals for 2015)

	<u>2016</u>	<u>2015</u>
Cash flows from operating activities		
Change in net assets	\$ 168,346	\$ (73,874)
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	59,889	62,394
Bad debt (recovery) expense	(1,000)	1,320
Realized and unrealized loss on investments	6,171	7,588
Loss on disposal of fixed asset	12,655	-
Decrease (increase) in sponsorships receivable	4,408	(315)
(Increase) in grants receivable	(16,554)	(1,162)
Decrease in contributions receivable	-	13,562
Contributions restricted for long-term investment	(33,230)	(100)
Decrease in prepaid expenses	353	4,865
Increase in accounts payable and accrued expenses	<u>57,406</u>	<u>14,132</u>
Net cash provided by operating activities	<u>258,444</u>	<u>28,410</u>
Cash flows from investing activities		
Decrease (increase) in endowment investments in cash	32,406	(5,381)
Proceeds from sale of investments	117,792	39,333
Purchase of investments	(194,737)	(61,542)
Purchase of property and equipment	<u>(34,827)</u>	<u>(26,579)</u>
Net cash used in investing activities	<u>(79,366)</u>	<u>(54,169)</u>
Cash flows from financing activities		
Repayments on promissory note	(12,040)	(9,262)
Contributions restricted for long-term investment	<u>33,230</u>	<u>100</u>
Net cash provided by (used in) financing activities	<u>21,190</u>	<u>(9,162)</u>
Net increase (decrease) in cash and cash equivalents	200,268	(34,921)
Cash and cash equivalents, beginning of year	<u>237,758</u>	<u>272,679</u>
Cash and cash equivalents, end of year	<u>\$ 438,026</u>	<u>\$ 237,758</u>
Supplemental disclosure of cash flow information		
Cash paid for interest	<u>\$ 1,317</u>	<u>\$ 1,787</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2016
(with comparative totals for 2015)

	<u>Program Services</u>	<u>Management and General</u>	<u>Fundraising</u>	<u>2016</u>	<u>2015</u>
Payroll					
Salaries and wages	\$ 868,886	\$ 67,138	\$ 121,272	\$ 1,057,296	\$ 1,009,086
Payroll taxes	<u>65,455</u>	<u>5,058</u>	<u>9,136</u>	<u>79,649</u>	<u>77,937</u>
Total payroll	934,341	72,196	130,408	1,136,945	1,087,023
Other					
Insurance	115,064	8,891	16,060	140,015	116,556
Office expense	55,230	4,268	7,708	67,206	28,106
Depreciation	49,217	3,803	6,869	59,889	62,394
Service contracts	48,118	3,718	6,716	58,552	35,258
Travel	36,578	2,826	5,105	44,509	36,978
Repairs and maintenance	35,074	2,710	4,895	42,679	10,171
Rent	33,808	2,612	4,719	41,139	38,775
Professional fees and contract labor	29,676	2,293	4,142	36,111	33,018
Training	27,354	2,114	3,818	33,286	12,447
Dues, memberships and subscriptions	7,265	561	1,014	8,840	8,684
Printing	2,293	177	320	2,790	7,454
Gifts and promotions	6,440	497	899	7,836	1,542
Telephone	16,274	1,257	2,271	19,802	19,589
Postage	12,221	944	1,706	14,871	13,471
Utilities	7,833	605	1,093	9,531	10,561
Bank fees	7,524	581	1,050	9,155	8,211
Meals and entertainment	5,634	435	786	6,855	6,638
Conferences and meetings	1,619	125	226	1,970	1,251
Interest expense	1,082	84	151	1,317	1,787
Advertising	613	47	86	746	4,570
Bad debt (recovery) expense	<u>-</u>	<u>-</u>	<u>(1,000)</u>	<u>(1,000)</u>	<u>1,320</u>
Total other	<u>498,917</u>	<u>38,548</u>	<u>68,634</u>	<u>606,099</u>	<u>458,781</u>
Total expenses	<u>\$ 1,433,258</u>	<u>\$ 110,744</u>	<u>\$ 199,042</u>	<u>\$ 1,743,044</u>	<u>\$ 1,545,804</u>

**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, 2015, 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, 2016. 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, 2016, 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 2012.

Reclassification

Certain 2015 amounts have been reclassified to conform to 2016 classification. These classifications had no effect on the decrease in net assets for 2015.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 3. 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, 2016, CASA's uninsured cash balance totaled \$200,611 at one financial institution.

Note 4. INVESTMENTS

Investments, which consist of marketable debt and equity securities are carried at fair value and were comprised of the following at June 30:

	<u>Market Value</u>	<u>2016 Cost</u>	<u>Unrealized Appreciation (Depreciation)</u>
Investment cash	\$ 28,123	\$ 28,123	\$ -
Domestic and international equities:			
Healthcare	10,786	6,548	4,238
Consumer staples	7,792	6,979	813
Industrials	7,084	4,844	2,240
Consumer discretionary	2,944	2,462	482
Energy	5,827	4,533	1,294
Materials	3,682	2,509	1,173
Information technology	5,003	4,137	866
Utilities	3,542	2,245	1,297
Telecommunications	3,005	2,556	449
Financial	2,267	2,108	159
Fixed income bonds	166,894	161,610	5,284
Fixed income mutual funds	70,667	71,339	(672)
Domestic and international mutual funds	<u>177,104</u>	<u>175,749</u>	<u>1,355</u>
Total	<u>\$ 494,720</u>	<u>\$ 475,742</u>	<u>\$ 18,978</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 4. INVESTMENTS (concluded)

		<u>2015</u>	
	<u>Market Value</u>	<u>Cost</u>	Unrealized Appreciation (Depreciation)
Investment cash	\$ 60,529	\$ 60,529	\$ -
Domestic and international equities:			
Healthcare	7,138	4,610	2,528
Consumer staples	6,457	6,724	(267)
Industrials	5,941	4,659	1,282
Consumer discretionary	5,702	4,577	1,125
Energy	4,488	4,684	(196)
Materials	3,655	2,382	1,273
Information technology	2,779	2,038	741
Utilities	2,584	2,157	427
Telecommunications	2,343	2,428	(85)
Financial	2,245	2,108	137
Other common stock	1,876	2,335	(459)
Fixed income bonds	61,424	64,447	(3,023)
Fixed income mutual funds	143,158	141,186	1,972
Domestic and international mutual funds	<u>146,033</u>	<u>134,343</u>	<u>11,690</u>
 Total	 <u>\$ 456,352</u>	 <u>\$ 439,207</u>	 <u>\$ 17,145</u>

Investment return is summarized as follows at June 30:

	<u>2016</u>	<u>2015</u>
Net investment income	\$ 11,309	\$ 14,674
Net unrealized gain (loss)	1,641	(9,256)
Net realized (loss) gain	<u>(7,812)</u>	<u>1,669</u>
	 <u>\$ 5,138</u>	 <u>\$ 7,087</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 5. PROPERTY AND EQUIPMENT

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

	<u>2016</u>	<u>2015</u>
Buildings and improvements	\$ 1,376,742	\$ 1,376,742
Furniture, equipment and software	<u>149,653</u>	<u>216,443</u>
	1,526,395	1,593,185
Less accumulated depreciation	<u>345,077</u>	<u>374,150</u>
Property and equipment, net	<u>\$ 1,181,318</u>	<u>\$ 1,219,035</u>

Note 6. 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, 2016, the outstanding balance on the promissory note was \$26,943.

Future maturities for the promissory note are as follows:

Year ending <u>June 30,</u>	<u>Amount</u>
2017	\$ 10,124
2018	10,536
2019	<u>6,283</u>
Total	<u>\$ 26,943</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 7. 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 2015 and June 2020. At June 30, 2016, the future minimum lease payments required under these leases amounted to \$15,663.

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.

Note 8. 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>2016</u>	<u>2015</u>
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 48,688	\$ 43,615
100 men campaign	-	23,400
Generator	5,000	5,000
Security systems	<u>506</u>	<u>2,640</u>
Total	<u>\$ 54,194</u>	<u>\$ 74,655</u>

Note 9. 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.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 9. ENDOWMENT FUNDS AND NET ASSETS (continued)

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

The Board of Directors of CASA has interpreted UPMIFA as allowing CASA to appropriate for expenditure or accumulate 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, 2016. 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 9. 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, 2016				
Donor-restricted endowment funds	\$ -	\$ 48,826	\$ 446,894	\$ 495,720
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2015				
Donor-restricted endowment funds	\$ -	\$ 43,688	\$ 413,664	\$ 457,352

Endowment net assets were as follows:

	<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

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

NOTES TO FINANCIAL STATEMENTS

Note 9. ENDOWMENT FUNDS AND NET ASSETS (concluded)

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
June 30, 2015				
Investments, beginning of year	\$ -	\$ 36,601	\$ 413,564	\$ 450,165
Net investment income		14,674	-	14,674
Unrealized (loss)	-	(9,256)	-	(9,256)
Realized gain	<u>-</u>	<u>1,669</u>	<u>-</u>	<u>1,669</u>
Total investment return	-	7,087	-	7,087
Contributions	<u>-</u>	<u>-</u>	<u>100</u>	<u>100</u>
Investments, end of year	<u>\$ -</u>	<u>\$ 43,688</u>	<u>\$ 413,664</u>	<u>\$ 457,352</u>

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 10. FAIR VALUE MEASUREMENTS

Generally accepted accounting principles establish a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. This hierarchy consists of three broad levels:

Level 1 inputs consist of unadjusted, quoted prices in active markets for identical assets and have the highest priority.

Level 2 inputs consist of quoted prices for similar assets in active markets, quoted prices for identical or similar assets in inactive markets, or observable inputs other than quoted market prices.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 10. FAIR VALUE MEASUREMENTS (continued)

Level 3 inputs consist of inputs that are unobservable and significant to the fair value measurement and have the lowest priority.

The inputs or methodology used for valuing investments are not necessarily an indication of the risk associated with investing in those investments.

Financial assets carried at fair value on a recurring basis consisted of the following:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
June 30, 2016			
Assets			
Investment cash	\$ 9,118	\$ -	\$ -
Domestic and international equities:			
Healthcare	10,786	-	-
Consumer staples	7,792	-	-
Industrials	7,084	-	-
Consumer discretionary	2,944	-	-
Energy	5,827	-	-
Materials	3,682	-	-
Information technology	5,003	-	-
Utilities	3,542	-	-
Telecommunications	3,005	-	-
Financial	2,267	-	-
Fixed income bonds	-	166,894	-
Fixed income mutual funds	70,667	-	-
Domestic and international mutual funds	177,104	-	-
Contributions receivable	-	-	1,000
	<u> </u>	<u> </u>	<u> </u>
Total	<u>\$ 308,821</u>	<u>\$ 166,894</u>	<u>\$ 1,000</u>

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 10. FAIR VALUE MEASUREMENTS (continued)

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
June 30, 2015			
Assets			
Money market funds	\$ 32,352	\$ -	\$ -
Domestic and international equities:			
Healthcare	7,138	-	-
Consumer staples	6,457	-	-
Industrials	5,941	-	-
Consumer discretionary	5,702	-	-
Energy	4,488	-	-
Materials	3,655	-	-
Information technology	2,779	-	-
Utilities	2,584	-	-
Telecommunications	2,343	-	-
Financial	2,245	-	-
Other common stock	1,876	-	-
Fixed income bonds	-	61,424	-
Fixed income mutual funds	143,158	-	-
Domestic and international mutual funds	146,033	-	-
Contributions receivable	-	-	1,000
	<u>\$ 366,751</u>	<u>\$ 61,424</u>	<u>\$ 1,000</u>
Total			

All assets have been valued using a market or income approach and have been consistently applied. The market approach uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. Prices may be indicated by pricing guides, sale transactions, market trades or other sources.

Contributions receivable have been valued using an income approach and have been consistently applied. The income approach uses valuation techniques to convert future amounts to a single present amount based on current market expectations about the future amounts (includes present value techniques and option-pricing models). Net present value is an income approach where a stream of expected cash flows is discounted at an appropriate market interest rate.

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, INC.

NOTES TO FINANCIAL STATEMENTS

Note 10. FAIR VALUE MEASUREMENTS (concluded)

CASA has elected the fair value option for recording long-term contributions receivable. As a result of this election, contributions receivable are reported at fair value initially and in subsequent periods. This option simplifies the recordkeeping aspect of accounting for contributions receivable by eliminating the requirement to amortize the resulting discount.

June 30, 2016	Contributions Receivable
Balance, beginning of year	\$ 1,000
Contributions	-
Payments received and write-offs	<u>-</u>
Balance, end of year	<u>\$ 1,000</u>
June 30, 2015	Contributions Receivable
Balance, beginning of year	\$ 15,882
Contributions	100
Payments received and write-offs	<u>(14,982)</u>
Balance, end of year	<u>\$ 1,000</u>

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

Note 11. RETIREMENT PLAN

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

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

NOTES TO FINANCIAL STATEMENTS

Note 12. SUBSEQUENT EVENTS

CASA has evaluated subsequent events through November 7, 2016, 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, 2016.



CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

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
Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Professional
Development
Requirements for CASA
Guardians Ad Litem



CASA
Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

A black and white photograph of a woman with long dark hair, smiling and holding a framed photograph of a young child.

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

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.

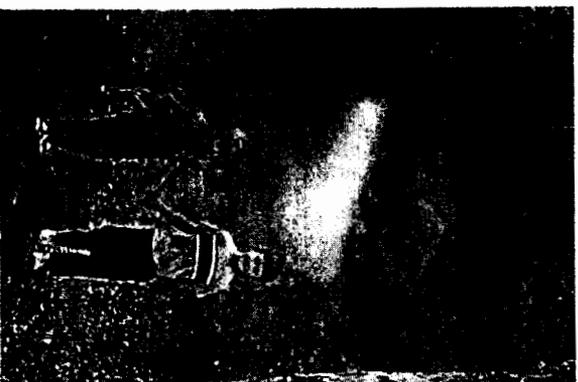
Approved Conferences. These are the same conferences that CASA staff attend for professional development. One credit is earned for each hour of workshops attended. Approved conferences include, but are not limited to:

- 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 court volunteers as advocates for child advocates to provide children ages 12-17 with the programs built around the philosophy of the Fostering Futures program. Connections to Success will help youth develop relationships with long-term connections, train a dedicated adult who supports their transition to become independently successful adults. The principle of the training and work with older youth is the "possible selves" model based on research from the University of Michigan to help young people achieve their full potential.

Fostering Futures: Supporting Youth Transitions Into Adulthood

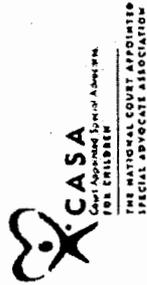
Tools for the Advocate:

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

Goals for the Youth:

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

For more information:



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





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: _____



CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix E

Continuing Education for CASA Staff

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.



CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix F

CASA of NH Personnel Resumes



Resumes for CASA Personnel

- Marcia R. Sink, President and CEO Page 1-2
- Elizabeth Paine, Esquire, Senior Staff Attorney Page 3-6
- Caroline Delaney, PT Staff Attorney Page 7-8
- Diane Valladares, Recruitment & Training Director Page 9-10
- Bernadette Melton-Plante, CASA/GAL Program Director Page 11-12
- Jonelle Gaffney, CASA/GAL Program Manager Page 13-14
- Marcia Allison, CASA/GAL Program Manager Page 15-16
- Angela Delyani, CASA/GAL Program Manager Page 17-18
- Kathleen Devlin, CASA/GAL Program Manager Page 19-20
- Tessa Dyer, CASA/GAL Program Manager Page 21-22
- Molly Hill, CASA/GAL Program Manager Page 23-24
- Jerry Larson, CASA/GAL Program Manager Page 25-26
- Joy Nolan, CASA/GAL Program Manager Page 27-30
- Steve Pruyne, CASA/GAL Program Manager Page 31-32
- Jenny Sheehan, CASA/GAL Program Manager Page 33-34
- Jessica Storey, CASA/GAL Program Manager Page 35-36
- David Ball, Grant Writer Page 37-38
- Christine Brophy, Technology Director Page 39-42
- Carolyn Cote, Communications Director Page 43-44
- Christine Duhaime, Accounting Manager Page 45-46
- Suzanne Lenz, Development Director Page 47-50
- Kathleen McArdle, Operations Director Page 51-52
- Kelly Smith, Director of Training Page 53-54

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

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

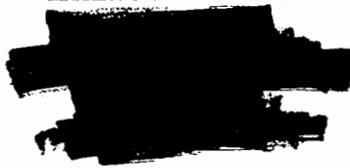
OTHER

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-Present

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

July 1990- March 1991

LAW OFFICE OF WILLIAM D. PAINE II P.A.
General Practice

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

1988-1989
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

Guardian Ad Litem Board	2014-present
New Hampshire Governor's Commission on Domestic Violence 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.	1995- 2014
Interagency Coordinating Council for Women Offenders Vice Chair, Hiring Committee for Administrator of Women Offenders	2006- 2014
Andover School District Moderator	2013-present
Northern Forest Canoe Trail: Board of Directors Search Committee new Executive Director	2013-present
New Futures, Board of Directors, Chair Search Committee for new Executive Director Policy and Advocacy Committee, 2007-2010	2011-2013 2007-2013
Andover Beacon Board of Directors	2008-2013
New Hampshire Supreme Court Commission on the Status of the Legal Profession	2005-2007
New Hampshire Commission on the Status of Women Vice Chair 2005-2007, Legislative Committee, Women's Prison Project, contributor -The Legal Handbook for Women	2001-2007
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

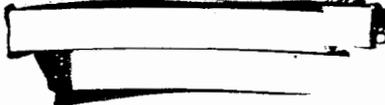
Circuit Court Judges Training: <i>Presenter: Domestic Violence Data 2013</i>	June, 2014
Partnering For a Future without Violence <i>Presenter: Civil Protection Orders and Criminal Protection Orders: How they work and how are they different</i>	June, 2014
Circuit Court Judges Training: <i>Presenter- Red 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? Presenter: Domestic Violence and Stalking 101; 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 <i>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</i>	June, 2012
Circuit Court Clerks Meeting: <i>Presenter- The Protective Order Registry</i>	September, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty- Civil Protective Orders and Criminal Protective Orders: How do they work and how are they different?</i>	June, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty- The Protective Order Registry</i>	June, 2011
New Hampshire Seventeenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty- Domestic Violence Fatality Review Workshop</i>	June, 2011
New Hampshire District Court Judges Conf.: <i>Presenter-Qualifying Misdemeanor Crimes of Domestic Violence</i>	January, 2011
Conference of State Court Administrators, New Orleans, LA: <i>Presenter- VAWA Point of Contact in the Courts</i>	November, 2010
Strengthening Firearms Protections: Improving the System-wide responses National Network to End Domestic Violence. Baltimore MD.	July, 2010
New Hampshire Fifteenth Annual Statewide Conference on Domestic and Sexual Violence <i>Faculty- Full Faith and Credit and Criminal Bail Protective Orders</i>	May 2009
AmeriCorps Victim Advocate Training: <i>Faculty- Full Faith and Credit and Court Domestic Violence Protocols</i>	January, 2009
New Hampshire Department of Safety Agency, Terminal Coordinators Conference, Elizabeth Paine-Resume	November 2008

Faculty- Criminal Bail Protective Orders

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 NH 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
STOP TA Fatality Review Conference Faculty-presented panel on Media and Fatality Review Teams	November 2000
New Hampshire Fourth Annual Statewide Conference on Family Violence Faculty -presented workshop on SJI Domestic Violence Data Collection Project	June 1998
New Hampshire's Third Statewide Conference on Family Violence Faculty 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 Faculty- 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. Facilitated workshops on the Violence Against Women Act conducted by Bonnie Campbell.	March 1995
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 Faculty. 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

Elizabeth Paine-Resume

CAROLINE K. DELANEY, ESQ.



LEGAL EXPERIENCE

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE (CASA-NH) **Manchester, NH**
Staff Counsel **September 2016-Present**

Act as in-house staff counsel for CASA-NH staff and volunteers. Provide initial and on-going service training for staff and volunteers on the legal process in Abuse/Neglect (RSA 169-C), Termination of Parental Rights (RSA 170-C) and Mediated Adoption (RSA 170-B: 14) proceedings. Represent CASA-NH in court filing appropriate motions and memos of law. Review and edit reports submitted to Court by CASA-GAL's and prepare CASA-GAL's to testify as witnesses in court proceedings. Assist the President/CEO with personnel and other management issues including contract review.

New Hampshire Department of Revenue Administration (DRA) **Concord, NH**
Revenue Counsel **March 2014 - September 2016**

Served as general counsel to the DRA. Advised DRA Commissioner and administration on tax matters, and personnel issues. Managed all DRA litigation and represented DRA in administrative hearings. Managed DRA's administrative rule making process including testifying before legislative committees. Drafted and reviewed business contracts. Conducted department wide trainings.

Morrison Mahoney LLP **Manchester, NH**
Associate **January 2009 - February 2014**

Handled all aspects of varied insurance defense litigation including professional liability, premises liability and worker's compensation cases. Regularly advised insurance companies in the areas of New Hampshire insurance coverage and worker's compensation law.

Wiggin & Nourie, P.A. **Manchester, NH**
Associate **Sept. 2006 – Oct. 2008**

Attorney in Insurance Defense Practice Group. Attended hearings, mediations, depositions and drafted pleadings.

Law Office of John B. Schulte **Manchester, NH**
Staff Litigation Counsel **March 1998 - Sept. 2004**

Served as in-house trial attorney for Liberty Mutual Insurance Company. Represented Liberty Mutual insureds in automobile and premises liability cases in all state courts. Represented employers at the New Hampshire Department of Labor in worker's compensation hearings and appeals.

EDUCATION

Northeastern University School of Law
J.D. 1997

College of the Holy Cross
B.A. English 1991

OTHER EXPERIENCE

Community Family Life Services
Grant Administrator/Casemanager/Outreach Coordinator

Washington, D.C.
Aug. 1992 – May 1994

Administered Department of Housing and Urban Development grant. Supervised six grant casemanagers and coordinated referrals. Provided case management to homeless families living in CFLS' transitional housing program working towards achieving self-sufficiency. Provided case management to families living in Washington D.C. city shelters.

The Jesuit Volunteer Corp
Emergency Services Coordinator/ Advocate for the Elderly

Washington, D.C.
Aug. 1991 – June 1992

Served low income families and seniors volunteering for two Washington D.C. social service agencies, The Northwest Settlement House and Community Advocacy and Referral for the Elderly ("C.A.R.E.").

MEMBERSHIPS

New Hampshire Bar Association
New Hampshire Women's Bar Association

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 Litems & Staff.
- Represented organization at both state and local level.
- Supervision and Training of professional development of staff.
- Member of the Senior Management Team.
- Up-to-date on current industry trends with staff recruiting and development experience.
- Proven track record for providing quality client assessment, counseling, and referrals.
- Experience in networking with local/state agencies and grant writing.
- Ability to work productively both independently or as a cooperative team member.
- Solid background in designing/implementing new behavioral and vocational programs

Parent Child Mediation, City of Nashua, NH

WORK HISTORY

CASA (COURT APPOINTED SPECIAL ADVOCATE) OF NEW HAMPSHIRE (2001 - Present)

Senior CASA Program Manager (2008-Present)

- Court Diversion Program (2007-2009)
- Supervised Staff Supervisors in Colebrook, Berlin, Plymouth, Manchester and Nashua District and Family Courts to ensure effective service delivery to abused and neglected children.
- Acted as a liaison to all North Country, Lakes Region, Manchester and Nashua local offices of the Division of Children, Young and Families (DCYF).
- Developed and provided training standards for both Staff, Volunteers and Guardian Ad Litem.
- Conducted performance evaluations of Staff.
- Valuable Professional of the Senior Management Team.

Supervisor of Guardian Ad Litem (2001-2008)

- Recruited, screened, trained and supervised CASA Guardian Ad Litem Volunteers, providing 40 hour intensive training.
- Responsible for matching case's to appropriate Volunteer (all cases are abuse and neglect petitions filed through either District or Family Court).
- Co-managed all cases with volunteer, maintaining monthly supervision data in CASA database, provided data quarterly, or as needed, to Executive Director
- Ensured all Court Reports prepared by CASA/GAL are typed, edited, reproduced and delivered with the statutory time frames to court and all relevant parties.
- Acted as a liaison to Court Personnel.

NASHUA PASTORAL CARE CENTER INC, Nashua, NH (1996 -2001)

Emergency Assistance Outreach Director (1998 - 2001)

- Continuously handled a high-risk caseload, managed Annual Grants, and prepared statistical information for the United Way.
- Assisted in résumé writing and preparation for non-skilled working population.
- Developed job opportunities for professional, skilled, and non-skilled clientele.
- Represented organization as a public speaker at public relations events and fund-raisers.
- Managed 200 volunteers and coordinated annual Christmas Program, which served over 680 families.

Case Manager (1996 - 1998)

- Managed high-risk caseload working with women in recovery from addictions.
- Co-facilitated bi-weekly support group for women to empower and assist with integration into the community.
- Co-facilitated weekly parenting group for women in recovery.
- Facilitated educational, housing, and individual plans to become non-recipients of welfare.
- Developed close working relationships with educational personnel from local colleges, the City, and Welfare Department.
- Maintained up-to-date on local and state changes pertaining to welfare reform.

BIG BROTHERS/BIG SISTERS OF GREATER NASHUA, Nashua, NH (1996 - 1997)

Case Worker

- Handled caseload of 25 families and recruited/trained volunteers.
- Assisted in major fundraising projects and writing press releases.
- Provided sexual abuse prevention training to children, parents, and volunteers.
- Interviewed and screened adults and children for program eligibility.
- Aided in providing support groups for parents and volunteers, addressing parenting issues of elementary aged children to teenagers.
- Researched potential grant possibilities and represented organization at public speaking engagements.

EDUCATION

MELTON MOWBRY COLLEGE, Leicester, England

B.S. Degree Equivalent in Social Work & Child Welfare with additional post graduate study.

CONTINUING EDUCATION

NH Attorney General's Task Force Conference on Child Abuse & Neglect
 PSNH Conference on Electric Utility Service for Low-income Families
 Nurturing Families through Recovery, Coalition on Addiction, Pregnancy & Parenting
 Intake & Assessment; Division of Children, Youth & Families
 Working with Chronically Mentally Ill Patients, Manchester Mental Health
 Juvenile Court Process; Div of Children, Youth & Families
 Working with Sexually Abused Children; Division of Children, Youth & Families

Fetal Alcohol Syndrome, Rivier College, Nashua, NH
 Dynamics of Child Abuse and Neglect within the Family; Division of Children, Youth & Families
 Cultural Awareness, Rivier College, Nashua, NH
 Assessment & Case Planning, Big Brothers/Big Sisters of America
 Physical & Psychological Adolescent Changes
 Mediating Divorce, Child Parent Mediation
 Dealing with Domestic Violence
 Community Conference; Division of Children, Youth & Families

REFERENCES ARE AVAILABLE ON REQUEST

Jonelle Gaffney

Objective To obtain full time employment that would allow me the opportunity to continue to work with families and children in the social service spectrum by helping to assist in providing services to families in need.

Education **Southern New Hampshire University - Manchester, New Hampshire**
Bachelor of Arts in Psychology
Minor in Sociology, 2000-2004
Graduated Cum Laude

2002-2004: Treasurer of the National Honor Society for Psychology (PSI CHI)

Professional Experience

CASA of NH, Manchester, NH
(October 2009 to Present)
CASA Guardian Ad Litem Senior Program 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 five 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

Mook 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.

Angela Delyani

Qualifications

- Skilled Professional: Over 10 years experience in advocacy, fundraising, sales, and administration
- Extensive experience with Volunteer Coordination, assisting directors and participants to implement community service and fundraising activities
- Experienced success in building positive and lasting professional relationships
- Experienced with creating, organizing, and maintaining multiple databases, including but not limited to communication and web response information
- Expert at setting an agenda, managing details, and organizing time and priorities
- Excellent computer skills, including Microsoft Office Suite, web based email and database systems, and Adobe

Professional Experience

Program Manager, Court Appointed Special Advocates (CASA) of NH 2017–
CASA of NH • Manchester, NH
Supervise volunteer advocates for children involved in abuse and neglect cases in NH

Project LAUNCH (Linking Actions for Unmet Needs in Children's Health) ACERT (Adverse Childhood Experience Response Team) Member 2016–
Manchester Community Health Center - Manchester, NH

- ❖ Serve on a collaborative, multidisciplinary team that is deployed to incidents in which children have been exposed to violence and/or trauma
- ❖ Help refer children and families to appropriate services subsequent to violence/trauma exposure
- ❖ Educate families with children about the long-term effects of violence/trauma on children
- ❖ Assist families in understanding the assessment and services of ACERT

AmeriCorps Victim Assistance Program (AVAP) Member 2013-2014
Monadnock Center for Violence Prevention • Keene, NH
Direct service advocacy for people involved in domestic violence situations

- ❖ Crisis counseling
- ❖ Safety planning
- ❖ Order of protection petition assistance
- ❖ Accompany and support survivors in court
- ❖ Shelter Assessment

Court Appointed Special Advocate (CASA) • Nashua, NH 2001-2017
CASA of NH • Manchester, NH

Advocate for children involved in abuse and neglect cases in NH

- ❖ Gather information from parties related to the case
- ❖ Prepare court reports outlining the best interest of the child(ren)
- ❖ Attend court hearings and speak to the judge and all parties to advocate for the best interest of the child(ren)
- ❖ Participate in community outreach and volunteer training

Master Certified Integrative Coach/Certified Strategic Attraction Coach • Hollis, NH 2001-2010
❖ Using the Ford Institute for Integrative Coaching Blueprint and the Strategic Attraction Planning process, guide clients to achieve objectives

Communication Manager/Volunteer Coordinator 2001-2006
Ford Institute for Integrative Coaching (FIIC) • San Diego, CA (Remote)

- ❖ Responded to community and participant phone and email communication
- ❖ Maintained community and participant email database and website security levels
- ❖ Assisted participants, coaches, and community members with website issues

- ❖ Remained attentive to the community while remaining keenly aware of the importance of integrity in responding to debbie@debbieford.com emails
- ❖ Assisted the staff in identifying the areas of communication within the organization so that communication flowed more smoothly
- ❖ Contributed to the development of the procedure for coaches to work with clients on medication in therapy
- ❖ Developed and enhanced the volunteer/staff matching procedure to ensure that it was in the highest interest of the Institute, the volunteer and staff to be sure that the volunteers' expertise was allocated properly and that they were recognized and encouraged to grow
- ❖ Administered the Integrative Coaching Training Program final exam and distributed the results to staff and participants as appropriate

Program Participant – Integrative Coaching Training Program **2000-2001**

Executive Recruiter - Pharmaceutical and Biotech **1996-2000**

Fortune Biomedical Group • Nashua, NH

- ❖ Recruitment and placement of pharmaceutical scientists

Field Manager - 5 New Hampshire Counties **1994-1996**

American Heart Association, NH Affiliate • Manchester, NH

- ❖ Coordinated and managed fundraisers and educational programs, including:
 - Heart Walk
 - Celebrity Dinner
 - Dance For Heart
 - Golf Tournaments.
- ❖ FY '94-'95: Top Affiliate Fund-raiser
- ❖ Provided leadership to volunteer staff - to 50 volunteers
- ❖ Presented at staff and community training sessions

Community Volunteer

American Heart Association, NH Affiliate
 Co-Chairperson, Dance For Heart Fundraiser, 1993
 Top Fundraiser, Dance For Heart Fundraiser, 1992, 1993, 1994, 1995
 NH Aids Foundation Information Line
 Chairperson, Fundraising Committee, 1992

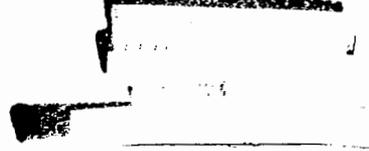
Enrichment

Human Trafficking Conference – Apr 2014
 Advanced Victim Assistance Academy – Nov 2013
 Attorney General's Conference on Domestic Violence and Child Abuse – 2012, 2013, 2014
 Victim Assistance Academy – Mar 2013
 CASA Continuing Education Programs & Committees – 2001 - Present
 Strategic Attraction Coaching and Training Program – Sep. 2007 – Dec. 2007
 Wellness Committee Member, FIIC, 2002 - 2006
 Masters Program, FIIC, May 2002 – May 2003
 Workshop Assistant, 201 Integrative Training Coaching Program, FIIC, Oct. 2001
 Workshop Assistant, SPW, FIIC Apr. 2001, June 2001, 2002, Jul 2002, Sep 2002
 Mentor, 201 Integrative Coaching Training Program, FIIC, June 2001 – Jan. 2002
 Shadow Process Workshop (SPW), San Diego CA, FIIC, Jan. 2001, March 2002
 Integrative Coaching Training Program, (FIIC) 2000 - 2001
 Body and Soul Conference, Boston MA, 1999, 2000
 First Things First, Time Management Seminar, 1995
 Computer Courses, Professional Development Group, 1995
 Dale Carnegie Sales Course, July 1989
 The Special Event Conference - a four-day conference for Event Professionals

Education

A.A.S. Degree in Accounting
 NH Community College, Nashua, NH
 B.S., Business Administration, expected completion: 12/17
 Capella University

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	2014 - Present
Program Manager, Cheshire & Sullivan Counties	
Southern New Hampshire Services, Inc. – Manchester, NH	1997 – 2014
Director Community Health and Nutrition Services	

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**

BA Justice Studies

Education

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

Molly Hill

Professional Profile and Work History

Title: Program Manager

Employer: CASA of NH: 2015-Present

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.
- Address the needs of the CASA volunteers as they manage the varied demands of working with their children, families, the courts, schools, therapists and the State of NH attorneys and social workers employed by the Division for Children, Youth and Families.
- On a daily basis I mentor the volunteers by guiding them and reminding them of routine practices as well as problem solving the difficult issues.
- CASA of NH is a private non-profit which also requires that Program Managers act as ambassadors for CASA by speaking to interested civic and social organizations about our mission.

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.

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.

Joy Nolan

Objective To obtain the position of Supervisor of Volunteers 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

9/2008-Present *CASA/GAL Program Manager*
CASA of New Hampshire – Manchester, NH (Plymouth Regional Office)

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

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-present
PTA, Plymouth Elementary School, 2004-present
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**

Chair, Spere Memorial Hospital, Patient Education Committee, 2002-04
Spere Memorial Hospital, Newsletter Review Committee, 2002-04
Spere 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

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**

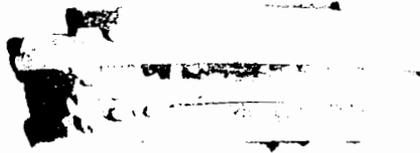
- Work with teachers and administrators to plan and coordinate a wide array of after-school classes.
- Responsible to oversee US Department of Education grant.
- Plan and facilitate monthly Advisory board meetings to bring local youth organizations and school personnel together.

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

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 fund-raising 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

Jessica Storey

Education

J.D., *Boston University School of Law, cum laude 2005*
B.A., Philosophy & Certificate in Linguistics, *Princeton University 1995*
Salutatorian, *Littleton High School, Littleton, NH 1991*
Ranking Scholar, German, *St. Paul's School ASP 1990*

Work Experience

GAL Program Manager

CASA of NH-Supervise Volunteer GAL's. 2011-Present

Legal

Sole Practitioner, Meredith, NH. General affairs attorney for real estate, non-profit and other matters. 2010 - 2011

Orr & Reno, P.A.; Concord, NH. Associate attorney; summer clerk. 2004 - 2008

Journalist

NCWMedia, Leavenworth, WA. Developed and wrote content for three local, weekly newspapers. 2000 - 2002

Shop Management

Canoe Imports, So. Burlington, VT. Managed wholesale sales and deliveries to summer camps and institutions for small business. 1997 -1999

English Teacher

Khon Kaen University, Thailand. Taught English to freshmen university students; taught writing class for English majors. 1996 - 1997

Interesting Experiences

Small & Beginning Farmers Member, *Belknap County, Jan. 2010 -present*

Professional Ski Instructor, *Waterville Valley, Dec. 2009-present*

Orchard Farm Store, *Meadow Ledge Farm, Loudon, NH, Harvest2008 -2010*

Board Member, *Concord Family YMCA, Feb. 2008-Aug. 2009*

Member, *Loudon Conservation Commission, 2006 - July 2009*

Member, *Cashmere, WA Rotary, 2001 - 2002*

Traveler, *Thailand, Malaysia, Indonesia, Nepal and Europe, 1996- 1997*

Hut Croo, *Appalachian Mountain Club, White Mountains, NH, 1993 - 1995*

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; completed 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

2006-Current **CASA of NH**

Accounting Manager/Grant Reporter

- All aspects of bookkeeping for a non-profit corporation that advocates for abused and neglected children in the NH court system with the use of Quickbooks Software, Microsoft Excel and Word.
- Accounts Payable, and General Ledger reconciliations. Prepare monthly financial information for finance committee and board of directors
- Payroll processing, including preparing weekly payroll and addressing all HR needs
- Grant expense reporting monthly and Grant writing with financial information for new grants
- Prepare work papers for year-end audit by outside CPA.

2006-Current **Christine Duhaime: Accounting Services**

Accounting for small businesses

- Compile financials and run payroll for 14 small businesses with the use of Quickbooks Software, Peachtree, Microsoft Excel and Word.

2000 - 2006 **Hopkinton Forestry & Land Clearing/Contocook 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

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 Summary

Focused, motivated, experienced professional possessing strong leadership capabilities with a background in management, training and administrative positions. Results include successful advocacy in case plan objectives ensuing positive outcomes; increased retention resulting in improved attendance of in-service events and outstanding results from the development, planning and execution of company volunteer events. Demonstrates professionalism, competence and maturity while representing organization's mission.

Major Accomplishments

- Assisted in the revitalized training program by completing "Training in Group Facilitator and Teaming" and delivered this training to individuals in the organization.
- Participated on the committee advocating on behalf of the organization to implement new regulations in the Court Improvement Project, which resulted in protocols designed to resolve delays in legal permanency for children.
- Productively developed, planned and executed company volunteer events as the Captain of Partners in Time Employee Volunteer Program, projecting the company from a moderate level of participation to the top five of 135 branch locations in every event.

Professional Experience

2005- Present CASA of New Hampshire

Director of Operations 2009-Present

- Organize volunteers to work in office
- Manage all office administration needs
- Organize fundraiser functions

Guardian ad Litem Volunteer Supervisor 2005-2009

- Recruit volunteers in the community through speaking engagements, and outreach programs.
- Train and supervise Court Appointed Special Advocate/ Guardian ad Litem who represent children involved in abuse and neglect cases in the state of New Hampshire.
- Supervised over 50 CASA/GAL's advocating for children serving over 200 children.
- Provide support to volunteers through monthly support groups, on-going training and individual communication.
- Advocate in court proceedings proposing recommendations to judges making decisions with regard to the best interests of children.
- Provide ongoing additional support to the organization's continued development with involvement in various fundraising events and community receptions.

**2000-2005 Macy's
Administrative Assistant**

- Provided support to administrative team, Office Manager, Operations Manager, and General Sales Managers.

- Selected, trained and mentored temporary holiday support staff.
- Scheduled training sessions for all new hire associates while developing and facilitating a weekly orientation/training class.
- Improved training practices by completing "Train the Trainer" sessions, implementing best training skills into the existing training program.
- Held the position of Captain of the Partners in Time Volunteer Program from 1999 to 2005 developing and executing employee recognition events and volunteer events.

1998-2000 Macy's
Customer Service Manager

- Assisted in creating and developing the position of Customer Service Manager for the Bedford branch, raising the level of customer service through improved communications with the sales staff and department managers.
- Implemented an innovative "Meet and Greet" program for Macy's guests directly impacting the overall shopping experience and consistently increasing the company's customer service scores to the highest level in the previous three years.
- Developed a customer service record that was incorporated as a standard for resolutions of customer opportunities.

1988-1998 Boston Bed & Bath
General Manager

- Held the position of General Manager and several operational positions over a ten-year period.
- Scheduled and supervised associates, implemented shrinkage and inventory control procedures.
- Analyzed business trends, and communicated with the buying office to effect business.
- Assisted in launching ten branch store grand opening events over a three year period.

1986-1988 G. Fox
Merchandise Counselor

- Promoted from General Sales Manager to Merchandise Counselor in less than one year.
- Supervised General Sales Managers, Assistant Managers and Sales Associates in the Home Store Division, which generated a sales volume of 4.5 million.
- Selected to sponsor and mentor executive trainees.

Awards & Commendations

- Honored by Mayor Michael R. Bloomberg and Governor George E. Pataki of New York, as one of ten Corporate Volunteers of the Year by the Retired & Senior Volunteer Program.
- Presented with Macy's Parade Committee Certificate of Appreciation for contribution of time, effort and enthusiasm in Macy's Annual Thanksgiving Day Parade.
- Recipient of the G. Fox #1 Award in recognition of outstanding selling and service excellence in the first year of service.

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



CASA

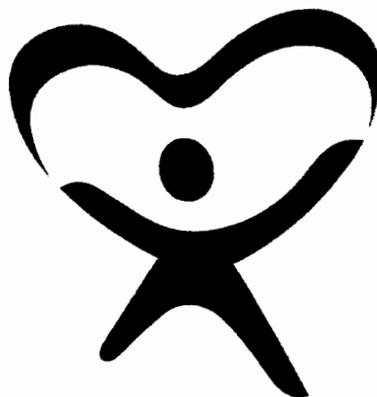
Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix G

CASA of NH Employee Handbook

**CASA OF NEW HAMPSHIRE, INC.
EMPLOYEE HANDBOOK**



CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

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CASA OF NEW HAMPSHIRE, INC. MISSION STATEMENT

Court Appointed Special Advocates of New Hampshire, Inc. (CASA) is a statewide private, non-profit organization dedicated to helping abused and neglected children find their way through the child welfare and juvenile court systems to safe, loving and permanent homes. By engaging volunteer citizens, the community actively participates with our social welfare and justice systems to find solutions that aid victimized children.

ABOUT OUR HANDBOOK

This handbook will help you become acquainted with CASA of New Hampshire. You will find the explanations of our policies and benefit programs contained in the following pages.

Being a CASA employee means more than just reporting to work at a certain location – it means specific responsibilities for you and our organization.

The explanations which follow are summaries of some of our policies. CASA reserves the right to add to, delete from, or modify any of these policies either on an individual or organizational wide basis. Such addition, deletions or modifications will be effective when approved by the Executive Director and Executive Committee. Your handbook is not intended to and does not create employment contracts or other contractual obligation for CASA.

Employment Policies

Equal Employment Opportunity

CASA of New Hampshire, Inc. is deeply committed to a policy of equal employment opportunity for all of its employees. This commitment means **CASA of New Hampshire, Inc.** 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, disability, veteran status, marital status or sexual orientation. This policy applies to recruitment, placement, promotion, transfer, retention and training, as well as to all other privileges, personnel programs, policies, procedures and terms and conditions of employment **CASA of New Hampshire, Inc.** does not tolerate discrimination against applicants for employment or employees.

Reasonable Accommodation for Individuals with Disabilities

CASA of New Hampshire, Inc. is committed to employing all individuals on the basis of ability and complies with applicable federal, state and local laws prohibiting employment discrimination against qualified individuals with disabilities. This commitment includes making reasonable accommodation, upon request to the President/CEO or a designee, for the physical or mental limitations of an otherwise qualified employee with a disability. A reasonable accommodation may include any action that enables an employee with a disability to perform the essential functions of the position, but which does not result in an undue hardship to the program, or pose a direct threat to the health and safety of the employee or to others.

Employee Harassment

CASA of New Hampshire, Inc. has adopted a policy of zero tolerance with respect to unlawful employee harassment. The program expressly prohibits any form of unlawful harassment based on race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. Interference with the ability of staff members to perform their expected job duties is not tolerated. Harassment infringes on an employee's right to a comfortable work environment, and undermines the integrity of the employment relationship. All employees should enjoy a work atmosphere free from all forms of harassment. With respect to sexual harassment, **CASA of New Hampshire, Inc.** prohibits the following:

Unwelcome sexual advances, requests for sexual favors and all other verbal or physical conduct of a sexual or otherwise offensive nature especially where:

- Submission to such conduct is made either explicitly or implicitly a term or condition of employment
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment
- Such conduct has the purpose or effect of creating an intimidating, hostile or offensive work environment

Types of conduct that are expressly forbidden include, but are not limited to, the following:

- Unwanted pressure for sexual favors and/or dates
- Deliberate touching of hair, clothing or body, leaning over, cornering or pinching
- Sexual looks, gestures, jokes, remarks or sounds
- Giving inappropriate personal gifts, such as lingerie or underclothes
- Asking personal questions about social or sexual life
- Turning work discussions to sexual topics
- Making sexual comments or innuendoes
- Violating "personal space" or blocking a person's path
- Foul or obscene language
- Suggestive or sexually explicit posters, calendars, photographs, faxes, graffiti or cartoons
- Same sex harassment
- Unwanted or offensive letters or poems, email, voice messages or telephone calls
- Sexual favors in return for employment rewards, or threats if sexual favors are not provided
- Sexual assault or rape
- Any other conduct or behavior deemed inappropriate by the **CASA of New Hampshire, Inc.**

Each member of management is responsible for creating an atmosphere free of discrimination and harassment, sexual or otherwise. Employees are responsible for respecting the rights of their co-workers. An employee who experiences any job related harassment based on race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation or another factor, or believes they are being treated in an unlawful, discriminatory manner, should confront and request the harasser to stop. The employee should promptly report the incident to the supervisor. If it would be inappropriate to discuss the matter with the supervisor, the employee may report the situation to the President/CEO. Supervisors must refer all complaints to the President/CEO. Upon notice of the complaint, the President/CEO, with the assistance of the board chair and/or personnel committee, will immediately conduct a thorough, objective investigation of the harassment allegation. The complaint of harassment will be kept confidential to the maximum extent possible.

If the President/CEO determines that an employee is guilty of harassing another individual, appropriate disciplinary action, up to and including discharge, will be taken against the offending employee.

CASA of New Hampshire, Inc. prohibits any form of retaliation against any employee for filing a bona fide complaint under this policy or for assisting in a complaint investigation. If after investigating any complaint of harassment or discrimination, the President/CEO determines that the complaint is not bona fide and was not made in good faith, or that an employee has provided false information regarding the complaint, disciplinary action, up to and including discharge, will be taken against the employee who gave the false information. We trust that all employees will act in a responsible and professional manner to establish a pleasant work environment free of discrimination and harassment.

Drug and Alcohol Free Workplace

CASA of New Hampshire, Inc. is committed to maintaining a safe and productive work environment that promotes both the health and the welfare of its employees and the children whom we serve. The abuse of drugs and alcohol is incompatible with that goal.

With respect to a drug and alcohol free workplace, the program requires every employee to comply with the following substance abuse policy:

1. Employees are prohibited from unlawfully manufacturing, distributing, dispensing, possessing, selling or using a controlled substance in the workplace, or while engaged in agency business off agency premises.
2. Reporting to work under the influence of drugs or alcohol is a violation of this policy, and shall subject the employee to disciplinary action, up to and including discharge.
3. Drug and alcohol abuse during non-work time that, in the program's opinion, impairs an employee's ability to perform on the job, or threatens the reputation or integrity of the program is a violation of this policy.
4. Any positive drug test result will constitute a violation of this policy and will result in immediate discharge.
5. Where justified by reliable information and/or observation, criminal violations shall be referred to the appropriate law enforcement authority for further investigation and prosecution.
6. All employees must report any drug-related conviction to the President/CEO within five days of that conviction.

7. Employees will not be terminated for voluntarily seeking assistance for a substance abuse problem. Continued unacceptable job performance, attendance, and/or behavioral problems will result in disciplinary action, up to and including discharge. Assistance or treatment for a substance abuse problem will be at the expense of the employee.

8. Any employee found to be in violation of any of the provisions of this policy will be subject to disciplinary action, up to and including discharge.

Use of Prescription Drugs

The program's policy prohibiting the use or possession of a controlled substance does not apply if the controlled substance is being used pursuant to a valid prescription for the employee issued by a medical practitioner while acting in the course of the practitioner's professional practice, or pursuant to other uses authorized by law. The employee must use the controlled substance, however, at the prescribed or authorized dosage level, and such level must be consistent with the safe performance of the employee's duties. Employees who must use a prescription drug that causes or may cause adverse side effects (for example, drowsiness, impaired reflexes or reaction time) should inform the supervisor or the President/CEO, without identifying the drug, of the possible adverse effects of the drug on performance and the expected duration of use. Employees may be requested to take sick leave or temporarily assigned to different duties.

Drug and Alcohol Testing Procedures

The program reserves the right to require employees, as a condition of continued employment, to submit to tests for the detection of alcohol and/or controlled substance when the program has reasonable suspicion that an employee is under the influence of alcohol or drugs. Furthermore, the program may require such alcohol or drug testing as part of, or as a follow-up to, counseling or rehabilitation for alcohol abuse or illegal drug use. Any employee who refuses to submit to a drug/alcohol test, or is found to have identifiable traces of alcohol, illegal drug or other prohibited substance in their system will be subject to disciplinary action, up to and including discharge.

Smoking

CASA of New Hampshire, Inc. provides a non-smoking environment for all of its employees. Accordingly, smoking is prohibited in all areas of the **CASA of New Hampshire, Inc.** premises.

Workplace Violence Prevention

CASA of New Hampshire, Inc. prohibits any behavior that could be construed as threatening, aggressive, confrontational or violent. Prohibited activity includes any

threatening behavior or acts of violence, including but not limited to, conduct that is harassing or intimidating, presents a challenge to fight, constitutes veiled or direct threats, sabotage, assaults or attempts to assault, or the use of any obscene, abusive or threatening language or gestures. Absolutely no weapons will be allowed on agency premises, which include the parking lot and grounds. Immediately warn a supervisor, the President/CEO or any security personnel of any potentially dangerous or suspicious workplace activity, situations or incidents observed, or known that involve other employees, former employees, visitors, volunteers or outsiders who appear threatening. This includes threats of violence, harassment, intimidation, attempted assaults, assaults, challenges to fight, presence or suspected presence of weapons, obsession with weapons, irrational behavior, fear of physical harm and potential violent incidents or concerns. The President/CEO will conduct a confidential investigation of all reports of violence. Employees who confront or encounter an armed, violent or dangerous person should not attempt to challenge or disarm the individual. Any employee who violates this policy will be subject to disciplinary action, up to and including discharge. Violations of this policy by employees, former employees, visitors or outsiders may be reported to local law enforcement personnel. Such individuals may be prosecuted to the maximum extent of the law. Employees will not be retaliated against for making good faith reports under this policy.

Computers, Software, Electronic and Voice Mail

Computers, software, Internet access, electronic mail (email), voice mail and other technological tools are provided to employees to assist them in the performance of their job functions. These technological tools are the property of **CASA of New Hampshire, Inc.** and may be accessed by management in the ordinary course of business. Employees should have no expectation of privacy in the information contained in their computers or voice mail. Employees are allowed to use the Internet for personal business during breaks and before or after work. Downloading of software is prohibited, unless approved by a supervisor or other appropriate manager. Any difficulties or malfunctions with a computer or software, or the need for assistance with any feature or program, should be reported to a supervisor or other appropriate manager. Email is available to employees and offers the benefits of easy communication with reduced paper use. Employees, however, must keep in mind that anything that is placed on email belongs to the CASA/GAL program.

Employees must follow these guidelines:

- Computers and email system are intended to facilitate business communications.
Management has access at all times to email communications sent or received on its computers and email system.
- All communications sent or received on our computers or email system are the property of **CASA of New Hampshire, Inc.** • Employee privacy doesn't extend to such communications – whether intended for business or personal purposes.

- Employees may not use our computers or email system for commercial purposes unrelated to our company, or for sending offensive, harassing or defamatory messages.
- Employees who violate these policies may be subject to disciplinary action and may be discharged.

Confidentiality

In the course of employment, employees may become privileged to confidential information, such as information related to the children we serve. It is important that all employees maintain the confidentiality of such information.

Employees must never divulge or improperly use confidential 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 Executive Director.

The obligation of confidentiality is not extinguished by termination of employment. Additionally, **CASA of New Hampshire, Inc.** has taken measures to protect the confidentiality of personal employee information. Only those with a legitimate business reason have access to the information in employee files.

Disclosure of Employee Records and Information

A request from an outside party for an employee's personnel file or wage records must be referred to the President/CEO. **CASA of New Hampshire, Inc.** will honor requests from properly identified and duly authorized law enforcement officials and state agency investigators, as well as legally issued summons or judicial orders, including subpoenas, search warrants and verification of employment requests.

Personnel Records

Personnel files are maintained on all employees and contain information pertinent to employment. Personnel files and records are confidential. Upon request to the supervisor, an employee may review the personnel file in the supervisor's presence at a mutually agreeable time. If the employee finds inaccurate information, the employee may write a note of correction to the supervisor. This information will be placed in the personnel file.

Attendance & Call-in Policy

Regular attendance and punctuality are essential to providing high quality and effective teamwork with co-workers. All duties and work schedules have been thoughtfully planned so that the daily operations of **CASA of New Hampshire, Inc.** are

uninterrupted. An employee who is going to be late or unable to report for work must notify the supervisor before the normal reporting time. Every employee should notify the supervisor on each day of absence or illness, unless the employee is on an approved medical leave of absence. If an employee is absent from work without giving proper notice to the supervisor, the employee may be considered as having voluntarily resigned. Notifying anyone other than the supervisor will not be considered proper notification. Failure to follow this policy, excessive absenteeism or tardiness will result in disciplinary action, up to and including discharge.

Personnel Administration

Employment at Will

The employment relationship with **CASA of New Hampshire, Inc.** is at-will. This means that either the employee or the program may terminate the employment relationship at any time, with or without reason and with or without notice.

Compliance with the Immigration Reform and Control Act

CASA of New Hampshire, Inc. complies with the Immigration Reform and Control Act and hires only those individuals who are legally authorized to work in the United States. Within the first three days of employment, an employee will be required to submit proof of identity and employment eligibility as well as a completed Immigration and Naturalization Service Form I-9. If the employee is authorized to work in this country for a limited period of time, the employee will be required to submit proof of employment authorization at the time the employment authorization expires and update Form I-9. If the employee fails to provide updated information, the employee will be discharged for failure to provide certification of authorization.

Reference and Background Checks

In compliance with state law, **CASA of New Hampshire, Inc.** conducts reference checks and criminal background checks on all new hires. Applicants for employment must consent to these checks. A candidate whose background check is unacceptable to **CASA of New Hampshire, Inc.** will not be considered for employment. If the individual is hired prior to the program receiving the results of the background check, the employment will be conditional on results that are acceptable to the program. If the results are unacceptable, the offer of employment will be revoked and the employee will be discharged.

Categories of Employees

All employees of **CASA of New Hampshire, Inc.** are classified in one of the following categories:

Regular, Full-time/Non-exempt: Regularly scheduled to work at least 40 hours per week. Employee is entitled to overtime compensation for all hours worked in excess of 40 hours in a workweek. Employee is eligible for benefits.

Regular, Full-time/Exempt: Regularly scheduled to work 40 hours per week. Employee is not entitled to overtime compensation. Employee is eligible for benefits.

Regular Part-time (Exempt or Non-exempt): Regularly scheduled to work fewer than 30 hours per week. Employee is not eligible for benefits.

Temporary: Scheduled to work on an “as-needed” basis. Employee is not eligible for benefits.

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 the **CASA of New Hampshire, Inc.** 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 of New Hampshire, Inc.** is at-will

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 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 of New Hampshire, Inc.**, the local and national economy, local and national salary trends and trends in the nonprofit arena.

Promotions

CASA of New Hampshire, Inc. 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 of New Hampshire, Inc. 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.

Pay Practices

Payroll Deductions

As required by law for all employers, certain deductions must be made from all employees' wages:

- Federal Income Tax
- FICA—Federal Insurance Contribution Act (Social Security and Medicare)
- SDI—State Disability Insurance (where applicable)
- State Income Tax (where applicable)
- Wage Attachments and Garnishments (if applicable)
- Other deductions required by law

Deductions for employee benefits plans will be taken upon receipt of an employee's signed benefit election form.

Pay Periods

All employees are paid every two weeks. Paychecks reflect the pay an employee earned for the hours worked in the previous pay period. Employees should review their paychecks for errors. Any mistake should be reported immediately to the employee's supervisor or the President/CEO. If a paycheck is lost or stolen, inform the President/CEO immediately.

Timekeeping

Federal and state laws require employers to keep accurate records of the time worked by non-exempt employees. **CASA of New Hampshire, Inc.** requires exempt employees, as well, to record their work hours and paid time off. 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. Accordingly, all employees must maintain daily time records. Exempt employees should keep their supervisor informed of work schedules, meetings outside of the office and out of town travel. Any false or inaccurate reporting of time worked or paid time off by an employee will be cause for disciplinary action, up to and including discharge.

Breaks

A one hour paid lunch break is scheduled for all regular, full-time employees. Lunch breaks may not be used to make up time for tardiness or to leave work early without the approval of the supervisor. Work breaks should be taken in accordance with

applicable state and federal laws. Work breaks are not considered time worked. Employees should take their lunch break and other breaks away from their workstation.

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 times an employee's regular hourly rate for all hours worked in excess of 40 hours per workweek. The workweek at **CASA of New Hampshire, Inc.** begins on 8 am and ends at 4:00 pm. 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. Non-exempt employees are paid an hourly rate and must be paid for all hours worked in excess of 40 in a workweek.

Employee Conduct

Standards of Professional Conduct – See Appendix 1, A, B and C

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, 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 of New Hampshire, Inc.** 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 of New Hampshire, Inc.** 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 of New Hampshire, Inc. 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 of New**

Hampshire, Inc. 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.

Open Door Policy

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.

Outside Employment

An employee may accept outside employment when it will not conflict with job performance for **CASA of New Hampshire, Inc.** 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 or cause the employee to be ill or accident-prone through fatigue, worry or other condition.

Professional Attire

Professional attire is required by all **CASA of New Hampshire, Inc.** staff members when conducting **CASA of New Hampshire, Inc.** business. This would include 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
- When representing the CASA program at conferences & seminars

Professional attire will be expected to be the following:

- Dresses or
- Suits or
- Skirts or

- 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.

Employee Paid and Unpaid Leave Benefits

Vacation

CASA of New Hampshire, Inc. provides paid vacation time to regular, full-time and part-time employees, depending on the length of service. Employees who have completed 6 months of continuous service are eligible to use vacation time.

Regular, full-time and eligible part-time of 30hrs/wk or over employees accrue:

3 weeks of vacation time each year during the first 1-5 years of service.

4 weeks of vacation time each year after 5 years of service.

5 weeks of vacation time each year after 10 years of service.

Part-time employees of 30hrs/wk or over accrue vacation time on a pro rata basis.

All requests for vacation must be submitted to the supervisor for approval at least one month before the date of the vacation. Vacation is accrued from hire date. **CASA of New Hampshire, Inc.** requires all employees to use earned vacation prior to their next anniversary date. Vacation time cannot be carried forward to the next year, an employee who is unable to use earned vacation time will lose it. There will be no compensation for any unused vacation, sick or personal time regardless of reason for separation from **CASA of New Hampshire, Inc.** Employees may not take more than two consecutive weeks of vacation at one time unless special permission has been granted by the president/ceo.

Sick Time

Regular, full-time employees accrue 80 hours of sick time each calendar year upon completing 6 months of continuous service. Part-time employees of 30hrs/wk or over accrue sick time on a pro rata basis.

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 which 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. Eligible employees may carry over unused sick time per year for a total of 480 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 upon completing 6 months of continuous service. Part-time employees of 30hrs/wk or over accrue personal time on a pro rata basis.

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 of New Hampshire, Inc.** 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 as sick time and will accumulate towards the total of 480 hours of sick time.

There will be no compensation for any unused vacation, sick or personal time regardless of reason for separation from **CASA of New Hampshire, Inc.**

Holidays

CASA of New Hampshire, Inc. observes the following paid 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. Regular, fulltime employees are eligible for holiday pay after completing 90 days of continuous service. Part time employees under 30hrs/wk are not eligible for paid holidays. Employees may be scheduled to work a holiday as staffing and operational needs require. 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 of New Hampshire, Inc.** will observe the holiday on either the preceding Friday or the following Monday, as determined by the President/CEO.

Personal Leave of Absence

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 of New Hampshire, Inc.** 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 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 personal leave of absence, and the employee pays the required benefit premium payments.

Upon return from a personal leave of absence, **CASA of New Hampshire, Inc.** 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.

Personal leaves of absence are unpaid, but an employee must use earned vacation and personal days as part of the leave. Employees are not eligible for holiday pay during a personal leave. Paid time-off benefits will not accrue during an unpaid personal leave.

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.

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 of New Hampshire, Inc. 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 of New Hampshire, Inc.** 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 of New Hampshire, Inc.** 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.

Funeral or Bereavement Leave

Regular, full-time employees who have completed 90 days of continuous employment may take up to three days of leave with pay if a death occurs in the employee's immediate family, as approved by the employee's supervisor. Immediate family includes spouse, child, parent, brother, sister, grandparent, grandchild and all the above relatives who are in-laws or step-relatives. Funeral leave benefits will be paid at the employee's regular hourly rate, up to a maximum of eight hours per day. An employee who needs additional time may use vacation time or personal days, or request a personal leave of absence, without pay, to cover the lost time.

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 of New Hampshire, Inc.** will pay the employee the difference between regular earnings and jury pay.

Payment will be limited to eight hours per day and 40 hours during any single workweek. An employee required to be available for jury duty but not required to be in court during regular work hours must report to work. Failure to do so will result in forfeiture of jury duty pay. An employee who receives a subpoena to appear in court will be given the time off without pay. Employees who are subpoenaed by **CASA of New Hampshire, Inc.**, or requested to appear as a witness for the program will be paid for such time away from work.

Military Leave

Regular, full-time and part-time employees called into regular active military service, National Guard or Reserve or who enlist will be placed on military leave without pay in accordance with applicable federal statutes. An employee called into military service must submit copies of the military orders to the supervisor as soon as is practical. When the employee's military service ends, the employee will be eligible for reinstatement under the terms of applicable federal law. If the employee is a member of the Armed Forces Reserves and is called to serve the regular two-week annual active duty-training period, the employee will be granted a military training leave without pay upon written request. The employee must produce a copy of the official orders or instructions. Upon the employee's written request, vacation days or personal days may be used during a military training leave. The Uniformed Services Employment and Reemployment Rights Act (USERRA) governs military leave for employees. Certain states have also enacted similar legislation. If a staff member is called for military service, consult outside employment counsel for your obligations to the employee. With respect to the two-week annual reserve training duty, employers are not required to pay employees wages for this two-week period, unless otherwise required by state law.

Workers Compensation

All employees are covered by workers' compensation insurance, which provides medical reimbursement and lost wages for job-related illness or injury. The workers' compensation insurance policy and applicable state laws determine specific benefit coverage. **CASA of New Hampshire, Inc.** pays the full cost for the insurance required for this protection. If an employee is injured while on the job, no matter how minor, the employee should report the circumstances to the supervisor immediately. Reporting procedures are critical to qualification for payment under the workers' compensation program. Failure to follow this policy may result in a loss of benefits. An employee may not supplement worker's compensation benefits with vacation, sick leave or with short-term disability benefits.

Employee Benefit Plans

Health Insurance

CASA of New Hampshire, Inc. provides health insurance to regular full-time and eligible part-time employees and their dependents. Health insurance coverage becomes effective the 60 days from date of hire. **CASA of New Hampshire, Inc.** 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 of New Hampshire, Inc.** health insurance. Eligible employees may obtain a copy of the summary plan descriptions from the human resource manager.

CASA of New Hampshire, Inc. currently pays 100% of an 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 of New Hampshire, Inc.** 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 of New Hampshire, Inc. 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 human resource manager.

Retirement Plan

CASA of New Hampshire, Inc. 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 of New Hampshire, Inc.**

Separation from Employment

Resignation

Resignations may be voluntary or mutually agreed upon by the employee and supervisor. In either case, **CASA of New Hampshire, Inc.** requests that notice of an employee's intent to resign be submitted in writing to the supervisor, stating the specific reason for the resignation. Non-exempt employees should submit a resignation two weeks prior to the effective date. Exempt employees should submit a resignation four weeks prior to the effective date. This courtesy becomes a part of the employee's work record and is a factor if the employee seeks re-employment. At the program's discretion, the employee may be granted pay in lieu of notice. Employees who do not give sufficient notice of resignation will not be considered for rehire.

An employee who is absent from work for more than two consecutive days without notice to the supervisor, or fails to return to work after an approved leave of absence or vacation, will be considered to have resigned employment. There will be no compensation for any unused vacation, sick or personal time regardless of reason for separation from **CASA of New Hampshire, Inc.**

Termination for Business Reasons and Layoffs

CASA of New Hampshire, Inc. may need to make the difficult and complex decision to reduce the employee work force, either permanently or for a substantial period of time. An employee's job classification, years of service, job performance, attendance, disciplinary record and qualifications may be considered in determining work force reductions.

Involuntary Termination

Termination for misconduct can result from refusal to obey instructions or perform a work assignment, falsification of business records, theft or dishonesty, disloyalty, negligence, excessive absenteeism or failure to comply with standards of conduct as outlined in this handbook. All employees are responsible for avoiding such violations of work rules and standards.

Re-employment

Former employees who leave **CASA of New Hampshire, Inc.** 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 of New Hampshire, Inc.** 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 of New Hampshire, Inc.**

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.

Exit Interviews

Before the last day of employment, an employee may have a confidential exit interview. **CASA of New Hampshire, Inc.** uses this opportunity to obtain information and suggestions from the employee that may help improve the quality of the work environment, identify problem areas and advise the employee of benefits and benefit conversion privileges to which an employee may be entitled. At this time, the employee may settle all outstanding financial issues and arrange for the return of all agency property, including any equipment such as computers, cellular phones, keys, identification badges, credit cards, building access cards, parking cards, records, notebooks, handbooks, computer-generated data, photocopies, photographs, letters and other similar documents that contain confidential information, whether prepared by the employee or by others. We encourage employees to be candid in this interview and to ask any questions about employee separation from the program.

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.

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". 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 and my lawyer (maybe) against them”.

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 #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.



CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix H

CASA of NH Letters of Reference

The State of New Hampshire Circuit Court



Edwin W. Kelly
Administrative Judge

David D. King
Deputy Administrative Judge

Circuit Court Administrators

Kate E. Geraci, Esq.
Brigette Siff Holmes, Esq.
Paula Hurley, Esq.
Patrick W. Ryan, Esq.

February 23, 2017

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 District Courts and Family Division, and as administrative judge for the past 26 years.

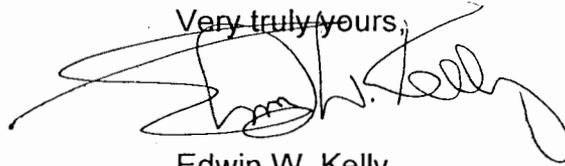
My experience as a trial judge has been that the volunteers for CASA are carefully selected, well trained and effectively supervised. CASA guardians devote, in my view, far more time to their work than many paid volunteers and they bring a life experience to the courtroom that is very different from a lawyer's and very valuable to the courts. I cannot recall a single complaint to my office 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, I have worked very closely, as you know, with Marty Sink for years. Marty is always willing and available to serve on task forces and 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 Division in developing protocols in abuse and neglect cases. These protocols have been recognized nationally and are now mandatory throughout the state. Marty Sink, President/CEO of CASA is highly involved in the Merrimack County Model Court Executive Committee and is without a doubt dedicated to her role as Chair of the Children & Youth in Court subcommittee. 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 District Court and Family Division, I urge the support of the Judicial Council of CASA's proposal. As always, 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 read 'Edwin W. Kelly', written over the typed name below.

Edwin W. Kelly
Administrative Judge

EWK:lc



State of New Hampshire

DEPARTMENT OF HEALTH AND HUMAN SERVICES

129 PLEASANT STREET, CONCORD, NH 03301-3857

603-271-9200 FAX: 603-271-4912 TDD ACCESS: RELAY NH 1-800-735-2964

JEFFREY A. MEYERS
COMMISSIONER

March 29, 2017

Ms. Sarah Blodgett
Executive Director
New Hampshire Judicial Council
25 capitol Street, Room 424
Concord, NH 03301

Dear Ms. Blodgett:

As the Commissioner of the NH Department of Health and Human Services, 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.

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.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey Meyers", written over a horizontal line.

Jeffrey A. Meyers
Commissioner

ATTORNEY GENERAL
DEPARTMENT OF JUSTICE

33 CAPITOL STREET
CONCORD, NEW HAMPSHIRE 03301-6397

JOSEPH A. FOSTER
ATTORNEY GENERAL



ANN M. RICE
DEPUTY ATTORNEY GENERAL

March 27, 2017

Sarah Blodgett, Executive Director
New Hampshire Judicial Council
25 Capitol Street, Room 424
Concord, NH 03301-6312

Dear Ms. Blodgett:

I am writing 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 are often able to devote far more time to their work than many paid Guardians and they bring a life experience to the work that is very valuable to the courts.

CASA has played a significant role in helping to shape public policy and practice improvements in the area of child abuse and neglect. Marcia (Marty) Sink, President/CEO of CASA has served on the Attorney General's Task Force on Child Abuse and Neglect for 27 years and serves as a member of its Executive Committee.

CASA representatives serve on a number of initiatives run from the New Hampshire Department of Justice: the Attorney General's Child abuse and Neglect Conference Committee; the Child Fatality Review Committee; the Domestic Violence Fatality Review Committee, and the New Hampshire Sudden Unexplained Infant Death Project. 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 New Hampshire Department of Justice, I urge the support of the Judicial Council of CASA's proposal. Please do not hesitate to call me if you would like to discuss this further.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Foster".

Joseph A. Foster
Attorney General



CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix I

CASA of NH

Certificate of Authority

Certificate of Vote

NH Certificate of Good Standing

Certificate of Insurance

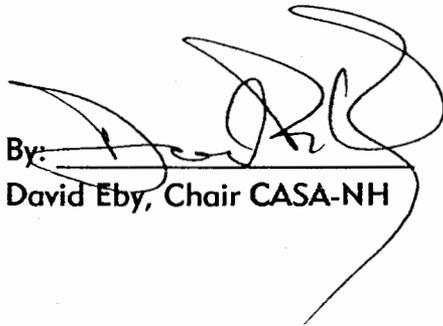
CERTIFICATE OF AUTHORITY

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, 2019 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: 
David Eby, Chair CASA-NH

March 8, 2017

CERTIFICATE OF VOTE
Without Seal

I, David Eby, 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 8, 2017 which provide:
(Date)

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

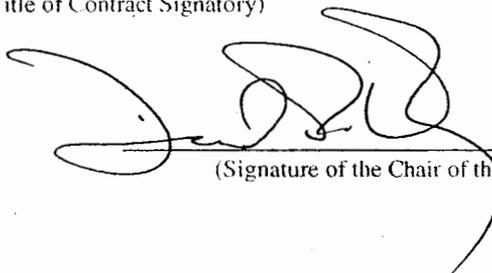
RESOLVED: That the President/CEO/Executive Director
(Title of Contract Signatory)

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

3. The forgoing resolutions have not been amended or revoked, and will remain in full force and effect as of March 8, 2017 through June 30, 2017. 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.

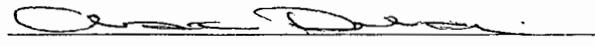

(Signature of the Chair of the Corporation)

STATE OF NEW HAMPSHIRE
County of Hillsborough

The forgoing instrument was acknowledged before me this 8 day of March 2017,

By David Eby
(Name of Chair of the Corporation)

(NOTARY SEAL)


(Notary Public/Justice of the Peace)

CHRISTINE DUHAMEL, Notary Public

Commission Expires: Commission Expires 8-5-20

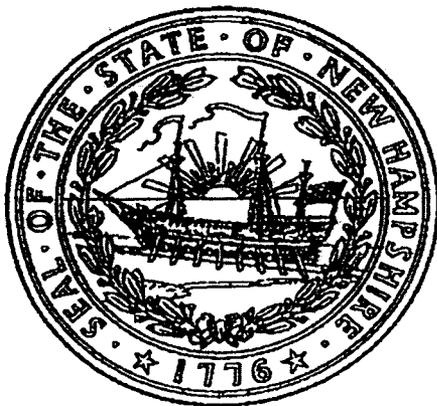
State of New Hampshire

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



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire.
this 9th day of February A.D. 2017.

A handwritten signature in cursive script, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/8/2016

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 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 03102	CONTACT NAME: Lorraine Michals, CIC PHONE (A/C, No, Ext): (603) 716-2362 E-MAIL ADDRESS: Lmichals@clarkinsurance.com	FAX (A/C, No): (603) 622-2854													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Philadelphia Indemnity Ins Co</td> <td>18058</td> </tr> <tr> <td>INSURER B : Wesco Insurance Company</td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		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 :
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INSURER E :															
INSURER F :															
INSURED CASA of NH Inc. PO Box 1327 Manchester, NH 03102															

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	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 OTHER:			PHPK1362530	07/01/2016	07/01/2017	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 - COMP/OP AGG \$ 2,000,000 NON OWNED HIRED \$ 1,000,000 COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			PHPK1362530	07/01/2016	07/01/2017	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			PHUB507019	07/01/2016	07/01/2017	PER STATUTE <input checked="" type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WWC3150858	07/01/2016	07/01/2017	

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

Re: State of NH-GAL Grant - Covering operations of the Named Insured during the policy period.

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

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