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THE STATE OF NEW HAMPSHIRE
 JUDICIAL COUNCIL
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May 19, 2025

Her Excellency, Governor Kelly A. Ayotte
 and the Honorable Executive Council
 State House
 Concord, N.H. 03301

REQUESTED ACTION

Authorize the Judicial Council to enter a contract with the Court Appointed Special Advocates of New Hampshire, Inc. (hereinafter CASA, Vendor Code 156690), Manchester, NH, in the amount of \$2,253,100 to provide guardian ad litem services in abuse and neglect cases and certain termination of parental rights and guardianship cases, pursuant to the provisions of RSA 490:26-F, effective July 1, 2025 upon Governor and Council approval through June 30, 2027. 100% General Funds.

Funds are anticipated to be available in Fiscal Years 2026 and 2027, upon the availability and continued appropriation of funds in the future operating budget, as follows:

	FY2026	FY2027
02-07-07-070010-1099-102 Court Appointed Spec. Adv-CASA	\$1,126,550	\$1,126,550

EXPLANATION

RSA 169-C:10, I and RSA 604-A:1-a require the appointment of guardians ad litem, at State expense, to assist abused and neglected children for the duration of court proceedings. This contract will enable CASA to continue to recruit, train and supervise volunteers to fill this important role, and will enable the State to avoid, in most cases, the more costly alternative of assigning these matters to private guardians ad litem who do not benefit from the same level of direct supervision and who bill the state for their time by the hour.

This contract represents an efficacious public-private partnership in which state funds are further leveraged with CASA's private fundraising, resulting in a significant reduction in direct costs to the State, while providing abused and neglected children with access to a well-trained corps of volunteers dedicated to representing their best interests. This contract will enable CASA to service 950-975 cases in 2026 and 950-975 cases in fiscal year 2027. The agreement also acknowledges the shared commitment of CASA and the Judicial Council to developing CASA's capacity to maximize its share of the overall statewide demand for guardian ad litem services in abuse or neglect matters and termination of parental rights cases.

The Judicial Council developed a detailed Request for Proposals (RFP) for guardian ad litem services. The RFP was listed on the Department of Administrative Services, Procurement and Support Services' website for Statewide Bids and Proposals as well as on the Judicial Council Website.

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

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

Respectfully Submitted,

A handwritten signature in black ink, appearing to be "Jay M. Buckey", written in a cursive style.

Jay M. Buckey

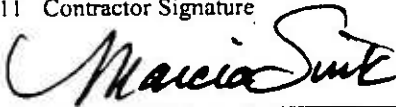
Executive Director

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 One Granite Place, Suite 226 Concord, NH 03301	
1.3 Contractor Name Court Appointed Special Advocates of New Hampshire, Inc.		1.4 Contractor Address PO Box 1327/138 Coolidge Avenue Manchester, New Hampshire 03105-1327	
1.5 Contractor Phone Number 603-626-4600	1.6 Account Unit and Class 010-007-10990000-102	1.7 Completion Date June 30, 2027	1.8 Price Limitation \$2,253,100
1.9 Contracting Officer for State Agency Jay M. Buckey, Executive Director		1.10 State Agency Telephone Number 603-271-3592	
1.11 Contractor Signature  Date: 5/15/25		1.12 Name and Title of Contractor Signatory Marcia R. Sink, President and CEO CASA of New Hampshire, Inc.	
1.13 State Agency Signature  Date: 5/15/25		Jay Buckey, Executive Director New Hampshire Judicial Council	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: Christopher Bond On: 5/19/25			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

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

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

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

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

3.3 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. 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 by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

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

5.2 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. 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.

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 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

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

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with this Agreement and all rules, regulations and orders pertaining to 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 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

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) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar days after giving the Contractor notice of termination;

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

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

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

9. TERMINATION.

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

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar 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. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

10. PROPERTY OWNERSHIP/DISCLOSURE.

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

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

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

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

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.

12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. **INDEMNIFICATION.** The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

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14. INSURANCE.

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

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

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

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

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

15. WORKERS' COMPENSATION.

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

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or any 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.** A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

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. CHOICE OF LAW AND FORUM.

19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. 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.

19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

20. **CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

21. **THIRD PARTIES.** This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

22. **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.

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

24. **FURTHER ASSURANCES.** The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

25. **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.

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

EXHIBIT A
ADDITIONAL PROVISIONS

1. Provisions 7.1 and 7.2 of the standard State contract are inapplicable to the extent that the parties agree that State employees or officials may serve as CASA volunteers.
2. CASA of N.H. may substitute comprehensive general liability insurance in the amount of \$1,000,000 per occurrence for the \$2,000,000 per occurrence amount identified in Paragraph 14.1.1 of the P-37.
3. No CASA volunteer shall have any personal right to reimbursement or payment from the State for services performed under this contract and CASA shall notify all participating volunteers that they are agents of CASA, and that they have no individual rights under this contract.
4. CASA and the Council will meet regularly during the term of this Agreement to assess the performance of CASA in attaining the goal of maximizing the number of new cases assigned to CASA during the term of this Agreement. This assessment will include a review of active cases, and the number of cases assigned to CASA. 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 not accepted by CASA.

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

PRELIMINARY

As used herein, "guardian ad litem services" are those services provided under the authority of RSA 169-C:10, RSA 170-C:8, applicable Supreme Court rules, and rules promulgated by the Guardian Ad Litem Board under RSA 490-C: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 Supreme Court when a case is appealed from the Circuit Court to Supreme Court pursuant to RSA 169-C:28 or RSA 567-A.

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

SERVICES

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

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

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Supreme Courts.

2. CASA will provide guardian ad litem services in those termination-of-parental-rights cases to which CASA certified and trained volunteers are appointed by the Probate and Supreme Courts.
3. When a CASA guardian ad litem is appointed in an abuse-and-neglect case, the CASA shall continue as the appointed guardian ad litem in any related termination-of-parental-rights proceeding. This continued appointment shall constitute a new case for the purposes of this agreement.
4. Notwithstanding the language in RSA 170-C:13, CASA will not be obligated to provide guardian ad litem services in termination-of-parental-rights proceedings when CASA was not involved in an underlying abuse-and-neglect proceeding and the State is not the moving party.
5. CASA will strive to meet fully the demand for guardian-ad-litem services in abuse-and-neglect and termination-of-parental rights cases in New Hampshire, subject to the constraints imposed by ethical guidelines regarding caseloads, the avoidance of conflicts of interest and resources.
6. CASA will implement the following timeline for training volunteers on a statewide basis:
 - a. July – August of 2025;
 - b. September – October of 2025;
 - c. November – December of 2025;
 - d. January – February of 2026;
 - e. March – April of 2026;
 - f. May – June of 2026;
 - g. July – August of 2026;
 - h. August – September of 2026;
 - i. October – November of 2026;
 - j. November – December of 2026;
 - k. January – February of 2027;
 - l. February – March of 2027;
 - m. April – May of 2027; and
 - n. May – June of 2027.

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

7. CASA will implement the following recruitment efforts in the 16-week period leading up to each training session:
 - a. Engage in advocate's letter to the editor campaign;
 - b. Communicate directly to individuals who have expressed interest in volunteering;
 - c. Engage in community outreach through poster campaign;
 - d. Issue public service announcements as funding and staff resources allow;
 - e. Implement social media efforts to publicize upcoming trainings; and
 - f. Host a virtual or live community reception for prospective CASAs. Publicity for these events will include the following:
 - i. Press releases to local media;
 - ii. Invitations to local civic organizations and houses of worship;
 - iii. Posting on social media platforms; and
 - iv. Signage in local libraries and businesses.
8. CASA will accept a minimum of 450 "new" appointments – to include both abuse and neglect and termination appointments – in State Fiscal Year 2026 and a minimum of 475 "new" appointments – to include both abuse and neglect and termination appointments – in State Fiscal Year 2027.
9. CASA will provide supervision and training to the CASA volunteers in accordance with any applicable State standards as required by RSA 490-C:6. This shall include training on the topic of parenting in poverty.
10. CASA will ensure that its volunteers are adequately screened and made subject to the following specific requirements:
 - a. A criminal background check conducted by the New Hampshire Department of Safety;
 - b. A Central Registry Check, conducted by the New Hampshire Department of Health and Human Services, Division of Children, Youth and Families; and
 - c. A Sex Offender Registry Check conducted by CASA.

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

11. In its promotional materials and publicly distributed information, CASA shall make appropriate acknowledgement of the support CASA receives from the State.
12. CASA's Chief Executive Officer will submit the name of a volunteer or employee of the

Statewide Guardian ad Litem Contract
State Fiscal Years 2026 and 2027

organization to the Governor for consideration and appointment to the Guardian ad Litem Board, pursuant to RSA 490-C:2.

[Handwritten Signature]
5/15/25

REPORTING

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

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

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

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

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

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

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

General Information: concerning operations:

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

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

- CASA's definition of a "case";
- The number of new cases to which CASA was appointed during the year by case type;
- The number of cases closed during the year by case type;
- The number of active cases at the beginning of the State Fiscal Year;
- The number of active cases at the end of the State Fiscal Year;
- The total number of hours of services provided in cases closed during the year;
- The total number of miles driven by CASA volunteers in cases that were closed during the year; and,
- The total number of CASA guardians ad litem delivering services in active cases as of the last day of the State Fiscal Year.

EXHIBIT C
PRICE AND METHOD OF
PAYMENT

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

The State shall pay CASA the amount one million one hundred twenty-six thousand five hundred fifty dollars (\$1,126,550.00) in State Fiscal Year 2026 and one million one hundred twenty-six thousand five hundred fifty dollars (\$1,126,550.00) in State Fiscal Year 2027. 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 2027, each quarterly payment shall be in the amount of two hundred eighty-one thousand six hundred thirty-seven dollars and fifty cents (\$281,637.50). In State Fiscal Year 2027, each quarterly payment shall be in the amount of two hundred eighty-one thousand six hundred thirty-seven dollars and fifty cents (\$281,637.50).

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

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

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

Submitted: April 11, 2025





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Transmittal Letter

April 11, 2025

New Hampshire Judicial Council
ATTN: Jay Buckey, Executive Director
One Granite Place, Suite 226
Concord, New Hampshire 03301

Dear Council Members:

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

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

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

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

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

Sincerely,

Marcia Sink
President and CEO

www.casanh.org
800-626-0622

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

Guardian Ad Litem Services Proposal
to
NEW HAMPSHIRE JUDICIAL COUNCIL
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of
NEW HAMPSHIRE, INC.
April 11, 2025



Contact:
Jay Buckey, Executive Director
New Hampshire Judicial Council
One Granite Place, Suite 226
Concord, New Hampshire 03301
Voice: 603.271.3592
Email: Jay.M.Buckey@jc.nh.gov

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

Item #3 of Request for Proposal Guidelines: The Executive Summary

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

Over the last 36 years, CASA of NH has successfully developed a comprehensive and accountable approach to recruiting, screening, training, and supervising volunteer CASA advocates. The organization's model has been widely recognized as one of the best-managed CASA programs in the country. We have continuously adapted and expanded our services to meet the evolving needs of the children we serve.

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

Historically, CASA of NH has met and exceeded requirements for the National CASA/GAL Association for Children standards. National CASA State standards are presently being updated, and should be available in the Fall of 2025. National CASA Local standards were updated and are attached (see **Appendix A:1 + A:2**). Documents outlining CASA of NH Standards of Professional Conduct are attached (see **appendix A:3**).

Upon the effective date of July 1, 2025 or approval from Governor/Executive Council, CASA of NH will be prepared to assume responsibility for providing GAL services in all new cases available for assignment, except where a conflict of interest exists or where there is no immediately available CASA GAL in that area of the state. Specifically, CASA of NH will be prepared to provide guardian ad litem services in approximately *950-975 total active cases*, during *2025/2026*, and *950-975 active cases in 2026/2027*. CASA of NH continues to strive to accomplish the program goal of attaining sufficient capacity to handle all but the few cases that involve a conflict of interest.

CASA of NH's tightly-controlled, rigorous volunteer screening remains uncompromised. Every potential advocate undergoes: a carefully constructed written application; a personal interview with two staff members or one staff member and a highly skilled, experienced CASA Advocate, rigorous background checks (including criminal and DCYF Central Registry check), three letters of reference and have follow-up conversations, when necessary. CASA of NH cautiously and thoughtfully selects viable CASA GAL 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 or if training staff has concerns.

CASA GALs meet with the child regularly, collect all pertinent information about the child and submit written and oral reports to the appointing court that include recommendations regarding the child's best interest. In FYE '24 CASAGALs had 13,492 contacts/ in person visits.

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

In thirty-six years of consistent advocacy for victimized children, CASA of NH has earned its reputation for effective advocacy. Since 1989, over 14,472 New Hampshire children in more than 8,028 cases have found dedicated, focused CASA advocates standing beside them as they make their way through the child protection system.

CASA of NH is dedicated to responding swiftly to advocate for the services needed by the vulnerable children we represent. Many of these children have unique circumstances, including multiple mental, physical and emotional disabilities, experiencing homelessness, being recent immigrants or refugees. Our program serves children and young adults from birth to 21 years old, with a significant percentage being infants and toddlers. These young children as well as non-verbal children or children with developmental disabilities cannot advocate for themselves, making it crucial for someone to navigate the complex system on their behalf and provide comprehensive, unbiased information to the court.

Item #4 of Request for Proposal Guidelines: The Bidder Profile

Mission statement: CASA of NH is a not-for-profit organization committed to speaking for the best interests of abused and neglected children in New Hampshire courts. CASA recruits, trains and supervises volunteers who advocate for this vulnerable population. CASA of NH'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.

CASA of NH is the only organization of its kind in New Hampshire, filling a critical service gap in advocacy for abused and neglected children. Since its establishment in 1989, CASA has grown into a highly respected statewide organization, earning the trust and reliance of NH judges. These judges recognize the practicality and unique focus that CASA volunteers bring to their cases, prioritizing the health, safety, and overall well-being of children and youth. A state law enacted in 1995 at RSA 169-C:10, mandated that NH judges appoint a CASA before paid GALs, acknowledging the training, care and dedication that citizen advocates bring to their cases, as well as the significant cost savings to the state by utilizing a professional, highly trained volunteer organization. In a complex legal system where the child protection system must balance the best interests of abused and neglected children with the parental rights of their parents, CASAs serve as a voice of reason, ensuring that the needs of the children are at the forefront of decision-making processes:

CASA of NH 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 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. In accordance with the Guardian ad litem Board Rules, CASA GALs also have age appropriate conversations with children about their expressed wishes which is included in all court reports.

CASA volunteers play a crucial role in gathering and bringing critical information about the child to the courtroom, enabling the judge to make timely decisions for the child's well-being. This frequently includes recommendations around next steps, available resources, and placement while in state custody. CASA advocates meet with the child at least once per month to check in on their welfare, needs, and challenges, forming a complete picture of their situation. Additionally, advocates meet and speak with the people involved in the child's life, including parents, relatives, daycare providers, educators, foster parents, caseworkers, and therapists. The information they gather is presented orally and in written reports to the court, along with recommendations about placement and other relevant factors in the case. With the information provided by CASA GALs, Judges can make more informed decisions, prompting more hopeful, productive futures, while interrupting the cycle of abuse that can often repeat generation after generation.

In support of ongoing training efforts, CASA provides regular virtual and in person service workshops and trainings to its advocates on a variety of topics engaging professionals to present on various issues. Topics include trauma and mental health, Autism, trafficking, disabilities, substance misuse, disrupted adoptions, neurodiversity, incarcerated parents, and creative ways to connect with youth.

To effectively manage our statewide operations, we have established seven regional offices. These offices serve as the hub for our Program Managers, who oversee the work of our local volunteers, maintain strong relationships with the courts, and provide ongoing support and training. Our staff attorneys play a crucial role in providing legal expertise and case support to all program personnel and volunteers, ensuring that our advocacy efforts are grounded in sound legal principles.

Currently, CASA of NH employs thirty-five full-time (40hrs/wk) and eight part-time (under 40hrs/wk) staff members. Twenty-one employees provide direct service as they supervise and co-manage cases with approximately 663 carefully screened and comprehensively trained volunteers who have been actively involved in cases around the state of New Hampshire. Five people are dedicated to recruiting, screening and training applicants. Two part-time and one full-time attorneys provide statewide legal support to CASA advocates and the children they serve. In 2024, approximately 39% of cases required work by a staff attorney in the form of motions, responsive pleadings, court appearances and case consults. When needed, CASA of NH engages with private law firms who provide pro bono legal services for appellate and immigration legal work. Additional staff ensure the capacity of CASA of NH to continue to provide critical advocacy for abused and neglected children.

CASA of NH is a non-profit (501c:3) organization, governed by a Board of Directors. CASA of NH has two professional responsibility/liability policies. The first is through Philadelphia Insurance Company that covers all Board members, all staff and all CASA volunteers (\$1,000,000/\$2,000,000). The second is a corporate counsel policy through Business Risk Partners (\$1,000,000/\$1,000,000). *(In the event the contract is awarded, any necessary changes to CASA's current insurance coverage will be made to remain in full compliance with NH state requirements outlined in section 14.1.1)*

An organizational chart is attached (see appendix B)

CASA of NH Employee Handbook attached (see appendix G)

Item #5 of Request for Proposal Guidelines: Annual Financial statements (see appendix C).

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

Item #7 of Request for Proposal Guidelines: The Bidder Background and Experience

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, CASA of NH 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 well over one million children in the United States.

CASA of NH was founded in 1989 when Marcia Sink of Manchester was inspired and challenged to do so by her experience as a foster parent. Founding members of the New Hampshire CASA program developed a comprehensive, effective, and accountable method of screening, training, and supervising volunteers by experienced staff professionals. The CASA of NH program gathered momentum as New Hampshire judges discovered that citizen GALs were capable, reliable, and efficient.

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

CASA of NH has adopted strict accountability guidelines which regulate staff and volunteers as they focus solely on the child's best interest. These guidelines are more detailed and rigorous than required by statute and rules, RSA 490 and the Gal Board Rules. In addition to meeting the criteria for private guardians ad litem in Chapter Gal 300 CERTIFICATION REQUIREMENTS, CASA 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 the temperament to proactively speak for the child's best interest and to engage with other professionals in the case.

Prospective volunteers must also pass careful screening – i.e.: comprehensive interview with two CASA staffers, or one staff member and a highly skilled, experienced CASA Advocate; criminal records and Central Registry checks; and provide 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)
- meet with each child the CASA GAL is appointed as guardian ad litem at least once per month;
- meet with those significantly involved in the child's life in order to assemble complete information about the child's situation and needs;
- provide the court with a report in advance of every hearing, attend all court proceedings, and monitor resulting court orders;
- engage in ongoing education for 12 hours a year, specifically in Permanency and Termination of Parental Rights and mandatory trainings on new legislation and court protocols; 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.

The effectiveness of CASA's Program Directors and Program Managers in ensuring optimal advocacy by CASA GALs is measured through specific metrics and qualitative evidence. To assess the quality of support provided to CASA volunteers, we maintain an optimal ratio of Program Managers to CASA volunteers and ensure that volunteer advocate ratios to cases are maintained at an average of 1:1 or 1:2. This allows for effective supervision and support for volunteers, ensuring that they can provide the best possible advocacy for the children they serve.

In addition to quantitative metrics, we gather qualitative evidence through anecdotal feedback and volunteer surveys conducted by our staff. These surveys focus on volunteer satisfaction with the level of training and support they receive to increase volunteer retention. By understanding the needs and experiences of our volunteers, we can continuously improve our training and support programs to better meet their needs.

Program Managers complete a monthly supervision form (see appendix D) to track and monitor these metrics. This form captures important data points such as the number of CASAs who have left the program and the reasons for their departure. It also tracks any barriers volunteers encounter in their work with children, youth, and the court system. Additionally, the form documents the number of CASAs attending support groups, the frequency of contact with foster placements, relatives, or in-home families, the number of court continuances, check-ins with Peer Co-coordinators, the status of missing parents, the number of new cases, and the caseload of each Program Manager.

By collecting and analyzing this data, we can gain valuable insights into the effectiveness of our Program Directors and Program Managers in supporting CASA volunteers. This information informs our decision-making processes and allows us to make necessary adjustments to ensure the highest quality of advocacy for the children and youth we serve.

CASA will continue to administer a periodic judicial survey to gather valuable information from our Judges on CASA's performance and impact. Our Program Managers and Program Directors also work with outside child welfare agencies to monitor service delivery and evaluate effectiveness. Achieving the goal of representing 100% of the children in need will most importantly be measured by increasing the number of child and youth victims we represent.

CASA GAL Program Managers co-manage every case to guarantee a uniformly high level of service and accountability. Supervising CASA Program Managers 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 most qualified personnel it can attract. Program Managers are chosen for their educational preparation, communication capabilities, supervisory skills, experience, and commitment to children. All CASA employees are required to take the same 40-hour training provided to volunteers and are encouraged to further their professional development by attending conferences, networking among child protection and judicial professionals, participating on task forces and committees, and in on-site training provided by CASA Staff Attorneys and the Program Directors. All CASA volunteer Program Managers are required to engage in 12 hours per year of continuing education.

Additionally, all staff and advocates working with older youth ages 14-21 are expected 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)

For the past 36 years, CASA of NH has worked to reduce the number of placements for children and the duration of their case. Since its inception, as of FYE '24 CASA of NH has served 14,472 New Hampshire children on more than 8,028 cases. These children have received extraordinary advocacy from ordinary citizens and, as a result, have greater potential to become healthy, productive adults. The U.S. Department of Justice recognizes that CASA's involvement in a case interrupts the cycle of abuse and neglect and reduces both direct and indirect social expenditures.

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

In addition to its positive, direct impact on individual children, CASA of NH strengthens the overall community as it captures every opportunity to educate the public-at-large concerning issues of child

abuse and neglect; mobilizes thousands of volunteers in cost-effective and efficient ways; and collaborates with many other public, private, and professional stakeholders for the benefit of our state's victimized children.

CASA of NH has an important 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:

- 2001, New Hampshire Bar Association's *Frank Rowe Kenison Award*
- 2002 *Business NH's Nonprofit Business of the Year*.
- 2012 Citizens Bank and WMUR TV-9's *Champion's in Action*
- 2014 *Outstanding Woman in Business Award* from NH Business Review, Marcia Sink, President and CEO of CASA,
- 2015 *The Spirit of NH Award* for one of CASA's Advocates from Volunteer NH
- 2016, Marcia Sink, *One of 20 Outstanding Women in 2016*, WZID
- 2016, Child and Family Services, *Voice for Children Award*
- 2018 *New Hampshire Advantage Award*, Business and Industry Association, October 24th, 2018
- 2023 *Nonprofit of the Year* from the Nashua Chamber of Commerce
- 2024 *Spirit of NH Awards* to two of CASA's Advocates from Volunteer NH
- 2025 Women's History Month-Marcia Sink is one of 17 featured as a *Key Figure of NH*, WMUR

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

- CASA of NH has performed these services for 36 years and has provided guardian ad litem services as of FYE '24 to 14,472 children spanning 8,028 cases involved in the New Hampshire Family Court and the New Hampshire Supreme Court.
- CASA of NH exercises supervision and quality control by adhering to 1.) the close co-managing philosophy that is at the core of the supervised volunteer model, 2.) The State of New Hampshire Guardian ad litem rules, and 3.) National CASA Standards.
- Anecdotally, Judges relate that they are better informed and able to make more timely decisions when a CASA GAL is appointed.
- CASA of NH Internal Complaint Policy and Complaint Form (see appendix D)
- Five-year update on claims that CASA OF NH has been involved in (see appendix J).

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

- All listed on the cover to the appendix F

Item #9 of Request for Proposal Guidelines: Detailed Response and Scope of Work

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

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

With the funds being requested in this budget cycle, CASA will still seek to maintain its current state demand for GALs in child protection cases. CASA recognizes the necessity of appropriate case management and oversight. With the influx of the projected 300 new advocates over the next two years, CASA will maintain the strict case oversight and supervision required by our own program guidelines. Strong staff supervision and support are key elements in the retention of existing advocates.

CASA volunteers are available for appointment by judges in all New Hampshire Family Courts. They also are appointed to provide best interest recommendations in termination of parental rights (TPR) proceedings. CASA of NH assumes GAL responsibility for as many children as it can effectively serve. Only when there is a conflict of interest or when a volunteer is not immediately available in a specific area, does CASA of NH 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 the Gal Administrative Rules. The more CASA of NH is able to increase the pool of CASA advocates, the fewer the number of cases will be declined.

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

- Meet 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 parties at least five days before hearings or thirty days before a termination of parental rights (TPR) final 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.
- 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 FYE 2024 alone, they donated more than 92,028 hours of service and 682,048 un-reimbursed travel miles. To support their efforts, CASA of NH provides ample non-monetary resources: direct support, oversight, and guidance from their CASA staff; access to on-line resources; regional office and meeting space; immediate legal counsel from Staff Attorneys; and supplemental, pro bono legal advice from law firms who assist with special expertise as it is required.

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

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

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

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

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

- Susan Ashley, Trial Judge, New Hampshire Circuit Courts
- Marie Noonan, Director, New Hampshire Division for Children, Youth and Families
- Sally Wilson Erny, Deputy Chief Executive Officer, National CASA/GAL Association

Item #11 of Request for Proposal Guidelines: Cost of Proposal

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

FYE'26: \$1,126,550 for servicing 950-975 active cases.

FYE'27: \$1,126,550 for servicing 950-975 active cases.

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

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

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

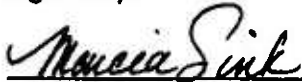
Court Appointed Special Advocates (CASA) of New Hampshire, Inc.
138 Coolidge Street
P.O. Box 1327
Manchester, NH 03105-1327

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

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

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

Signed by:



Marcia R. Sink, President and CEO



Appendix A:1

NCASA Standards for State CASA/GAL Programs



State Standards

National CASA/GAL is currently updating the *State Standards*. When the updates are complete, it will be announced in Network News.



Appendix A:2

NCASA Standards for Local CASA/GAL Programs

LOCAL PROGRAM STANDARDS AT A GLANCE

(NONPROFITS)

STANDARD 1 – CORE MODEL, MISSION AND VISION

CASA/GAL programs adhere to and advance the CASA/GAL mission and vision for court-appointed volunteer best-interest advocacy for all eligible children/youth, and work to strengthen and support families through the implementation of the *National CASA/GAL Core Model*. [Click here to jump to Standard 1.](#)

STANDARD 2 – VALUES

CASA/GAL entities embody and exhibit these common set of CASA/GAL values that guide all conduct, engagements, interactions, communications, and practices. Program volunteer advocates, staff and nonprofit governing board members demonstrate and promote the following CASA/GAL values: [set out in standard 2]. [Click here to jump to Standard 2](#)

STANDARD 3 – INDIVIDUALIZED, RELEVANT SERVICE

CASA/GAL entities commit to leveraging the insights, skills and strengths of our volunteer advocates, staff, board members and partners to inform individualized, relevant service that advances best-interest advocacy and optimal outcomes for each child/youth and family involved in judicial proceedings related to abuse or neglect. [Click here to jump to Standard 3.](#)

STANDARD 4 – ETHICAL CONDUCT AND CONFIDENTIALITY

Upholds the credibility, integrity, dignity and reliability of CASA/GAL advocacy by conducting all interactions in an honest, fair, respectful and compassionate manner. The program incorporates policies and practices to avoid conflicts of interest and preserve confidentiality. [Click here to jump to Standard 4.](#)

STANDARD 5 – GOVERNANCE AND ADMINISTRATION

Oversees and ensures compliance with applicable laws, regulations, fiduciary obligations, written agreements, standards and financial sustainability of the program. [Click here to jump to Standard 5.](#)

STANDARD 6 – MANAGEMENT AND FUNDING

Demonstrates mission-oriented leadership in operations management and is a responsible steward of all resources in order to maximize advocacy for children who are eligible for and in need of a CASA/GAL volunteer. [Click here to jump to Standard 6.](#)

STANDARD 7 – HUMAN RESOURCES

Follows written policies for recruiting, screening, training, supervising, evaluating and developing staff that advances the CASA/GAL mission. [Click here to jump to Standard 7.](#)

STANDARD 8 – VOLUNTEER ADMINISTRATION

Follows written policies for recruiting, screening, training, supporting, supervising, recognizing and retaining volunteers to fulfill the role and duties of court-appointed special advocates/ guardians ad litem, in accordance with applicable laws, rules, regulations and standards. [Click here to jump to Standard 8.](#)

STANDARD 9 – PUBLIC EDUCATION AND ENGAGEMENT

Communicates and actively engages with stakeholders and the general public to provide information and build support for the CASA/GAL mission and the needs of children who are involved in judicial proceedings related to neglect or abuse. [Click here to jump to Standard 9.](#)

STANDARD 10 – DATA AND RECORDS

Compiles, maintains, manages and reports quality data and information in accordance with applicable laws, policies and/or standards. The program maintains complete, accurate and current case records and volunteer files. [Click here to jump to Standard 10.](#)

STANDARD 11 – NATIONAL CASA/GAL MEMBERSHIP

The National CASA/GAL Association Board of Trustees determines new and continued membership in and with the national association and must approve all expansions, mergers, governance changes and name changes, consistent with National CASA/GAL Association standards, policies and protocols. The National CASA/GAL Association Board of Trustees establishes the membership categories, criteria and requirements for all affiliations with the National CASA/GAL Association.

Members of the National CASA/GAL Association operate in compliance with this membership standard and carry out the duties and responsibilities outlined in the designated membership category. The following are required for CASA/GAL state, local, Tribal program and auxiliary membership. [Set out in Standard 11.] [Click here to jump to Standard 11.](#)

GLOSSARY

[Click here to jump to the glossary](#)

STANDARDS FOR LOCAL CASA/GAL PROGRAMS

(NONPROFITS)

The National CASA/GAL Association reserves the right to review, revise and update the *Standards for Local CASA/GAL Programs* as necessary.

Applicable statutes, law, Tribal law, court rules and regulations take precedence. Please notify the National CASA/GAL Association about any conflicts or irresolvable obstacles preventing full alignment with these standards by emailing LPQR@nationalcasagal.org.

STANDARD 1 – CORE MODEL, MISSION AND VISION

CASA/GAL programs adhere to and advance the CASA/GAL mission and vision for court-appointed volunteer best-interest advocacy for all eligible children/youth, and work to strengthen and support families through the implementation of the *National CASA/GAL Core Model*.

Elements of Practice

- A. CASA/GAL advocacy is grounded in the knowledge that children grow and thrive in strong, stable permanent families, understanding the need for cultural humility and trauma-informed practices, with a commitment to family preservation, reunification and permanence.
 - 1) CASA/GAL community volunteer advocates:
 - a. Are thoroughly screened per National CASA/GAL Association standards prior to and regularly throughout their service.
 - b. Are trained in the National CASA/GAL research-informed pre-service curricula according to National CASA/GAL training and facilitation standards and engage in continual learning and development.
 - c. Are supervised and supported by program staff or peer in accordance with National CASA/GAL standards.
 - d. Meet in-person with the child/youth every thirty (30) days at a minimum.
 - e. Advocate for the best interests of children/youth by:
 - i. Gathering information from and collaborating with the child/youth, the child's/youth's family, professionals and others with relevant information about the child/youth.
 - ii. Assessing and identifying risks to inform needs for services and supports for the child/youth and family.
 - iii. Providing up-to-date, fact-based information and/or recommendations to the court to help the judicial officer make the most well-informed decisions.
 - iv. Providing the child's/youth's wishes to the court.
 - v. Providing active advocacy and attending court hearings until directed otherwise by the court or released by the program.
 - 2) CASA/GAL programs are appointed and sanctioned by the court to serve children/youth:
 - a. Who are involved in judicial proceedings related to abuse or neglect as defined by relevant child welfare laws.
 - b. Living at home or in out-of-home care.
 - c. From birth through the age defined by state law, Tribal law or court rule as the limit to youth remaining in care.
 - d. Through supervision and support of CASA/GAL volunteer advocates and/or peers.
 - e. Through active advocacy until directed otherwise or released by the court.
 - 3) CASA/GAL programs develop and incorporate strategies and practices to strengthen and support families by understanding and embodying these guiding principles:
 - a. Family preservation and reunification are key components of CASA/GAL best-interest advocacy and are foundational to the well-being of children/youth with the understanding that children, youth and families experience trauma when separated.
 - b. Children/youth do best within a strong, stable and permanent family whether biological or non-biological, chosen or circumstantial, which connects the

child/youth and parent/caregiver through culture, tradition, shared experiences, emotional commitment and mutual support.

- c. When children/youth are separated from their families, regular contact with their parents/caregivers, siblings, relatives and community is critical.
- d. Working effectively with children and youth in their home as well as in out-of-home care is essential to CASA/GAL best-interest advocacy.
- e. Family-finding strategies are an important element of best-interest advocacy to maintain key relationships for the child/youth.
- f. CASA/GAL best-interest advocacy serves as a protective factor by ensuring a consistent, stable, engaged presence in the child's/youth's life.
- g. When a court determines a child cannot be safely reunified with their family of origin consistent with legal mandates, another permanent placement is in a child's best interests.

B. The program's governing body develops, adopts and advances a written program mission statement. The program's mission is:

- 1) Consistent with the *National CASA/GAL Association Mission* which states:
[National CASA/GAL Association partners] with state and local member programs to support court-appointed volunteers who advocate for a child's best interest and work to strengthen families.
- 2) Reflective of the *Role of a Local Program* which states programs:
[Local CASA/GAL programs] provide a sound organizational framework to recruit, screen, train, supervise, support and retain court appointed special advocates/guardians ad litem.
- 3) Operationalized for decision-making at all levels to guide services, priorities, planning, and volunteer administration.
- 4) Reflected throughout the program's written materials and published on the program's webpage.

C. The program's governing body develops, adopts and advances a written program vision. The program's vision:

- 1) Is consistent with the *National CASA/GAL Vision* which is:
A world where every child thrives in a safe, permanent home.
- 2) Strives to serve all eligible children and youth within the program's service area.
- 3) Envisions all eligible children and youth in the program's service area thriving within a permanent, strong, stable family.
- 4) Reflected throughout the program's written materials and published on the program's webpage.

STANDARD 2 – VALUES

CASA/GAL entities embody and exhibit these common set of CASA/GAL values that guide all conduct, engagements, interactions, communications, and practices. Program volunteer advocates, staff and nonprofit governing board members demonstrate and promote the following CASA/GAL values.

Elements of Practice

- A. It is in a child's best interest to remain with their family of origin when possible and if conditions are safe:

We know separation causes trauma and believe families should receive the resources they need to be reunited and stay together. This includes having children live with relatives and remain with siblings while in care. If they cannot be placed together, it is equally important for children to maintain contact with their siblings, as well as with their parent(s). We advocate for connecting families with services and support that will help them achieve stability.

- B. Partnership and respect are essential to successful collaboration:

Whether we work with member organizations, volunteers, individuals in the child welfare and judicial systems, families, educators or organizations that provide supportive services, we are reliable partners. We commit to integrating a wide range of viewpoints to achieve effective and inspiring solutions.

- C. Individualized, relevant services/practices are foundational to our work:

We respect and value the unique individuality of each child/youth, family, staff person, board member and volunteer. We know that everyone brings their personal experience, insights and strengths to their engagement with us. We strive for advocacy that is unique to each child/youth and family through deep knowledge of the child's/youth's history, needs and wishes. We commit to independent fact-finding and information gathering that is comprehensive for the purpose of pursuing the best outcomes for children/youth and families.

- D. Integrity drives the way we act:

We commit to having responsive, honest and fair interactions that address problems directly. We keep the best interests of children and families at the forefront. We hold ourselves accountable to the highest ethical and professional conduct.

- E. Empathy is essential:

We put ourselves in a position to work alongside others on their journeys with dignity, and we aim to better understand their perspectives. We respect the effort, time and care others are already putting into this important work and recognize the privilege we are afforded to be part of children's/youth's and families' lives. No one should be defined by their situation or circumstances, and we strive to appreciate every person fully for who they are.

- F. Positive impact and outcomes are the true measures of success:

In all of our work, we want our decisions and efforts to result in fewer children coming into or remaining in the child welfare system. We want to ensure that every child has the

opportunity to thrive. And we will use all of the tools, data and resources available to inform our practices and improve outcomes for children and families.

STANDARD 3 – INDIVIDUALIZED AND RELEVANT SERVICE

CASA/GAL entities commit to leveraging the insights, skills and strengths of our volunteer advocates, staff, board members and partners to inform individualized, relevant service that advances best-interest advocacy and optimal outcomes for each child/youth and family involved in judicial proceedings related to abuse or neglect.

Elements of Practice

- A. Best interest advocacy requires comprehensive understanding of each child's/youth's history, needs and wishes.
 - 1) Parents and all parties relevant to CASA/GAL appointments from the court are valued for their unique perspectives, insights and contributions toward assessing the child's/youth's best interests.
 - 2) CASA/GAL entities identify and leverage the strengths of each family member, staff person, volunteer and board member for optimal outcomes.
 - 3) CASA/GAL entities facilitate access to learning opportunities to develop an entity-wide strengths-based lens for best-interest advocacy.
- B. CASA/GAL entities work to ensure staff, volunteers and governing board members have a range of skill sets, experiences and abilities to meet the needs of the children/youth served, and to continually strengthen the CASA/GAL entity.
 - 1) The CASA/GAL entity's written strategic plan includes recruitment goals for staff, volunteers and board members that:
 - a. Address the needs of the children/youth served for the relevant service area
 - b. Support family preservation and reunification outcomes
 - c. Maximize efficient operations and practices
 - d. Elevate and amplify all resources to prioritize capacity-building to serve all eligible children in the relevant service area
 - 2) CASA/GAL entities engage individuals who can:
 - a. Help the program identify and understand the needs of the children/youth and families served.
 - b. Identify the action steps to address these needs through governance, recruitment, training, supervision, retention, evaluation and advocacy.
 - 3) CASA/GAL entities evaluate their recruitment needs at least annually for their service area.
 - 4) The CASA/GAL entity's strategic plan and/or recruitment plan includes one or more strategies for developing staff, volunteers and board members to continually build a strong collective base of varied skills, abilities and expertise for optimal outcomes for each child/youth, family, as well as the CASA/GAL entity.
 - 5) All recruitment, retention and development strategies and activities comply with applicable laws, statutes, Tribal law, court orders and regulations.

- 6) Local programs leverage resources and supports from the state CASA/GAL organization (if one exists) and the National CASA/GAL Association to advance the CASA/GAL mission.

STANDARD 4 – ETHICAL CONDUCT AND CONFIDENTIALITY

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

Elements of Practice

A. Requires ethical conduct.

- 1) The program establishes policies to govern ethical conduct of its staff, paid consultants, volunteers and governing board.
- 2) The program maintains a written conflict of interest policy approved by the governing board.
The conflict of interest policy:
 - a. Is signed annually by staff, paid consultants, and members of the governing board and the program retains this document in the appropriate record or file.
 - b. Identifies and defines conduct and transactions in which a conflict of interest exists or has the potential to exist and warrants disclosure.
 - c. Prohibits staff, paid consultants, volunteers and members of the governing board from having direct or indirect financial interest in the assets, leases, business transactions or professional services of the program.
 - d. Prohibits staff and/or assigned CASA/GAL volunteers from being related to any parties involved in the case or being employed in a position and/or affiliated with an agency that might result in a conflict of interest.
 - e. Identifies other specific conduct or circumstances that constitute a conflict or potential conflict and would therefore be prohibited.
 - f. Requires that the individual involved makes timely disclosure to the program of any conflict or potential for conflict of interest.
 - g. Includes a procedure for recusal from the transaction, case or decision by the individual with the conflict or potential conflict.
 - h. Includes a procedure for dismissal or other appropriate discipline of the individual involved with a conflict in the event said individual fails to disclose the conflict prior to becoming involved in the transaction, case or decision affected by the conflict.
- 3) Although legal counsel may be provided to the program under voluntary auspices on a pro bono basis and a lawyer who offers legal counsel may sit on the program board, the program clarifies these roles in order to keep the two functions separate.
- 4) If active volunteers are members of the governing board, there are processes and procedures in place for handling potential conflicts of interest in relation to human resources and other issues with potential for a conflict of interest.
- 5) The program's staff, volunteers and governing board members must immediately notify the CASA/GAL program of any criminal charges filed against them.

- 6) The program shall promptly refer to National CASA/GAL and the state CASA/GAL organization any credible evidence that a staff person, volunteer, governing board member, contractor, subcontractor, subgrantee or other person affiliated with the program has committed a criminal or civil violation of law pertinent to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving program funds.

B. Maintains confidentiality.

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

STANDARD 5 – GOVERNANCE AND ADMINISTRATION

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

Elements of Practice

A. Ensures the governing board adheres to its role and responsibilities:

- 1) Ensures program compliance with applicable federal, state and local statutes, court rules, ordinances, executive orders and appropriate regulations.
- 2) Provides the program with access to legal counsel and/or relevant legal expertise to clarify the meaning of laws and regulations governing its program operations and to provide legal counsel as needed to assist in performing the duties assigned to the volunteers by the courts.
- 3) Establishes a written strategic plan with annual operational goals and objectives that is reviewed and evaluated annually.
- 4) Ensures development of and compliance with all policies required by National CASA/GAL.
- 5) To assess the need for updates, the program will review all required policies, plan, protocols and governance documents at least every three (3) years (or more often if required by law, rule, regulation, ordinance, executive order, court order, standards or legislative activities). The reviewer(s) and date of review or update will be recorded on the document.
- 6) Adheres to a whistleblower policy which provides members of the governing board, staff and volunteers a procedure for reporting unethical, inappropriate or illegal activities by members of the governing board, staff or volunteers and such policy affords the reporter protection in making good faith reports about such activities.
- 7) Secures sufficient financial resources and manages resources prudently in order to support the program's provision of services.
- 8) Adopts the program's written budget annually which guides the management of resources based on:
 - a. Funding anticipated during the program year.
 - b. Fixed and incremental costs of operating the program and identification of potentially changing costs.
 - c. Review, approval and documentation of any budget deviations.
- 9) Ensures the program has applicable insurance coverages, such as liability insurance, workers' compensation insurance and directors' and officers' coverage.

- 10) Appoints the executive director, or functional equivalent, and delegates authority and responsibility for program operations, financial management and policy implementation to the executive director.
- 11) Evaluates the performance of the executive director in writing at least annually utilizing written performance criteria.
 - a. Provides for the participation of the executive director in the evaluation process.
 - b. The executive director is given the opportunity to sign the evaluation report, to obtain a copy and to include written comments before the report is entered into the human resources record.
- 12) Establishes a written succession plan for the executive director position. The plan makes provision for the following:
 - a. Designating an interim executive director, if necessary.
 - b. Charging a committee or designee with responsibility for conducting a formal search.
 - c. Identifying and providing resources needed to carry out the search effectively.
 - d. Notifying the state CASA/GAL organization, National CASA/GAL, significant funders, staff and stakeholders promptly.
- 13) Maintains records of every governing board meeting and accurately reports all actions taken by the governing board and includes a summary of the governing board's deliberations. The written record also includes reports of board committees. The written record is prepared in a timely manner and copies are made available to members of the governing board. A master copy of the written record, to include all board meeting minutes, dates, topics or agendas, and attendance records, is kept with the CASA/GAL program's official documents.
- 14) Ensures the program has been granted the legal authority to operate through state or local statutes, executive or judicial order or court rules.
- 15) Ensures the program has a statute or written agreement with the juvenile or family court that defines the case assignment and acceptance process as well as the working relationship between the program and the court.
 - a. The agreement must be reviewed at least once every three (3) years to assess the need for updates.
 - b. The written agreement between the CASA/GAL program and the court must be renewed when there is a change in the judicial leadership or changes in policy, law or local court rules, or program resources that substantially impact the relationship between the program and the court.
 - c. The CASA/GAL program has regular communication with the court in order to evaluate the court's satisfaction with the program and to obtain the court's recommendations for improving the effectiveness of the program.
- 16) Ensures the development of, compliance with, and review of by-laws for programs structured as nonprofits. At a minimum, the by-laws:
 - a. Meet statutory requirements.
 - b. Describe the organizational structure and responsibilities of the governing board.

- c. Establish the mechanisms for selection, rotation and duration of membership, and election of officers.
 - d. Describe terms of board membership.
 - e. Set the minimum number of formal meetings of the full governing board at least four (4) times per calendar year.
 - f. Set the quorum for these meetings of at least a simple majority of the current membership of the governing board.
 - g. Describe standing committees to include executive and finance committees.
- B. Ensures and monitors screening of all staff, volunteers and members of the governing board as follows:
- 1) Obtains a completed written application from each prospective staff person, volunteer or governing board member containing information about educational background, training, employment history and experience working with children.
 - 2) Obtains the names of three (3) or more references that are unrelated to the applicant.
 - 3) Obtains written authorization and information for the program and other appropriate agencies to secure and secures a background check on each prospective staff person, volunteer and governing board member initially and at least every four (4) years if there are no Rap Back services to include:
 - a. Criminal records from the court jurisdiction in which the applicant currently resides and works.
 - b. State criminal records.
 - c. FBI or other national criminal database.
 - d. National sex offender registry.
 - e. Child abuse registry or child protective services check where permissible by law.
 - f. Social security number check or the equivalent that allows for additional names, aliases and/or addresses to be obtained for the individual for further checks.
 - 4) Conducts a personal interview in-person with each prospective staff person, volunteer and governing board member.
 - 5) Secures county and state criminal record checks for any county or state not covered by a national criminal background check in which the prospective staff person, volunteer or governing board member has resided for the previous seven (7) years.
 - 6) Secures a child abuse registry or child protective services check, unless prohibited by law, for any state in which the prospective staff person, volunteer or governing board member has resided for the previous seven (7) years.
 - 7) Declines any prospective staff person, volunteer or governing board member who refuses or fails to sign a release of information form or submit the required information necessary for any of the checks required by these *Standards for Local CASA/GAL Programs*.

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

C. Provides program administration oversight as follows:

- 1) Ensures clear lines of accountability and authority exist at all levels of the program's organizational and management structures and are formalized in a chart of the organization, showing lines of accountability to which all staff, volunteers, and governing board members have received orientation.
- 2) If the CASA/GAL program is under the umbrella of a parent organization, a written agreement or memorandum of understanding (MOU) is developed that:
 - a. Details the rights and responsibilities of the program and the parent organization.
 - b. Includes procedures for resolving situations in which a conflict of interest exists between the CASA/GAL program and its parent organization.
 - c. Contains the protocol for resource development activities of both organizations.
 - d. Sets a time frame of no more than two (2) years for review and possible revisions of the agreement.
 - e. Specifies the process for termination of the agreement or memorandum of understanding.

- 3) Communication and collaboration between staff, volunteers and governing board members is promoted by providing opportunities for interactions amongst volunteers, staff and the governing board.

D. Recruits members of the governing board:

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

E. Provides formal orientation for governing board members:

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

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

G. Maintains governing board records:

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

STANDARD 6 – MANAGEMENT AND FUNDING

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

Elements of Practice

A. Demonstrates program leadership.

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

B. Manages financial resources.

- 1) The program follows a written plan for securing and maintaining diversified financial resources adequate to accomplish its established goals and objectives.
- 2) The program maintains its tax-exempt status, if applicable.
- 3) The program seeks to conserve its financial resources by:
 - a. Accessing benefits allowed for tax exempt organizations, when applicable.
 - b. Maintaining sound policies regarding purchasing and inventory control.
 - c. Using competitive bidding, where applicable, in accordance with governing board policy and law or regulation.

- 4) The program regularly analyzes:
 - a. Cost of operations.
 - b. Current and potential funding sources.
 - c. Allocation of funds.
 - d. Effectiveness in achieving budget objectives.

C. Reports and accounts for fiscal operations.

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

Annual Program Revenue	Time Requirement	Required Level of Independent Review	Acceptable Service Provider
> \$500,000	Annual	Audit	Independent CPA
\$250,000 – \$500,000	Annual	Financial Review	Independent CPA
< \$250,000	Annual	Financial Compilation	Qualified Individual

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

D. Adheres to accounting and financial reporting policies.

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

E. Develops resources to sustain the program.

- 1) The program's governing board sets policies and provides oversight for resource development activities carried out by its staff and volunteers.
- 2) The program registers with the applicable state agency to conduct charitable solicitations.
- 3) The program provides potential funders with an accurate description of the program, its purpose and services as well as the financial needs for which the solicitation is being made.

- 4) The program spends funds for the purposes for which they were solicited and/or designated, except for reasonable costs for administration of resource development activities.
- 5) The program establishes controls on processing and acknowledging contributions in accordance with applicable laws.

F. Manages the workplace.

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

G. Monitors for and minimizes risk.

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

such as indemnification, participation in a risk-pooling trust or external insurance coverage.

g. Establishing and adhering to procedures to safeguard all staff, volunteer, governing board and program confidential email communications.

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

STANDARD 7 – HUMAN RESOURCES

Follows written policies for recruiting, screening, training, supervising, evaluating and developing staff with a wide range of skills, insights and abilities to advance the CASA/GAL mission.

Elements of Practice

A. Maintains and adheres to human resources policies.

- 1) The program has and adheres to written human resources policies and practices that specify the responsibilities of staff. Human resources policies and practices are fair clear and consistent.
- 2) Written human resources policies are made available to all program staff, which include, but are not limited to:
 - a. Human resources practices.
 - b. Working conditions.
 - c. Wage policies and benefits, as applicable.
 - d. Insurance protection.
 - e. Required and supplemental training, and development opportunities.
 - f. Social media policy.
 - g. Policy requiring all staff and contract workers to disclose any paid employment, contract work, volunteer service, or membership on a board of directors that might present a conflict of interest.
 - h. Whistleblower policy.
- 3) Each staff person receives a copy of the human resources policies and provides a signed acknowledgement of reading and understanding the policies which is kept on file.
- 4) The program complies with applicable laws and regulations governing employment practices.
- 5) The executive director and/or appropriate designee reviews at least every three (3) years the human resources policies and updates the policies as needed and submits the proposed policies to the governing board for review and approval.
- 6) Salaries and benefits are established by considering practices of similar nonprofit organizations in the program's area.
- 7) The program maintains written operational procedures regarding grievances to provide staff the opportunity and means to lodge complaints and appeals, unless prohibited by law.
- 8) The program acts on any complaints in accordance with its procedures and keeps documentation on file.
- 9) The complainant is informed of the resolution of any complaint, subject to confidentiality limitations, and a copy of the notification is maintained on file.

- 10) Written procedures allow for the periodic participation by the executive director or delegate in the governing board's review of human resources policies and for written notification to staff of any changes to the human resources policies.

B. Recruits and selects qualified staff.

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

C. Retains qualified staff.

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

D. Ensures new staff receive orientation.

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

E. Trains and develops staff.

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

- 4) A program that adopts and implements a peer coordinator model (or other models utilizing volunteers coordinating other volunteers):
 - a. Has a written job description for the position of peer coordinator.
 - b. Provides adequate supervision for the peer coordinator and holds them accountable for the performance of assigned duties and responsibilities.
 - c. Has a written policy that requires a peer coordinator to participate in equivalent staff orientation, training and evaluation as paid staff.
 - d. Maintains that any staff assigned to the supervision of a peer coordinator as a full-time function will not supervise more than 15 peer coordinators.
 - e. Maintains that a peer coordinator will not oversee more than 10 volunteer advocates.
 - f. Establishes a plan for managing cases assigned to the peer coordinator in the event that the peer coordinator leaves or becomes unavailable.

F. Supervises and evaluates staff.

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

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

G. Maintains human resources records.

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

STANDARD 8 – VOLUNTEER ADMINISTRATION

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

Elements of Practice

A. Recruits volunteer advocates.

- 1) The program's written strategic plan includes strategies for recruiting and selecting volunteers to advocate for the best interests of children and youth who are involved in judicial proceedings related to abuse or neglect.
 - a. Recruitment strategies incorporate CASA/GAL program guiding principles (Standard 1), measurable goals and specific activities to attract a volunteers who reflect the community served.
 - b. The recruitment plan includes measurable goals and strategies for community collaboration, media outreach, speaking engagements and other appropriate recruitment efforts.
- 2) The program prepares standardized information that is readily available to recruit volunteers which includes the following:
 - a. Purpose and role of the CASA/GAL volunteer.
 - b. Qualifications to become a CASA/GAL volunteer.
 - c. Minimum time commitment required.
- 3) The program informs potential volunteers of, and refers them to other CASA/GAL programs, National CASA/GAL or the state CASA/GAL organization if the applicant might be eligible for or prefer to serve in another program.
- 4) The program responds to all potential volunteer inquiries within five (5) business days of receipt.

B. Screens prospective volunteers.

- 1) A volunteer CASA/GAL is an individual who is at least 21 years of age and has successfully passed the application and screening process, has successfully completed the National CASA/GAL Association pre-service training, serves under the supervision of the program, and is appointed by the court to advocate for children who come into the court system as a result of abuse or neglect as defined by the state child welfare laws.
- 2) All volunteer applicants are required to provide the necessary information for screening, consistent with Standard 5.B.
- 3) If a volunteer applicant refuses or fails to provide the necessary documentation for screening consistent with Standard 5.B., the applicant is rejected.

- 4) The program's volunteer selection procedures ensure that those not selected are treated with dignity, respect and, if appropriate, referred to alternative volunteer opportunities.
- 5) The program completes all screening consistent with Standard 5.B. before the volunteer is assigned to a case and all screening is documented on file at the program office.
- 6) Upon selection, prior to assignment of a case, the program obtains signed agreement from each volunteer to the following written policies:
 - a. Conflict of interest policy.
 - b. Confidentiality policy.
 - c. Social media policy.
 - d. CASA/GAL volunteer policies and procedures.
- 7) A qualified volunteer who transfers to a new program must complete the full application and screening process consistent with Standard 5.B.
- 8) The program has a written policy regarding the reactivation of volunteers who have been inactive for more than one (1) year. The written policy shall include guidelines under which a volunteer would not have to be retrained. The volunteer's file must include documentation of reactivation.

C. Trains volunteers.

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

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

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

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

Cases are accepted and assigned regardless of age, race, ethnicity, national origin (ancestry), color, religion (creed), sex, sexual orientation, disability or physical challenge.

- 4) When possible, a volunteer is assigned at the earliest possible stage of the court proceedings.
- 5) All appointments and assignments are made by an appropriate written order of the court.
- 6) The program or the court notifies all parties and agencies involved in the case of the volunteer's appointment and release.
- 7) Volunteers are assigned to children with consideration to:
 - a. Experience, knowledge and skills.
 - b. Nature and difficulty of the current assignments.
 - c. Specific circumstances and availability of the volunteer.

E. Supervises volunteers.

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

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

- 1) The program maintains written volunteer policies and procedures.
- 2) Each volunteer receives a copy of the current volunteer policies and procedures and provides signed acknowledgement of reading and understanding the policies which is retained by the program in the volunteer's record.
- 3) The job description of the CASA/GAL volunteer is clearly communicated through written policies, role descriptions, pre-service training, continuing education and supervision.

- 4) The program volunteer policies and procedures specify the role and responsibilities of the CASA/GAL volunteer, are developed with the input and approval of the court (if not already determined by statute) and align with the *National CASA/GAL Association Core Model and Standards for Local CASA/GAL Programs*.
- 5) The volunteer policies and procedures shall include a description of the volunteer's role and responsibilities including but not limited to the following. The volunteer:
 - a. Reports any incident of child abuse or neglect, or any situation in which the volunteer has reason to believe that a child is in imminent danger to the appropriate authorities and the program supervisor.
 - b. Obtains first-hand a clear understanding of the needs and situation of the child by conducting an ongoing review of all relevant documents and records and interviewing the child, parents, social workers, teachers and other relevant persons, to gather information about the child's situation.
 - c. Identifies and advocates for the best interests of the child.
 - d. Collaborates and coordinates with legal, child welfare, and other partners to ensure service provision that is in the child's best interests.
 - e. At every hearing where permitted, provides a report for the court which includes information and recommendations about the child's needs and best interests.
 - f. Appears in court to advocate for the child's best interests and provides testimony when necessary.
 - g. Meets in-person with the child once every 30 days at a minimum.
 - i. In-person contact should take place where the child lives for a majority of visits to ensure in-depth knowledge of the child's environment for informed recommendations to the court.
 - ii. To allow for an exception, the program must have a written exceptions policy outlining circumstances when exceptions may be permitted. Exceptions to permit less frequent in-person contact, or alternatives for in-person contact, shall be documented and retained in the program's case record as to the justification for and reasonableness of the exception.
 - h. Makes recommendations for services for the child and the child's family.
 - i. Seeks information about whether a permanency plan has been created for the child and makes recommendations concerning permanency.
 - j. Monitors implementation of service plans and court orders and assesses whether court-ordered services are implemented in a timely manner and whether review hearings should be scheduled with the court.
 - k. Informs the court promptly of important developments in the case through appropriate means as determined by court rules or statute.
 - l. Advocates for the child's best interests in the community by interfacing with mental health, educational and other relevant systems, subject to confidentiality limitations.
 - m. Participates in all scheduled case reviews with program supervisory staff.
 - n. Participates in continuing education relevant to CASA/GAL service.
 - o. Maintains complete records about the case, including appointments, interviews, and information gathered about the child and the child's life circumstances.

- p. Discusses all recommendations concerning the case with the program supervisor prior to submitting recommendations to the court.
 - q. Is prohibited from the following activities:
 - i. Taking a child to the volunteer's home.
 - ii. Taking a child to any location that is not pre-approved by the child's legal guardian, custodial agency and CASA/GAL program supervisor or director.
 - iii. Giving legal advice or therapeutic counseling.
 - iv. Making placement arrangements for the child.
 - v. Giving money to the child, the child's family, caregiver, parent, relative or anyone associated with the case.
 - vi. Accepting money from child, the child's family, caregiver, parent, relative or anyone associated with the case.
 - r. Returns the case file and notes to the program when the volunteer's assignment concludes or the case closes.
- 6) The program supervisor does not alter the volunteer's reports or recommendations without the knowledge and documented agreement of the CASA/GAL volunteer.
 - 7) The program has a written policy for the giving and receiving of gifts between volunteer advocates and the children/youth and families served.
 - a. Gifts that may be perceived as influencing either the volunteer advocate or the children, families and related parties are prohibited.
 - b. Gifts that may undermine or negatively impact the relationship between the child/youth and their family or caregiver are prohibited.
 - c. Modest and reasonable gifts may be permitted.
 - d. The gift policy clarifies that the program may equitably provide modest gifts to children, youth and families as made available by program partners and supporters.
 - 8) The program has a written policy to resolve conflicts between a volunteer and the program supervisor regarding the handling of a case, reporting of information, or the recommendations to be included in a report to the court.
 - 9) The program will not assign more than two (2) cases at a time to a volunteer.
 - a. To allow for an exception, the program must have a written exceptions policy outlining circumstances when exceptions may be permitted. An exception may be granted in the discretion of the CASA/GAL program staff. However, the decision to permit additional assignments shall be documented as to the justification for and reasonableness of the exception.
 - b. Under the exception, a volunteer is not assigned more than five (5) cases and the program ensures that the volunteer adheres to the role and responsibilities as described in Standard 8.F.5.
 - 10) When the practice of transporting children is not prohibited in the state, and the program allows staff or volunteers to provide transportation for children, the program:
 - a. Has written policies.
 - b. Secures the necessary liability insurance to cover the program and the staff or volunteer.

- c. Ensures that the staff or volunteer obtains written permission of the supervisor or director.
- d. Obtains written permission of the child's legal guardian or custodial agency.
- e. When allowing use of a personal vehicle for transportation of children, ensures that the staff or volunteer who has agreed to provide the transportation:
 - i. Has passed a motor vehicles division record check annually.
 - ii. Provides annually to the program a copy of a valid unexpired current driver's license, and proof of adequate personal automobile insurance that meets the required state minimum if one exists or the program's insurance carrier minimum if absent a state minimum.
 - iii. Is knowledgeable of the potential personal risk of liability and chooses to accept the responsibility.

11) When a program allows volunteers or staff to take photos of children, the program has written policies that guide the purpose, use, distribution, storage and destruction of the photos after case closure.

- a. Policies allow photos only when:
 - i. Requested or required by the court to be included with or in the court report, or
 - ii. Written permission is obtained from the legal guardian.
- b. Policies prohibit the use of photos for social media, marketing or personal use unless written authorization is provided by the legal guardian.

G. Takes corrective action when necessary.

- 1) The program has policies and procedures that specify the conditions for corrective action and non-voluntary dismissal of volunteers.
- 2) Appropriate grounds for dismissal of a volunteer include, but are not limited to:
 - a. Taking action without program or court approval which endangers the child or is outside the role or authority of the program.
 - b. Engaging in ex-parte communication with the court.
 - c. Violating a program policy, court rule or law.
 - d. Failing to complete the required National CASA/GAL Association pre-service training or 12 hours of continuing education each year.
 - e. Failing to effectively carry out assigned duties, which may include not following program direction or guidance.
 - f. Falsifying a volunteer application or misrepresenting facts during the screening process.
 - g. Having allegations of child abuse or neglect brought against them.
 - h. Experiencing an irresolvable conflict of interest.
- 3) The program's policies and procedures specify the person or persons with authority to dismiss a volunteer.

H. Maintains volunteer records.

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

STANDARD 9 – PUBLIC EDUCATION AND ENGAGEMENT

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

Elements of Practice

A. Educates and engages the public.

- 1) Consistent with the *National CASA/GAL Association Core Model* and *National CASA/GAL Association Brand Usage and Intellectual Property Standards*, the program establishes and executes a written plan for public information, outreach and education activities to provide an understanding of the program's purpose, function and role in judicial proceedings and the community social service system.
- 2) The program disseminates public information to broaden awareness about the needs of the children it serves and the benefits of CASA/GAL advocacy for those children.
- 3) The program works closely with representatives from the legal and social services communities, other child advocacy programs, community service and civic groups, as well as with businesses to advance the CASA/GAL mission and to foster interagency collaboration and coordination of services for children.
- 4) The program works in partnership with the state CASA/GAL organization and the National CASA/GAL Association to disseminate timely information concerning newsworthy events, stories and occurrences to advance the CASA/GAL mission and benefit the children served.
- 5) The program has a written communications policy that:
 - a. Aligns with the *National CASA/GAL Association Brand Usage and Intellectual Property Standards*.
 - b. Outlines appropriate contact with the media and an escalation protocol for state or national media inquiries.
 - c. Identifies who communicates with the public.
 - d. Addresses use of social media.
 - e. Requires that issues with the potential of negatively inappropriately impacting or posing risk to the CASA/GAL brand such as allegations of fraud, illegalities, child fatality, misconduct, abuse, and theft are promptly escalated to the National CASA/GAL Association.
 - i. Requires all requests for information and media inquiries about the National CASA/GAL Association be promptly directed to and handled by the National CASA/GAL Association.
 - ii. Requires all requests for information and media inquiries about a state CASA/GAL organization be promptly directed to and handled by the state CASA/GAL organization.
 - iii. Requires all requests for information and media inquiries about a local CASA/GAL program be promptly directed to and handled by that local program.

- 6) The program has a written crisis management plan that addresses issues that may have significant impact on the credibility, reputation or funding at the local, state or national level. This crisis management plan:
- a. Requires prompt information sharing between the program, governing board, court, National CASA/GAL and the state organization within 24 hours, subject to confidentiality limitations.
 - b. Identifies who from the local program may respond to public comment, requests for information and/or media inquiries.
 - c. Establishes a procedure or protocol for information sharing with other key stakeholders as appropriate.

STANDARD 10 – DATA RECORDS

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

Elements of Practice

A. Collects data for reporting.

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

B. Retains child and case information.

- 1) The program maintains complete, accurate and current records for each child served, which include:
 - a. Name of the child.
 - b. Name of volunteer.
 - c. Date of appointment by the court.
 - d. Date of assignment of the case to the volunteer.
 - e. Date the case is closed by the court.
 - f. Date the volunteer is released from the case.
 - g. Biographical or other identifying information.
 - h. Background on the nature of the presenting problem or reason for referral by the court.
 - i. Court reports and any court orders related to the service being provided.
 - j. Social service case plan, or other document from the child protection agency indicating the plan for the child.
- 2) Records for all children served are kept up to date through:
 - a. Current contact entries.
 - b. Periodic progress notes or summaries.
- 3) The program maintains copies of all volunteer reports, written correspondence concerning the case, significant case updates and issues discussed through non-written communications (such as in-person meetings or phone calls) not otherwise included in volunteer reports or written correspondence. The program also requires its volunteers to turn in their case records including all notes when the case is closed.

- 4) Upon case closure, a record (e.g. court order, case closure summary, recording in database) is made of the date and reason for closure.
- 5) The program has written operational procedures, consistent with legal requirements, and with the policy on confidential information, governing the retention, maintenance, protection, destruction and return of case files when the case is closed. Procedures should include:
 - a. Records are kept a minimum of seven (7) years from case closure unless there is a court or statutory requirement that dictates otherwise.
 - b. Electronic children's case files are backed up on a separate system at least once a week and the backup is kept off site.
- 6) The program has established procedures for the legal and programmatic release, in writing, of volunteers when a case is closed or when a volunteer is removed from a case.

STANDARD 11 – NATIONAL CASA/GAL MEMBERSHIP

The National CASA/GAL Association Board of Trustees determines new and continued membership in and with the national association and must approve all expansions, mergers, governance changes and name changes, consistent with National CASA/GAL Association standards, policies and protocols. The National CASA/GAL Association Board of Trustees establishes the membership categories, criteria and requirements for all affiliations with the National CASA/GAL Association.

Members of the National CASA/GAL Association operate in compliance with this membership standard and carry out the duties and responsibilities outlined in the designated membership category. The following are required for CASA/GAL state, local, Tribal program and auxiliary membership.

Elements of Practice

- A. State, Local and Tribal program membership with the National CASA/GAL Association requires members to:
 - 1) Continuously maintain active membership by completing all membership requirements to include:
 - a. Adherence to the *National CASA/GAL Association Core Model*.
 - b. Maintaining member in good standing status with the National CASA/GAL Association by ongoing adherence to National CASA/GAL standards, policies, protocols, and requirements.
 - c. Adherence to the *National CASA/GAL Association Brand Usage and Intellectual Property Standards*.
 - d. Paying the required annual membership dues by the expressed deadline.
 - e. Maintaining ongoing compliance with relevant laws and regulations.
 - 2) Participate in quality assurance (QA) and compliance activities including self-assessments and QA reviews conducted by the National CASA/GAL Association.
 - 3) Exemplify the National CASA/GAL Association Values.
 - 4) Refrain from taking any action or position that has the potential to inappropriately impact the National CASA/GAL Association, the CASA/GAL network, an entity's ability to operate in compliance with National CASA/GAL Association standards or affect the reputation of CASA/GAL advocacy.
 - 5) Adhere to the National CASA/GAL Association funding and government relations protocols and terms and conditions agreements for any grants or funding awarded from the National CASA/GAL Association.
 - 6) Submit data required by the National CASA/GAL Association to include the six-month and annual surveys.
 - 7) Comply with the National CASA/GAL Association restrictions related to the unauthorized use, sharing, disseminating or altering National CASA/GAL Association produced materials

and intellectual property, including but not limited to pre-service and other training materials, standards, templates, and member portal resources.

B. All state, local and Tribal CASA/GAL members complete the annual National CASA/GAL Association membership renewal process by the expressed deadline, which includes:

- 1) Reviewing and updating the program's profile and primary contact information.
- 2) Reviewing and updating the program's governance or administrative authority contact information.
- 3) Reviewing and updating the program's judicial or court contact information.
- 4) Submitting requested information or documents specified for the corresponding membership renewal year.
- 5) Payment of membership renewal dues.

C. Local and Tribal CASA/GAL member programs are structured as independent nonprofits, umbrella non-profits, or publicly administered programs. (Tribal CASA/GAL programs may be publicly administered by Tribal Council/Government or a Tribal Court or may be structured as a nonprofit entity.)

- 1) Local and Tribal CASA/GAL programs operate under the supervision and guidance of an active, knowledgeable, and engaged governing board or administrative authority.
- 2) To be a member program in good standing, a Local or Tribal CASA/GAL program must continuously operate in compliance with the *National CASA/GAL Association Core Model*, *Role of a Local CASA/GAL Program*, and *Standards for Local CASA/GAL Programs*.
- 3) Existing CASA/GAL programs operating as part of an umbrella entity:
 - a. Have a written agreement or memorandum of understanding with the umbrella entity that specifies the roles and responsibilities of both entities that:
 - i. Details the rights and responsibilities of the CASA/GAL program and the umbrella entity.
 - ii. Includes procedures for resolving situations in which a conflict of interest exists between the CASA/GAL program and the umbrella entity.
 - iii. Specifies roles and responsibilities for resource development activities of the CASA/GAL program and the umbrella entity.
 - iv. Specifies the process for termination of the agreement or memorandum of understanding.
 - v. Requires the agreement or memorandum of understanding to be re-executed (reviewed, adopted and signed) at least every 5 years.
 - b. Have specific and dedicated resources and funding to adequately sustain and grow the CASA/GAL program.
 - c. Provide and review the following with the umbrella entity annually:
 - i. *National CASA/GAL Association Core Model*

- ii. *Role of a Local Program*
 - iii. *Standards for Local CASA/GAL Programs*
 - iv. The written agreement or memorandum of understanding
 - v. Annual CASA/GAL program membership renewal requirements
- D. Existing local and Tribal CASA/GAL programs contemplating expansion to a new county/jurisdiction, a change in governance structure, a change in program name or affiliation with a new CASA/GAL auxiliary must be in good standing and must notify the National CASA/GAL Association in advance of any commitments or substantive actions.
 - 1) Local and Tribal programs must submit the applicable Program Membership Process application and adhere to the National CASA/GAL Association processes for expansion to a new county/jurisdiction, a change in governance structure, affiliation with a new CASA/GAL auxiliary, or name change, consistent with National CASA/GAL Association standards, policies and protocols.
 - 2) Local and Tribal programs must complete the applicable processes in concert with the assigned National CASA/GAL Association staff support which may include a guided assessment of feasibility and sustainability; review of key documents and policies; and evaluation of National CASA/GAL Association Core Model fidelity prior to approval by the National CASA/GAL Association Board of Trustees.
 - 3) Use of the CASA/GAL name, brand or reputation to begin the formation of a CASA/GAL entity is prohibited without written authorization from the National CASA/GAL Association.
- E. State organization members are structured as independent nonprofits, publicly administered state organizations, nonprofit state organizations providing direct service or publicly administered state organizations providing direct service.
 - 1) State organizations provide support services to Local or Tribal CASA/GAL Programs or offices within a state.
 - 2) State organizations may not utilize permanent or temporary hybrid structures which combine multiple structures under a single structure, i.e. nonprofit state organizations providing direct service in some parts of the state and not other parts.
 - 3) To be a state organization in good standing, state organizations must continuously operate in compliance with the *National CASA/GAL Association Core Model*, *Role of a State Organization*, and *Standards for State CASA/GAL Organizations*.
- F. State organizations contemplating change in governance structure, a change in organization name or affiliation with a new CASA/GAL auxiliary must be in good standing and must notify the National CASA/GAL Association in advance of any commitments or substantive actions.
 - 1) State organizations must submit the applicable Program Membership Process application and adhere to the National CASA/GAL Association processes for change in governance

structure, affiliation with a new CASA/GAL auxiliary or name change, consistent with National CASA/GAL Association standards, policies and protocols.

- 2) State organizations must complete the applicable processes in concert with the assigned National CASA/GAL Association staff support which may include a guided assessment of feasibility and sustainability; review of key documents and policies; and evaluation of *National CASA/GAL Association Core Model* fidelity prior to approval by the National CASA/GAL Board of Trustees.
- 3) Use of the CASA/GAL name, brand or reputation to begin the formation of a CASA/GAL entity is prohibited without written authorization from the National CASA/GAL Association.

G. Auxiliary organization membership with the National CASA/GAL Association requires auxiliary members to:

- 1) Continuously maintain active membership by completing all membership requirements to include:
 - a. Maintaining member in good standing status with the National CASA/GAL Association by adhering to applicable National CASA/GAL Association standards, policies, protocols, and requirements.
 - b. Adherence to the *National CASA/GAL Association Brand Usage and Intellectual Property Standards*.
 - c. Paying the required annual membership dues by the expressed deadline.
 - d. Maintaining ongoing compliance with relevant laws and regulations.
- 2) Exemplify the National CASA/GAL Association values.
- 3) Refrain from taking any action or position that has the potential to inappropriately impact the National CASA/GAL Association, the CASA/GAL network, an entity's ability to operate in compliance with National CASA/GAL Association standards or affect the reputation of CASA/GAL advocacy.

H. Auxiliary members complete the annual National CASA/GAL Association membership renewal process by the expressed deadline, which includes:

- 1) Reviewing and updating the program's profile and primary contact information.
- 2) Reviewing and updating the program's governance or administrative authority contact information.
- 3) Submitting requested information or documents specified for the corresponding membership renewal year.
- 4) Payment of membership renewal dues.

I. Auxiliary organizations are generally structured as independent nonprofit organizations.

- 1) Auxiliary organizations exist for the purpose of promoting an affiliated CASA/GAL program or state CASA/GAL organization primarily by raising funds and heightening community awareness of the entity and the CASA/GAL mission.
 - 2) Auxiliary organizations operate under the supervision and guidance of an active, knowledgeable, and engaged governing board.
 - 3) To be an auxiliary organization in good standing, an auxiliary organization must continuously operate in compliance with the *National CASA/GAL Association Core Model, Role of an Auxiliary Organization, and Standards for CASA/GAL Auxiliary Organizations*.
- J. Existing auxiliary organizations affiliated with a CASA/GAL program or state CASA/GAL organization:
- 1) Have a written agreement or memorandum of understanding with the affiliated program or state organization that specifies the roles and responsibilities of both entities.
 - 2) Review the following annually:
 - a. *National CASA/GAL Core Model*
 - b. *Role of the National CASA/GAL Organization*
 - c. *Role of an Auxiliary CASA/GAL Organization*
 - d. *Standards for CASA/GAL Auxiliary Organizations*
 - e. The written agreement or memorandum of understanding

GLOSSARY

Administrative Authority

The oversight authority for a publicly administered program.

Audit

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

Case

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

Core Model

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

Executive Director

This title is used throughout the standards to refer to the person who manages the day-to-day operations of the local nonprofit CASA/GAL program and is accountable to a nonprofit governing board. Other titles may be utilized by local programs for this role such as Chief Executive Officer, Program Director, or CASA/GAL Program Manager.

Financial Compilation

When a qualified individual creates financial statements based upon all of an entity's transactions for a fiscal period and compiles them into the form of a Statement of Financial Position and Statement of Activities in accordance with GAAP (generally accepted principles of accounting).

Financial Review

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

IRS Form 990

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

Local Program

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

National CASA/GAL Pre-Service Training

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

Operational Procedures

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

Peer Coordinator

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

Peer Coordinator Model

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

Program Auxiliary

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

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

Publicly Administered Program

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

Qualified Individual (performing financial compilation services)

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

Risk Management

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

Screening

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

Trained and Qualified Community Volunteers

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

Volunteer Job Description

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



Appendix A:3

CASA of NH Standards of Professional Conduct



CASA of NEW HAMPSHIRE STANDARDS of PROFESSIONAL CONDUCT

I. Introduction

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

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

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

II. General Standards

Standard #1:

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

Standard #2:

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

Standard #3:

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

Explanatory note:



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

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

Standard #4:

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

Explanatory note:

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

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

Standard #5:

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

Standard #6:

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

Standard #7:

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

Standard #8:

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



Explanatory note:

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

Standard #9:

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

Standard #10:

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

Standard #11:

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

Standard #12:

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

Explanatory note:

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

Standard #13:

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

Explanatory note:

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

Standard #14:

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

Standard #15:



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

Explanatory note:

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

Standard #16:

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

Standard #17:

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

Standard #18:

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

Standard #19:

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

III. Conflict of Interest

Preface

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

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

Standard #20:

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

Explanatory note:



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

Standard #21:

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

Explanatory note:

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

If a CASA GAL has a personal relationship (current or prior) with anyone on their case including the judge, the CASA GAL shall advise their Program Manager. If a CASA Program Manager has a personal relationship with anyone on case they are supervising, the Program Manager shall advise his/her Program Director. Potential conflicts shall be reported to the supporting Staff Attorney who will determine if a Notice of Conflict should be filed in the case. Program Directors or members of the senior leadership team shall report personal relationships or potential conflicts to CASA's President/CEO or the Senior Staff Attorney.

Standard #22:

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

Explanatory note:

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

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

Standard #23:

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

Explanatory note:

The CASA organization does not believe there is any situation which would justify a CASA GAL continuing to serve as GAL in a case where a personal relationship has developed between the CASA GAL and a case-parent during the



pendency of a case. In rare instances, a Program Manager may approve the development of a personal relationship between a CASA GAL and a case-parent after a case closes.

Standard #24:

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

Explanatory note:

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

Standard #25:

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

Explanatory note:

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

Standard #26:

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

Explanatory note:

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

III. Rejection/Termination Policy

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

A. Rejection

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



B. Termination

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



APPENDIX A

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

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

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

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

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

- Example of an actual conflict of interest:

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

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

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

- Example of a potential conflict of interest:



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

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

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

- Example of an appearance of a conflict of interest:

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

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



APPENDIX B

GAL 503.06 Disclosures, Conflicts of Interest and Appearances of Impropriety.

- (a) A guardian ad litem who is aware that he or she possesses a prior acquaintance of any type, including but not limited to a professional, personal, or financial relationship, with any party in a case, shall:
 - (1) At or before the time of appointment, disclose such fact to the parties and the appointing court, either orally or in writing; and
 - (2) If such an acquaintance becomes known only after appointment, immediately disclose such fact to the parties and the appointing court, either orally or in writing.
- (b) A guardian ad litem shall:
 - (1) Seek to decline appointment in a proceeding where he or she has a present or prior personal, professional, business or legal relationship with any party involved in the proceeding that the guardian reasonably believes would adversely impact upon his or her ability to perform the functions of a guardian ad litem in accordance with these rules and in accordance with any requirements of the appointing court; and
 - (2) If a relationship described in (a) (1) above arises after appointment, advise the court of the existence of such a relationship and seek an order regarding whether or not he or she must withdraw.
- (c) If it is alleged by a party to any proceeding in which a guardian ad litem is appointed that the guardian ad litem has failed to disclose any present or prior acquaintance of any type that impacts upon his or her objectivity, or upon his or her ability to perform the functions of a guardian ad litem in accordance with these rules or in accordance with requirements of the appointing court, the guardian ad litem shall:
 - (1) Inform the appointing court that the allegation has been made; and
 - (2) Respond either orally or in writing to the appointing court and to all parties regarding the nature of the present or prior acquaintance, if any.
- (d) A guardian ad litem shall immediately disclose to the appointing court and to the board the existence of any civil, equity or other writ or petition, or criminal charge, of which he or she is aware alleging that any of the following persons have engaged in child abuse or neglect, as that term is used within the meaning of RSA 169-C, or that any of the following persons have engaged in adult abuse, as that term is used within the meaning of RSA 161-F:

- (1) The guardian ad litem him or herself;
 - (2) The guardian ad litem's spouse;
 - (3) The parent or guardian of a child of the guardian ad litem where the child is the alleged victim; or
 - (4) Any person with whom the guardian ad litem resides.
- (e) Unless otherwise allowed by the appointing court after disclosure by the guardian ad litem, no guardian ad litem shall serve on any case if a civil, equity or other writ or petition, or criminal charge, of child abuse or neglect, or adult abuse in violation of RSA 161-F, is pending against him or her.
- (f) If a guardian ad litem is a party to any case in a specific court, other than in his or her capacity as a guardian ad litem, he or she shall not serve as a guardian ad litem in that specific court unless:
- (1) He or she immediately discloses to the judge making the appointment that he or she is a party to a case in the specific court, as well as the name and nature of any such case and requests direction from the appointing court as to service or continued service as a guardian ad litem; and
 - (2) After such disclosure, the judge appoints the person to serve as a guardian ad litem, or consents to the person's continued service as a guardian ad litem, provided that during the pendency of any decision by the appointing court as to continued service, the guardian ad litem may continue to serve.
- (g) No person shall serve as guardian ad litem if that person is a party to a pending, contested matter, other than in his or her capacity as guardian ad litem, involving issues of fact or law similar to, or the same as, those that may be raised in a case to which the person may be appointed as guardian ad litem unless:
- (1) He or she immediately discloses to the judge making the appointment that he or she is a party to the pending, contested matter involving issues of fact or law similar to, or the same as, those that might be raised in a case to which the person might be appointed as guardian ad litem, as well as the name and nature of any such case and requests direction from the appointing court as to service or continued service as a guardian ad litem; and
 - (2) After such disclosure, the judge appoints the person to serve as a guardian ad litem, or consents to the person's continued service as a guardian ad litem, provided that during the pendency of any decision by

the appointing court as to continued service, the guardian ad litem may continue to serve.

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

(1) The appointing court;

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

(3) The board.

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

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

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

GAL 503.07 Business Transactions.

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

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

(c) Except for the guardian ad litem's fee agreement, a guardian ad litem shall not, without the express written agreement of all of the parties, enter into a



business relationship of any type with any of the following persons during the time of the guardian ad litem's appointment in a case, or for a period of 6 months after the appointment has ended:

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

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



APPENDIX C

Governing Principles for Processing Violations [of Standards of Conduct]

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

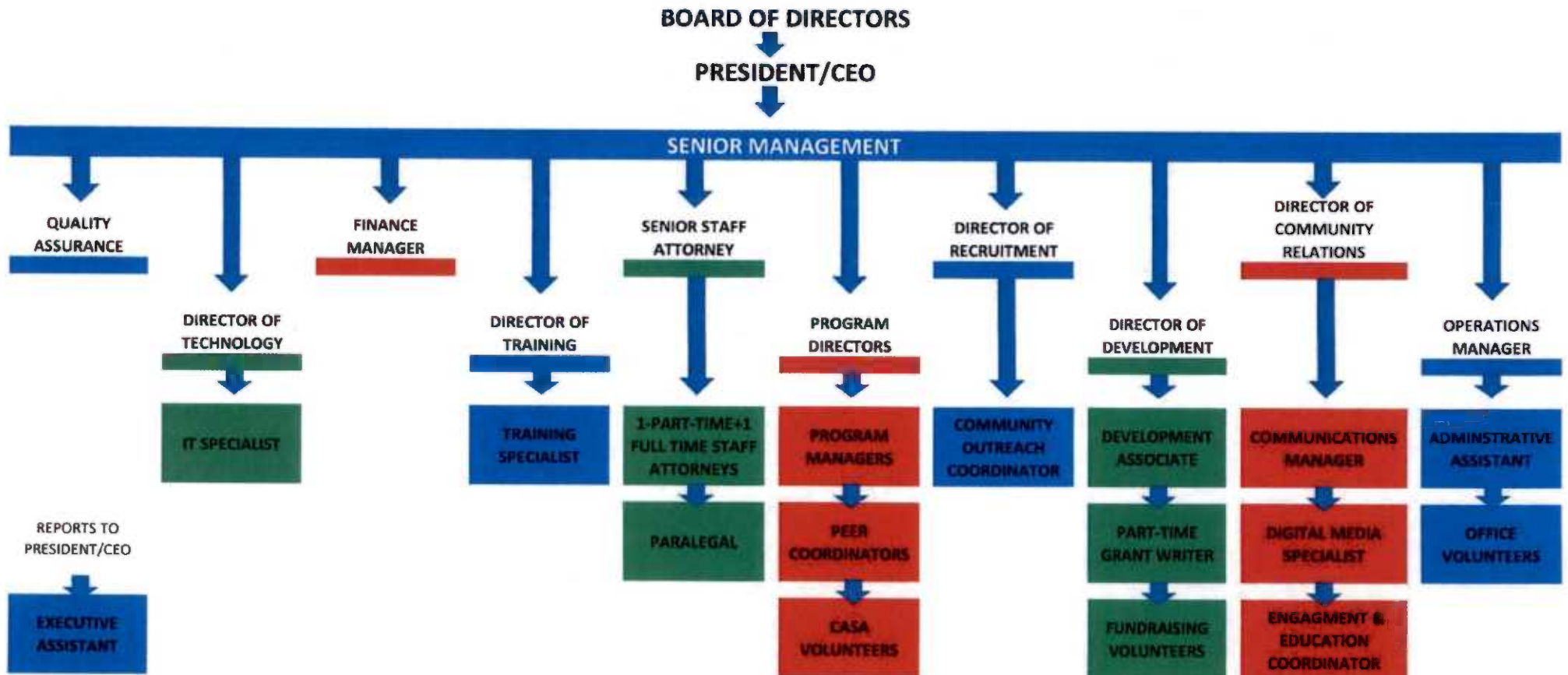


Appendix B

CASA of NH Organization Chart



Organization Chart





Appendix C

CASA of NH Audited Financial Statements

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

FINANCIAL STATEMENTS

JUNE 30, 2024

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HESSION & PARE, INC.
CERTIFIED PUBLIC ACCOUNTANTS

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

INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the accompanying financial statements of Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") (a nonprofit organization), which comprise the statement of financial position as of June 30, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of CASA as of June 30, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of CASA and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

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

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about CASA's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CASA's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about CASA's ability to continue as a going concern for a reasonable period of time.

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

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

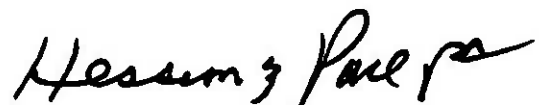
Report on Summarized Comparative Information

We have previously audited CASA's 2023 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 6, 2023. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued a separate report dated November 12, 2024, on our consideration of CASA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of CASA's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering CASA's internal control over financial reporting and compliance.

Manchester, NH
November 12, 2024



COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FINANCIAL POSITION

As of June 30, 2024
(with comparative totals for 2023)

	ASSETS			
	Without Donor Restrictions	With Donor Restrictions	2024	2023
Current assets				
Cash and cash equivalents	\$ 1,347,616	\$ 609,834	\$ 1,957,450	\$ 3,261,655
Sponsorship receivable	32,500	-	32,500	18,235
Grants receivable	302,081	-	302,081	185,866
Pledges receivable	365,250	-	365,250	165,150
Prepaid expenses	1,785	-	1,785	5,185
Operating lease, right-of-use asset, current	40,704	-	40,704	34,881
Total current assets	2,089,936	609,834	2,699,770	3,670,972
Noncurrent assets				
Investments	3,901,896	1,129,270	5,031,166	3,045,290
Pledges receivable, net of current	67,402	-	67,402	100,753
Property and equipment, net	980,638	-	980,638	1,015,158
Operating lease, right-of-use asset, net of current	75,477	-	75,477	113,573
Total noncurrent assets	5,025,413	1,129,270	6,154,683	4,274,774
Total assets	\$ 7,115,349	\$ 1,739,104	\$ 8,854,453	\$ 7,945,746

LIABILITIES AND NET ASSETS

Current liabilities				
Accounts payable	\$ 32,331	\$ -	\$ 32,331	\$ 42,711
Accrued expenses	111,119	-	111,119	108,593
Operating lease liability	42,998	-	42,998	35,379
Total current liabilities	186,448	-	186,448	186,683
Noncurrent liabilities				
Operating lease liability, net of current	75,123	-	75,123	113,573
Total liabilities	261,571	-	261,571	300,256
Commitments (see Notes)				
Net assets				
Without donor restrictions	6,853,778	-	6,853,778	6,236,915
With donor restrictions	-	1,739,104	1,739,104	1,408,575
Total net assets	6,853,778	1,739,104	8,592,882	7,645,490
Total liabilities and net assets	\$ 7,115,349	\$ 1,739,104	\$ 8,854,453	\$ 7,945,746

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, 2024

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>2024</u>
Public support			
Contributions	\$ 1,086,101	\$ 361,400	\$ 1,447,501
Government grants	1,976,014		1,976,014
Fundraising events, net of costs of \$145,392	794,278	-	794,278
Private grants	170,149	159,258	329,407
Other income	20,427	-	20,427
Donated goods, services, and use of facilities	38,809	-	38,809
Total public support	<u>4,085,778</u>	<u>520,658</u>	<u>4,606,436</u>
Investment income, net of fees of \$32,374	<u>363,365</u>	<u>121,859</u>	<u>485,224</u>
Total public support and investment income	4,449,143	642,517	5,091,660
Net assets released from restrictions			
For satisfaction of program restrictions	<u>311,988</u>	<u>(311,988)</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>4,761,131</u>	<u>330,529</u>	<u>5,091,660</u>
Expenses			
Program services	3,534,232	-	3,534,232
Supporting activities			
Management and general	270,206	-	270,206
Fundraising	339,830	-	339,830
Total expenses	<u>4,144,268</u>	<u>-</u>	<u>4,144,268</u>
Increase in net assets	616,863	330,529	947,392
Net assets, beginning of year	<u>6,236,915</u>	<u>1,408,575</u>	<u>7,645,490</u>
Net assets, end of year	<u>\$ 6,853,778</u>	<u>\$ 1,739,104</u>	<u>\$ 8,592,882</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, 2023

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>2023</u>
Public support			
Contributions	\$ 782,880	\$ 271,776	\$ 1,054,656
Government grants	1,836,869		1,836,869
Fundraising events, net of costs of \$136,224	691,936	-	691,936
Private grants	257,630	75,000	332,630
Other income	29,895	-	29,895
Donated goods, services and use of facilities	80,351	-	80,351
Total public support	<u>3,679,561</u>	<u>346,776</u>	<u>4,026,337</u>
Investment income, net of fees of \$8,586	<u>67,117</u>	<u>113,246</u>	<u>180,363</u>
Total public support and investment income	<u>3,746,678</u>	<u>460,022</u>	<u>4,206,700</u>
Net assets released from restrictions			
For satisfaction of program restrictions	<u>309,662</u>	<u>(309,662)</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>4,056,340</u>	<u>150,360</u>	<u>4,206,700</u>
Expenses			
Program services	3,317,024	-	3,317,024
Supporting activities			
Management and general	262,231	-	262,231
Fundraising	<u>334,638</u>	<u>-</u>	<u>334,638</u>
Total expenses	<u>3,913,893</u>	<u>-</u>	<u>3,913,893</u>
Increase in net assets	<u>142,447</u>	<u>150,360</u>	<u>292,807</u>
Net assets, beginning of year	<u>6,094,468</u>	<u>1,258,215</u>	<u>7,352,683</u>
Net assets, end of year	<u>\$ 6,236,915</u>	<u>\$ 1,408,575</u>	<u>\$ 7,645,490</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2024
(with comparative totals for 2023)

	Program Services	Management and General	Fundraising	2024	2023
Payroll					
Salaries and wages	\$ 2,280,770	\$ 174,374	\$ 219,305	\$ 2,674,449	\$ 2,479,414
Payroll taxes	174,879	13,370	16,815	205,064	195,677
Benefits	281,052	21,488	27,024	329,564	244,614
Total payroll	2,736,701	209,232	263,144	3,209,077	2,919,705
Other					
Advertising	197,153	15,073	18,957	231,183	175,905
Professional fees and contract labor	115,467	8,828	11,103	135,398	232,083
Depreciation	62,454	4,775	6,005	73,234	84,084
Office expense	62,167	4,753	5,978	72,898	58,201
Lease expense	57,774	4,417	5,555	67,746	66,323
Travel	41,153	3,146	3,957	48,256	44,511
Service contracts	40,439	3,092	3,888	47,419	57,851
Insurance	36,001	2,752	3,462	42,215	42,057
Bad debt expense	30,701	2,347	2,952	36,000	44,418
Telephone	28,794	2,201	2,769	33,764	29,431
Meals and entertainment	26,084	1,994	2,508	30,586	14,191
Printing	20,830	1,593	2,003	24,426	8,212
Dues, memberships and subscriptions	16,317	1,248	1,569	19,134	20,155
Repairs and maintenance	14,954	1,143	1,438	17,535	14,344
Postage	13,374	1,023	1,286	15,683	15,193
Utilities	10,264	785	987	12,036	11,566
Provision for uncollectible accounts	10,234	782	984	12,000	-
Gifts and promotions	7,523	575	723	8,821	5,578
Conferences and meetings	4,233	324	407	4,964	4,016
Training	1,615	123	155	1,893	66,069
Total other	797,531	60,974	76,686	935,191	994,188
Total expenses	\$ 3,534,232	\$ 270,206	\$ 339,830	\$ 4,144,268	\$ 3,913,893

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF CASH FLOWS

**For the Year Ended June 30, 2024
(with comparative totals for 2023)**

	<u>2024</u>	<u>2023</u>
Cash flows from operating activities		
Change in net assets	\$ 947,392	\$ 292,807
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	73,234	84,084
Net realized and unrealized (gains) on investments	(319,612)	(68,622)
(Increase) in sponsorships receivable	(14,265)	(8,210)
(Increase) in grants receivable	(116,215)	(11,632)
(Increase) in pledges receivable	(166,749)	(41,205)
Decrease (increase) in prepaid expenses	3,400	(5,185)
(Decrease) increase in accounts payable and accrued expenses	(7,854)	12,543
Increase in operating lease liability	1,442	498
Net cash provided by operating activities	<u>400,773</u>	<u>255,078</u>
Cash flows from investing activities		
Proceeds from sale of investments	1,904,596	255,809
Purchase of investments	(3,570,860)	(934,128)
Purchase of property and equipment	<u>(38,714)</u>	<u>(42,302)</u>
Net cash (used in) investing activities	<u>(1,704,978)</u>	<u>(720,621)</u>
Net (decrease) in cash and cash equivalents	(1,304,205)	(465,543)
Cash and cash equivalents, beginning of year	<u>3,261,655</u>	<u>3,727,198</u>
Cash and cash equivalents, end of year	<u>\$ 1,957,450</u>	<u>\$ 3,261,655</u>

See notes to financial statements.

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

NOTES TO FINANCIAL STATEMENTS

Note 1. NATURE OF ACTIVITIES

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

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Significant accounting policies

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

Comparative financial information

The financial statements of CASA include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with CASA's financial statements for the year ended June 30, 2023, 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.

Change in Accounting Principle

ASU 2016-13, Financial Instruments - Credit Losses

Effective July 1, 2023, CASA adopted the Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) No. 2016-13, *Financial Instruments - Credit Losses*. CASA measures a financial asset at an amortized cost basis at the net amount expected to be collected. Thus, the Statement of Activities reflects the measurement of credit losses for newly recognized financial assets as well as the expected increases or decreases of expected credit losses that have taken place during the period.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The adoption of ASU 2016-13 did not have an impact on CASA's financial position, results of operations, and cash flows. Management has determined based on historical collection experience, an assessment of economic conditions, and a review of subsequent collections that no allowance for credit loss is necessary.

Cash and cash equivalents

For the purpose of reporting cash flows, CASA considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash and cash equivalents. There were no cash equivalents at June 30, 2024. Excess cash is deposited into a sweep account and earns interest on a daily basis. Temporary cash investments held in the investment portfolio are excluded from cash and cash equivalents.

Sponsorships receivable

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

Grants receivable

Grants receivable are recognized when the qualifying costs are incurred for cost-reimbursement grants or contracts, or when a unit of service is provided for performance grants.

Pledges receivable

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

**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 with investment income in the accompanying statement of activities and changes in net assets. Purchased and gifted securities are recorded at fair value on the date of the acquisition or gift date, net of any brokerage fees. CASA's investments do not have a significant concentration of credit risk within any industry, geographic location, or specific location.

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

Leases

CASA is a lessee in several noncancellable leases for office space. CASA determines if an arrangement is a lease, or contains a lease, at inception of a contract and when the terms of an existing contract are changed. CASA recognizes a lease liability and a right-of-use (ROU) asset at the commencement date of the lease. The lease liability is initially and subsequently recognized based on the present value of its future lease payments. Variable payments are included in the future lease payments when those variable payments depend on an index or a rate. CASA generally does not have access to the rate implicit in the lease and, therefore, CASA utilizes a risk-free rate as the discount rate at the lease commencement date for all classes of underlying assets. The ROU asset is subsequently measured throughout the lease term at the amount of the remeasured lease liability (i.e., present value of the remaining lease payments), plus unamortized initial direct costs, plus (minus) any prepaid (accrued) lease payments, less the unamortized balance of lease incentives received, and any impairment recognized. Lease cost for lease payments is recognized on a straight-line basis over the lease term.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

CASA has elected, for all underlying classes of assets, to not recognize ROU assets and lease liabilities for short-term leases that have a lease term of 12 months or less at lease commencement, and do not include an option to purchase the underlying asset that CASA is reasonably certain to exercise. CASA recognizes lease costs associated with short-term leases on a straight-line basis over the lease term.

Net assets

The financial statements report net assets based upon the existence or absence of restrictions placed by its donors, as follows:

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

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

Revenue recognition

Contributions and private grants

Contributions and private grants are recognized when cash, securities or other assets, an unconditional promise to give, or a notification of a beneficial interest is received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributions and private grants are reported as increases in net assets without donor restrictions unless use of the contributed assets is specifically restricted by the donor. Amounts received that are restricted by the donor to use in future periods or for specific purposes are reported as increases in net assets with donor restrictions. Unconditional promises with payments due in future years have an implied restriction to be used in the year payment is due, and therefore, are reported as restricted until the payment is due, unless the contribution is clearly intended to support activities of the current fiscal year. When a restriction expires, that is, when a stipulated time restriction ends or a purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions in the statement of activities. Any donor-restricted contribution that is received in the same year that the restriction is met is recorded as net assets without donor restrictions.

Government grants

Government grants are recognized when the qualifying costs are incurred for cost-reimbursement grants or contracts, or when a unit of service is provided for performance grants.

Fundraising events

Revenue from fundraising events is recognized when the performance obligation of providing the event is met. The performance obligation of conducting the event is simultaneously received and consumed by the attendees; therefore, the revenue is recognized when the event occurs. Upon receipt of a prepayment from a registrant, CASA recognizes a contract liability in the amount of the prepayment for its performance obligation to provide the event in the future. Due to the nature and timing of the performance and/or transfer of services, certain contract liabilities at June 30 of each year are recognized in the following year.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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. GAAP allows recognition of contributed services only if (a) the services create or enhance nonfinancial assets, or (b) the services would have been purchased if not provided by contribution, require specialized skills, and are provided by individuals possessing those skills.

Donated goods, services, and use of facilities consisted of the following at June 30:

	<u>2024</u>	<u>2023</u>
Consulting services	\$ 24,575	\$ 66,650
Office space	7,800	7,800
Printing	5,584	-
Advertising	-	3,118
Other	850	2,783
	<u> </u>	<u> </u>
Total	<u>\$ 38,809</u>	<u>\$ 80,351</u>

CASA recognized donated goods, services, and use of facilities within public support for consulting services, office space, printing, advertising and other. Unless otherwise noted, donated goods, services and use of facilities did not have donor-imposed restrictions.

Donated goods, services and use of facilities were used toward program, fundraising events, and general and administrative costs. Donated professional services are recorded at the respective fair values of the services received. Donated goods are recorded at fair value at the date of donation and as expenses when placed in service or distributed. Donated use of facilities is reported as a contribution and as an expense at the estimated fair value of similar space for rent under similar conditions. If the use of the space is promised unconditionally for a period greater than one year, the amount is reported as a contribution and an unconditional promise to give at the date of the gift, and the expense is reported over the term of use.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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. The statement of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among program services, supporting activities, and fundraising based on benefits received. Expenses that can be identified with a specific program, supporting service, or fundraising event are charged directly to the program, supporting service, and fundraising event. Expenses which apply to more than one functional category, such as time and effort, have been allocated based on estimates made by management.

Advertising costs

CASA charges advertising costs to operating expenses as incurred.

Financial instruments and credit risk

Deposit concentration risk is managed by placing cash and cash equivalents with financial institutions believed to be creditworthy. At times, amounts on deposit may exceed insured limits or include uninsured investments. To date, no losses have been experienced in any of these accounts. Credit risk associated with receivables is considered to be limited due to high historical collection rates and because substantial portions of the outstanding amounts are due from governmental agencies and entities supportive of CASA's mission.

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, 2024, 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 2020.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (concluded)

Reclassifications

Certain balances in the prior year's financial statements may have been reclassified for comparative purposes to conform with the presentation in the current year's financial statements. These reclassifications had no effect on the change in net assets.

Note 3. LIQUIDITY AND AVAILABILITY

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

	<u>2024</u>	<u>2023</u>
Financial assets:		
Cash and cash equivalents	\$ 1,957,450	\$ 3,261,655
Investments	5,031,166	3,045,290
Sponsorship receivable	32,500	18,235
Grants receivable	302,081	185,866
Pledges receivable	<u>453,250</u>	<u>291,400</u>
Total financial assets	7,776,447	6,802,446
Less financial assets held to meet donor-imposed restrictions:		
Purpose-restricted net assets	(31,714)	(109,894)
Donor-restricted endowment funds	(1,129,140)	(1,007,281)
Less financial assets not available within one year:		
Pledges receivable	<u>(88,000)</u>	<u>(126,250)</u>
Amount available for general expenditures within one year	<u>\$ 6,527,593</u>	<u>\$ 5,559,021</u>

CASA regularly monitors liquidity required to meet operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. In addition to financial assets available to meet general expenditures over the next year, CASA operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures not covered by donor-restricted resources.

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

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

NOTES TO FINANCIAL STATEMENTS

Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT

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

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

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

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

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

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

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

June 30, 2024	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 169,655	\$ 169,655	\$ -	\$ -
U.S. equities	2,239,418	2,239,418	-	-
International equities	371,008	371,008	-	-
Fixed income	1,930,631	1,930,631	-	-
Other investments	223,278	223,278	-	-
Real estate	<u>97,176</u>	<u>97,176</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 5,031,166</u>	<u>\$ 5,031,166</u>	<u>\$ -</u>	<u>\$ -</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT (concluded)

June 30, 2023	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 103,009	\$ 103,009	\$ -	\$ -
U.S. equities	721,966	721,966	-	-
International equities	264,686	264,686	-	-
Fixed income	1,710,993	1,710,993	-	-
Other investments	<u>244,636</u>	<u>244,636</u>	-	-
Total investments	<u>\$ 3,045,290</u>	<u>\$ 3,045,290</u>	<u>\$ -</u>	<u>\$ -</u>

Fair values of Level 1 investments are determined by reference to quoted market prices and other relevant information generated by market transactions.

Note 5. PLEDGES RECEIVABLE

Pledges receivable were as follows at June 30:

	<u>2024</u>	<u>2023</u>
Promises to give expected to be collected in		
Less than one year	\$ 365,250	\$ 165,150
One to five years	<u>88,000</u>	<u>126,250</u>
	453,250	291,400
Less discount to present value	(6,027)	(10,926)
Less allowance for uncollectible pledges	<u>(14,571)</u>	<u>(14,571)</u>
Net pledges receivable	<u>\$ 432,652</u>	<u>\$ 265,903</u>

Pledges receivables are reported at their fair value, which is estimated as the present value of expected future cash inflows on a non-recurring basis. At June 30, 2024, a discount rate of 3% was considered to determine net present value. As discussed in Note 4, the valuation technique used by CASA is a level 3 measure because there are no observable market transactions.

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

NOTES TO FINANCIAL STATEMENTS

Note 6. PROPERTY AND EQUIPMENT

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

	<u>2024</u>	<u>2023</u>
Buildings and improvements	\$ 1,428,105	\$ 1,418,855
Furniture, equipment and software	<u>263,085</u>	<u>279,916</u>
	1,691,190	1,698,771
Less accumulated depreciation	<u>710,552</u>	<u>683,613</u>
Property and equipment, net	<u>\$ 980,638</u>	<u>\$ 1,015,158</u>

Note 7. NET ASSETS WITH DONOR RESTRICTIONS

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

	<u>2024</u>	<u>2023</u>
Time		
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 444,648	\$ 322,789
Pledges receivable	453,250	291,400
Fiscal year 2025	125,000	-
Restricted for:		
Technology	15,831	-
Building repairs	10,000	-
CRM system	5,753	25,506
Training and community relations	-	62,068
Language bank	-	21,340
Generator	130	980
Endowment restricted in perpetuity	<u>684,492</u>	<u>684,492</u>
Total	<u>\$ 1,739,104</u>	<u>\$ 1,408,575</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS

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

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

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

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

The original gift is defined by CASA as (a) the original value of gifts donated to the donor-restricted endowment, (b) the original value of any subsequent gifts to donor-restricted endowment, and (c) accumulations to donor-restricted endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

Investment Return Objectives, Risk Parameters and Strategies

CASA has adopted an investment policy, approved by the Board of Directors, to create a balanced portfolio among several asset classes managing moderate levels of return with moderate levels of risk, while exceeding long-term inflation. Given CASA has no immediate intention of appropriating any assets for expenditure, there is currently no spending policy in place for the year ended June 30, 2024. However, management is currently in the process of establishing a spending policy that will be in accordance with UPMIFA. During this process, CASA will consider the following

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)

factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of CASA and (7) the investment policies of CASA.

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

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2024			
Donor-restricted endowment funds	<u>\$ -</u>	<u>\$ 1,129,270</u>	<u>\$ 1,129,270</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2023			
Donor-restricted endowment funds	<u>\$ -</u>	<u>\$ 1,007,411</u>	<u>\$ 1,007,411</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)

Endowment net assets were as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2024			
Investments, beginning of year	\$ -	\$ 1,007,411	\$ 1,007,411
Net investment income	-	13,094	13,094
Unrealized gain	-	74,559	74,559
Realized gain	<u>-</u>	<u>34,206</u>	<u>34,206</u>
Total investment income	<u>-</u>	<u>121,859</u>	<u>121,859</u>
Investments, end of year	<u>\$ -</u>	<u>\$ 1,129,270</u>	<u>\$ 1,129,270</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2023			
Investments, beginning of year	\$ -	\$ 894,175	\$ 894,175
Net investment income	-	9,120	9,120
Unrealized gain	-	109,221	109,221
Realized loss	<u>-</u>	<u>(5,105)</u>	<u>(5,105)</u>
Total investment income	<u>-</u>	<u>113,236</u>	<u>113,236</u>
Investments, end of year	<u>\$ -</u>	<u>\$ 1,007,411</u>	<u>\$ 1,007,411</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (concluded)

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

Note 9. OPERATING LEASE COMMITMENTS

CASA has operating lease agreements for various office spaces in Laconia, Dover, Claremont, Berlin, and Keene, New Hampshire. In July 2020, CASA entered into a 5-year operating lease agreement in Dover expiring June 2025 with monthly payments of \$454 for base rent and utility costs of \$630 and \$588 during 2024 and 2023, respectively. In November 2020, CASA entered into a 5-year operating lease agreement in Keene expiring October 2025 with monthly payments of \$940, increased each year by 2%. In May 2023, CASA entered into a 5-year operating lease agreement in Laconia expiring April 2028 with monthly payments of \$1,957, increased each year by 3%. CASA has extended a one-year operating lease agreement until April 2025 in Claremont with monthly payments of \$455. The operating lease agreement for Berlin automatically renews each year at \$500 per month.

Noncash investing and financial activities related to these operating leases includes a lease asset obtained in exchange for lease liabilities of \$168,010.

There is currently no rent requirement other than utilities for CASA's Colebrook office. The estimated fair value of the monthly rental for this space is \$7,800.

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

NOTES TO FINANCIAL STATEMENTS

Note 9. OPERATING LEASE COMMITMENTS (concluded)

Future payments due under the operating leases are as follows:

<u>Year ending June 30,</u>	<u>Amount</u>
2025	\$ 45,819
2026	28,950
2027	25,790
2028	<u>22,026</u>
Total lease payments	122,585
Imputed interest	<u>(4,464)</u>
Present value of lease liability	<u>\$ 118,121</u>

Total lease costs were as follows at June 30:

	<u>2024</u>	<u>2023</u>
Operating lease cost	\$ 46,386	\$ 45,466
Short-term lease cost	6,000	6,000
Variable lease cost	7,560	7,056
Donated facility cost	<u>7,800</u>	<u>7,800</u>
	<u>\$ 67,746</u>	<u>\$ 66,322</u>

Note 10. RETIREMENT PLAN

CASA has a defined contribution plan covering all eligible employees. During the year ended June 30, 2024, CASA approved plan contributions up to 2% of eligible employees' salary. For the years ended June 30, 2024 and 2023, CASA contributed \$53,001 and \$26,492, respectively.

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

NOTES TO FINANCIAL STATEMENTS

Note 11. COMMITMENTS AND CONTINGENCIES

CASA has entered into grant agreements that are recognized when qualifying costs are incurred for cost-reimbursement grants or when a unit of service is provided for performance grants. Revenue from government agencies is subject to review by grantor agencies. The review could result in the disallowance of expenditures under the terms of the grants or reductions of future grant awards.

Note 12. RELATED PARTY TRANSACTION

CASA has purchased consulting services from a partnership owned by a family member of CASA's officer. During the years ended June 30, 2024 and 2023, there was \$47,548 and \$125,700 in consulting expenses, of which \$24,575 and \$66,650 was donated, respectively.

Note 13. SUBSEQUENT EVENTS

CASA has evaluated subsequent events through November 12, 2024, 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, 2024.

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

FINANCIAL STATEMENTS

JUNE 30, 2024

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HESSION & PARE, PC
CERTIFIED PUBLIC ACCOUNTANTS
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INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the accompanying financial statements of Court Appointed Special Advocates of New Hampshire, Inc. ("CASA") (a nonprofit organization), which comprise the statement of financial position as of June 30, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of CASA as of June 30, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of CASA and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

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

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about CASA's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CASA's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about CASA's ability to continue as a going concern for a reasonable period of time.

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

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

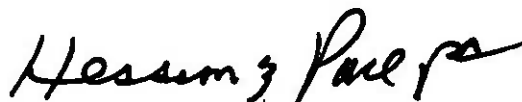
Report on Summarized Comparative Information

We have previously audited CASA's 2023 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 6, 2023. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued a separate report dated November 12, 2024, on our consideration of CASA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of CASA's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering CASA's internal control over financial reporting and compliance.

Manchester, NH
November 12, 2024



COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FINANCIAL POSITION

As of June 30, 2024
(with comparative totals for 2023)

	Without Donor Restrictions	With Donor Restrictions	2024	2023
ASSETS				
Current assets				
Cash and cash equivalents	\$ 1,347,616	\$ 609,834	\$ 1,957,450	\$ 3,261,655
Sponsorship receivable	32,500	-	32,500	18,235
Grants receivable	302,081	-	302,081	185,866
Pledges receivable	365,250	-	365,250	165,150
Prepaid expenses	1,785	-	1,785	5,185
Operating lease, right-of-use asset, current	40,704	-	40,704	34,881
Total current assets	2,089,936	609,834	2,699,770	3,670,972
Noncurrent assets				
Investments	3,901,896	1,129,270	5,031,166	3,045,290
Pledges receivable, net of current	67,402	-	67,402	100,753
Property and equipment, net	980,638	-	980,638	1,015,158
Operating lease, right-of-use asset, net of current	75,477	-	75,477	113,573
Total noncurrent assets	5,025,413	1,129,270	6,154,683	4,274,774
Total assets	\$ 7,115,349	\$ 1,739,104	\$ 8,854,453	\$ 7,945,746

LIABILITIES AND NET ASSETS

Current liabilities				
Accounts payable	\$ 32,331	\$ -	\$ 32,331	\$ 42,711
Accrued expenses	111,119	-	111,119	108,593
Operating lease liability	42,998	-	42,998	35,379
Total current liabilities	186,448	-	186,448	186,683
Noncurrent liabilities				
Operating lease liability, net of current	75,123	-	75,123	113,573
Total liabilities	261,571	-	261,571	300,256
Commitments (see Notes)				
Net assets				
Without donor restrictions	6,853,778	-	6,853,778	6,236,915
With donor restrictions	-	1,739,104	1,739,104	1,408,575
Total net assets	6,853,778	1,739,104	8,592,882	7,645,490
Total liabilities and net assets	\$ 7,115,349	\$ 1,739,104	\$ 8,854,453	\$ 7,945,746

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, 2024

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>2024</u>
Public support			
Contributions	\$ 1,086,101	\$ 361,400	\$ 1,447,501
Government grants	1,976,014		1,976,014
Fundraising events, net of costs of \$145,392	794,278	-	794,278
Private grants	170,149	159,258	329,407
Other income	20,427	-	20,427
Donated goods, services, and use of facilities	38,809	-	38,809
Total public support	<u>4,085,778</u>	<u>520,658</u>	<u>4,606,436</u>
Investment income, net of fees of \$32,374	<u>363,365</u>	<u>121,859</u>	<u>485,224</u>
Total public support and investment income	<u>4,449,143</u>	<u>642,517</u>	<u>5,091,660</u>
Net assets released from restrictions			
For satisfaction of program restrictions	<u>311,988</u>	<u>(311,988)</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>4,761,131</u>	<u>330,529</u>	<u>5,091,660</u>
Expenses			
Program services	3,534,232	-	3,534,232
Supporting activities			
Management and general	270,206	-	270,206
Fundraising	<u>339,830</u>	<u>-</u>	<u>339,830</u>
Total expenses	<u>4,144,268</u>	<u>-</u>	<u>4,144,268</u>
Increase in net assets	616,863	330,529	947,392
Net assets, beginning of year	<u>6,236,915</u>	<u>1,408,575</u>	<u>7,645,490</u>
Net assets, end of year	<u>\$ 6,853,778</u>	<u>\$ 1,739,104</u>	<u>\$ 8,592,882</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, 2023

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>2023</u>
Public support			
Contributions	\$ 782,880	\$ 271,776	\$ 1,054,656
Government grants	1,836,869		1,836,869
Fundraising events, net of costs of \$136,224	691,936	-	691,936
Private grants	257,630	75,000	332,630
Other income	29,895	-	29,895
Donated goods, services and use of facilities	80,351	-	80,351
Total public support	<u>3,679,561</u>	<u>346,776</u>	<u>4,026,337</u>
Investment income, net of fees of \$8,586	<u>67,117</u>	<u>113,246</u>	<u>180,363</u>
Total public support and investment income	<u>3,746,678</u>	<u>460,022</u>	<u>4,206,700</u>
Net assets released from restrictions			
For satisfaction of program restrictions	<u>309,662</u>	<u>(309,662)</u>	<u>-</u>
Total public support, investment income and net assets released from restrictions	<u>4,056,340</u>	<u>150,360</u>	<u>4,206,700</u>
Expenses			
Program services	3,317,024	-	3,317,024
Supporting activities			
Management and general	262,231	-	262,231
Fundraising	<u>334,638</u>	<u>-</u>	<u>334,638</u>
Total expenses	<u>3,913,893</u>	<u>-</u>	<u>3,913,893</u>
Increase in net assets	142,447	150,360	292,807
Net assets, beginning of year	<u>6,094,468</u>	<u>1,258,215</u>	<u>7,352,683</u>
Net assets, end of year	<u>\$ 6,236,915</u>	<u>\$ 1,408,575</u>	<u>\$ 7,645,490</u>

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended June 30, 2024
(with comparative totals for 2023)

	Program Services	Management and General	Fundraising	2024	2023
Payroll					
Salaries and wages	\$ 2,280,770	\$ 174,374	\$ 219,305	\$ 2,674,449	\$ 2,479,414
Payroll taxes	174,879	13,370	16,815	205,064	195,677
Benefits	281,052	21,488	27,024	329,564	244,614
Total payroll	2,736,701	209,232	263,144	3,209,077	2,919,705
Other					
Advertising	197,153	15,073	18,957	231,183	175,905
Professional fees and contract labor	115,467	8,828	11,103	135,398	232,083
Depreciation	62,454	4,775	6,005	73,234	84,084
Office expense	62,167	4,753	5,978	72,898	58,201
Lease expense	57,774	4,417	5,555	67,746	66,323
Travel	41,153	3,146	3,957	48,256	44,511
Service contracts	40,439	3,092	3,888	47,419	57,851
Insurance	36,001	2,752	3,462	42,215	42,057
Bad debt expense	30,701	2,347	2,952	36,000	44,418
Telephone	28,794	2,201	2,769	33,764	29,431
Meals and entertainment	26,084	1,994	2,508	30,586	14,191
Printing	20,830	1,593	2,003	24,426	8,212
Dues, memberships and subscriptions	16,317	1,248	1,569	19,134	20,155
Repairs and maintenance	14,954	1,143	1,438	17,535	14,344
Postage	13,374	1,023	1,286	15,683	15,193
Utilities	10,264	785	987	12,036	11,566
Provision for uncollectible accounts	10,234	782	984	12,000	-
Gifts and promotions	7,523	575	723	8,821	5,578
Conferences and meetings	4,233	324	407	4,964	4,016
Training	1,615	123	155	1,893	66,069
Total other	797,531	60,974	76,686	935,191	994,188
Total expenses	\$ 3,534,232	\$ 270,206	\$ 339,830	\$ 4,144,268	\$ 3,913,893

See notes to financial statements.

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC.

STATEMENT OF CASH FLOWS

**For the Year Ended June 30, 2024
(with comparative totals for 2023)**

	<u>2024</u>	<u>2023</u>
Cash flows from operating activities		
Change in net assets	\$ 947,392	\$ 292,807
Adjustments to reconcile change in net assets to cash provided by operating activities		
Depreciation	73,234	84,084
Net realized and unrealized (gains) on investments	(319,612)	(68,622)
(Increase) in sponsorships receivable	(14,265)	(8,210)
(Increase) in grants receivable	(116,215)	(11,632)
(Increase) in pledges receivable	(166,749)	(41,205)
Decrease (increase) in prepaid expenses	3,400	(5,185)
(Decrease) increase in accounts payable and accrued expenses	(7,854)	12,543
Increase in operating lease liability	1,442	498
Net cash provided by operating activities	<u>400,773</u>	<u>255,078</u>
Cash flows from investing activities		
Proceeds from sale of investments	1,904,596	255,809
Purchase of investments	(3,570,860)	(934,128)
Purchase of property and equipment	(38,714)	(42,302)
Net cash (used in) investing activities	<u>(1,704,978)</u>	<u>(720,621)</u>
Net (decrease) in cash and cash equivalents	(1,304,205)	(465,543)
Cash and cash equivalents, beginning of year	<u>3,261,655</u>	<u>3,727,198</u>
Cash and cash equivalents, end of year	<u>\$ 1,957,450</u>	<u>\$ 3,261,655</u>

See notes to financial statements.

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

NOTES TO FINANCIAL STATEMENTS

Note 1. NATURE OF ACTIVITIES

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

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Significant accounting policies

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

Comparative financial information

The financial statements of CASA include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with CASA's financial statements for the year ended June 30, 2023, 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.

Change in Accounting Principle

ASU 2016-13, Financial Instruments - Credit Losses

Effective July 1, 2023, CASA adopted the Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) No. 2016-13, *Financial Instruments - Credit Losses*. CASA measures a financial asset at an amortized cost basis at the net amount expected to be collected. Thus, the Statement of Activities reflects the measurement of credit losses for newly recognized financial assets as well as the expected increases or decreases of expected credit losses that have taken place during the period.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The adoption of ASU 2016-13 did not have an impact on CASA's financial position, results of operations, and cash flows. Management has determined based on historical collection experience, an assessment of economic conditions, and a review of subsequent collections that no allowance for credit loss is necessary.

Cash and cash equivalents

For the purpose of reporting cash flows, CASA considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash and cash equivalents. There were no cash equivalents at June 30, 2024. Excess cash is deposited into a sweep account and earns interest on a daily basis. Temporary cash investments held in the investment portfolio are excluded from cash and cash equivalents.

Sponsorships receivable

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

Grants receivable

Grants receivable are recognized when the qualifying costs are incurred for cost-reimbursement grants or contracts, or when a unit of service is provided for performance grants.

Pledges receivable

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

**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 with investment income in the accompanying statement of activities and changes in net assets. Purchased and gifted securities are recorded at fair value on the date of the acquisition or gift date, net of any brokerage fees. CASA's investments do not have a significant concentration of credit risk within any industry, geographic location, or specific location.

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

Leases

CASA is a lessee in several noncancellable leases for office space. CASA determines if an arrangement is a lease, or contains a lease, at inception of a contract and when the terms of an existing contract are changed. CASA recognizes a lease liability and a right-of-use (ROU) asset at the commencement date of the lease. The lease liability is initially and subsequently recognized based on the present value of its future lease payments. Variable payments are included in the future lease payments when those variable payments depend on an index or a rate. CASA generally does not have access to the rate implicit in the lease and, therefore, CASA utilizes a risk-free rate as the discount rate at the lease commencement date for all classes of underlying assets. The ROU asset is subsequently measured throughout the lease term at the amount of the remeasured lease liability (i.e., present value of the remaining lease payments), plus unamortized initial direct costs, plus (minus) any prepaid (accrued) lease payments, less the unamortized balance of lease incentives received, and any impairment recognized. Lease cost for lease payments is recognized on a straight-line basis over the lease term.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

CASA has elected, for all underlying classes of assets, to not recognize ROU assets and lease liabilities for short-term leases that have a lease term of 12 months or less at lease commencement, and do not include an option to purchase the underlying asset that CASA is reasonably certain to exercise. CASA recognizes lease costs associated with short-term leases on a straight-line basis over the lease term.

Net assets

The financial statements report net assets based upon the existence or absence of restrictions placed by its donors, as follows:

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

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

Revenue recognition

Contributions and private grants

Contributions and private grants are recognized when cash, securities or other assets, an unconditional promise to give, or a notification of a beneficial interest is received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributions and private grants are reported as increases in net assets without donor restrictions unless use of the contributed assets is specifically restricted by the donor. Amounts received that are restricted by the donor to use in future periods or for specific purposes are reported as increases in net assets with donor restrictions. Unconditional promises with payments due in future years have an implied restriction to be used in the year payment is due, and therefore, are reported as restricted until the payment is due, unless the contribution is clearly intended to support activities of the current fiscal year. When a restriction expires, that is, when a stipulated time restriction ends or a purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions in the statement of activities. Any donor-restricted contribution that is received in the same year that the restriction is met is recorded as net assets without donor restrictions.

Government grants

Government grants are recognized when the qualifying costs are incurred for cost-reimbursement grants or contracts, or when a unit of service is provided for performance grants.

Fundraising events

Revenue from fundraising events is recognized when the performance obligation of providing the event is met. The performance obligation of conducting the event is simultaneously received and consumed by the attendees; therefore, the revenue is recognized when the event occurs. Upon receipt of a prepayment from a registrant, CASA recognizes a contract liability in the amount of the prepayment for its performance obligation to provide the event in the future. Due to the nature and timing of the performance and/or transfer of services, certain contract liabilities at June 30 of each year are recognized in the following year.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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. GAAP allows recognition of contributed services only if (a) the services create or enhance nonfinancial assets, or (b) the services would have been purchased if not provided by contribution, require specialized skills, and are provided by individuals possessing those skills.

Donated goods, services, and use of facilities consisted of the following at June 30:

	<u>2024</u>	<u>2023</u>
Consulting services	\$ 24,575	\$ 66,650
Office space	7,800	7,800
Printing	5,584	-
Advertising	-	3,118
Other	<u>850</u>	<u>2,783</u>
Total	<u>\$ 38,809</u>	<u>\$ 80,351</u>

CASA recognized donated goods, services, and use of facilities within public support for consulting services, office space, printing, advertising and other. Unless otherwise noted, donated goods, services and use of facilities did not have donor-imposed restrictions.

Donated goods, services and use of facilities were used toward program, fundraising events, and general and administrative costs. Donated professional services are recorded at the respective fair values of the services received. Donated goods are recorded at fair value at the date of donation and as expenses when placed in service or distributed. Donated use of facilities is reported as a contribution and as an expense at the estimated fair value of similar space for rent under similar conditions. If the use of the space is promised unconditionally for a period greater than one year, the amount is reported as a contribution and an unconditional promise to give at the date of the gift, and the expense is reported over the term of use.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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. The statement of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among program services, supporting activities, and fundraising based on benefits received. Expenses that can be identified with a specific program, supporting service, or fundraising event are charged directly to the program, supporting service, and fundraising event. Expenses which apply to more than one functional category, such as time and effort, have been allocated based on estimates made by management.

Advertising costs

CASA charges advertising costs to operating expenses as incurred.

Financial instruments and credit risk

Deposit concentration risk is managed by placing cash and cash equivalents with financial institutions believed to be creditworthy. At times, amounts on deposit may exceed insured limits or include uninsured investments. To date, no losses have been experienced in any of these accounts. Credit risk associated with receivables is considered to be limited due to high historical collection rates and because substantial portions of the outstanding amounts are due from governmental agencies and entities supportive of CASA's mission.

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, 2024, 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 2020.

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

NOTES TO FINANCIAL STATEMENTS

Note 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (concluded)

Reclassifications

Certain balances in the prior year's financial statements may have been reclassified for comparative purposes to conform with the presentation in the current year's financial statements. These reclassifications had no effect on the change in net assets.

Note 3. LIQUIDITY AND AVAILABILITY

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

	<u>2024</u>	<u>2023</u>
Financial assets:		
Cash and cash equivalents	\$ 1,957,450	\$ 3,261,655
Investments	5,031,166	3,045,290
Sponsorship receivable	32,500	18,235
Grants receivable	302,081	185,866
Pledges receivable	<u>453,250</u>	<u>291,400</u>
Total financial assets	7,776,447	6,802,446
Less financial assets held to meet donor-imposed restrictions:		
Purpose-restricted net assets	(31,714)	(109,894)
Donor-restricted endowment funds	(1,129,140)	(1,007,281)
Less financial assets not available within one year:		
Pledges receivable	<u>(88,000)</u>	<u>(126,250)</u>
Amount available for general expenditures within one year	<u>\$ 6,527,593</u>	<u>\$ 5,559,021</u>

CASA regularly monitors liquidity required to meet operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. In addition to financial assets available to meet general expenditures over the next year, CASA operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures not covered by donor-restricted resources.

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

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

NOTES TO FINANCIAL STATEMENTS

Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT

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

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

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

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

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

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

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

June 30, 2024	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 169,655	\$ 169,655	\$ -	\$ -
U.S. equities	2,239,418	2,239,418	-	-
International equities	371,008	371,008	-	-
Fixed income	1,930,631	1,930,631	-	-
Other investments	223,278	223,278	-	-
Real estate	<u>97,176</u>	<u>97,176</u>	<u>-</u>	<u>-</u>
Total investments	<u>\$ 5,031,166</u>	<u>\$ 5,031,166</u>	<u>\$ -</u>	<u>\$ -</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 4. INVESTMENTS AND FAIR VALUE MEASUREMENT (concluded)

June 30, 2023	Fair Value	(Level 1)	(Level 2)	(Level 3)
Valued on a recurring basis				
Investment cash	\$ 103,009	\$ 103,009	\$ -	\$ -
U.S. equities	721,966	721,966	-	-
International equities	264,686	264,686	-	-
Fixed income	1,710,993	1,710,993	-	-
Other investments	<u>244,636</u>	<u>244,636</u>	-	-
Total investments	<u>\$ 3,045,290</u>	<u>\$ 3,045,290</u>	<u>\$ -</u>	<u>\$ -</u>

Fair values of Level 1 investments are determined by reference to quoted market prices and other relevant information generated by market transactions.

Note 5. PLEDGES RECEIVABLE

Pledges receivable were as follows at June 30:

	<u>2024</u>	<u>2023</u>
Promises to give expected to be collected in		
Less than one year	\$ 365,250	\$ 165,150
One to five years	<u>88,000</u>	<u>126,250</u>
	453,250	291,400
Less discount to present value	(6,027)	(10,926)
Less allowance for uncollectible pledges	<u>(14,571)</u>	<u>(14,571)</u>
Net pledges receivable	<u>\$ 432,652</u>	<u>\$ 265,903</u>

Pledges receivables are reported at their fair value, which is estimated as the present value of expected future cash inflows on a non-recurring basis. At June 30, 2024, a discount rate of 3% was considered to determine net present value. As discussed in Note 4, the valuation technique used by CASA is a level 3 measure because there are no observable market transactions.

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

NOTES TO FINANCIAL STATEMENTS

Note 6. PROPERTY AND EQUIPMENT

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

	<u>2024</u>	<u>2023</u>
Buildings and improvements	\$ 1,428,105	\$ 1,418,855
Furniture, equipment and software	<u>263,085</u>	<u>279,916</u>
	1,691,190	1,698,771
Less accumulated depreciation	<u>710,552</u>	<u>683,613</u>
Property and equipment, net	<u>\$ 980,638</u>	<u>\$ 1,015,158</u>

Note 7. NET ASSETS WITH DONOR RESTRICTIONS

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

	<u>2024</u>	<u>2023</u>
Time		
Portion of perpetual endowment funds subject to time restriction under the Uniform Prudent Management of Institutional Funds Act (UPMIFA)	\$ 444,648	\$ 322,789
Pledges receivable	453,250	291,400
Fiscal year 2025	125,000	-
Restricted for:		
Technology	15,831	-
Building repairs	10,000	-
CRM system	5,753	25,506
Training and community relations	-	62,068
Language bank	-	21,340
Generator	130	980
Endowment restricted in perpetuity	<u>684,492</u>	<u>684,492</u>
Total	<u>\$ 1,739,104</u>	<u>\$ 1,408,575</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS

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

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

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

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

The original gift is defined by CASA as (a) the original value of gifts donated to the donor-restricted endowment, (b) the original value of any subsequent gifts to donor-restricted endowment, and (c) accumulations to donor-restricted endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

Investment Return Objectives, Risk Parameters and Strategies

CASA has adopted an investment policy, approved by the Board of Directors, to create a balanced portfolio among several asset classes managing moderate levels of return with moderate levels of risk, while exceeding long-term inflation. Given CASA has no immediate intention of appropriating any assets for expenditure, there is currently no spending policy in place for the year ended June 30, 2024. However, management is currently in the process of establishing a spending policy that will be in accordance with UPMIFA. During this process, CASA will consider the following

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)

factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of CASA and (7) the investment policies of CASA.

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

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2024			
Donor-restricted endowment funds	<u>\$ -</u>	<u>\$ 1,129,270</u>	<u>\$ 1,129,270</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2023			
Donor-restricted endowment funds	<u>\$ -</u>	<u>\$ 1,007,411</u>	<u>\$ 1,007,411</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (continued)

Endowment net assets were as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2024			
Investments, beginning of year	\$ -	\$ 1,007,411	\$ 1,007,411
Net investment income	-	13,094	13,094
Unrealized gain	-	74,559	74,559
Realized gain	<u>-</u>	<u>34,206</u>	<u>34,206</u>
Total investment income	<u>-</u>	<u>121,859</u>	<u>121,859</u>
Investments, end of year	<u>\$ -</u>	<u>\$ 1,129,270</u>	<u>\$ 1,129,270</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
June 30, 2023			
Investments, beginning of year	\$ -	\$ 894,175	\$ 894,175
Net investment income	-	9,120	9,120
Unrealized gain	-	109,221	109,221
Realized loss	<u>-</u>	<u>(5,105)</u>	<u>(5,105)</u>
Total investment income	<u>-</u>	<u>113,236</u>	<u>113,236</u>
Investments, end of year	<u>\$ -</u>	<u>\$ 1,007,411</u>	<u>\$ 1,007,411</u>

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

NOTES TO FINANCIAL STATEMENTS

Note 8. ENDOWMENT FUNDS AND NET ASSETS (concluded)

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

Note 9. OPERATING LEASE COMMITMENTS

CASA has operating lease agreements for various office spaces in Laconia, Dover, Claremont, Berlin, and Keene, New Hampshire. In July 2020, CASA entered into a 5-year operating lease agreement in Dover expiring June 2025 with monthly payments of \$454 for base rent and utility costs of \$630 and \$588 during 2024 and 2023, respectively. In November 2020, CASA entered into a 5-year operating lease agreement in Keene expiring October 2025 with monthly payments of \$940, increased each year by 2%. In May 2023, CASA entered into a 5-year operating lease agreement in Laconia expiring April 2028 with monthly payments of \$1,957, increased each year by 3%. CASA has extended a one-year operating lease agreement until April 2025 in Claremont with monthly payments of \$455. The operating lease agreement for Berlin automatically renews each year at \$500 per month.

Noncash investing and financial activities related to these operating leases includes a lease asset obtained in exchange for lease liabilities of \$168,010.

There is currently no rent requirement other than utilities for CASA's Colebrook office. The estimated fair value of the monthly rental for this space is \$7,800.

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

NOTES TO FINANCIAL STATEMENTS

Note 9. OPERATING LEASE COMMITMENTS (concluded)

Future payments due under the operating leases are as follows:

<u>Year ending June 30,</u>	<u>Amount</u>
2025	\$ 45,819
2026	28,950
2027	25,790
2028	<u>22,026</u>
Total lease payments	122,585
Imputed interest	<u>(4,464)</u>
Present value of lease liability	<u>\$ 118,121</u>

Total lease costs were as follows at June 30:

	<u>2024</u>	<u>2023</u>
Operating lease cost	\$ 46,386	\$ 45,466
Short-term lease cost	6,000	6,000
Variable lease cost	7,560	7,056
Donated facility cost	<u>7,800</u>	<u>7,800</u>
	<u>\$ 67,746</u>	<u>\$ 66,322</u>

Note 10. RETIREMENT PLAN

CASA has a defined contribution plan covering all eligible employees. During the year ended June 30, 2024, CASA approved plan contributions up to 2% of eligible employees' salary. For the years ended June 30, 2024 and 2023, CASA contributed \$53,001 and \$26,492, respectively.

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

NOTES TO FINANCIAL STATEMENTS

Note 11. COMMITMENTS AND CONTINGENCIES

CASA has entered into grant agreements that are recognized when qualifying costs are incurred for cost-reimbursement grants or when a unit of service is provided for performance grants. Revenue from government agencies is subject to review by grantor agencies. The review could result in the disallowance of expenditures under the terms of the grants or reductions of future grant awards.

Note 12. RELATED PARTY TRANSACTION

CASA has purchased consulting services from a partnership owned by a family member of CASA's officer. During the years ended June 30, 2024 and 2023, there was \$47,548 and \$125,700 in consulting expenses, of which \$24,575 and \$66,650 was donated, respectively.

Note 13. SUBSEQUENT EVENTS

CASA has evaluated subsequent events through November 12, 2024, 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, 2024.



Appendix D

CASA GAL Collaterals



CASA/GAL Volunteer Qualifications & Training Requirements

Qualifications

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

- Minimum Age of 21 years
 - Minimum education requirement: high school degree or GED
 - Oral and written communication skills
 - Ability to relate to diverse people
 - Basic understanding of children and families
 - Confidentiality and objectivity
-

Screening

Persons qualifying to be CASA volunteers must submit a comprehensive application, undergo three personal reference and three criminal background checks (State Police, Child Abuse Registry, Sex Offender). They then must participate in 40 hours of training.

Training: 40-Hour Curriculum

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

The Law, the Child Protection System, and the Courts

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

Cultural Awareness

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

Understanding Families – Part 1

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

Understanding Families – Part 2

Discusses the impact of parental substance abuse, poverty and domestic violence on children. Participants will separate myths from facts about poverty. This chapter will also focus on the bond children have with their

families. Activities will help the participant focus on the feelings and fears of the children for whom they will advocate.

Understanding Children

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

Communicating as a CASA GAL Volunteer

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

Practicing the CASA GAL Volunteer Role – Gathering Information

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

Practicing the CASA GAL Volunteer Role – Reporting and Monitoring

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

Pulling it All Together

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

Additional Training Requirements

- Permanency (3 hours)
- Termination of Parental Rights (3hours)
- Fostering Futures (12 hours)

Continuing Education

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

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

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

(For further information see attached brochure).

Evaluation

CASA volunteers are evaluated by their supervisor annually. (See attached form)



Professional Development Requirements for CASA Guardians ad Litem

PROFESSIONAL DEVELOPMENT AND YOU

"Ordinary people doing extraordinary things."

These words are typically used to describe Court Appointed Special Advocate Guardians. We are highly trained professionals from all walks of life who advocate for the best interests of children in abuse or neglect situations. As with other professional organizations, CASA of New Hampshire believes in on-going professional development for its members. We are enthusiastic about the various ways our volunteers can strengthen their knowledge about families, the law, and the children they advocate for. CASA of New Hampshire's Professional Development Standards are in place in order to accomplish several goals:

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

REQUIREMENTS

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

TYPES AND VALUES

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

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

CASA Summer Series also earn hour-for-hour credit and will typically earn 1-2 credits each session for the attendee. Verification is provided through attendance at the in-service.

Granite State College opens their caregiver series to CASA staff and advocates as well as foster parents and relative caregivers.



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

- National CASA Association Conference
- AG's Conference on Child Abuse & Neglect
- AG's Conference on Domestic Violence
- DCYF Annual Conference
- Foster Parent Conference
- Dartmouth-Hitchcock CHAD Conferences

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

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

CASA of New Hampshire - P.O. Box 1327, Manchester, NH 03105
www.casanh.org | 800-626-0622 | speakup@casanh.org
BERLIN CLAREMONT COLEBROOK DOVER KEENE LACONIA MANCHESTER



Fostering Futures:

Supporting Youth Transitions into Adulthood

An **advocacy** and **mentoring program** for youth aged between **14-21**. The program aims at:

- Raising awareness of **youth's needs and issues**
- Helping **ease transition** from foster care to adulthood
- Promoting **permanent families**
- Improving **outcomes for youth** in foster care
- Providing **educational stability**

To improve outcomes for youth by:

- **Setting goals with youth** for their future
- Giving **clear ideas** on how to **achieve those goals**
- Empowering youth with **practical knowledge**
- Helping youth develop knowledge and skills to **successfully transition to adulthood**



PROGRAM MANAGERS MONTHLY SUPERVISION FORM

Name: Click or tap here to enter text.

Month: Click or tap here to enter text.

Advocate Supervision

Are your advocates making their monthly visits? Click or tap here to enter text.

Anyone you are concerned about? Click or tap here to enter text.

What challenges have you dealt with in the past month in regards to your advocates?

Click or tap here to enter text.

In preparation for Court, what barriers are advocates running into when it comes to Children Youth and Court? Click or tap here to enter text.

Program Manager's contact with foster placements/relatives or in-home families, please list contacts, date of contact and any comments. Click or tap here to enter text.

How do your Peer Coordinators report things are going this month? (Report on each PC)

Click or tap here to enter text.

Please list your retention efforts that you've made this month and the success of them?

Click or tap here to enter text.

Number of continuances you've had this month; and who asked for the continuance?

Click or tap here to enter text.

Number of cases/case name where you have had to file a motion for a child/youth to meet with the judge on their case?

Click or tap here to enter text.

How many times have you been to Court this month, what was the reason for your attendance and did you inform your Program Director?

Click or tap here to enter text.

What challenges have you dealt with in the past month regarding CASA of New Hampshire's commitment to the Pledge to Quality Advocacy?

Click or tap here to enter text.



Support Groups

Number of CASA's who attended a support group? [Click or tap here to enter text.](#)

What efforts are you making to ensure your new advocates are attending the mandatory 6 months of support groups? [Click or tap here to enter text.](#)

Has your support group been set up for next month? [Click or tap here to enter text.](#)

Upcoming Speaker: [Click or tap here to enter text.](#)

Case Numbers

Number of CASA's who left: [Click or tap here to enter text.](#)

Who left and Why? (Please list name and reason) [Click or tap here to enter text.](#)

Have you informed the State Recruitment Director (Diane) of their departure? [Click or tap here to enter text.](#)

Your case load and total number of children: [Click or tap here to enter text.](#)

Number of new cases: [Click or tap here to enter text.](#)

Number of closed cases: [Click or tap here to enter text.](#)

Number of unassigned cases: [Click or tap here to enter text.](#)

Number of cases refused: [Click or tap here to enter text.](#)

Statewide email sent? [Click or tap here to enter text.](#)

Updated in F Drive and notified PD's? [Click or tap here to enter text.](#)

Board updates

(Successful reunifications or adoptions (include pictures if you have any), story showing CASA's values in action, support groups, trends in your area, cases with criminal components, CASAs who did something outstanding, trainings and graduates, "Can you believe this?!" type stories)

[Click or tap here to enter text.](#)

CASA-NH Internal Complaint Policy for CASA GAL's

CASA of New Hampshire holds its volunteers to a high standard of conduct. Each volunteer attends 40 hours of core training before taking a case, in addition to completing 12 hours of additional training each year. Each volunteer receives and signs copies of CASA of NH's Standards of Professional Conduct and the Statement of Commitment, which detail the organization's standards and expectations. CASA volunteers are also informed of and expected to meet the ethical standards of practice applicable to all guardians ad litem in the state (GAL Board Rules Chapter 500), and the New Supreme Court rules applicable to GALs.

Purpose:

CASA-NH takes any complaints about a CASA seriously. This policy sets out the procedure CASA-NH will follow internally when it receives a complaint about a CASA volunteer.

CASA-NH recognizes that the steps or actions needed to investigate and resolve a complaint may vary based on the circumstances, such as the basis of complaint, the underlying facts, the seriousness of conduct alleged, the personality or temperament of the individual making a complaint, the personality or history of the CASA, and/or the experience level of the staff member(s) involved in investigating. For this reason, the way complaints are handled may vary and the exact steps needed to resolve many complaints will rely on the judgment or discretion of the Program Director(s). This policy sets a baseline procedure to follow for all complaints. Its purpose is to:

1. Ensure that at least one Program Director is aware of every complaint that CASA-NH receives.
2. Document each complaint received, actions taken to resolve it, and its outcome.
3. Provide guidance to Program Managers and Program Directors regarding when CASA legal staff, the President/CEO and the Board of Directors should be made aware of a complaint.
4. Create records that can be used by CASA-NH when investigating new complaints.
5. Allow CASA-NH to collect data that can be used to recognize patterns in the complaints it receives.

Procedure:

1. Whenever a CASA staff member receives a complaint about a CASA volunteer, they will immediately inform the Program Directors by sending an email to all Program Directors. This ensures that a complaint can be addressed in a timely manner even if a particular Program Director is unavailable.

2. At a minimum, the Program Director will:
 - a. Address the complaint by reaching out to the person making the complaint within two business days of receiving the complaint. In some instances, the Program Director may refer the complaint to CASA legal staff to handle outreach to the complainant.
 - b. Follow up with the Program Manager to inform them of the complaint and the outcome and/or to gather more information.
 - c. Enter the complaint into the complaint form. This form will be kept in the Recruitment Director's file on the shared drive.
3. Depending on the type of complaint and circumstances, the Program Director may: speak with the CASA volunteer; ask the Program Manager to speak with the CASA volunteer; interview other individuals involved in the case (parents, other family, foster parents, DCYF staff, other providers, etc.).
4. Some complaints must be reported to CASA legal staff, the President/CEO and CASA Board of Directors, if warranted. These complaints include, but are not limited to those involving:
 - a. Any kind of illegal activity;
 - b. Inappropriate conduct;
 - c. Unethical behavior;
 - d. Discrimination based on race, color, national origin, sex, religion, disability, sexual orientation, age, or gender identity;
 - e. Breaches of confidentiality; or
 - f. Threats of legal action against CASA-NH.

When a Program Director becomes aware that a complaint involves any of these issues, the Program Director should inform the Senior Staff Attorney and the President/CEO. When in doubt, Program Directors should err on the side of making CASA legal staff aware of complaints.

5. After a complaint is referred to CASA legal staff, the Senior Staff Attorney or designee will continue the investigation into the matter, seeking assistance from Program Directors or Program Managers as needed. The investigating attorney will speak to all parties with relevant information (ex.: CPSW, foster parent, the CASA volunteer).
6. The Senior Staff Attorney will keep a separate file for any serious complaint received, to include a memo detailing the complaint, the steps taken by CASA-NH to investigate the complaint, and how it was resolved. After the complaint is resolved, the Senior Staff Attorney will inform the Program Director so the information can be entered into the complaint form. The Senior Staff Attorney may request a Program Director's assistance in drafting the final memo. The Senior Staff Attorney will also inform the Recruitment Director after any significant complaint is resolved, so that the Recruitment Director may note in CASA Manager that there is a memo in a CASA volunteer's file.

Potential Outcomes/Resolutions:

The resolution of a complaint will vary based on: the severity of the conduct underlying the complaint; past complaints or incidents involving the same CASA volunteer; the CASA volunteer's intent; the CASA volunteer's understanding of any wrong-doing and likelihood of behaving in a similar way in the future; or other relevant considerations. Possible outcomes include, but are not limited to:

- No action taken
- Discussion with Program Manager
- Discussion or meeting with Program Director or Staff Attorney
- Removal from particular case
- Temporary pause from being assigned to new cases
- Removal from the program
- Referrals to law enforcement, if necessary
- Referrals to the NH GAL Board, if appropriate

Review of or Access to Information:

- A. At least once a quarter, the Program Directors will review the complaint form and discuss whether there are any patterns that should be brought to the attention of program staff and/or training staff to address.
- B. A CASA volunteer will generally be informed of a complaint made against him or her in the process of CASA-NH's investigation of the complaint. A CASA need not be informed of a complaint if it is meritless. A volunteer does not have the right to review CASA-NH's internal forms, notes, or documentation concerning the complaint.

CASA of NH
CASA Internal Complaint Form

Date	CASA	Case	PM	Complainant	Method	Type of complaint	Details	Action to resolve	Refer to legal	PD	Notes	Resolution	Resolution Date	
24-Mar	Examp	Examt	Allsc	Example	Phone	Disagree with recom	Example	Example	Yes		Ben	Exampl	Example	3/24/2025



Appendix E

Continuing Education for CASA Staff



TRAINING FOR CASA OF NH STAFF

I. INITIAL TRAINING

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

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

II. CONTINUING EDUCATION

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

III. FOSTERING FUTURES

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

OBJECTIVES for the Fostering Future training:

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

IV. OTHER TRAINING

Staff training is considered an ongoing part of employment rather than a technical requirement. Consequently, additional training takes place in a variety of ways. Examples include guest

speakers at support groups and staff meetings; and case reviews/issue discussion involving all CASA Program Managers, the program's Staff Attorneys 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 National CASA, New Hampshire DCYF, and the N.H. Attorney General's Child Abuse and Neglect.

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



Appendix F

CASA of NH Personnel Resumes



Resumes for Key CASA Personnel

Marcia R. Sink, President and CEO
Caroline Delaney, Esquire, Senior Staff Attorney
Diane Valladares, Recruitment Director
Bernadette Melton-Plante, CASA/GAL Program Director
Jonelle Gaffney, CASA/GAL Program Director
Erin Boylan, CASA/GAL Program Director
Idina Auth, CASA/GAL Program Manager
Carla Begin, CASA/GAL Program Manager
Dellie Champagne, CASA/GAL Program Manager
Anne Drewniak, CASA/GAL Program Manager
Marylee Gorham, CASA/GAL Program Manager
Bonnie Herrick, CASA/GAL Program Manager
Rebecca Hester, CASA/GAL Program Manager
Brendon Jalbert, CASA/GAL Program Manager
Diana Lacey, CASA/GAL Program Manager
Megan Marino, CASA/GAL Program Manager
Steve Pruyne, CASA/GAL Program Manager
Grayson Richey, CASA/GAL Program Manager
Allison Riley, CASA/GAL Program Manager
Shiloh Remillard, CASA/GAL Program Manager
Mark Rissala, CASA/GAL Program Manager
Amy Schutte, CASA/GAL Program Manager
Jenny Sheehan, CASA/GAL Program Manager
Alison Wheeler, CASA/GAL Program Manager
Christine Brophy, Technology Director
Jennifer Curran, Quality Assurance Specialist
Amanda Desmarais, Communications Manager
Melissa Desrosiers, Executive Assistant
Tessa Dyer, IT/Tech Specialist
Katelyn Ellison, Communications Assistant/Digital Media Specialist
Christine Gagne, Finance Manager
Molly Hill, Training Specialist
Natalie Laflamme, Staff Attorney
Mista McDonnell, Operations Manager
Amy Parker, Engagement & Education Coordinator + Recruitment Outreach Coordinator-North Country
Katie Pelczar, Recruitment Outreach Coordinator-Lakes Region
Kerri Rice, Reception/Admin Assistant
Kelly Smith, Training Director
Jessica Storey, Staff Attorney+ Permanency Specialist
Erica Thoits, Director of Community Relations
Jennifer Westover, Paralegal

**Marcia Ressmeyer 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*

Marcia Sink-Resume

- 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.

CAROLINE K. DELANEY, ESQ.



LEGAL EXPERIENCE

COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE (CASA-NH) **Manchester, NH**
Staff Counsel/Senior Staff Attorney **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. Supervisor for the legal team at CASA-NH. 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 Litem's & Staff.
- Represented organization at both state and local level.
- Supervision and Training of professional development of staff.
- Member of the Senior Management Team.
- Up-to-date on current industry trends with staff recruiting and development experience.
- Proven track record for providing quality client assessment, counseling, and referrals.
- Experience in networking with local/state agencies and grant writing.
- Ability to work productively both independently or as a cooperative team member.
- Solid background in designing/implementing new behavioral and vocational programs

Parent Child Mediation, City of Nashua, NH

WORK HISTORY

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

Senior CASA Program Manager (2008-Present)

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

Supervisor of Guardian Ad Litem's (2001-2008)

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

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

Emergency Assistance Outreach Director (1998 - 2001)

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

Case Manager (1996 - 1998)

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

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

Case Worker

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

EDUCATION

MELTON MOWBRY COLLEGE, Leicester, England

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

CONTINUING EDUCATION

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

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

REFERENCES ARE AVAILABLE ON REQUEST

Jonelle Gaffney

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

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

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

Professional Experience

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

- Responsible for the recruitment, training, and on-going supervision of volunteer guardian ad litem assigned to abused and neglected children in the court system.
- Oversee seven program managers

**Devereux Florida, Orlando, FL
(October 2008-September 2009)
Family Case Manager-Specialized Medical Unit**

- Identified needs of and provided direct care services to families in meeting the specialized needs of medically involved or medically fragile children within the child welfare system
- Developed, implemented, and monitored family case plans and provided families with the necessary skills and motivation in order to meet the goals of the case plan to ensure child safety and well-being
- Determined the need for child removal, continued services, or termination of services based upon an expert child safety assessment
- Empowered and promoted self sufficiency of clients
- Wrote documents for the Court; including Shelter Petitions, Predisposition Reports, Judicial Reviews, Status Reports, and Case Plans
- Provided testimony to the Court and served as a liaison between the Department of Children and Families and the Court
- Provided clients with services, such as daycare and other referrals to community agencies for counseling and financial assistance
- Facilitated multi-disciplinary meetings to collaborate on ideas and suggestions to help families successfully meet the needs of their children
- Attended meetings with the legal department, foster care department, and the child protection team to make informed decisions regarding child safety and permanency planning
- Acted as a mentor to other workers within the service center

**Devereux Florida, Orlando, FL
(June 2007-October 2008)
Family Case Manager**

- Provided direct care services to families where some indicators of abuse, abandonment, or neglect issues have been identified

- Developed, implement, and monitored family case plans
- Determined the need for child removal, continued services, or termination of services based upon an expert child safety assessment
- Empowered and promoted self sufficiency of clients
- Wrote documents for the Court; including Shelter Petitions, Predisposition Reports, Judicial Reviews, Status Reports, and Case Plans
- Provided testimony to the Court and served as a liaison between the Department of Children and Families and the Court
- Provided clients with services, such as lower cost daycare and other referrals to community agencies for counseling and financial assistance.
- Attended meetings with the legal department, foster care department, and the child protection team to make informed decisions regarding child safety and permanency planning

**Key Program, Inc., Methuen, MA
(September 2006-June 2007)
Assistant Program Supervisor**

- Assisted the program supervisor in managing residential facility, including staff supervision and ensuring clients' treatment goals and needs are being met. Monitor program organization, client files, scheduling, and general program maintenance
- Utilized techniques from the Crisis Prevention and Intervention Institute to facilitate the de-escalation of clients who are in crisis
- Provided twenty-four hour on call support to residential caseworkers in ensuring clients' and staff's safety
- Utilized the Situational Leadership Model in providing formal and informal supervision to direct care staff with regards to their performance and professional development
- Facilitated client referrals, intakes, and discharge meetings

**Key Program Inc., Methuen, MA
(May 2004-September 2006)
Residential Caseworker**

- Supervised children (aged 12-18) in a residential setting on achieving their treatment plan goals, documenting their stay, managing behavioral problems, implementing consequences, and helping clients develop positive social skills and life skills
- Worked directly with families of various ethnicities and backgrounds to understand the families different needs
- CPR, First Aid, and CPI Certified
- Attended multiple trainings focusing on family works, juvenile justice, 51A reporting, common diagnosis (bi-polar, multiple personality disorder, ADHD, and schizophrenia)

Specialized Trainings and/or Certifications

- Certified Family Services Counselor (March 2008)
- Specific trainings as they relate to the following: Health and Information and Accountability Act (HIPAA), Code of Ethics, Medical Neglect, Child Abuse Prevention, Early Childhood Trauma, Domestic Violence, Supervising Visits for Sexually Abused Children, Educational Trainings, Drug Abuse, and other various trainings as they relate to the field of child welfare.

References available upon request

ERIN BOYLAN

Accomplishments

President of Family Support New Hampshire
SPARK NH Council Member - Vice Chair
Wellness and Primary Prevention Council
Positive Solutions for Families Trainer
Presenter at 2013 & 2017 Strengthening Families Summit
PIC Parent Advocate
National Child Passenger Safety Technician

Experience

Program Director CASA of New Hampshire • Supervise CASA Program Managers	September 2023 to Present Manchester, NH
Program Manager CASA of New Hampshire • Supervise CASA GALs • Review and approve court reports • Represent CASA in court • Plan and facilitate support groups for advocates • Assist in facilitating new CASA training • Work in the child's best interest	August 2018 to September 2023 Manchester, NH
Family Support Service Coordinator Easter Seals Child Development & Family Resource Center • Consults with Department of Health and Human Services, school personal, medical providers, and other local agencies to assist families in utilizing existing services and minimizing duplication. • Acts as an advocate for and assists families in gaining services. • Coordinates parent education, adult education, and other classes as needed. • Evaluates, plans, designs, organizes, and directs program activities, either directly or through subordinates to meet the needs of the families served. • Collaborate with other organizations to further the mission of the agency.	Jan 2012 to August 2018 Manchester, NH
Lead Preschool Teacher Visiting Nurses Association • Created and implemented developmentally-appropriate curriculum that addresses all learning styles. • Promoted good behavior by using positive behavior interventions and supports method. • Organized activities that developed children's physical, emotional, and social growth. • Worked closely with center director, family support service coordinator, classroom teaching teams and other specialist.	Sep 2008 to Dec 2011 Manchester, NH
Physical & Health Education Teacher Bishop Brady High School	Aug 2006 to Jun 2008 Concord, NH

- Designs physical education and health curriculum in conjunction with department head.
- Maintained up-to-date lesson plans, and scope and sequence for all courses.
- Established positive relationships with students, parents, colleagues, and administrators.
- Kept accurate records of student performance, maintaining a confidentiality of student records and information at all times.
- Drafted letters of recommendation for students' college applications.

Paraprofessional

Dec 2005 to Jun 2006

Kimball School - Concord, NH

- Worked with special education staff and classroom teachers to implement and evaluate instructional programs and individual student progress.
- Conducted small group and individual classroom activities based on differentiated learning levels.

Kindergarten Teacher

Aug 2002 to Aug 2005

The Learning Center at Concord Hospital

Concord, NH

- Used a variety of activities and instructional methods (songs, stories, media, structured games, art, outdoor activities etc.) to motivate and stimulate children's abilities
- Fosters cooperative social behavior through games and group projects to assist children in forming satisfying relationships with other children and adults.
- Observed and evaluated children's performance, behavior, social development, and physical health.
- Provided a variety of materials and resources for children to explore, manipulate, and use, both in learning activities and in imaginative play.

Education

MS, Sports Administration

2012

Southern New Hampshire University - Manchester, NH

Sports Administration

BS, Elementary Education

2002

Elmira College - Elmira, NY

Elementary Education

Additional Work Experience

Assistant Cheerleading Coach

2014 -2016

Southern New Hampshire University - Manchester, NH

Head Cheerleading Coach

2009 - 2013

Plymouth State University - Plymouth, NH

Head Cheerleading Coach

2002 - 2008

Bishop Brady High School - Concord, NH

Certifications

NH Early Childhood and Family Mental Health Intermediate Credential

NH Early Childhood Teacher Level 3

New York State Provisional Teacher Certificate

Idina M. Auth

An **exceptional leader**, with proven results in retaining customers and producing results. Engages one-on-one with individuals at all levels of the organization to build on their strengths and increase engagement

Leadership in Practical Problem Solving

- **Streamlining critical program management activities:** Developed recommendations and guided changes that enabled project management governance and increased executive confidence in strategic results
- **Recordkeeping solutions:** Ran performance evaluations and vendor searches for multiple clients for plans of all sizes. Familiar with leading retirement recordkeeping platforms available in the U.S.
- **Product development:** Guided client product definitions, including Health Savings Accounts and small and large market retirement products. Remediated large market clients to increase adoption of preferred product offerings.
- **Business transformation:** Piloted process redesign for addressing customer servicing issues, that ultimately resulted in 37% savings by decreasing call volume and improving customer satisfaction
- **Retaining at-risk clients:** Applied data-driven approach to demonstrate service performance against client expectations, demonstrating tenacity and transparency in improving operations

Capabilities and Skills

Program management	Process improvement
Coaching and mentoring	Operations management
Talent development and retention	Organizational transformation
Strategic planning	P&L management

Maximizing Client Benefits

- **Consistent, high customer satisfaction:** Transparently addressed customer perceptions, establishing controls, measuring SLAs and reporting results for top clients
- **Project management practice lead:** Developed industry perspectives shared across the client base for increasing confidence in strategic plan and project execution
- **Client relationship management:** Managed relationship for marquee client, addressing key dissatisfiers, increasing adoption of standard services while deepening and expanding partnership
- **Client adoption:** Focused client service team on increasing profitability for key clients by leveraging benefits administration expertise to guide clients to more standardized services and better customer experience

Idina M. Auth

Experience

CASA of New Hampshire, *Nonprofit providing a voice for abused and neglected children in New Hampshire* 2018 - Present

Program Manager, Employee

- Coach and guide 30+ volunteers through their cases to enhance advocacy for the children. Work includes individual coaching, coordinating monthly continuing education and reviewing court reports
- Focus on volunteer retention by creating connections and rewarding efforts

Guardian ad Litem, Volunteer

- Advocate for the best interests of abused or neglected children

Tata Consultancy Services, *Information technology consulting firm* 2017 - 2022

Senior Consultant, Product Owner for Operations, Plan Onboarding and Data Analytics

- Coordinated work of up to 70 people across 3 continents to develop cutting edge technology for the US Retirement industry
- Facilitated 3rd party audit of delivery which yielded exceptional results

BridgePoint Group, *premier strategic consulting firm servicing Fortune 1000 clients and focused exclusively on the challenges facing the financial services industry* 2011 - 2017

Senior Consultant, Program Management Practice Lead

- Leader for field enablement and program oversight for average of 40 projs/yr
- Developed recommendations to achieve strategic goals for retirement providers
- Specialties: Strategic planning, streamlining implementation, vendor selection and management, product development life cycle

Fidelity Investments, *Fidelity Employer Services Company administered Health & Welfare benefits for top companies in the U.S.* 2001 - 2010

Vice President, Health & Welfare Benefits Administration

- Led team of 50-100 associates, including Client Service Managers, Project Managers, Project Analysts and Issue Resolution to deliver Health & Welfare benefits for 600,000+
- Established new primary office location in Albuquerque, NM

Director, Client Services

- Expanded and strengthened client relationship of marquee client

Operations Delivery Director

- Supervised staff of Project Managers and Operations Delivery Leaders; established new office in Raleigh, NC; spearheaded 1st organizational Six Sigma kaizen event

Senior Manager, Project Management

- Championed process improvements for Annual Enrollment

Senior Project Manager, Platform Conversion

- Led 2 simultaneous platform conversions of \$1.5M and 18 months

Education

Princeton University, Princeton NJ

B.A. in Philosophy (graduated cum laude)

Certified Six Sigma Green Belt

Certificate in Business Administration/Project Management from University of California, Berkeley



CARLA BEGIN

PROFILE Driven, enthusiastic, organized, and compassionate professional with 20+ years of experience in public service industry. Administrative support to high level professionals; maintaining confidentiality while developing internal and external relations, strategic communication, and government relations.

Experience:

Program Manager

September 2023-Current

CASA of New Hampshire, Manchester NH

Supervising, coaching and supporting CASA Guardian Ad Litem (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.

Casework Management Specialist

April 2022-Sept 2023

State of Nevada - DCFS - Pahrump, NV

Build rapport and collaborative relationships with children, clients, colleagues, and agency partners. Conduct thorough assessments of families, accurately identify safety threats, caregiver protective capacities, conditions for return, create measurable case plan goals, while keeping in mind the SAFE model tools. Monitor and document delivery of services being mindful of mandatory timeframes. Prepare accurate court reports and updates, testify in court and follow through with court orders. Act in accordance with statute, policy, and procedure.

Community Programs Coordinator

2020-2022

Nye Communities Coalition - Pahrump, NV

Volunteer Coordinator, Staffing Services Manager, Grant Manager, Community Health Worker

Created Marketing strategy and database for Staffing Services Program. Meet with clients, matching candidates for temporary labor positions. Maintain personnel records and process payroll. Provide orientation, direction, and supervision to all adult volunteers. Monthly documentation of service hours, records to court for community service volunteers. Manage the delivery of Child Death Review sub-grant. Link community members with resources as a Community Health Worker. Update and respond to social media posts.

Executive Legal Secretary II

2012-2019

Nye County District Attorney & 5th Judicial District Court - Pahrump, NV

Administrative support to District Court Judge and two Deputy District Attorneys, multi-tasking to include preparing/filing legal documents, managing multiple court calendars, legal response deadlines, ensuring complete preparation for court proceedings, including trials. Liaison between attorneys/judge and investigators, victims, witnesses, law enforcement, defense counsel, Supreme Court. Coordinated travel for witnesses. Victim advocacy. Maintained confidentiality. Responsible for maintaining office supplies/materials. Updated NRS binders annually. NCIC/NCJIS cleared and certified.

Administrative Secretary

2010-2012

Nye County Public Works - Pahrump, NV

Direct Administrative support to Director of Public Works. Liaison between director and government officials, interdepartmental employees, and the public. Maintained Director's schedule, including all meetings and arranging travel. Performed complex administrative and office duties such as: creating and managing multi-million-dollar budget, composing correspondence, project financial tracking, payroll, accounts payable/receivable, grant oversight.

Tracked deadlines for projects and reporting to government officials. Coordinated recruitment, training, and staff development. Prepared agenda and facilitated staff meetings. FEMA crisis certified.

Recruitment & Training Coordinator

1999-2002

CASA of New Hampshire - Manchester, NH

Media campaigning for recruitment of Court Appointed Special Advocate (CASA) volunteers. Screened, trained, and supported volunteers in the District Court Family process. Prepared complex materials for intense training. Adapted National training curriculum for local judiciary. Multiple agency outreach/coordination to provide services to foster children and their families.

Child Protective Services Worker II

1992-1995

Department of Child & Family Services- Manchester, NH

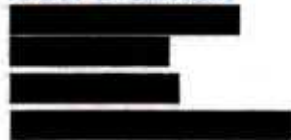
Managed ongoing caseload of children involved in cases of abuse and/or neglect, performing monthly visitations with children and their families. Coordinated all services for child(ren), biological parents and foster families. Prepared reports and testified at legal proceedings

EDUCATION 1993

SAINT ANSELM COLLEGE- GOFFSTOWN, NH

Bachelor of Arts -Sociology/ Social Work

Anne Drewniak



PROFILE

I have a lifetime of experience with and passion for working in education. I've worked in a variety of early childhood settings. While raising my two boys, I enjoyed volunteering in many capacities and throughout all grades of the local schools. I've lived in New Hampshire all my life and enjoy everything this beautiful state has to offer all year long including biking, hiking, paddling, and gardening.

EXPERIENCE

PROGRAM MANAGER, CASA OF NH; MANCHESTER NH

AUGUST 2024 -PRESENT

Duties and responsibilities include supervising CASA Volunteer Advocates and Peer Coordinators who volunteer in the NH Courts; Assist in recruitment and training of CASA Volunteer Advocates and Peer Coordinators; Ensure all court case data and files are accurate and up to date; Act as liaison to court personnel, DCYF and other strategic partners

PROGRAM ASSISTANT, CHRISTA MCAULIFFE SCHOOL; CONCORD NH

SEPTEMBER 2021- JUNE 2024

Responsibilities included developing and implementing a playground program to increase safety, engagement, and social skills on the playground; providing classroom programming throughout the grade levels based on cooperative play, teamwork, and other social skills. Assisted with student supports by providing motor breaks and behavioral interventions as needed.

PROGRAM DIRECTOR, STEP AHEAD LEARNING CENTER; CONCORD

NH

SEPTEMBER 2016-MAY 2020

Responsibilities included overseeing the curriculum, planning, and staff development of the center; holding regular staff meetings; interacting with families on a daily basis; giving tours; orchestrating family events; maintaining staff and student records; and ensuring compliance with licensing and credentialing.

LEAD TEACHER, STEP AHEAD LEARNING CENTER; CONCORD

NH

SEPTEMBER 2005-MAY 2020

Duties included developing a curriculum based on the current needs, abilities, and interest of the children in a class at any given time; communicating regularly with families; maintaining a clean, safe, and welcoming environment; working as a team member to the benefit of the classroom and Step Ahead Learning Center.

NEW PARENT GROUP AND PARENTS OF TODDLERS SUBSTITUTE

**FACILITATOR, THE CHILDREN'S PLACE AND PARENT INFORMATION CENTER,
CONCORD NH 2004-2007**

Facilitated group discussion regarding parenting and family issues; provided support and resources to families experiencing difficulties associated the normal stresses of parenting, modeled effective communication techniques and positive behavior strategies.

BOARD MEMBERSHIPS

BOARD MEMBER, UNITARIAN UNIVERSALIST CHURCH OF CONCORD.

2017-PRESENT

Board positions have included secretary, vice-chair, and chair of the Board of Trustees. General board duties including using policy governance to interpret the vision of the congregation and develop policies and programs to execute that vision. Position specific responsibilities included creating a monthly agenda, gathering and providing needed resources for review, and leading monthly board meetings.

**BOARD MEMBER, VP OF COMMUNITY PROGRAMMING, THE CHILDREN'S PLACE
AND PARENT INFORMATION CENTER, CONCORD NH**

2000-2005

General board duties included working collaboratively, hiring and managing staff, developing and implementing policies for the child care floor, and overseeing the day to day operations of a family resource and respite child care center. Position specific duties included scheduling and organizing agency- and community-wide events, often working with other area agencies.

EDUCATION

**NEW HAMPSHIRE TECHNICAL INSTITUTE —ASSOCIATES DEGREE IN
EARLY CHILDHOOD EDUCATION, 2017**

CERTIFICATIONS

CPI (Crisis Prevention), First Aid Certified, and CPR Certified

AWARDS & CREDENTIALS

Trained as a facilitator for Positive Solutions for Families, 2019

Champion for Children Award, Concord School District, 2010

Teacher Level 5, NH Early Childhood Teacher Credential

Early Childhood Administrator Level 1, NH Early Childhood Administrator Credential

Idell (Dellie) G. Champagne

PROFESSIONAL SUMMARY

Driven, high-performance professional with excellent analytical, communication, and problem-solving skills. Proficient in leading teams, developing strategies, and exceeding deadlines. Dedicated to achieving client satisfaction and surpassing company expectations. Committed to the positive growth and development of children.

AREAS OF EXPERTISE

Educator
Advocate
Business Strategy
Planning & Development

Social Services
Mental Health Management
Mentoring & Training
Public Relations

EDUCATION

University of New Hampshire - Durham, NH
Master of Education
- Secondary Bachelor of Arts - Sociology

PROFESSIONAL PROFILE

CASA of NH - Manchester NH

2023 - Current

Program Manager

- supervising, coaching and supporting CASA Guardian Ad Litem's (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.

Save the Children Action Network - Concord, NH

2022 - 2023

NH State Manager

- Recruited a statewide team of volunteers to help advance initiatives for children.
- Worked with coalition partners to improve early childhood education initiatives and food insecurity programs.
- Worked with legislators to help them better understand the needs of Granite State children.
- Met with national NH lawmakers' team members in Washington to advocate for children.
- Regularly presented workshops to help build advocacy skills.
- Built out and maintained high school and college advocacy clubs throughout the state.
- Helped create legislation for NH bills.
- Served on steering committees to help bolster programming for children.
- Planned and implemented opportunities for advocates to meet with legislators.

New Futures - Concord, NH

2018 - 2022

Community Engagement Coordinator

- Work to implement and advance the System of Care Law to improve the system for families and children in NH.
- Educate for the public's need for system change; worked closely with both the NH Department of Education and the NH Department of Health and Human Services.

- Successfully advocated for Senate Bill 14 which will transform the way we serve children in NH.
- Created the statewide initiative for middle and high school students: Magnify Voices.
- Developed a work plan that was reported to the Steering Committee bi-monthly and increased membership from 60 to approximately 90+ members.
- Successfully advocated for a state Multi-tiered System of Supports for Behavioral Health and Wellness framework for NH schools.
- Created a three-hour presentation to deliver to 100 + participants on ACE's (Adverse Childhood experiences)
- Conduct workshops to help build advocacy skills to assist with public speaking in front of legislatures.
- Delivered workshop called the "Roadshow" to organizations providing education on where we are in NH regarding what work is being done.

New Hampshire Judicial Branch- Concord, NH

2016-2018

Education and Training Coordinator

- Designed the Judicial Branch's "New Employee Orientation Comprehensive Program" and delivered this program twice monthly.
- Served on the committee that planned a yearly three-day program for the six New England states, on various topics in judicial education.
- Oversaw an annual training program budget of \$150,000 and approved and provided reports on the budget's spending.

National Alliance on Mental Illness (NAMI) NH - Concord, NH

2015

Family and Community Support Specialist

- Assisted and empowered families to navigate the mental health system of care using the wraparound model.
- Provided one-to-one support to families/primary caregivers of children and/or adolescents with Serious Emotional Disturbance (SED).
- Worked to eliminate stigma and end discrimination regarding mental health for all individuals and their families.

The Warren B. Rudman Center for Justice, Leadership, & Public Policy at
UNH School of Law-Concord, NH

2014-2015

Community Events Coordinator

- Coordinated a day-long program with three prior Presidential Chiefs of Staff as featured guests which was presented to 200+ attendees.
- Worked closely with NH Public Radio to provide a "Conversations with the Candidates Series" which included the candidates for NH Governor, the United States House and the United States Senate.
- Teamed with the White House to plan an award ceremony for the Vice President of the United States.
- Brought many relevant non-partisan social and political discussions to large audiences.

RELEVANT EXPERIENCE

Josten's 2007 - 2014

Sales to NH High Schoolers

Belmont Middle School - Belmont, NH 2006-2007

Gifted & Talented Teacher

University of New Hampshire Education Department - Manchester, NH 2003 -2005

Adjunct Faculty Member/Intern Supervisor Step Ahead Learning Center - Concord, NH 2000-2003

Teacher

Notre Dame College - Manchester, NH 1996

Adjunct Faculty Member in Social Studies Department

James Masticola Middle School - Merrimack, NH 1991- 1994

Award Winning Social Studies Teacher

Idell Champagne-Resume



MARYLEE GORHAM

SUMMARY

Seasoned and compassionate professional possessing key skills in leadership, management, nonprofit organizational management, communication, financial analysis, revenue growth, training, and problem solving. Focused individual enjoys working with others, thrives in demanding group environments, leads cross-functional staff and volunteer teams by example, calm under pressure.

SKILLS

- Successful senior leadership team builder
 - Grant Writer – Visionary Program Developer
 - Proficient Resource Gatherer – Creative Event Manager
 - Creative – Compassionate – Team Builder inward & outward facing
 - Strong Enthusiastic Community Advocate – Eloquent Public Speaker
 - Strategic-Collaborative-Organized- Goals focused
 - Detailed focused Data Collector
-

EXPERIENCE

- **Program Manager, CASA of NH, Laconia NH Jun 2023-Current**
 - Supervising, coaching and supporting CASA Guardian Ad Litem (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.
- **Director Admissions & Marketing – Peabody Home, Franklin, New Hampshire September 2019 to May 2023**
 - Managed all aspects of promotions for Private Pay NPO Nursing home including developing advertising content and placement, secured print and radio promotional space, published blog and social media communications.
 - Boosted followers on Peabody Facebook platform by 80% and successfully extended reach and engagement.
 - Wrote all communications, news emails and newsletters to resident families and other stakeholders utilizing Constant Contact maintaining above industry standard Open and click through rates.
 - Developed network of professional contacts for admissions.
 - Developed electronic version enquiry packet for prospective new residents and created print version for wide distribution.
 - Conducted all tours, follow up, guidance and coordination, building integrity and trust for difficult decisions- maintained minimum weekly tours ratios between 5 – 8 consistently week over week during expansion phase of the organization.



MARYLEE GORHAM

- Presented all contracts for incoming admissions and ensured all supporting documentation accurately stated. Worked with other professional colleagues in the review process – needs assessments and confidential financial reviews.
- Supported and maintained Covid free environment relative to new admissions during prolonged pandemic protocols maintaining a consistent and stable census throughout.
- Created RFP, researched appropriate marketing companies and invited to bid for expansion project.
- Created marketing committee and recruited members to work with marketing company.
- Wrote content for 2020 and 2021 Annual report.
- Worked with and supported all other departments with promotional marketing and communication needs, employment opportunities and constituent/resident family news.
- Successful grant proposal via CARES act funding during pandemic - \$87,000.
- Raised \$85,000 via direct donation requests and grant writing for new Bus for residents at Peabody Home.
- Created successful Ribbon Cutting events for Bus unveiling, and Phase One completion liaison with local dignitaries – corporate members – donors, resident families past and present.

➤ **Interim Executive Director – Peabody Place June 2022-September 2022.**

- Supported Peabody Board of Managers with internal request to step into top leadership position while Board actively recruited the next Administrator. Included in selection process.
- Managed all staffing issues, interviewing, hiring, employment compliance, disciplinary and employee improvement initiatives, scheduling support and nursing staff, engaged outside agency contract staff as needed.
- Offered guidance and support for other department heads during period of uncertainty.
- Ensured Federal – State regulatory requirements maintained.
- Managed financial health working with Finance Director put in place \$100,000 line of credit to ensure daily operational expenses were met. (Did not have to access this)
- Maintained census and ensured stream of admissions did not falter while managing Interim responsibilities.

➤ **Executive Director – NH Humane Society, Laconia, NH Dec 2013 to Sept 2018**

- Responsible for management and oversight running mid-sized Nonprofit animal welfare agency based in the Lakes Region with annual budget of \$900,000, an endowment fund of \$3M and access to \$1M liquidity line of credit and staff of twenty-three – five direct reports.
- **Increased giving levels** by 10% year over year of larger gifts \$1000 or more
- **Increased major donor giving three consecutive years 2-14-2017** gifts greater than \$5000
- **Increased private family foundation support** projects awarded \$25,000

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MARYLEE GORHAM

- Stewarded all aspects of grant writing, major donor solicitations to private individuals and family foundations seeking new sources of research and revenue.
- Created perpetual fund for veterinary care endowed by private donor, initial gift \$100,000.
- Spearheaded new Pet Peace of Mind program with Central VNA-Hospice
- Collaborated with the Board of Directors to create and implement a three-year strategic plan 2015-2018. Worked to recruit and train appropriate leaders from private sector for board.
- Developed financial oversight protocols working with finance committee and spearheaded quarterly meetings with development of attainable annual budget goals.
- Wrote call to action appeals for direct mail solicitation including year-end annual fund request resulting in giving levels increases 10% year over year (\$25,000 to \$36,000)
- Branded the organization via cultivation of print, radio, and other media.
- Steered website overhaul guiding development of collateral with rebrand project 2015 working with marketing company in Bedford and spearheaded customer service project to streamline and sharpen guest interactions with a positive outcome.
- Represented animal shelter cohort to create cohesive state-wide network via the New Hampshire Federation of Humane Organizations member group
- Successful Legislative campaigner on animal welfare/wildlife issues

➤ **Director of Development/Volunteers/PR – NH Humane Society, Laconia,**
NH-Oct 1999- Dec 2013

- Managed a three-department operation that included community stewardship of donors new and existing, in addition to crafting all public relations touch points and maintained an active volunteer base that staffed every on site and off-site event.
- Responsible for planning, managing, executing all aspects and facets of large and small events, community, social, and revenue generating.
- Recruited and trained paid and unpaid staff for various initiatives.
- **Managed and oversaw database and registration** for events. Procured Square POS technology for efficiency at offsite events.
- **Community Liaison and functioning point of contact** for vendors, participants, music talent for all events.
- Developed and implemented fundraising events calendar keeping the events current, fresh and innovative annually.
- Spearheaded Annual Auction which garnered over \$100K net proceeds three consecutive years 2013-2016
- Spearheaded signature Funspot Triathlon from inception first year through to year 14, increasing total team participation from 12 to maximum allowable- 44 4-person teams.
- Wrote all press releases and coordinated all video content for web and events
- Hosted local television show to promote the organization and all radio promotions creating a recognizable brand for the organization

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MARYLEE GORHAM

- Recruited, managed and maintained vibrant volunteer base of 125+ active volunteers logging over 10,000 hours of service annually interfacing with staffing requirements for all events. Increasing service hours 60% in a four-year time frame.
- Created and wrote content for Annual Report planned Annual Meeting in adherence to organizational by-laws and legal requirements.
- Wrote all grant proposals and researched other sources for grant solicitations cultivating and solicitations to private family foundations – financial institutions and corporations.
- Working with Executive Director assisted board of directors driven Capital Campaign for a 1.9M building project – personally securing 400K in donor gifts.

OTHER WORK EXPERIENCE

- **Veterinary Technician** Fisherville Animal Hospital, Penacook, New Hampshire 1994- 1998
- **Shelter Manager** – Adopt A Pet Animal Shelter, Miami, Florida 1992-1994
- **Foreclosure Specialist** - Capitol Savings & Loan Company, Cheyenne, Wyoming 1987-1988
- **Foreclosure Assistant** - Wallick & Volk Mortgage Company, Cheyenne, Wyoming 1986-1987

EDUCATION

- Convent of Jesus & Mary - Ipswich Suffolk England
- St. Albans Roman Catholic High School, Ipswich, Suffolk, England
- Suffolk College - Ipswich, Suffolk, England –BA English Literature & Sociology University of Miami-Florida Pre-veterinary studies- one year

AFFILIATIONS

- GPA: Grant Professionals Association
- AFP NNE – Association of Fundraising Professionals Northern New England
- NANOE National Association of Non-Profit Organizations & Executives
- SAWA – Society of Animal Welfare Administrators
- NHFHO - NH Federation of Humane Organizations President 2015- 2018
- Member Governors Commission on the Humane Treatment of Animals 2017
- Leadership Lakes Region graduate Class of 2011
- State of NH Notary Public - Commission expires December 2025

Bonnie L. Herrick

Objective: To obtain a position at a New Hampshire organization that can utilize my interpersonal and direct service skills to further the organization's goals and development.

Education:

Bachelor of Social Work

May, 1985

University of New Hampshire, Durham, New Hampshire

Master of Human Services

May, 1991

Springfield College, Manchester, New Hampshire

Professional Excellence Summary:

Program Manager

CASA of NH, Manchester, New Hampshire

August, 2023 – present

Supervising, coaching and supporting CASA Guardian Ad Litem (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.

Executive Assistant

September, 2015 – Aug. 2023

Nevins Nursing & Rehabilitation Center, Methuen, Massachusetts

Responsible for the management of the skilled nursing facility's volunteer program; fundraising efforts, community outreach and for providing administrative support to the President, Program Directors and Human Resources Department.

- Proficiency in providing exemplary customer service over the phone, in person and electronically while managing multiple projects and deadlines.
- Proficiency in developing outreach and marketing materials.
- Proficiency in establishing office protocol and procedures for volunteer and staff management.

Director/Grant Writer

January, 2011 – September, 2015

JNB & Associates, Amesbury, Massachusetts

Responsible for planning and directing the activities of a capital campaign at non-profit institutions and for providing support to the Principal.

- Proficiency in navigating multiple gift processing systems.
- Proficiency in creating donor solicitation and recognition pieces.
- Proficiency in managing multiple calendars.
- Proficiency in collaborating with various constituencies.
- Proficiency in Grant Writing.

Bonnie L. Herrick

Program Assistant
CASA of NH, Manchester, New Hampshire

July, 2006 - December, 2010
September, 2001 - December, 2004
September, 1990 - December, 1998

Responsible for providing support to the Executive Director and other duties including recruitment, training and supervision for volunteer guardians ad jitem in child abuse and neglect cases; managing the fundraising database and appeals while being part of the events management team.

- ▶ Proficiency in office and database management.
- ▶ Proficiency in recruitment, screening and training of volunteers, staff and interns.
- ▶ Proficiency in court report writing and child advocacy.
- ▶ Proficiency in the creation of press, outreach and solicitation materials.

Community Services Director
Sexual Assault Support Services

December, 1998-September, 2001

Responsible for representing the organization in the community; recruiting and supervising volunteers; and designing and executing audience specific training for various populations with a focus on law enforcement and hospital personnel.

- ▶ Proficiency in the development and implementation of training specific to populations.
- ▶ Proficiency in establishing and promoting effective community and statewide collaborations including the creation of statewide response protocols.
- ▶ Proficiency in communicating with various constituencies.

Rebecca J. Hester

PROFESSIONAL EXPERIENCE

CASA NEW HAMPSHIRE

September 2019 to present

PROGRAM MANAGER

- Supervise approximately 35-40 volunteer advocates.
- Review and approve advocate court reports and cover court appearances when necessary.
- Liaison with DCYF.
- Provide support, mentorship and coaching for advocates on their cases to ensure that they are fulfilling their mandated duties.

PORTSMOUTH POLICE DEPARTMENT

April 1996 to September 2019

DETECTIVE & DETECTIVE SERGEANT, Investigative Division

March 2008 to September 2019

Detective Sergeant (July 2016 through the present)

- Direct supervisor for the School Resource Officer (SRO) Program, overseeing the daily tasks for both the middle school and high school SRO.
- Coordinate with Middle School and High School staff members regarding the SRO program.
- Direct supervisor for juvenile investigator responsible for assigning and reviewing all reports and investigations related to juvenile offenders and victims.
- Continue to coordinate our response with the Division of Children, Youth and Families.
- Continue to conduct investigative duties.
- Responsible for conducting employee background investigations.

Juvenile Prosecutor (December 2009 through the present)

- Review police reports for prosecutorial merit and determine appropriate charges.
- Initiate court process to include filing petitions and ensuring proper legal service.
- Prepare discovery and case-related subpoenas.
- Coordinate with all involved witnesses and victims.
- Negotiate plea agreements with juveniles, attorneys and families.
- Prepare for trial and represent the State as prosecutor in trial proceedings.
- Maintain communication with Juvenile Probation/Parole Officers.
- Co-founded the Portsmouth Resource Connections Team, a multi-disciplinary wrap-around team including the Division for Children, Youth and Families, Juvenile Justice, Portsmouth School District, Seacoast Mental Health, Families First and the Chase Home for Children.

Investigator (June 2009 through July 2016)

- Serve as primary investigator in child abuse and neglect allegations as well as crimes ranging from burglary to death investigations.
- Certified as a trained forensic interviewer responsible for interviewing child victims and witnesses.
- Primary department liaison with the Division of Children, Youth and Families in abuse and neglect investigations.
- Interview adult victims and witnesses and interrogate adult and juvenile suspects of crimes ranging from fraud, to rape and serious assaults.
- Responsible for recognizing, locating and collecting evidence at crime scenes.
- Process evidence in a manner according to policy and best practice to best allow for the successful identification and prosecution of a suspect.

Rebecca Hester-Resume

Liaison to Rockingham County Attorney's Office (2010 through the present)

- Assist in preparation of felony level case files for submission to the RCAO for prosecution.
- Coordinate required or requested follow-up investigation both pre- and post-submission.
- Present felony cases at Grand Jury.
- Prepare and coordinate subpoenas for service for Superior Court witnesses, both law enforcement and civilian.

School Resource Officer / Investigator (2008-2009)

- Assigned to be a police liaison for the staff, students and families of the four elementary schools.
- Implemented a teaching program for children 5-11 years old emphasizing safety skills.
- Supervised crossing guards assigned to all Portsmouth schools, including the development and implementation of a written protocol for crossing guards.

CANINE HANDLER, Patrol Division

November 2000 to March 2008

- Assigned as sole handler for K-9 Viktor, a dual-certified patrol and narcotics detection dog.
- Maintained all appropriate documentation of continual training and certifications in a court ready format.
- Responsible for directing responding officers, recognizing and utilizing additional resources and coordinating appropriate perimeters to maximize the effectiveness of the canine at a crime scene while minimizing the contamination of potential evidence.
- Regularly represented the Department in a highly visible public relations role throughout the state.
- Received numerous awards through a nationally recognized association for proficiency to include a National Certification in narcotics detection in 2006.

PATROL OFFICER, Patrol Division

April 1996 to March 2008

- Performed patrol related duties to include the preliminary investigation of serious crimes such as sexual assaults, assaults and significant property crimes.

DEPARTMENT INSTRUCTOR

- Field Training Officer from 1999 to present; those duties included the immediate supervision of assigned trainees, field instruction in tactics and policy and procedure.
- Defensive Driving instructor for the Department since 2000; those duties include developing practical as well as classroom lesson plans geared towards improving risk management in this high liability arena.

NH POLICE K-9 ACADEMY

May 2004 to March 2008

Assistant Trainer, Patrol and Narcotics Detection

- Responsible for supervising the training of canine teams from multiple agencies with handlers to include annual practical evaluations of team proficiency.
- Developed and implemented lesson plans for basic training as well as in-service teams.
- Selected by the Academy Head Trainer to fill in that position when he was absent.

SPECIALIZED TRAINING

CASA New Hampshire Permanency Training – November 2019

CASA New Hampshire TPR Training – October 2019

CASA New Hampshire Volunteer Advocate Training – October 2019

109th Police Academy – NH Police Standards and Training Council – April 1996

Supervision:

FBI-LEEDA Supervisor Leadership Institute – May 2017

First Line Supervision – May 2017

Prosecution:

Basic Police Prosecutor – December 2009

Juvenile Investigations:

Rebecca Hester-Resume

Conducting Child Abuse Investigations – March 2018
 Partnering for a Future Without Violence Conference – October 2017
 12th Annual New England School Safety Conference – April 2017
 Conducting Unexplained Child Death Investigations – February 2017
 Domestic Minor Sex Trafficking – November 2014
 Child Death and Homicide Investigations – April 2013
 24th Annual Crimes Against Children Conference (Dallas, TX) – August 2012
 Juvenile Justice – Juvenile Compliance update – November 2010
 Emerging Trends in Child Sexual Abuse – May 2009
 Child Investigative Interviewing – November 2008
 NH Attorney General's Conference on Child Abuse and Neglect – September 2008 through 2013
 Child Abuse Injury Reconstruction – September 2008
 Basic School Resource Officer – July 2008
General Investigations:
 Cold Case Homicide Investigations – June 2016
 Background Investigations – December 2015
 Investigating and Prosecuting Human Trafficking – June 2013
 NH Attorney General's Conference on Domestic Violence and Sexual Assault – June 2012
 Sex Crimes Investigation – October 2011
 NYPD Homicide Investigation Training – November 2009
 Basic Criminal Investigation – September 2009
 Death and Homicide Investigation – April 2009
 Certified Electronic Evidence Collection – January 2009
 Reid Interview and Interrogation Technique – September 2008
 Sexual Assault Investigation and Prosecution – September 2007
 Digital Photography for Law Enforcement – May 2007
Instructor Training:
 Child Victims in the Commercial Sex Industry (Train the Trainer) – April 2013
 Instructor Development – April 2001
 Defensive Driving Instructor – May 2000
 Field Training Officer – February 2000
Peer Support Training:
 Critical Incident Peer Support – October 2013
 Critical Incident Peer to Peer Training – May 2014

CURRENT CERTIFICATIONS

United States Police Canine Association Level 1 Patrol Dog Trainer
 United States Police Canine Association Narcotics Detector Dog Trainer

PROFESSIONAL AFFILIATIONS

Seacoast Community Diversion Program – Advisory Board	2017- present
Portsmouth Resource Connections Team – Founding member	2010-present
Working Dog Foundation – Lifetime Board member	
Chief Administrator 2006-2008	
Secretary 2005-2006	
United States Police Canine Association	
Member since 2000	

EDUCATION

Middlesex Community College Mass. (1995-1996)
 Criminal Justice Major
 University of Massachusetts – Amherst (1989-1993)
 Studio Art Major

BRENDON JALBERT



PROFESSIONAL SUMMARY

Dynamic Program Manager with extensive experience in child advocacy, healthcare, and financial services. Demonstrates exceptional leadership abilities, having successfully supervised and motivated teams of 20+ employees/volunteers to achieve high productivity and meet project goals. Highly skilled in communication, effectively conveying complex information and fostering clear, open dialogue among team members. Adept at conducting thorough investigations, preparing detailed reports, and advocating for the best interests of children. Capable of managing multiple priorities in fast-paced environments, fostering supportive relationships, and ensuring compliance with regulatory standards.

EXPERIENCE

Program Manager - CASA of NH

2024-Present

- Supervise a team of 25+ volunteers who serve as Guardian ad Litem for neglected children.
- Maintain digital and physical records of all cases to ensure accuracy and appropriate case management.
- Review and analyze case documents and records to gather relevant information.
- Assist in writing reports and making recommendations to judges, advocating for best interests of the children.
- Manage a caseload of over 40 families to ensure compliance with court orders and the provision of services.
- Attend court hearings and interagency meetings to represent the children's' needs and progress.
- Build and maintain supportive relationships with advocates, with a focus on excellence and retention.

Clinical Assistant - Lyphos Family Health

2022-2024

- Assisting providers in administering care to patients, ensuring smooth healthcare operations.
- Preparing patients for their visits by sorting files and recording health information.
- Directing and accompanying patients to various offices within the clinic to ensure they receive timely care.
- Maintain accurate records of diagnostic tests and laboratory data for easy access by healthcare providers.
- Manage and prioritize multiple activities simultaneously in a fast-paced and accuracy-critical environment.
- Ensure the procedure rooms are set up and ready and assist during medical procedures.
- Supervise the cleanliness of the clinic environment to promote patient safety and hygiene.

Senior Manager/Director - Fidelity Investments

2001-2023

- Supervised teams of 20+ employees, ensuring effective task delegation and high productivity levels.
- Coordinated and prioritized multiple projects simultaneously, meeting all deadlines and project goals.
- Led cross-functional teams in the execution of complex projects, balancing priorities and resources.
- Managed daily operations and long-term strategic planning, optimizing team performance and efficiency.
- Implemented time management strategies to improve team efficiency ensuring timely project completion.
- Facilitated regular team meetings to align priorities, address challenges, and ensure clear communication.

EDUCATION

BS Business Marketing | University of Maine – 1997

Diana Lacey

Employment History

CASA of New Hampshire (2025 - present)

- Program Manager (2025 – present)

CASA of New Hampshire is a nonprofit that recruits, trains, and supports community volunteers to serve as advocates for children throughout the state who have experienced abuse or neglect.

NH Department of Health & Human Services (30+ years)

- Behavioral Health Senior Policy Analyst and Project Manager, NH Care Connections Network (2021-2024)
- Community Integration Coordination – Olmstead (2016-2021)
- Contractor Administrator (2002-2010, 2014-2016)
- Special Projects Coordinator (1998-2002)
- Administrative Support (1993-1998)
- Paraprofessional client-facing roles with subpopulations (1984-1988)

The NH Department of Health & Human Services is an umbrella agency comprised of several agencies providing services and oversight across the lifespan and subpopulations, serving 1.4M.

State Employees Association (SEA) of NH, SEIU Local 1984 (2004-2016)

- President Emeritus, Local 1984 (2014-2016)
- President, Local 1984 (2010-2014)
- SEIU Int'l Executive Board SEIU (2010-2014)
- Vice President, Local 1984 (2006-2010)
- Collective Bargaining Chair, Local 1984 (2006-2010)
- NH Executive Branch Bargaining Chair (2006-2010)
- Political Education (2004-2010)

SEA, SEIU Local 1984 is a labor organization representing over 10,000 and SEIU International 2.3M (respectively) public and private sector employees, serving thousands of retirees, and overseeing a variety of trusts and political action committees.

Education:

- Southern NH University
Bachelors, Communication with Public Admin.
- Community College System of NH
Human Services Concentration

Competencies

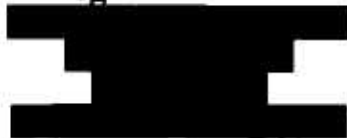
Childhood Health and Development
Mental Health and Substance Misuse
State and Federal Regulation
Child Welfare System
Civil and Criminal Justice
Multi-Stakeholder Collaboration
Volunteer Management

Policy & Data Analysis (state/federal)
Medicaid, Medicare, Managed Care
Project Management
Multi-Stakeholder Collaboration
Commercial Insurance
State/Federal Regulation Compliance
Guidance Development
System Design & Oversight
Government Purchasing and Grants
Financial & Contracted Services
Organizational Management
Human Resources
Legislation Development
Technology, Security and Privacy Policy
Labor Relations
Healthcare and Benefit Design
Lobbying and Community Organizing
Collective Bargaining and Negotiation
Contract Development and Compliance
Actuarial Analysis
Workers Compensation and OSHA Violations
Post-Employment Benefits
Government Accounting Standards
Politics and Social Justice
Diversity, Inclusion, LGBTQ, Civil Rights
Public Financing
Nonprofits and Charitable Trusts
International Policy
Public Relations
Strategic Planning and Analysis
Public Safety

Professional Activities:

- State commissions, advisory boards, task forces, coalitions
- Rockwood Leadership Institute (fellow)
- Labor executive boards
- Certified Public Manager

Megan M. Marino



WORK EXPERIENCE: CHILD WELFARE AND EDUCATION

January 2023–Present	Program Manager CASA of New Hampshire, Laconia, NH
November 2011–Present	Adjunct Instructor, English (Campus and Online) Southern New Hampshire University, Manchester, NH
September 2012–Present	Adjunct Instructor, English (Campus and Online) NHTI, Concord's Community College, Concord, NH
August 2020–June 2021	Special Education Teacher, K-5, NH Alternative 4 Certification Canterbury Elementary School, Canterbury, NH
August 2019–July 2020	Special Education Assistant Canterbury Elementary School, Canterbury, NH
January 2013–February 2014	Academic Advisor, First Year Experience Southern New Hampshire University, Manchester, NH

SUMMARY OF ADDITIONAL WORK EXPERIENCE

Prior to beginning my career in child welfare and education, I worked for over a decade as a writer, an editor, and a manager of marketing, membership, programs, and events for both for-profit and nonprofit organizations, such as Arcadia Publishing, Jefferson Pilot Financial, Capitol Center for the Arts, and the NH Writers' Project.

EDUCATION

June 2009–May 2011	Master of Education in Elementary Education, NH K-8 Certification Franklin Pierce University, Manchester, NH
September 2003–August 2005	Master of Arts in Writing and Literature Rivier College, Nashua, NH
September 1995–May 1999	Bachelor of Science in Business Administration University of New Hampshire, Durham, NH

Stephen G. Pruyne

Education

1994-1996 M.S. in Environmental Education, Lesley College
1983-1988 B.A. in Mathematics, Amherst College

Employment

2006-present **CASA Program Manager, CASA of NH**

- Supervise volunteer CASA GALs in Portsmouth and Brentwood Family Courts.
- Plan and organize monthly support groups for volunteers.
- Work as part of a training team to train new volunteers.
- Update database on all court cases.

2002-2006 **Leaders' Project Director, Dover Middle School**

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

2000-2002 **Regional Coordinator, PlusTime NH**

- Coordinate technical assistance, training, networking meetings and grant research for out-of-school providers in Seacoast.
- Increase community awareness of the need for high quality out-of-school programs for a healthy community.
- Supervise AmeriCorps VISTA members in their role with programs.

References available on request

GRAYSON N. RICHEY

EXPERIENCE

CASA NH, Manchester, NH

Court Appointed Special Advocates of New Hampshire is a nonprofit that recruits, trains, and supports community volunteers to serve as advocates for children throughout the state who have experienced abuse or neglect. CASA volunteer advocates get to know a child and the important people in that child's life to provide vital information to help the court make decisions based on the best interests of the child.

- **Program Manager** Oct. 2024 to Present
 - Supervise CASA GAL volunteers in the performance of their duties and ensure compliance with all relevant court procedures and expectations.
 - Provide support and learning opportunities for CASA GAL volunteers.
 - Receive, edit, and file court reports in a timely and professional manner.
 - Ensure all case files are organized, accounted for, and properly filed in accordance with confidentiality practices and CASA policies.
 - Serve on internal and external committees as necessary to contribute towards CASA's overall mission and objectives.

The Mayhew Program, Bristol, NH

Non-profit organization working year-round with New Hampshire at-risk boys, 10-18 years of age, and operating a residential summer camp on Mayhew Island, Newfound Lake, for boys from 10-12 years of age. Mayhew's mission is to foster respect, responsibility, community, and challenge among Program participants.

- **Program Director** Jan. 2022 to Aug. 2024
 - Recruit, interview and evaluate prospective Program participants across the state of New Hampshire, including guardian/parental interviews, follow-up with referring school officials and applying Mayhew's internal assessment tool to determine the priority of prospective Program participants.
 - Recruit, on-board, and supervise 28 summer staff members, and supervise 8 full-year Community Outreach Workers.
 - Assist Mayhew's development director with presentations to Mayhew's donor base.
 - Collaborate as a member of Mayhew's administrative team to assess and develop ongoing programming.
 - Develop reports for quarterly Mayhew Board of Trustees' meetings for purposes of strategic planning and attend meetings.
 - Manage and implement a programmatic salary budget (\$170K) for Mayhew summer staff.
 - Collaborate with community partners to create recreational and educational opportunities for program participants.

Assistant Program Director
Jan. 2019 to Jan. 2022

- Assisted the Program Director with staff hiring, training and management and with programmatic evaluation and review.
- Developed digital programming to engage Program participants during COVID-19 suspension of in-person contact.
- *Extension Program Coordinator* June 2015 to Dec. 2018
 - Led project designed to prepare older teenage Program participants for adult life, providing mentorship with regard to career planning, employment application preparation, and application to college including counseling with regards to admissions policies and financial aid.
- *Community Outreach Worker* Dec. 2011 to May 2015
 - Managed a caseload of approximately 35 at-risk adolescent males, providing regular contact and support while instilling Mayhew's values.
 - Supervised Child Development Professionals during Mayhew Summer Camp.
- *Summer Camp Counselor* Summers, 2010 and 2011
 - Served as the hiking counselor, facilitated the high ropes adventure course, and acted as a cabin counselor.

Every Child Matters, Concord, NH

Non-profit organization advocating for children in New Hampshire.

- *AmeriCorps VISTA Volunteer* Aug. 2007 to July 2008
- Disseminated information regarding healthcare access, early childhood intervention, and universal pre-K at political events in New Hampshire.
- Engaged New Hampshire legislators to elevate these concerns to politicians at the national level.

EDUCATION

Guilford College, Greensboro, NC

B.A. Philosophy/B.A. Sociology Sept. 2008 to Dec. 2011

University College Cork, Cork, IE

Non-degree program in Law Sept. 2006 to May 2007

HONORS AND ACTIVITIES

- Invited workshop co-presenter at State of Youth Development Symposium at City University New York on goal planning with youth (2017).

CERTIFICATIONS AND LICENSES

- Crisis Prevention Institute Certification for De-escalation and Restrictive Safety Intervention (Instructor)
- Darkness to Light's *Stewards of Children* Child Sexual Abuse Prevention (Instructor)
- Basic First Aid & CPR (Adult, Child, and Infant)
- NH Commercial Boating License

Allison A. Riley

Professional Experience

Program Manager

Sept. 2019 - present

CASA of New Hampshire, Manchester, NH

- Supervise, coach, and support CASA/GAL volunteers that advocate for the best interest of children within the juvenile court system.
- Manage assignment and monitoring of CASA/GAL cases for two counties.
- Provide casework supervision for court appointed child protective cases.

Program Coordinator

2018 - 2019

Keene Senior Center, Keene, NH

- Teamed with Cheshire Medical's Center for Population Health to design and distribute the Senior Center's annual membership survey.
- Assisted Executive Director with the development of strategic initiatives designed to reach at-risk older adults who are lonely and socially isolated to improve their overall health and well-being.
- Cultivated partnerships with key community stakeholders to share resources and enhance programming.
- Assisted Executive Director with grant identification and writing.
- Served as Interim Administrative Coordinator.

Program Coordinator

2015 - 2018

Monadnock RSVP Volunteer Center, Keene, NH

- Recruited, trained, placed, and managed volunteers, ages 55+, in service activities as part of the Corporation for National and Community Service's Senior Corps program. Recruited and placed 100+ new volunteers during tenure.
- Directed the America Reads literacy program comprised of 90 volunteers, 90 teachers, 16 elementary schools, and 9 early learning programs.
- Developed nine new school partnerships.
- Created RSVP's Facebook page and an America Reads E-Newsletter.
- Assisted director with grant writing and mid-year/annual reports to funders.
- Experienced user - Volunteer Reporter (volunteer management database).

Coordinator of Student and Community Relations & Interim

2011 - 2015

Assistant Director of Housing Operations

Keene State College, Keene, NH

- Chosen by VP of Student Affairs to create a first-of-its-kind Student and Community Relations coordinator position and to serve as the coordinator.
- Developed and presented tenant education programs for 800+ students per year in collaboration with a city code enforcement officer, a college liaison police officer, and the college's Director of Student Conduct.

- Created and implemented a semi-annual off-campus housing fair.
- Worked with neighborhood groups to address student/neighbor relations.
- Designed and implemented a semi-annual city/college Adopt-a-Street neighborhood trash pick-up program involving 150+ students.
- Selected to serve as the interim Assistant Director of Housing Operations by Director of Residence Life. Held a dual role for six months. Supervised two administrative assistants and assisted IT coordinator with online room selection.

Division of Student Affairs Program Assistant **2008 - 2010**
Keene State College, Keene, NH

Stay-at-Home Parent **1998 - 2008**

Associate Director of Student Life **1995 - 1997**
Carnegie Mellon University, Pittsburgh, PA

- Co-directed an 18-member Student Life Office. Supervised four professional staff members, two support staff members and a receptionist.
- Set vision and provided leadership for the areas of: First-Year Programs including Orientation, Leadership and Personal Development, Community Service, Family Programs, Academic Success, Community Standards, Publications including the Undergraduate Student Handbook, and Student Staff Payroll.
- Directed all aspects of the campus Sexual Assault Advisors group.

Coordinator of Residence Life for Administrative Services **1994 - 1995**
Carnegie Mellon University, Pittsburgh, PA

Assistant to the Dean of Student Affairs **1993 - 1994**
Carnegie Mellon University, Pittsburgh, PA

Area Coordinator for Residential Life **1991 - 1993**
Dickinson College, Carlisle, PA

Assistant Director of Housing and Residence Life **1989 - 1991**
Emerson College, Boston, MA

Education

Master of Arts, Higher Education Administration, Boston College, Chestnut Hill, MA
Bachelor of Arts, Psychology, Allegheny College, Meadville, PA

Community Involvement

Meal Server, The Community Kitchen, Keene, NH **2018 - 2019**
Literacy Volunteer, Reading Buddies, Hinsdale, NH **2018 - 2019**
Greater Keene Homeless Coalition, Keene, NH **2017 - 2018**
Phoenix House Community Advisory Board Member, Keene, NH **2012 - 2017**

Shiloh Remillard

Education

Granite State College	2009-2012
Bachelor in Individualized Studies English Language Arts	
White Mountains Community College	2004-2008
Associate in Early Childhood Education	
Certificate in Special Education	
Berlin High School	1997-2001
High School Degree	

Workshops and Training

CPR and First Aid certified	March 2016
CLASS Reliable Observer	September 2016
Teaching Strategies Gold Interrater Reliable	June 2014
Practice Based Coaching	March 2017

Early Childhood Experiences

CASA of New Hampshire Program Manager October 2017- Current

The Program Manager is responsible for supervising the CASA advocates and overseeing their management of the cases appointed to them. The program manager also is responsible for entering and updating data in the CASA Manager system, providing support groups and training for the advocates, partnering with the other service providers and ensuring that best practices are followed.

❖ 40 Hours per week

Tri-County Head Start Education Content Manager and Site Supervisor April 2014-September 2017

The Education Content Manager is responsible for the planning and administering of the Head Start Performance Standards related to education services for children and families. Services must fall in line with the program's multiple systems and must include ongoing assessment to ensure the quality of the services provided. The education manager is responsible for overseeing the education staff, managing the Teaching Strategies Gold system, analyzing the child outcomes data as well as the CLASS observation data, and organizing the development of a professional development system for the program, which includes Practice Based Coaching.

The Site Supervisor is responsible for overseeing day-to-day operations at a specific site, supervision, and training of site staff to ensure quality program services in a positive and nurturing environment.

❖ 40 Hours per week

**Tri-County Head Start Center Lead Teacher
2014**

January 2011-April

A center Lead Teacher oversees day-to-day operations, to provide quality care and active supervision to all preschool children in the Head Start classroom. The teacher must ensure all Head Start performance standards are being met as well as all NH licensing rules. The teacher is responsible for creating a developmentally appropriate environment and lesson plan that follows the Creative Curriculum program. The teacher must complete ongoing quality assessments on the children in the classroom and utilize the Teaching Strategies Gold system. The teacher must also develop supportive relationships with the children and families through daily interactions and scheduled visits.

- ❖ 35 hours per week

**Tri-County Head Start Associate Combo Teacher
January 2011**

September 2009-

The Associate teacher is responsible for assisting the Lead teacher in all day-to-day operations and to provide quality care and active supervision to all preschool children in the Head Start classroom. The Associate teacher must help to ensure all Head Start performance standards are being met as well as all NH licensing rules. The Associate teacher is responsible for helping to create a developmentally appropriate environment and lesson plan that follows the Creative Curriculum program. The Associate teacher must assist in completing ongoing quality assessments on the children in the classroom and utilize the Teaching Strategies Gold system. The Associate teacher must also develop supportive relationships with the children and families through daily interactions and scheduled visits.

- ❖ 35 hours per week

**White Mountains Childcare Center Child Care Assistant
2009**

January 2007-June

The Child Care Assistant helps to ensure that high quality care is given to all children at all times. In this multiage childcare center the majority of my time was spent with the toddlers. This included setting up the environment, planning for the day and caring out routine activities (meals, diapering, story time, rest time, center time, creative activities and outdoor activities). Occasionally days were spent assisting in the infant room and others in the preschool room if assistance was necessary.

- ❖ 30 hours per week

Activities

- I am an active member in the Coos Coalition Professional Development group.
- In my spare time I enjoy being outside with my family. I love kayaking, trail running, snowshoeing and gardening. I also have a passion for cooking. I enjoy trying out new recipes on my family and exploring fresh flavors.

Honors/Awards/Credential

Member of Phi Theta Kappa
Made Dean's List 09-10

References

References available upon request

Mark Rissala

PROGRAM MANAGER

Dependable and organized team player, results driven leader, managing employee compliance, hiring, onboarding and performance management. Offering twenty-five years' experience with dispute resolution, developing employees and program management through smart, strategic thinking that anticipates outcomes. Skilled at building relationships, in which employees feel comfortable voicing questions and concerns, and contributing new ideas that advance performance. Track record of leading change that drives efficiency and profitability. Implements practical practice improvements that enhance organization's overall effectiveness, harnesses the latent potential of its workers and transforms individuals into top performers.

PROFESSIONAL EXPERIENCE

CASA of New Hampshire, Claremont/New Hampshire Program Manager (Dec 2019-Current)

- Review new cases and assign appropriate volunteers taking into account their strengths, personal choices and needs of the children to ensure an effective match
- Provided supervision, assistance, and consultation for CASA volunteers to support them in advocating for society's most vulnerable population
- Review and edit Court reports of assigned CASA volunteers to ensure they are written according to Court Protocols; they are accurate and convincing,
- Assist and collaborate with CASA staff and volunteers to promote CASA in the community and increase numbers of volunteers and supporters

The Orton House, Inc., Newport/New Hampshire Program Director (Jan-July 2019)

- Provided stability to a residential program for adolescent males that had become chaotic and counterproductive, progressing from three Critical Incident Reports daily to an occasional report monthly
- Initiated a process to transform the program into a Trauma Informed Treatment Center to align with changes in group care funding relative to the Family First Prevention Act
- Recreated the behavior management system balancing accountability and treatment, increased dialogue and administered behavior modification with conditioning and replacement techniques, as well as interventions that enhanced learning
- By way of the New Hampshire Child Welfare Education Partnership, brought innovative training to the program such as Trust Based Relational Intervention (TBRI); an evidence based, trauma informed, attachment centered training
- Revised the Job Description of the Educational Coordinator to allow for the flow of information about Residents' attendance at classes, academic progress and completion of assignments to address needs in real time resulting in Residents scoring average and above
- Developed procedures for Residential Supervisors to streamline their duties, provided coaching and support, and maintained a presence in the program

**Department of Health and Human Services Claremont/New Hampshire
Supervisor, Program Management, Field Worker (1999 – 2017)**

- Provided leadership to multiple dynamic teams while leading new practice initiatives in support of the strategic goals of the organization
- Reviewed all incoming applications and resumes, interviewed and selected applicants, and integrated new employees into the organization
- Trained and supervised direct reports to become efficient, effective and emotionally secure completing assignments during times of turnover, increased initiatives and general work overload
- Championed practice enhancement, utilizing Lean Six Sigma, and team skill development in district office with accomplishments utilized by other district offices
- Developed and strategically moved direct reports to essential positions including promotion to a supervisor
- Conducted abuse and neglect investigations, evaluated information, highlighting ambivalence between behavior and personal desires to restore balance to families
- Worked together with CASA workers to improve outcomes for children

EDUCATION/ PROFESSIONAL DEVELOPMENT/AFFILIATIONS

**M.S. DEGREE, MANAGEMENT
ANTIOCH NEW ENGLAND GRADUATE SCHOOL
KEENE/NEW HAMPSHIRE**

**B.S. DEGREE, HUMAN SERVICES
SPRINGFIELD COLLEGE
MANCHESTER/NEW HAMPSHIRE**

AMY SCHUTTE

PROFESSIONAL SUMMARY

Forward-thinking team leader skilled at operating departments efficiently to meet goals. Experienced Manager with strong skills in HR, office operations and procedures. Proactive and hardworking individual focused on continuous operational improvement. Versatile Managing Director with proven abilities across all levels of organizational management. Talented in developing partnerships, overseeing personnel and developing tactical plans to meet strategic goals.

WORK HISTORY

Program Manager CASA of NH - Manchester, NH - 05/2023 - Current

- Supervising, coaching and supporting CASA Guardian Ad Litem's (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.

Director of Operations, 01/2020 - 05/2023 **Mento LLC** - Manchester, NH

- Oversaw day-to-day production activities in accordance with business objectives.
- Worked collaboratively with leaders to implement new procedures and corrective actions to improve quality.
- Onboard and administrate new employees into the business.
- Research, collect, track and analyze relevant business data.
- Perform accounts payable and receivable activities as well as invoicing for all client activity.
- Serve as executive assistant to the CEO, performing all scheduling and administrative tasks.

Office Manager, 05/2019 - 12/2019 **Century 21 New Millennium** - Chantilly, VA

- Responsible for organizing monthly branch meetings/trainings.
- Responsible for agent billing of office supplies & marketing material.
- Managed maintenance of building/office equipment.
- Agent support with marketing, transaction management and sale closings.
- Preparing monthly reports for Branch Leader.

Child Advocacy Supervisor, 03/2017 - 11/2018

CASA - Manassas, VA

- Responsible for the supervision of 25 advocates, ensuring advocate participation to case completion.
- Acted as a direct liaison with judges, attorneys, and key players in each case.
- Participated in recruiting, interviewing, hiring, training, and coaching for all new advocates.
- Monitored compliance with continuing education and certification hours for advocates, as well as compliance with State and Federal mandates, rules, and regulations.
- Acted as a Member of the Board for Child Protection Partnership to provide education on child protection issues, define strategic plans for the organization, review financials and approve consultant compensation.
- Participated in fundraising events to include sales of event tables, monthly subscriptions, and single donations, as well as event planning. Also, assisted with grant writing.

Guardian ad Litem Program Coordinator, 10/2008 -06/2014
Minnesota Judicial System, Judicial System - Chaska, MN

- Remotely and in-person managed a minimum of 20 Guardians ad Litem across 5 counties; each carried approximately 40 cases at any given time in both Juvenile and Family Court
- I managed caseload sizes and coordinated assignments of cases.
- Provided reports to the court with updates on family dynamics, progress on services, compliance on court orders and made recommendations to the court for additional or continuation of services.
- In Family Court provided Custody Evaluations making recommendations regarding physical custody, legal custody and parenting time schedules.
- Also acted as a certified family court mediator to address the same issues prior to court intervention.
- Performed legal research, filed motions, testified at court hearings and participated in trials as a party to the proceeding, representing the Guardian ad Litem program and what was in the child's best interest.
- Managed every aspect of the operation of my program, including human resources, payroll, expense reports, mileage reports, continuing education requirements, case assignments, training and court related matters.
- Participated in interviewing, hiring, training, coaching, as well as disciplinary actions and termination of an employee.
- Liaison between the Guardian ad Litem program and their labor union
- Responsible for investigating personnel matter for performance issues and bringing them to resolution.
- Monitored contracted employees and volunteers for compliance with program requirements and policy.
- Provided regular staffing and HR reports to direct managers as well as State and Court directors.
- Participated in Children's Justice Initiative Committee and the Juvenile Justice Committee for five counties in our district.
- Made regular visits to each county courthouse to monitor and oversee Guardians ad Litem as well as to engage with county and Court officials.

Guardian ad Litem Program Coordinator, 09/2001-10/2008
State of Minnesota – First Judicial District

- As an advocate for children, I protected the best interest of some of the most vulnerable citizens of my community.
- Helped to manage the extremely difficult paper trail of complex cases, took countless interviews, and took the stand in court to give testimony of my observations regarding their circumstances. In Family Court I completed Custody Evaluations to make recommendations regarding physical/legal custody and parenting time.
- Maintained detail notes on all cases.
- Prepared legal paperwork for court hearings/trials.

EDUCATION

Associate of Arts: Business Administration and Management Mankato State University - Mankato

SKILLS

• Project Management	• Administrative Tasks
• Project Coordination	• Sales Support

JENNY A. SHEEHAN



PROFESSIONAL EXPERIENCE

August 2001 - Present

*C.A.S.A. of NH, Guardian ad Litem Program Manager,
Dover, New Hampshire*

Supervise forty Court-appointed Guardians ad Litem from the Rochester, Dover and Ossipee District Courts in cases of child abuse/neglect. Responsible for volunteer recruitment and training, public speaking for the agency, and supervision of all volunteer Guardians ad Litem.

2000 - 2001

*Director, Seacoast Child Advocacy Center, Portsmouth,
New Hampshire*

Director of a countywide program specializing in the forensic interviews of abused/neglected children. Designed, implemented and oversaw facility and policies. Helped to organize countywide team including prosecution, law enforcement, D.C.Y.F., medical, therapists and other child advocates. Spoke to numerous area agencies, conducted fundraising activities, and wrote grant to sustain budget.

1995 - 2000

*Director, Victim Advocate Program,
Rockingham County Attorney's Office, Brentwood, N.H.*

Supportive liaison between victims of crime (and their families) and prosecutor, beginning with pre-indictment interviews. Interview victim for police, if necessary, and prepare for trial. Advocate for victim's input in all phases of criminal justice system, accompany victim through depositions, and court testimony and sentence/parole hearings. Address local groups, law enforcement via training and public forums.

1991 - 1995

***Child Protective Worker, N.H. Division for
Children, Youth and Families, Portsmouth, N.H.***

Investigated/assessed reports of sexual, physical and emotional abuse/neglect and violence. Interviewed victim(s), and perpetrator to evaluate risk to victim. Collected and documented evidence to support petition to court, and testified at all court hearings. Conducted hundreds of children, sibling, and family interviews. Located placements for children in alternative home or childcare facility if necessary. Worked closely with N.H. State Police, local police, therapists, schools, pediatricians and prosecutors.

1987-1989

***Finance Staff, Dukakis for President
Campaign, Chauncy Street, Boston, Mass.***

During primary and presidential campaign, traveled throughout the U.S. raising money and organizing high-dollar fundraising events for the Dukakis for President campaign.

1983 - 1987

***Coordinator, N. Y.S. Division for Youth,
Try on School for Boys, Johnstown, N. Y.***

Supervised staff of thirty employees in secure rehabilitative setting for repeat juvenile male offenders, ages 12-18. Managed a cottage of forty at-risk youths, conducted daily group counseling, prepared reports to Courts and advocated for youths at all Court hearings. Provided ongoing training of staff and conducted periodic staff performance evaluations.

1978 - 1983

***Juvenile Parole Officer,
N.Y.S. Division for Youth, Glens Falls, N.Y.***

Supervised aftercare/parole of fifty court-placed youths ages 12-19. Designed and enforced parole program for each, encompassing all educational, employment, counseling, health and legal requirements. Assessed youth's adjustment to family/community; revoked parole if necessary. Sought, evaluated and licensed foster homes as temporary or permanent placements.

EDUCATION

Skidmore College, Saratoga Springs, N.Y.
B.A., Sociology, Social Work. Cum Laude

References available upon request

Alison Wheeler



EDUCATION:

2001 Bachelor of Arts-Psychology, University of Vermont

1997 High School Diploma, Brattleboro Union High School

EMPLOYMENT:

2022-Present: Program Manager, CASA of New Hampshire, Keene NH

In this position, I am responsible for supervising, coaching and supporting CASA Guardian Ad Litem (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.

2012-2022: Children's Integrated Services (CIS) Coordinator, Winston Prouty Center, Brattleboro VT

In this position, I am responsible for the administrative oversight of the Children's Integrated Services program, which serves at risk pregnant women and families with children birth-age 6. This includes intake and referrals, data management and reporting, coordinating and facilitating team meetings, program planning, outreach and collaboration with community partners, supporting and supervising program staff, in addition to other office duties and responsibilities. I am also a part of the organizational management team, supporting and participating in the operations and planning for all programs in the agency.

Nov 2009-2012: Children's Integrated Services (CIS) Family Support Worker, Winston Prouty Center

In this position, I provided home visits to pregnant women and families, offering support with individual and family goals, in addition to assisting families with resources such as housing, transportation, and childcare. I maintained accurate and thorough files and worked closely with area agencies to coordinate the needs and goals of the family.

Nov 2009-present: Developmental Home Provider, Families First, Brattleboro VT

In this position, I am a contracted employee caring for an individual with a developmental disability living in my home. This includes attending to daily needs, administering medications, assisting with medical and other appointments, working on individualized goals and life skills training.

Feb 2004-Aug 2009: Program Director, Amherst Apartments Program, ServiceNet, Amherst, MA

In this position, I was responsible for the supervision of staff and management of a supported housing/outreach program for individuals with severe and persistent mental illness. This position required communication and coordination with medical providers, Case Managers, Clinical and Division Directors, hospital providers, and other treatment teams. I worked to ensure the overall organization and administration of the program to meet the needs of the agency, staff and clients.

Sept 2002-Jan 2004: Clinical Assistant, CODTP, Howard Center, Burlington, VT

In this position, I provided administrative and clinical support to clinicians and staff, as well as assisting in the development and implementation of treatment plans for clients. Some of my responsibilities included: preparing reports, coordinating appointments, co-facilitating treatment

groups, database management, medical transcription, attending and note taking at meetings, filing, organizing and distributing information for staff.

Oct 2000-Jan 2004: Item Processor, Banknorth Group, Williston, VT

Duties included data entry, balancing banking transactions at deposit level using system functions, and identifying and adjusting errors made by customers, tellers, and departments.

Feb 2001-Aug 2002: Research Assistant, Coping Together Project, University of Vermont, Burlington, VT

In this position, my duties included both administrative and organizational work on a large research study examining support groups and emotional adjustment in women with newly diagnosed breast cancer. Other duties included conducting DSM interviews, running participants through a computer task to test attentional biases, scheduling and organizing meetings and appointments, and providing support to principal investigator of study.

OTHER RELEVANT EXPERIENCE/TRAINING:

Board of Directors Secretary, Meeting Waters YMCA, 2017 to present

CPR/First Aid

Mandated Reporter

Brazelton Touchpoints

Strengthening Families

Trauma Informed Practice

Alison Wheeler



EDUCATION:

2001 Bachelor of Arts-Psychology, University of Vermont

1997 High School Diploma, Brattleboro Union High School

EMPLOYMENT:

2022-Present: Program Manager, CASA of New Hampshire, Keene NH

In this position, I am responsible for supervising, coaching and supporting CASA Guardian Ad Litem (volunteer advocates) and Peer Coordinators who advocate for children and youth in abuse and neglect cases.

2012-2022: Children's Integrated Services (CIS) Coordinator, Winston Prouty Center, Brattleboro VT

In this position, I am responsible for the administrative oversight of the Children's Integrated Services program, which serves at risk pregnant women and families with children birth-age 6. This includes intake and referrals, data management and reporting, coordinating and facilitating team meetings, program planning, outreach and collaboration with community partners, supporting and supervising program staff, in addition to other office duties and responsibilities. I am also a part of the organizational management team, supporting and participating in the operations and planning for all programs in the agency.

Nov 2009-2012: Children's Integrated Services (CIS) Family Support Worker, Winston Prouty Center

In this position, I provided home visits to pregnant women and families, offering support with individual and family goals, in addition to assisting families with resources such as housing, transportation, and childcare. I maintained accurate and thorough files and worked closely with area agencies to coordinate the needs and goals of the family.

Nov 2009-present: Developmental Home Provider, Families First, Brattleboro VT

In this position, I am a contracted employee caring for an individual with a developmental disability living in my home. This includes attending to daily needs, administering medications, assisting with medical and other appointments, working on individualized goals and life skills training.

Feb 2004-Aug 2009: Program Director, Amherst Apartments Program, ServiceNet, Amherst, MA

In this position, I was responsible for the supervision of staff and management of a supported housing/outreach program for individuals with severe and persistent mental illness. This position required communication and coordination with medical providers, Case Managers, Clinical and Division Directors, hospital providers, and other treatment teams. I worked to ensure the overall organization and administration of the program to meet the needs of the agency, staff and clients.

Sept 2002-Jan 2004: Clinical Assistant, CODTP, Howard Center, Burlington, VT

In this position, I provided administrative and clinical support to clinicians and staff, as well as assisting in the development and implementation of treatment plans for clients. Some of my responsibilities included: preparing reports, coordinating appointments, co-facilitating treatment

groups, database management, medical transcription, attending and note taking at meetings, filing, organizing and distributing information for staff.

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OTHER RELEVANT EXPERIENCE/TRAINING:

Board of Directors Secretary, Meeting Waters YMCA, 2017 to present

CPR/First Aid

Mandated Reporter

Brazelton Touchpoints

Strengthening Families

Trauma Informed Practice

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

Wassalc 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.

Jennifer Curran

Excels at building relationships and leveraging the varied skills of individuals. Demonstrates a proven record of effective communication to leadership teams and consensus building among stakeholders. Experienced leader who thrives in a diverse and extended team environment. Life-long learner. Mother, Marathoner, Ironman Finisher, Marine Corps Veteran.

EXPERTISE INCLUDES:

Effective Communicator
Strategic Influencer

Dynamic Leader
Inclusive Collaborator

Conceptual Thinker
Strong Analytical Skills

PROFESSIONAL EXPERIENCE

CASA of New Hampshire Quality Assurance Specialist

March 2022 Present

Skills: Leadership, training, coaching, attention to detail

- Lead facilitator of CASA's JEDI advisory group
- Project lead for all National CASA compliance audits, both for State and local programs.
- Continue to improve and develop the quality assurance process for program adherence to CASA of NH standards of operation, National CASA State and local program standards, NH Guardian ad litem rules, any applicable state and federal laws, funder requirements and volunteer advocacy in keeping with the organization's mission, vision, and values

Program Manager

September 2019 – March 2022

- Training, supervising, and building the skills of approximately 45 individual volunteers who act as guardians ad litem for abused and neglected children in the NH courts
- Ensures all court case data and files are accurate and up to date
- Recruit guest speakers and organize support groups for continuing education opportunities
- Liaise with various agencies in advocacy of children's safety and permanency

RiverWalk Resort at Loon Mountain Real Estate Executive, Lincoln, New Hampshire

May 2017 – April 2019

Skills: Sales growth, strategic inventory analysis, opportunity identification

- Responsible for growth of ownership base YOY for luxury residences
- Team lead on new B2B revenue channel for upcoming resort expansion plans
- Manage inventory mix to ensure proper fit for customer as well as optimal financial performance for the company

UPS (United Parcel Service) Account Manager, Aerospace and Defense, Singapore

March 2016 – January 2017

Skills: Global trend analyzation, streamline business processes, revenue growth

- Grew UPS market share in Asia by winning contract for the largest Aerospace and Defense company in the country
- Understand the impact of technology in logistics and translate that to revenue growth for UPS customers. Won new contract for multi-national Aerospace company with new location in Singapore
- Relay how global trends will impact customers and deliver proactive solutions for their supply chain, mitigating risk and streamlining technology solutions to capitalize early before competitors

ADP (Automatic Data Processing)**October 2013- October 2015****Human Capital Management, Major Accounts, Orlando, FL***Skills: Effective communication, proactive needs assessment, strategic action planning, SASS*

- Consulted with executives to increase the productivity and ROI of their HCM investment
- Thought leader on sociopolitical and economic influences, which drive market decisions and need for business transformation
- Proactive liaison between external and internal service teams. Built trusted relationships by delivering on service promise

Wyndham Destinations (RCI)**April 2010- October 2013****Manager, Business Development, Orlando, FL***Skills: Project management, vendor management, budgeting and execution, CRM*

- Lead internal and external cross-functional teams in varying geographies on projects that included mobile applications, website execution, and sales center effectiveness. All projects completed on time, on budget, and recognized by several company and industry level awards
- Ensured consistent communication and delivery on expectations throughout client's lifecycle. Established trust and rapport as point of contact for new clients
- Conduct industry research to provide valuable insight to clients and internal teams

Cork & Olive**November 2009- April 2010****Marketing Director and Social Media Manager, Orlando, FL***Skills: Customer relationship management, campaign development, social media marketing*

- Directed public relations and social media efforts resulting in the addition of 800 new customers
- Responsible for email marketing campaigns, surveys, and distribution of promotional materials
- Initiated a customer relations program to follow-up with all new and existing customers

United States Marine Corps**May 2003- May 2008****Senior Intelligence Analyst and Section Manager***Skills: Leadership, analytic problem solving, presentation ability, critical attention to detail*

- Instructed, supervised, and evaluated the performance of 30 personnel and managed the production and quality control of all released intelligence products
- Prioritize mission critical tasks and execute in a fast-paced environment
- Monitored oversight and compliance procedures as well as directed daily operations and training of junior analysts
- Researched, developed, and coordinated the dissemination of more than 1,000 reports for upper management personnel, including top military ranks

HONORS, AWARDS, AND RECOGNITION

- 2013 Speaker for Florida Diversity Council Young Women in Leadership event
- 2013 Speaker at Southeast ARDA conference on social media and customer engagement
- Published in November/December 2013 Developments (ARDA) magazine
- 2012 Cover Feature of Florida Business Trend Profile
- Four-time COM! Recipient (internal Wyndham award); two team and two individual awards

EDUCATION**University of Central Florida, Rosen College****Orlando, FL**

Bachelor of Science in Hospitality Management, Graduated with Honors, May 2011

Foreign Language Training Center Europe**Garmisch, Germany**

Serbian and Croatian language, Graduated with Honors, February 2005

Defense Language Institute**Monterey, CA**

Associate of Arts in Serbian/Croatian- Linguist and Baltic Region Specialist, November 2004

Amanda Desmarais

Communications Manager **CASA of NH, Manchester, NH**

October 2021 – present

Court Appointed Special Advocates (CASA) of New Hampshire is a nonprofit that recruits, trains, and supports community volunteers to serve as advocates for children throughout the state who have experienced abused or neglect.

- Manage relationships with advertising vendors and negotiate contracts.
- Design and write ads for a variety of formats, including print, digital, and social.
- Manage grant spend for advertising and make marketing budget recommendations for grant applications.
- Design various collateral, including annual report, appeals, and event materials.
- Manage and update website content using Wordpress

Marketing Communications Specialist **Merchants Fleet, Hooksett, NH**

September 2018 – September 2021

Merchants Fleet is the nation's fastest growing fleet management company, providing flexible funding and service options for organizations that leverage vehicles to run their operations.

- Collaborate with subject matter experts to research, write and edit educational articles & thought leadership pieces
- Manage content publishing deadlines & overall campaign schedule
- Research, write, and edit marketing collateral on a variety of industry topics
- Organize and manage webinar creation and execution
- Execute targeted email nurture tracks & newsletters in Pardot and track corresponding campaign performance in Salesforce
- Manage LinkedIn, Twitter, and Facebook pages and track metrics
- Post content on website & assist marketing agency in executing SEO optimizing efforts

Marketing Coordinator **Berkshire Hathaway HomeServices Verani Realty, Londonderry, NH**

January 2017 – September 2018

Verani Realty is a locally owned real estate brokerage serving New Hampshire and Massachusetts.

- Wrote, scheduled and monitored social media content across Facebook, Twitter, Instagram, and LinkedIn according to business goals
- Edited and distributed weekly blog content
- Designed, wrote, and edited sales sheets and marketing collateral for both internal and customer-facing use
- Upheld national brand standards across print collateral and online platforms
- Designed, wrote, and distributed internal email communications for staff and sales associates
- Collaborated with marketing department to assess content needs and determine steps to achieve strategic goals
- Supported the organization and publicization of Verani CARES charitable fundraisers and events

***Inbound Marketing Specialist
190west, Westford, MA***

March 2016 – November 2016

190west is a small digital marketing agency focused on human resource and IT companies.

- Set up contact lists and email campaigns using Pardot and HubSpot
- Monitored and reported on email campaign performance
- Wrote and laid out landing pages for optimal user experience and conversions
- Assessed client needs and recommended marketing tactics and strategies to meet goals
- Edited case studies, blogs, and email content

***Communications Administrator, Web Content Manager
New Hampshire Housing Finance Authority, Bedford, NH***

July 2012- March 2016

New Hampshire Housing supports, promotes, and finances affordable housing and related services for New Hampshire residents. Their programs include rental assistance, affordable housing development funding, and mortgages and homeownership programs.

- Collaborated with marketing team to create, execute, and monitor marketing campaigns
- Managed social media content and monitored performance to align with business goals
- Wrote and distributed blog content through WordPress
- Designed, wrote, and edited marketing collateral
- Maintained website via CMS system and led two redesigns to improve structure and content
- Educate staff on brand standards and communications/marketing best practices

Volunteer Experience

Board of Trustees, Red River Theatres, Concord, NH – May 2021- present

Member – Stay Work Play Advocacy Network – April 2021 – present

VISTA Leader (Marketing specialization)

July 2011-July 2012

AmeriCorps VISTA at Families in Transition, Manchester, NH

Full-time volunteer dedicated to increasing organizational capacity of the Families in Transition VISTA Program, which hosted AmeriCorps VISTA members at nonprofit organizations across New Hampshire.

- Recruited and mentored of a team of 12 statewide volunteers
- Managed social media, e-newsletter, and website content to promote program
- Assisted with Families in Transition marketing efforts and fundraising events as needed

Development Assistant

July 2010-July 2011

AmeriCorps VISTA at Court Appointed Special Advocates (CASA) of NH, Manchester, NH

Full-time volunteer dedicated to increasing organizational capacity at CASA of NH, a nonprofit dedicated to providing volunteer court advocates for children who have been abused and neglected.

- Wrote press releases and online content promoting CASA's mission
- Assisted in fundraising appeals and major annual events

Technology Platforms Adobe InDesign; Microsoft Office; Pardot

Education Southern New Hampshire University M.S. in Marketing – Market Research & Analytics
University of New Hampshire B.A. English/Journalism and International Affairs

MELISSA J. DESROSIERS

Objective To obtain a job that would best utilize my creative and administrative skills and experience to make a difference in my community.

Computer Skills Proficient in Microsoft Office Programs (Word, Excel, PowerPoint, Publisher, Outlook), QuickBooks, Sage Accpac & Payment Solutions, Advantage, Experience with both PC and Mac

Experience

CASA of New Hampshire Manchester, NH

Executive Assistant (December 2022-Present)

- Provide administrative support to President & Senior Leadership Staff

Printers Square, Inc. (dba Talient Action Group) Manchester, NH

Accounting Assistant (August 2011-December 2022)

- Manage periodic accounting tasks: payables, receivables, collections, and payroll
- Perform various administrative tasks

Southern New Hampshire Dance Theater Bedford, NH

Instructor/Choreographer (September 1996-November 2011)

- Teach dance classes and choreograph and/or stage productions

Administration Coordinator (September 2003-August 2011)

- Responsibilities included customer service, office management, communications, miscellaneous administrative projects such as student database, accounts receivable, organizing various marketing materials, non-profit book-keeping & budget analysis

Granite Group Benefits, LLC Manchester, NH

Business Manager (February 1999 – September 2003)

- Responsibilities included coordination of client presentations and renewals, general accounting (A/R & A/P), office management, small group management, various secretarial duties

Kellogg Sales Company Bedford, NH

Frozen Sales Administration Coordinator (June 1994 – January 1999)

- Responsible for creating, organizing, and updating administrative policies and procedures for Perishables Sales Division for entire U.S., collecting sales data, creating and updating various spreadsheets

Education **Butler University** (1989 – 1993) Indianapolis, IN

Bachelor of Fine Arts, cum laude

References Available Upon Request

Tessa Dyer

Professional Experience

June 2006 - Present CASA of NH Manchester, NH

Program Manager (June 2006-January 2022) & IT Specialist (Jan 2022-present)

Recruit, Train, and Supervise volunteers who serve in the Merrimack County Area as Guardian Ad Litem for abused and neglected children whose families are involved in the Court system. Participate in committees and initiatives in the child protection system. Managed a case load that varied between 45-60 cases involving 39-45 volunteers. Maintain continuing education in the child welfare system.

Member of NH Model Court Committee working in collaboration with the Court System, DCYF, Judges, Attorney's, and Private GAL's to develop protocols to better outcomes for children in Abuse and Neglect Cases.

Provide support to the IT Director by working directly with Program Staff to ensure accurate data entry is occurring. Ensure staff are able to access our system, problem solve, run reports, report on data, visit regional offices to ensure technology is working and up to date.

May 2000 - June 2006 Concord Boys & Girls Club Concord, NH

Unit Director

Manage daily operation of a Club with an after-school membership of 100 children ages 6-12 and 6 part-time staff. Plan and implement programs and activities for children that foster a sense of belonging, usefulness, influence, and competence. Participate in meetings between school staff, parents, and other agencies regarding the well-being of children who are clients. Manage daily operation of a summer day camp program of 120 children and 23 staff. Compile weekly, monthly, and yearly statistical reports. Collaborate on several partnerships with other child serving agencies and schools. Assist in developing budgets for the overall program. Ensuring that operations stay within the budget.

2000 Child & Family Services Manchester/Franklin, NH

Tracker

Tracking and supervision of adjudicated youth ages 11-17. Compile and present reports to juvenile probation officer regarding youth. Attend court hearings with youth and the juvenile probation officer.

1998 - 1999 Boys & Girls Club of the Nashville Area Nashville, NC

Program Director/Interim Unit Director

Manage Club operations of after-school and summer camp program. Compile weekly and monthly statistical reports. Direct involvement with daily activities for Club members.

1994 - 1998 North Carolina Wesleyan College Rocky Mount, NC

Education

BA Justice Studies

Ongoing Education

Regular attendance at: NH Attorney General's Conference on Child Abuse and Neglect; NH Attorney General's Conference on Domestic Violence; NH DCYF Conference

National CASA Conference 2006, 2012, 2015; NH NAMI Conference on Mental Health in Schools; Webinars Through National CASA; Ongoing training in the field through workshops/events, and child welfare classes Offered through Granite State College in partnership with DCYF.

Katelyn Ellison

WORK EXPERIENCE

Court Appointed Special Advocates (CASA) of New Hampshire, Manchester, New Hampshire

Digital Media Specialist, June 2021 – Present

Write and design content for newsletters, press releases, and website as needed • Manage social media accounts including Instagram, Facebook, and LinkedIn • Manage greeting card fundraising program

New Hampshire Institute of Politics at Saint Anselm College, Manchester, New Hampshire
Communications Specialist, May 2014 – September 2017

Wrote press releases, media advisories, and content for College website • Managed social media accounts including Twitter and Facebook, and updated Institute website • Co-advised student ambassador program with over 100 students

New Hampshire Historical Society, Concord, New Hampshire

Education Programs Coordinator, June 2013 – May 2014

Coordinated programs for youth and adult audiences • Maintained daily operations of the Education Department, including handling mailings, budgets, and communications with the public • Interviewed, hired, and supervised museum teachers

Museum Teacher, November 2011 – June 2013

Presented programs to school groups within the museum and in schools throughout New Hampshire • Researched information relating to New Hampshire history to revise existing programs • Created training materials for new teachers and participated in training activities

Manchester School District, Manchester, New Hampshire

Special Education Paraprofessional, September 2010 – August 2011

Provided individualized support to students with learning disabilities • Provided general assistance to classroom teachers • Modified assignments, exams, and other materials to provide varying levels of instruction to students

Substitute Teacher, May 2007 – June 2010

Managed classrooms of 20 - 30 students • Implemented lesson plan left by teacher and ensured students remained on task • Provided assistance and feedback to students regarding assignments

EDUCATION

Tufts University, Medford, Massachusetts

Master of Arts, 2011

Museum Education

Stonehill College, Easton, Massachusetts

Bachelor of Arts, 2009

Fine Arts

BOARD INVOLVEMENT

New Hampshire Council for the Social Studies, Historian, 2013 - 2022

Hooksett PTA, Publicity Chair, 2022 - Present

CHRISTINE M. GAGNE

EXPERIENCE

2009-Present CASA of NH

Finance Manager/Grant Reporter

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

2006-Present Christine Duhaime/Gagne Accounting Services

Accounting for small businesses

- Compile financials and run payroll for 6 small businesses with the use of Quickbooks Software, Peachtree, Microsoft Excel and Word.

2000 - 2006 Hopkinton Forestry & Land Clearing/Contoocook River Lumber

Accounting Manager/Office Coordinator

- All aspects of bookkeeping for a forestry and lumber company working with Peachtree Accounting Software, Microsoft Excel and Word, Depreciation Software, and Quickbooks for owner's personal books
- Accounts Receivable, Inventory, Accounts Payable, and General Ledger reconciliations. Reviewing weekly cash flow budgets and prepared monthly financial information for owners.
- Payroll processing, including preparing weekly payroll, quarterly reporting, W-2 processing and 1099's.
- Prepared workpapers for yearly review by outside CPA.

1999-2000 D.S. Cole Growers

Accounting Manager

- Worked with DacEasy Accounting Software, Microsoft Excel and Word and Greenhouse Software for sales.
- Responsible for Accounts Payable, Inventory, Sales and Ordering. Processed Sales and Shipping.
- Training of new employees in accounting as company grew and new employees were hired.

1986-1999 Michie Corporation

Accounting Manager/Office Coordinator

- All aspects of bookkeeping for a manufacturing company working with in-house accounting software system, Microsoft Excel and Word, Lotus 123 and Q&A Software. Worked with the four owners of the company.
- Responsible for Accounts Receivable, Accounts Payable, Fixed Assets, general ledger processing, bank reconciliations, fleet truck registrations, calculate sales commissions and payroll processing.

EDUCATION

1986-1987 UNH - Business Accounting Major

1988-1995 New Hampshire Technical Institute - Business Accounting Major - Associates Degree

COMMUNITY SERVICE

2000-2006 Weare Winter Wanderers Snowmobile Club - Treasurer

Christine Gagne-Resume



Professional Profile and Work History

Title: Training Specialist

Employer: CASA of NH: 2019-Present

138 Coolidge Ave, Manchester, NH



Responsible to train volunteer advocates. The volunteers are appointed by Judges in the Family Court system to advocate for the needs and best interests of children in abuse and neglect cases.

Title: Program Manager

Employer: CASA of NH: 2015-2019

138 Coolidge Ave, Manchester, NH



Responsible to recruit, train, supervise and mentor approximately 40 volunteer advocates. The volunteers are appointed by Judges in the Family Court system to advocate for the needs and best interests of children in abuse and neglect cases.

Title: Parent Aide

Employer: Child and Family Services: 2009-2015

464 Chestnut Street, Manchester, NH

- Work cooperatively with families throughout the reunification process with their child/ children
- Provide education to families including but not limited to: nutrition, nurturing skills, basic childcare, safety and age appropriate activities
- * Work cooperatively with all member of the case, including: parents, children, attorneys, CASAs, CPSWs, therapists, and supervisors
- * Attend FAIR meetings
- * Attend and testify in court as requested by CPSW or CASA
- * Document all visits and contacts throughout the case
- * Create court reports summarizing documentation

Title: General Manager

Employer: Antics Grill and Games/Wilsett Corporation: 1998-2003

South Willow Street, Manchester, NH

- * Recruitment of employees
- * Manage 50+ employees and management staff
- * Oversee 6,000+ square foot building, including all maintenance
- * Comply with all state regulations
- * Build relationships with local businesses
- * Oversee accounts payable and receivable
- * Make bank deposits and the management of money
- * Provide profit and loss statements
- * Create financial statements
- * Schedule and oversee corporate functions
- * Communicate with owners and investors of the business
- * Create and manage advertising in the community

CASA Guardian ad Litem Casa of

NH, Manchester, NH 2001-2015

- Work professionally with all members of the case
- Advocate for the best interest of the child/children in court
- Create and submit court reports
- Visit with child/ children monthly
- Communicate with schools, doctors, therapists or any necessary professionals

Education

1992-1996 University of Central Florida, Orlando, FL

- Bachelors of Arts in Liberal Studies with a Minor in Communication

References

References are available on request.

Natalie J. Laflamme, Esq.

[REDACTED]

[REDACTED]

WORK EXPERIENCE:

CASA of New Hampshire, Manchester, N.H.

Staff Attorney, February 2024 – Present

Provide legal support to CASA GALs representing children in abuse and neglect cases throughout the state. Draft motions, objections, and briefs. Appear in court. Train new advocates and staff on various legal issues. Prepare advocates to testify in trials. Review advocates' reports and work with them to make revisions. Monitor state legislation. Supervise interns.

Laflamme Law, P.L.L.C., Concord, N.H.

Attorney/Owner, September 2019 – March 2024

Solo practice providing legal services across a variety of practice areas, including employment, education law, business, nonprofit, and family law. Counsel clients and represent clients during hearings and mediations. Research and prepare motions, memoranda, and briefs. Manage written discovery. Take and defend depositions.

University of New Hampshire Franklin Pierce School of Law, Concord, N.H.

Adjunct Professor, August 2020 – May 2022

Taught multiple sections of Legal Analysis and Writing I and II in the online program using both synchronous classes and asynchronous components. Reviewed writing from over 30 students per semester, providing detailed and specific feedback to each student.

Ease Learning (eLearning Innovation, LLC), Derry, N.H.

Law/Legal Subject Matter Expert in School Law, November 2022 – March 2023

Created hundreds of multiple choice questions, including question stem, choices, and rationales for online master's level school law course. Followed course competencies and adhered to provided guidelines and writing practices.

Sulloway & Hollis, P.L.L.C., Concord, N.H.

Associate, September 2016 – August 2019

Served clients in labor and employment, commercial litigation, and education law matters. Drafted pleadings, motions, and briefs in state and federal court. Conducted and organized discovery. Represented clients in arbitrations and mediations and before administrative boards. Assisted in oral arguments, hearings, trials, and mediations.

Supreme Court of New Hampshire, Concord, N.H.

Judicial Law Clerk for the Hon. Justice Robert J. Lynn, August 2014 – August 2016

Researched and drafted judicial opinions for a variety of cases. Supervised interns.

EDUCATION:

Duke University School of Law, J.D., May 2014, Durham, N.C.

Activities: Duke Law and Technology Review; Volunteer Income Tax Assistance Program (VITA); Deferred Action for Childhood Arrival (DACA) Clinic

Georgetown University, A.B. in Philosophy, *cum laude*, May 2011, Washington, D.C.

Minors in Spanish and Cognitive Science

Activities: Georgetown University Pep Band; Residential Judicial Council

Study Abroad: Pontificia Universidad Católica, Valparaíso, Chile (Fall 2009)

RELEVANT INTERNSHIP/VOLUNTEER EXPERIENCE:

Equal Employment Opportunity Commission, Office of General Counsel, Washington, D.C.

Full-Time Extern, January 2014 – April 2014

Researched and drafted briefs for employment discrimination cases, including a brief in support of a plaintiff in an Equal Pay Act case in a U.S. Court of Appeals. Evaluated private parties' appeals to determine if the EEOC should participate as amicus curiae. Assisted plaintiff's council with litigation.

Children's Law Clinic, Duke University School of Law, Durham, N.C.

Student Attorney, August 2013 – December 2013

Counseled clients in matters relating to special education, school discipline, and SSI benefits. Researched and applied federal law and regulations. Represented client before local school board during hearing and appeal of school suspension.

Legal Aid of North Carolina, Durham, N.C.

Legal Intern, January 2013 – April 2013

Interviewed domestic violence clients and helped to prepare them for court.

DC Schools Project, Washington, D.C.

Tutor, September 2007 – December 2010

Tutored recent immigrants and children of immigrants to improve their literacy. Acted as a mentor to children in the program.

COMMUNITY AND BAR ACTIVITIES:

NH Bar Association Legal Related Education We The People: Judge, 2016 – Present

NH Bar Association Gender Equality Committee, September 2017 – Present

New England Grassroots Environment Fund: Volunteer Grant Reader, 2022, 2023

New Leaders Council New Hampshire: 2018 Fellow; Selections Chair, August 2018 – July 2022

Sycamore Community Garden: President, February 2017 – December 2022

NH Bar, DOVE Pro Bono Program: Volunteer Attorney, June 2017 – December 2019

Natalie J. Laflamme, Esq.

WORK EXPERIENCE:

CASA of New Hampshire, Manchester, N.H.

Staff Attorney, February 2024 – Present

Provide legal support to CASA GALs representing children in abuse and neglect cases throughout the state. Draft motions, objections, and briefs. Appear in court. Train new advocates and staff on various legal issues. Prepare advocates to testify in trials. Review advocates' reports and work with them to make revisions. Monitor state legislation. Supervise interns.

Laflamme Law, P.L.L.C., Concord, N.H.

Attorney/Owner, September 2019 – March 2024

Solo practice providing legal services across a variety of practice areas, including employment, education law, business, nonprofit, and family law. Counsel clients and represent clients during hearings and mediations. Research and prepare motions, memoranda, and briefs. Manage written discovery. Take and defend depositions.

University of New Hampshire Franklin Pierce School of Law, Concord, N.H.

Adjunct Professor, August 2020 – May 2022

Taught multiple sections of Legal Analysis and Writing I and II in the online program using both synchronous classes and asynchronous components. Reviewed writing from over 30 students per semester, providing detailed and specific feedback to each student.

Ease Learning (eLearning Innovation, LLC), Derry, N.H.

Law/Legal Subject Matter Expert in School Law, November 2022 – March 2023

Created hundreds of multiple choice questions, including question stem, choices, and rationales for online master's level school law course. Followed course competencies and adhered to provided guidelines and writing practices.

Sulloway & Hollis, P.L.L.C., Concord, N.H.

Associate, September 2016 – August 2019

Served clients in labor and employment, commercial litigation, and education law matters. Drafted pleadings, motions, and briefs in state and federal court. Conducted and organized discovery. Represented clients in arbitrations and mediations and before administrative boards. Assisted in oral arguments, hearings, trials, and mediations.

Supreme Court of New Hampshire, Concord, N.H.

Judicial Law Clerk for the Hon. Justice Robert J. Lynn, August 2014 – August 2016

Researched and drafted judicial opinions for a variety of cases. Supervised interns.

Natalie Laflamme-Resume

EDUCATION:

Duke University School of Law, J.D., May 2014, Durham, N.C.

Activities: Duke Law and Technology Review; Volunteer Income Tax Assistance Program (VITA); Deferred Action for Childhood Arrival (DACA) Clinic

Georgetown University, A.B. in Philosophy, *cum laude*, May 2011, Washington, D.C.

Minors in Spanish and Cognitive Science

Activities: Georgetown University Pep Band; Residential Judicial Council

Study Abroad: Pontificia Universidad Católica, Valparaíso, Chile (Fall 2009)

RELEVANT INTERNSHIP/VOLUNTEER EXPERIENCE:

Equal Employment Opportunity Commission, Office of General Counsel, Washington, D.C.

Full-Time Extern, January 2014 – April 2014

Researched and drafted briefs for employment discrimination cases, including a brief in support of a plaintiff in an Equal Pay Act case in a U.S. Court of Appeals. Evaluated private parties' appeals to determine if the EEOC should participate as amicus curiae. Assisted plaintiff's council with litigation.

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Student Attorney, August 2013 – December 2013

Counseled clients in matters relating to special education, school discipline, and SSI benefits. Researched and applied federal law and regulations. Represented client before local school board during hearing and appeal of school suspension.

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New England Grassroots Environment Fund: Volunteer Grant Reader, 2022, 2023

New Leaders Council New Hampshire: 2018 Fellow; Selections Chair, August 2018 – July 2022

Sycamore Community Garden: President, February 2017 – December 2022

NH Bar, DOVE Pro Bono Program: Volunteer Attorney, June 2017 – December 2019

MISTA McDONNELL

WORK BACKGROUND

Operations Manager, CASA of New Hampshire, MARCH 2022 TO PRESENT

Basic Functions:

Oversee the material and physical needs of CASA of NH's seven offices. Oversee that incoming mail and email is processed daily.

Major Duties & Responsibilities:

- Oversee the daily operational tasks of the management of the front office and supervision of the office coordinator
- Maintain office equipment and supply inventories at each of the seven CASA offices, visiting regional offices a minimum of quarterly
- Oversee the screening, training, supervision and scheduling of volunteer support staff for main office and all regional offices
- Act as the point of contact for building/office(s), landlords, vendors, coordinating projects pertaining to building/office(s) upkeep
- Keep organizational information updated
- Supervise building(s) cleaner, giving direction on areas of the building in need of attention
- Troubleshoot equipment issues (computer, printers and phones)
- Performs/assists with logistics of internal & external events
- Supports staff/other departments as needed

Business Manager, McLEAN COMMUNICATIONS LLC, 2012 TO MARCH 2022

- Maintain day-to-day business operations of McLean and ensure all staff have the tools they need to be successful – this includes procuring office supplies, making sure that the office systems are all working smoothly and maintaining a good working relationship with our printing and circulation/newsstand suppliers. Also includes liaising with all vendors, including property management, HVAC repair/service company, IT service company, cleaning company, etc., to ensure the smooth running of the office and support systems.
- Works with the publisher, sales director and event/marketing manager to create the budget each fiscal year for submission/approval by corporate; then as a team develop business strategies to meet established goals. Continuously monitor progress throughout the year and communicate results to the senior leadership team.
- Handle all accounting processes including all Accounts Receivable activities, including collections; approve and code Accounts Payable for processing by corporate; as well as preparing monthly General Ledger entries for reconciliation with corporate. Report/discuss monthly results with the publisher and sales director.

- Support all team members as needed, including managing an admin assistant in support of office operations and sales/marketing/event/executive support.

Bookkeeper**McLEAN COMMUNICATIONS, MAY 1986 TO 2012****VOLUNTEER WORK**

Girls Incorporated of New Hampshire

MENTOR IN THE BOLD FUTURES MENTORING, 2017 TO PRESENT**EDUCATION**

Southern New Hampshire University

Associates in Accounting

References provided upon request

Amy Parker

I support the incredible CASA Volunteers who advocate for vulnerable children across New Hampshire. I use the values of integrity, compassion, and respect in all aspects of my life and appreciate working with an organization that is full of caring people.

PROFESSIONAL EXPERIENCE

North Country Outreach and Engagement & Education Coordinator CASA of NH

Sept 2024-Present

- Initiate, foster and grow relationships with civic organizations, faith communities, businesses and municipalities in Grafton, Carroll and Coos Counties.
- Plan community awareness events with North Country partners to grow CASA's visibility and volunteerism.
- Support Recruitment Team by attending tabling events, virtual information sessions and Perspective CASA interviews when needed.

Engagement & Education Coordinator CASA of NH

April 2023-Present

- Coordinate monthly Out & About events in locations around the state.
- Support supplemental education events including Summer Training Series and multiple movie viewings. Organized panelists for discussions after the films.
- Seek professional speakers for continuing education opportunities covering topics that directly relate to cases.
- Work with Communications Department to promote all planned events to staff and CASA volunteers around the state.
- Provide support for the Annual Celebration of CASA Volunteers by researching, ordering and packaging gifts given to advocates celebrating milestones with the organization.

Owner/Principal Designer Parker House Designs, Alton, NH 2022

Jan 2007 - Dec

- Home Staging & Design project management for residential and commercial properties including communication with clients, ordering, coordination of vendors and installation.
- Assisted a wide variety of homeowners to transition to new living arrangements with a compassionate approach. Created working plans to get homes ready for the market and reduce stress on the seller and Realtor.
- In 2021, Home Staging services helped sellers to sell 67% faster than the state average and for an average of \$20,000 over asking price
- To increase visibility for Home Staging the local Real Estate community, became an Approved Instructor for the Real Estate Staging Association and have offered a 3-hour CEU classes for approximately 1,000 Realtors all over the State of New Hampshire.

PROFESSIONAL LEADERSHIP

Real Estate Staging Association New England Chapter 2022

Feb 2016 - Dec

- Founding Member
- Positions held on the Leadership Board: President, President Elect, Treasurer, Secretary and VP of Membership. During this tenure, the group grew by 150%.
- Assisted in the creation of an educational calendar for the monthly membership meetings.
- As President of the group (2 years) - responsible for coordination and facilitation of monthly meetings.

CONTACT



EDUCATION

Associate of Arts (AA)
Southern NH University (SNHU)
Online Program
Jan 2023-Present

Residential Planning Diploma
The Art Institute of Pittsburgh, PA
Online Program
2005 - 2006

Undergrad Courses
1990-1992

EXPERTISE

PROFESSIONAL

- Collaboration
- Communication
- Event Planning
- Relationship Building
- Time Management

TECHNICAL

- Content Creation
- Email/Social Media Marketing
- Microsoft Office 365
- Host/Attend Virtual Live Stream Classes

Amy Parker

AWARDS

INSTRUCTOR OF THE YEAR

Real Estate Staging Association
2018 & 2021

MOST INFLUENTIAL REAL ESTATE STAGING PROFESSIONAL

Real Estate Staging Association
2018-2021

INTERESTS

As a breast cancer survivor, I work hard to stay healthy – body and mind. My favorite hobbies that help in that goal are:

- Yoga/Meditation
- Walking and hiking
- Learning about healthy eating and non-toxic products
- Working on character development by seeking out books & podcasts that address bias, how to be an ally & learning about self-care.
- Participating in Operation Santa Claus annually to support the kids and families affiliated with DHHS in need at the holidays.
- Travel

COMMUNITY INVOLVEMENT

CASA of NH

Volunteer Advocate
Rochester Court

- First case accepted on April 14th. Stepped into case at 3-month mark. Second case accepted on September 24th
- Providing support to four children between the ages of 3-17
- Strong working relationship with CPSW
- Completing and delivering comprehensive reports on time
- Attending all hearings and team meetings
- Coordinating and attending meetings with kids, Foster Parents, Bio Parents, CPSW

GRANITE UNITED WAY

Day of Caring Committee Chair & Volunteer
Alton, NH - Each September 2011-2014

- Coordination of locations in Alton.
- Set up and facilitated morning breakfast gathering.
- Worked closely with sponsors and volunteer groups.

GREATER LAKES REGION CHILDREN'S AUCTION

Volunteer – Pub Mania

Patrick's Pub, Laconia, NH – Each December 2014-2015

- Fundraising Event for Children's Auction

CASA ADVOCATE TRAINING

Core Training
CASA of New Hampshire, Online

March-April 2022

Permanency Training
CASA of New Hampshire, Online

October 5, 2022

Gender Identity – Lived Experience
CASA of New Hampshire, Online

August 22, 2022

What Can I Do?
CASA of New Hampshire, Online

July 27, 2022

ECHO Training – Dartmouth Health
Relationship Building
Basics of Addition and Recovery
Trauma-Informed Care & Behavioral Methods

January 10, 2023
January 24, 2023
February 7, 2023

KATIE PELCZAR

Communications professional offering over fifteen years of experience, with a focus on print and digital design, social media, and customer service. Excels at working individually and as part of a team to deliver high-quality, innovative work in a fast-paced environment. Known for strong communication and analytical skills, attention to detail, and personableness. Offers advanced computer skills, a track record for successful delivery of work, and a positive and enthusiastic approach.

Core Competencies

Catalog & Magazine Design	Photo Editing	Print & Online Advertising
Print Production	Email Campaigns	Customer Service
Copywriting & Editing	Social Media	Digital Video & Audio Editing

Computer Skills: Adobe InDesign, Photoshop, Illustrator, Dreamweaver, and Acrobat; Microsoft Word and Excel; WordPress; MailChimp; and Filemaker Pro. Adept on Mac and PC platforms.

Experience

CASA of NH, Laconia, NH

Jan 2021 to Present

Community Outreach Coordinator

- Assist in the ongoing development and implementation of CASA's volunteer recruitment plan, including contacting local businesses, service clubs, churches, and chambers of commerce to disseminate information regarding CASA's volunteer opportunities
- Collaborate with Community Events Coordinator to establish a speaking engagement and informational session calendar, in conjunction with scheduled trainings
- Work with State Director of Communications on social media efforts, TV, radio and print ads
- Respond to requests for information regarding volunteer opportunities and disseminate appropriate materials
- Conducts screening and interviewing of prospective volunteers
- Update and maintain relevant data in volunteer/donor database
- Develop and maintain relationships with current volunteers and assist in retention activities
- Assist in organizing and coordinating volunteer recognition events
- Assist in planning of local and regional fundraising events
- Cultivate relationships with community and civic organizations and other prospective partners for the purpose of recruitment and awareness

VILLAGE WEST PUBLISHING, Gilford, NH

Sep 2019 to July 2020

Graphic Designer

Designed and produced magazine articles, ads, and social media posts; created and deployed eblasts; coded articles for web and digital viewing

- Responsible, along with Art Director, for the layout and production of a monthly magazine
- Created fresh and engaging article layouts to illustrate and emphasize the copy
- Oversaw the New Products section of the magazine, including reaching out to manufacturers to gather products, sending info to copywriter, maintaining a database of products, and selecting the product assortment each month
- Assisted web designer with web content, including coding for articles, eNews stories, and recipes
- Created compelling Facebook posts, leading to a steady increase in followers
- Built and deployed eNews mailings

KEEPSAKE QUILTING/F+W MEDIA/STEELCITY, Moultonborough, NH

Jan 2015 to Aug 2019

Senior Designer

Designed and produced catalogs, retail and trade-show signage, ads, emails, Facebook posts and other marketing

Katie Pelczar-Resume

materials for use in print, digital, and social media

- Responsible for the layout and editing process of up to 15 catalogs and look books per year, both print and digital, always on schedule
- Worked closely with copywriters to achieve required copy length and clarity of message
- Acted as point-person to catalog printer, providing print-ready files and fielding questions
- Designed and built multiple marketing emails per month for list of 208K subscribers, which generated high open and click-through rates
- Created compelling Facebook and blog posts that drew high engagement
- Created and edited inspirational graphics and photos for print and web
- Worked with photography team on shoots, giving styling and conceptual direction
- Executed all work with company branding and customer experience first in mind
- Seamlessly assumed 50% of the workload of a second designer when that position was eliminated

SQUAM LAKES AREA CHAMBER OF COMMERCE, Ashland, NH

Feb 2009 to April 2011

Design & Email Marketing

- Designed and facilitated the printing of area brochures, membership materials, and rack cards, including communicating with printers and obtaining printing quotes
- Sourced content for, designed, and distributed a monthly e-newsletter featuring area news and events and special offers from member businesses
- Answered chamber members' questions and assisted them as needed

KEEPSAKE QUILTING/NEW TRACK MEDIA/F+W MEDIA, Moultonborough, NH

March 2005 to Jan 2015

Designer

- Designed and produced print and digital catalogs for four crafting company titles
- Worked closely with merchandising and marketing teams to create fresh, inspirational, and on-brand visuals for catalogs, advertisements, and shop signage
- Wrote blog and Facebook posts for Patternworks, our knitting and crocheting title

KEEPSAKE QUILTING/RIVERSIDE, Moultonborough, NH

June 2004 to March 2005

Design Assistant

- Maintained image and copy database; prepared files for the designers; proofed catalog spreads, ads, and signage; prepared files for printing

BOSTON COLLEGE MEDIA TECHNOLOGY SERVICES,
Chestnut Hill, MA

Sep 2000 to May 2004

Television Services Work-study

- Video recorded lectures, performances, and events for professors and on-campus organizations
- Trained students and faculty on the use of video editing software

Education

BOSTON COLLEGE, Chestnut Hill, MA

Bachelor of Arts

Major: Communications ***Minor:*** Film Studies

Experience

CASA of NH, Manchester, NH

2021-Present

Administrative Assistant

- Maintains a presentable and organized reception area
- Handles incoming calls and processes mail daily
- As necessary maintains ongoing communication with CASA Staff
- Handle phone requests for information regarding the CASA program
- Greet and direct visitors
- Provides general clerical support
- Maintains office equipment and supply inventories
- Oversees and supports office volunteers

Freudenberg-NOK, Manchester, NH

2019 to 2020

Sourcing/Demand Planning Analyst

- Ensure inventory is kept at appropriate levels to meet requirements
- Monitor suppliers for accurate and timely delivery of materials
- Provide analysis and recommendations for procurement process improvements
- Coordinate cycle counts and perform root cause analysis
- Collaborate with business cells, engineers, and operations to fulfill customer requirements
- Identify and manage potential inventory obsolescence to minimize write-offs

Koko FitClub, Nashua NH

2015 to 2019

Manager/Master Fit Coach

- Train and assist members in use of exercise machines, focusing on proper form
- Recruit new members, retain, encourage and motivate current members
- Maintain and update membership databases, follow-up on new leads and trial members
- Document daily processes and train staff on all procedures and metrics reporting
- Promote Koko within community, participate in local health fairs and community events
- Resolve any technical or mechanical issues with computer or fitness equipment

Harvey Building Products, Londonderry, NH

2002 to 2014

Materials Management Analyst (2011-2014)

- Manage all materials for MFG division, ensuring data consistency, accuracy, and integrity
- Maintain materials thru life cycle changes, including additions, revisions, and depletions
- Process Product Change Authorizations (PCAs) as needed
- Liaison with Engineering, PDM, and Production to research and resolve material usage issues
- Participated in company-wide project to transition to SAP ERP system:
 - Acted as Subject Matter Expert (SME) for Material Master (MM) module
 - Validated all data integrated into new ERP system
 - Executed individual scenario and end-to-end testing
 - Trained end users on basic navigation of the system

Inventory Manager (2006-2013)

- Monitor inventory levels averaging \$8M for MFG division
- Manage staff of four buyers
- Maintain cycle count schedules and procedures, reconcile counts, perform root cause analysis
- Team leader for division's annual physical inventory, including preparation and training counters
- Collaborate with plant managers and receivers to resolve inventory issues

Purchasing Manager (2003-2006)

Kerri Rice-Resumé

- Monitored inventory levels averaging \$2M for Construction Products division (CPD)
- Managed two purchasing agents and two material planners
- Researched potential new suppliers and products, and maintained current vendor relationships
- Oversaw development of new BOMs, defined release scopes and schedules, met all deadlines

Material Planner (2002-2003)

- Analyzed, developed, tested and deployed BOMs for order entry system
- Worked with production manager to ensure accurate material allocation in BOMs
- Documented all releases and provided training and instructions to end users
- Trained new material planners on all BOM creation and maintenance procedures

Computer Sciences Corporation, Waltham, MA

1997 to 2001

Senior Consultant/Software Engineer (2000-2001)

- Developed, tested, and integrated complex components for web-based applications
- Executed SQL queries against an Oracle database
- Tested database access methods via the application

Senior Consultant/Year 2000 Renovation Engineer (1997-2000)

- Analyzed, modified, and tested all client components for Year 2000 compliance
- Generated final reports and documentation, packaged, and delivered all renovated code to client
- Mentored junior team members in all aspects of development and renovations
- Received rapid promotions by consistently obtaining results which exceeded expectations

Johnny Rockets, Inc., Burlington, MA

1994 to 1997

Store Manager

- Oversaw daily operations including customer relations, product preparation, safety, sanitation
- Recruited and trained staff
- Reviewed daily and weekly inventories to ensure accuracy
- Ordered food products and inventory; performed semi-annual inventory

West Suburban Elder Services, Watertown, MA

1990 to 1992

Data Specialist

- Entered data for the client tracking system
- Created and revamped reports for staff and assisted with projects as needed
- Generated monthly statistics and Medicaid forms required by the Executive Office of Elder Affairs
- Participated in statewide user group meetings to improve data processing system

Education

Salem State College, Salem, MA

1996

B.S., Business Administration, Minor: Computer Science

Summa Cum Laude

Concentration: Management Information Systems

Summary of Skills

- SAP ERP system, proficient in Excel
- MS Office, Windows NT/XP/7/8/10

Kelly Smith, LICSW

EDUCATION:

MSW Social Work
University of Kentucky, 1990

BA Psychology
Hanover College, 1986

NH License, LICSW #1179

PROFESSIONAL EXPERIENCE:

CASA, NEW HAMPSHIRE

Director of Training, March 2016-present

PRIVATE PRACTICE, CONCORD, NH

Therapist and Consultant, November 2003 - present

- Individual and family therapy specializing in trauma, loss, and attachment with foster and adoptive children and families
- Curriculum development and teaching adoption concepts to pre-adoptive parents
- Consultation to NH Court Improvement Project regarding permanency planning, best practice and Model Court protocols
- Clinical consultant for a NH adoption law firm (James Bianco, Assoc.)
- Travel with adoptive families to their adoptive child's homeland (includes China, Guatemala, Peru, Paraguay, and Ethiopia)
- Consultation to school districts regarding special education programming for foster and adoptive children
- Clinical Consultant for NH Court Appointed Special Advocates (CASA), including clinical consultation and training to staff and volunteers
- Clinical Consultant for Dartmouth College, Department of Psychiatry-Trauma Research Center

CASEY FAMILY SERVICES, CONCORD, NH

Supervisor, March 1995 – November 2003

- Program development and clinical supervision of a post adoption program
- Collaboration and training for professionals in the areas of attachment and trauma
- Technical assistance to state as well as private, non-profit organizations on program development, clinical intervention, and permanency planning

HANNAH NEIL CENTER FOR CHILDREN, COLUMBUS, OHIO

Director, 1992-1995

- Director of a partial hospital program within a comprehensive mental health continuum for children, adolescents, and families.
- Clinical supervision of 25 therapists;
- Direct fiscal planning and management of a \$2 million budget
- Program development to meet treatment and community needs
- Coordination, training and supervision of student interns and work study students
- Coordinator of continued quality improvement program which included the collection and analysis of statistical data related to peer review, quality assurance and utilization review.

Awarded Therapist of the Year by Governor Hassan and NAMI



JESSICA STOREY

OBJECTIVE

Engaging volunteers in meaningful opportunities to enhance their communities.

SKILLS & ABILITIES

- Proven leader managing volunteers in the child protection system challenged by substance abuse mental health crisis.
- Recruiting, training, supervising, coaching, and constructively evaluating volunteers to ensure their capability and confidence and to uphold the organization's high standards for quality.
- Extensive writing experience, ranging from fun local news stories and in-depth looks at policy to legal briefs.
- Comfortable communicating and collaborating with an array of people who have different interests and needs.
- Familiar with Microsoft Word, Excel, CASA Manager database, GoTo Meeting, Zoom and Survey Monkey.

EXPERIENCE

STAFF ATTORNEY & PERMANENCY SPECIALIST, CASA OF NH

July 2018 to the present.

As part of the legal team, I oversee the TPR (termination of parental rights) portion of on-going CASA cases. I work closely with individual CASA GALs as they write the reports making their final recommendation whether to terminate the rights of their CASA child's parent and I'm available to answer procedural questions about the TPR process they may have.

PROGRAM MANAGER, CASA OF NH

August 2011 into July 2018.

I supervised approximately 45 exceptional people who volunteer to advocate as guardians *ad litem* for children who are the subject of abuse or neglect petitions in Grafton and Belknap counties.

- I provided training to in-coming CASA volunteers and on-going education for existing CASAs.
- I coached CASAs drafting court reports, preparing to speak in court, and debriefing about what transpired after court.
- I discussed how to negotiate with DCYF workers, parents, et al, process visits they have had with their CASA children & youth and strategize regarding interactions

with all others involved

- I am an engaging trainer and thoughtful sounding board for challenging situations.

ATTORNEY, ORR & RENO

2005-2008.

I participated in the general practice law firm of Orr & Reno in Concord, NH as an associate attorney after interning in the summer of 2004. I handled many types of cases and specialized in regulatory work, such as zoning, health care regulation and environmental regulation.

REPORTER, CASHMERE VALLEY NEWS

2000-2002.

I began as a sports writer for a small town paper when I lived in Washington state. The paper was associated with two other small town papers, and I became a principal writer of material for all three papers.

WHOLESALE SALES MANAGER, CANOE IMPORTS

1997-1999.

I sold canoes and kayaks at a popular store near Burlington, VT. While I always helped with retail sales, I came to manage the significant wholesale business to camps and institutions.

EFL TEACHER, KHON KAEN UNIVERSITY

1995-1996.

I taught English to university students in Thailand for two semesters after I graduated from Princeton University.

EDUCATION

LITTLETON HIGH SCHOOL – LITTLETON, NH – HIGH SCHOOL DIPLOMA

Graduated salutatorian in 1991.

PRINCETON UNIVERSITY – PRINCETON, NJ – B.A.

Graduated in 1995. Philosophy major, Linguistics certificate.

BOSTON UNIVERSITY SCHOOL OF LAW– BOSTON, MA – J.D.

Graduated cum laude in 2005.

REFERENCES

Available upon request.

Erica Thoits



PROFILE

I am a former senior editor and current Director of Community Relations at CASA of New Hampshire. I excel at team leadership, event organization, time management, communications, writing, proofreading, multitasking, and organization.

KEY SKILLS

- Team management
- Ability to work under pressure
- Time and deadline management
- Multitasking
- Organization
- Writing
- Editing
- Proofreading
- Social media: Facebook and Instagram
- Events

EDUCATION

BA English/Journalism
University of New Hampshire

Erica Thoits-Resume

WORK EXPERIENCE

DIRECTOR OF COMMUNITY RELATIONS

CASA of New Hampshire

July 2022-Present

EDITOR-IN-CHIEF

New Hampshire Home

May 2020-June 2022

- Lead a core editorial staff of four full-time employees, plus a roster of freelance writers, photographers and illustrators
- Plan budgets and negotiate contracts with freelancers
- Work closely with multiple departments, including sales staff, marketing, web and events
- Collaborate with art director and design team to develop and implement visual elements in all aspects of the publication
- Develop and optimize online and print strategies to maximize coverage, advertiser funding and subscriptions

MANAGING EDITOR

New Hampshire Magazine

Jan. 2007-June 2022

- Manage freelance writers, coordinating 5-10 remote workers, plus two direct reports
- Ensure all internal, external and publication deadlines were met
- Coordinate with multiple teams, including sales staff, web, marketing, and events departments
- Oversee compliance with style guidelines and brand identity throughout entire publication portfolio
- Assist with publication of digital and print products to maintain cohesive brand identity
- Write print editorial, web and newsletter content, marketing materials, and ad copy as needed
- Help maintain social media presence to promote publications and solicit new readers
- Work with the art director and creative team to produce captivating and successful content
- Help plan and execute events
- Publish content on website

VOLUNTEER WORK

Girls Inc. of New Hampshire

Bold Futures Mentoring Program

References provided upon request.

JENNIFER M. WESTOVER

Jennifer Westover is an experienced paralegal who has worked in corporate, criminal, and family law along with working for New Hampshire's court system. Gained experience from community involvement in bookkeeping, child advocacy and disaster preparedness.

EDUCATION

Bachelor of Science

Texas Woman's University, Government (Pre-Law)
with Minor in Accounting
GPA 4.0

Aug 1998

Associate of Arts

Collin County Community College, McKinney, Texas
GPA 4.0

Dec 1995

EXPERIENCE

Paralegal CASA-NH

July 2023 - Current

(Part-time 24 hours per week)

Support CASA-NH staff attorneys and Permanency Specialist by performing a variety of administrative, law-related duties in support of CASA's mission. (Remote position)

Consultant - Granite United Way

(Capital Area Public Health Network). (Part-time)

Dec 2022 - March 2023

Support new & current members of the Capital Area Citizen Corps, along with managing/updating Citizen Corps member files.

CERT (Community Emergency Response Team)

2022 - 2024

Completed CERT basic training as volunteer for Capital Area CERT program to help make my community safer, more prepared, and more resilient when disaster strikes.

New Hampshire Responds/Medical Reserve Corps.

2021 - 2023

Volunteered during COVID-19 Pandemic as data logger/line manager for vaccination clinics. Also assisted in capital area school vaccination clinics as data logger.

CASA Peer Coordinator

2021 - 2024

Volunteering to mentor new CASA's fresh out of training by aiding in their application of new skills as a CASA Advocate.

CASA Advocate - CASA of New Hampshire

2012 - 2021

Volunteered as advocate for children in Capital region who have experienced abuse and/or neglect. Responsibilities included developing a relationship with children for assigned case

as well as the important people in their lives to provide vital information to help a judge make decisions based on the best interests of the child.

Board Member/Treasurer Pines of Bow Condo Association 2017 - 2023

Voting board member. Also, responsible for treasurer duties (handle deposits, bill payments, monthly financial preparation, and monitoring investments of association).

Court Assistant III – New Hampshire Supreme Court 2008 - 2011

Member of public contact team for Clerk of Court, managed transcriptionists' production for the Court's cases, and maintained paper and electronic files for Court.

Administrative Judge Office – New Hampshire Circuit Courts 2006 – 2008

Transcription Coordinator - managed transcriptionists who transcribed court proceedings for circuit courts. Collect and process payroll for 30 plus Administrative Judge employees bi-monthly. Transcribed dictation requests for court orders issued by circuit court judges and marital masters. Developed spreadsheets for monitoring vacation and sick leave for the marital masters as prescribed by Administrative Order. Developed spreadsheets to analyze mediation activity and results in the District Courts. Assisted receptionist with overflow of phone calls.

Mary Kay Inc. (Dallas, TX) 1998 - 2004

Corporate Paralegal. In charge of domestic subsidiary contract review process for final approval by contract attorney. Support for ten European subsidiaries in their corporate matters.

Legal Assistant - A.H. Law Management Corp (McKinney, TX) 1996 - 1997.

Duties included secretarial and legal assistant work. Criminal, Family and Probate Law.

Law Lab Assistant - Collin County Community College (McKinney, TX) 1996 – 1998

Assisting legal students using legal software to complete legal projects and assisted Legal Assistant Program Coordinator.

First Gibraltar (now Bank of America - Houston, TX) 1981 - 1985

(January 1981 – June 1985)

Chief Teller – trained all new tellers along with managing branch office in absence of manager. Final position held was as a licensed stockbroker for INVEST services at corporate headquarters aiding clients with investment advice.

References upon request



Appendix G

CASA of NH Employee Handbook

CASA OF NEW HAMPSHIRE, INC.
EMPLOYEE HANDBOOK



Updated 03/13/2025

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WELCOME TO CASA OF NEW HAMPSHIRE!

On behalf of CASA of New Hampshire, Inc. ("CASA") and your colleagues, I welcome you and wish you every success here. We believe that each employee contributes directly to CASA's growth and success and we hope that you will take pride in being a member of our team.

We respect our employees and take pride in being a fun and fair workplace. We foster this through open communications, and this employee handbook ("Handbook") is an important part of those communications. This Handbook was developed to describe some of the expectations for our employees and to outline the policies, programs, and benefits available to eligible employees. You are expected to read, understand, and comply with all provisions of the Handbook. It describes many of your responsibilities as an employee and outlines the programs currently offered by CASA to benefit employees.

This version of the Handbook replaces and supersedes all prior handbooks and policies. CASA retains flexibility in the administration of the policies and procedures contained in the Handbook. CASA also reserves the right to change, amend or eliminate any of the policies and/or benefits described in the Handbook at any time. Please also understand that although this Handbook is an important resource for you and CASA, it is not a contract and should not be construed as a contract. We adhere to a policy of employment at-will, and nothing in this Handbook is intended to undermine that. In all instances, CASA strives to comply with applicable law, and to the extent that anything in this Handbook contradicts applicable law, the rule of law will apply.

One of our objectives is to provide a work environment that is conducive to both personal and professional growth. We welcome any suggestions that you may have regarding improving productivity or working conditions and we hope that you will maintain open communications with us. This Handbook is not intended to replace open communications. You should feel free at any time to discuss any questions, complaints, or suggestions with the President/CEO.

We hope that your experience here will be challenging, enjoyable, and rewarding. CASA wishes you success and fulfillment in your position with us. Again, welcome!

Sincerely,



Marcia (Marty) Ressmeyer Sink
President and CEO

1.1 Mission Statement

CASA of New Hampshire strives to protect the rights of our state's most vulnerable children to live, learn and grow in the embrace of a loving family. Our trained volunteer advocates speak for abused children's best interests in New Hampshire's family court system.

1.2 Mission / Vision / Values

MISSION: Court Appointed Special Advocates (CASA) of New Hampshire provides a voice for children and youth who have experienced neglect by empowering a statewide network of trained volunteers to advocate on their behalf so they can thrive in a safe, permanent home.

VISION: A world where every abused or neglected child is given the opportunity to thrive in a safe, permanent and nurturing home.

VALUES: In fulfilling its mission and vision, the entire CASA organization, its Board of Directors, Staff and Volunteers is guided by the following:

- Compassion
- Integrity
- Inclusivity
- Honesty
- Justice
- Equity
- Passion
- Respect
- Courage
- Transparency

All staff members are responsible for adhering to these organizational values in executing the responsibilities of their jobs and in representing CASA.

1.3 At-Will Employment

We value our employees and hope that employment remains mutually satisfying in the long term, but we also recognize that changes occur and both CASA and our employees benefit from flexibility. Therefore, CASA believes in and adheres to a policy of employment at-will: CASA or an employee may terminate the employment relationship at any time, with or without cause or notice.

This Handbook is prepared for informational purposes only and does not constitute a contract between CASA and its employees, nor should it be construed as such. Only the President/CEO has the authority to make promises or negotiate with regard to the at-will nature of employment, and any agreement by the President/CEO to change the at-will status of an employee is effective only when placed in writing and signed by both the President/CEO and the employee.

If a written contract between you and CASA is inconsistent with this Handbook, the written contract is controlling. Furthermore, nothing in this Handbook will be interpreted, applied, or enforced to interfere with, restrain, or coerce employees in the exercise of their rights under Section 7 of the National Labor Relations Act.

2.0 Introductory Policies

2.1 Equal Employment Opportunity Statement

CASA is deeply committed to the principles of equal employment. It is our intent to maintain a work environment that is free of harassment, discrimination, or retaliation based on the following protected classes:

- Age;
- Race;
- Color;
- Marital status;
- National origin;
- Ancestry;
- Religious creed;
- Sex;
- Sexual orientation;
- Gender identity or expression;
- Pregnancy, including childbirth, lactation, and related me.
- Physical or mental disability;
- Genetic information, including testing and characteristics;
- Crime victim status;
- Veteran status;
- Uniformed servicemember status;
- Protective hairstyles (hair type or style, including braids, locs, tight coils or curls, cornrows, Bantu knots, Afros, twists, and head wraps; or
- Any other status protected by federal, state, or local laws.

take out
transgender
+ fixed
gender identity

CASA is dedicated to the fulfillment of this policy in regard to all aspects of employment, including, but not limited to, recruitment, hiring, placement, transfer, training, promotion, retention, termination, layoff, recall or rehire, leaves of absence, compensation, and benefits.

Management is primarily responsible for assuring that equal employment opportunity policies are implemented, but all employees are asked to share in that responsibility. If an employee perceives any discriminatory action or practice, please report it in accordance with the anti-harassment policy below. We prohibit any form of retaliation against individuals who raise issues of equal employment opportunity or participate in an investigation prompted by a complaint. Appropriate disciplinary action may be taken against any employee who violates this policy, up to and including immediate termination.

2.2 Pledge to Quality Advocacy

In accordance with its core values, CASA has adopted the Pledge to Quality. Hampshire meets every child and family where they are, learning and advocacy curiosity. These values flow into every aspect of our organization, where all feel confident they will be welcomed, respected, valued, seen, and heard. Our families we serve, providing the highest level of advocacy while acknowledging challenges and amplifying strengths.

was
← JEDI

2.3 Anti-Harassment & Anti-Discrimination Policy

CASA has adopted a policy of zero tolerance with regard to unlawful employee harassment, discrimination, and retaliation. CASA expressly prohibits any form of unlawful harassment, discrimination, or intimidation based on race, color, religion, ancestry, sex, pregnancy, national origin, age, sexual orientation, gender identity or expression, physical or mental disability, military service or veteran status, marital status, genetic information, or other characteristics protected by applicable law.

Definition & Prohibited Conduct

Harassment and discrimination refer to conduct or behavior which is personally offensive or threatening, impairs morale, interferes with the work effectiveness of employees, or creates a hostile work environment, and is based on the protected characteristics listed above. Examples of harassment include conduct or comments that threaten physical violence; offensive, unsolicited remarks; unwelcome gestures or physical contact; suggestion of quid pro quo; display or circulation of written materials, items or pictures, that are degrading to individuals or groups based upon the characteristics listed above; and verbal abuse or insults about or directed at any employee, or group of employees, based on the characteristics listed above.

Offensive comments, jokes, innuendos, and other statements or conduct based on an individual's membership in any of the legally protected categories listed above have no place in a business environment and will not be tolerated. Whether oral or written, prohibited conduct includes, but is not limited to:

- Slurs, epithets, derogatory comments, ridicule;
- Verbal and/or physical abuse;
- Unwelcome jokes and/or teasing;
- Unwelcome sexual advances and/or requests for sexual favors;
- Posting of offensive pictures, photographs, cartoons, or comments; or
- Other similar verbal or physical conduct.

Employees are not to use CASA property, such as CASA software and equipment, to transmit or receive any threatening, offensive, or disruptive messages in violation of this policy.

We expect that every employee will adhere to this important policy against discrimination and harassment in all of their dealings with other employees, volunteers, and others with whom you come in contact as part of your work. Any suspected violation of this policy should be reported to CASA immediately in accordance with the reporting procedures outlined below. Any employee who engages in behavior in violation of this policy will be subject to disciplinary action, up to and including termination of employment.

Sexual Harassment

One type of harassment that deserves specific attention is sexual harassment. Sexual harassment is illegal and applies to interactions between both members of the opposite sex *and* members of the same sex. Sexual harassment involves unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- Submission to the conduct is made either an explicit or implicit condition of employment or advancement;
- Submission to or rejection of the conduct is used as the basis for an employment or advancement decision affecting the harassed employee; or
- The harassment has the purpose or effect of substantially interfering with the employee's work performance or creates an unreasonable, intimidating, hostile, or offensive work environment.

While it is not possible to list all the types of conduct that may violate this policy, the following are some examples of conduct that will not be tolerated by CASA:

- Unwelcome sexual advances, regardless of if they involve physical touching.
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life, comments on an individual's body, and comments about an individual's sexual activity, deficiencies, or prowess.
- Offering employment benefits in exchange for sexual favors.
- Making or threatening reprisals after a negative response to sexual advances.
- Displaying sexually suggestive, racist, or insensitive objects, pictures, cartoons, or posters.
- Sending or viewing inappropriate email messages, voicemails, websites, etc.
- Unwelcome leering, whistling, brushing against the body, sexual gestures, and suggestive or insulting comments.
- Inappropriate physical conduct, such as touching, assault, and impeding or blocking movements.
- Inquiries into one's sexual experiences.
- Discussion of one's sexual activities.

Individuals and Conduct Covered

These policies apply to all applicants and employees, whether related to conduct engaged in by fellow employees or someone not directly connected to CASA, such as an outside consultant or volunteer.

Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as work-related trips, work-related meetings, and work-related social events.

Supervisors, managers or any other employee who compromises the authority of their position to control, influence, or affect the career, salary, or job of another employee (or prospective employee) through any form of sexual harassment will be subject to severe disciplinary action.

Employee Responsibility & Reporting

As a CASA employee, you are responsible for keeping our work environment free of harassment. Anyone who feels that he or she has been subject to conduct that violates this policy must report the incident immediately to their supervisor/manager, senior staff attorney or designee, and/or the President/CEO. If a supervisor/manager receives a grievance, they shall report the concerns to the President/CEO or senior staff attorney or designee. If the grievance is about the President/CEO, it shall be communicated to the senior staff attorney or designee, who in turn shall report the grievance to the CASA Board Chair or Co-Chair.

Investigation

When CASA receives notice of an incident reported to management through this procedure, it will take prompt and appropriate action to thoroughly and impartially investigate the situation, as may be appropriate given the circumstances. The President/CEO typically has the primary responsibility of investigating and resolving complaints of harassment and will promptly undertake such an investigation. The investigation will be handled as discreetly as possible, consistent with a thorough investigation, and disclosure will be limited to those who have a need to know to investigate the matter or take appropriate remedial measures. In some instances, CASA may designate another individual, either internal or external, as the responsible party for the investigation. All employees are required to fully and honestly participate as requested by CASA in any such investigation.

No Retaliation

CASA values open communication, and employees are encouraged to raise concerns and make reports without fear of reprisal. CASA will not tolerate retaliation against any employee who files a good faith complaint under this policy or against anyone who participates in or otherwise assists in a complaint investigation. Any employee found to have engaged in retaliation will be subject to disciplinary action, up to and including immediate termination of employment. Employees who feel they have been subjected to retaliation should follow the reporting procedure contained above and report the concern as soon as possible.

CASA Determinations & Disciplinary Action

CASA will take all reasonable steps to protect its employees from being subjected to harassment or discrimination by other employees, volunteers, or anyone else who has contact with an employee. In determining whether alleged conduct violates this policy, the totality of the circumstances, the nature of the conduct, and the context in which the alleged incidents occurred will be considered.

CASA considers violation of this policy to be a serious matter. Discipline for violation of this policy may include, but is not limited to, reprimand, suspension, demotion, transfer, and termination of employment. If CASA determines that harassment or discrimination occurred, corrective action will be taken to effectively end the harassment. As necessary, CASA may monitor any incident of harassment or discrimination to assure the inappropriate behavior has stopped.

2.4 Whistleblower Protection

CASA is committed to adhering to all applicable laws and regulations, as well as fostering an environment that is free from all forms of intimidation and retaliation. Likewise, CASA expects all employees to observe high standards of work and personal ethics in the conduct of their duties and responsibilities. This policy is one of a number in place to help ensure maintenance of the high ethical standards to which we all are committed. CASA will endeavor to appropriately

address all serious concerns brought to its attention about legal, financial, accounting, or work-related improprieties. If improper conduct is found to have occurred, CASA will take appropriate corrective action.

Reporting Process

Any employee who has a good faith belief that any financial, accounting, or work-related wrongdoing or unlawful or unsafe activity has occurred, or will occur, may bring his or her concern without fear of harassment or retaliation to any one of the following individuals: the employee's supervisor/manager, senior staff attorney or designee, and/or the President/CEO. If the President/CEO is the subject of the report, the concerns shall be reported to the senior staff attorney or designee, who shall then report the concerns to the CASA Board Chair or Co-Chair.

Anonymity

Employees are encouraged to put their names to allegations because appropriate follow-up questions and investigation may not be possible unless the source of the information is identified. Concerns expressed anonymously will be investigated to the extent possible, but consideration will be given to the likelihood of confirming the allegation from attributable sources.

Prohibition Against Retaliation

Employees who raise concerns pursuant to this policy are protected from retaliation. CASA expressly prohibits any form of retaliation against individuals who in good faith report suspected violations of law; cooperate in governmental hearings, inquiries, or investigations; or refuse to carry out illegal directives. CASA will not terminate, demote, suspend, threaten, harass, or in any manner discriminate or retaliate against anyone because that person has made a report consistent with this policy. Anyone who engages in such prohibited retaliatory conduct will be subject to disciplinary action, up to and including termination of employment. Any conduct which is perceived as retaliatory should be reported immediately in accordance with the reporting procedure outlined above.

Investigation and Resolution

If CASA receives a report of alleged improper conduct pursuant to this policy, it will investigate the matter promptly and thoroughly. All employees are expected to cooperate fully with any investigation. Failure to cooperate will be grounds for discipline, up to and including termination of employment. Reporting improper conduct will not absolve the "whistleblower" of personal responsibility if he or she participated in the wrongdoing. If improper conduct has in fact occurred, CASA will address the issue in a manner that reflects its high ethical and legal standards.

Acting in Good Faith

Anyone reporting a suspected violation of law or CASA policy must be acting in good faith and have reasonable grounds for suspicion of illegal, dishonest, or inappropriate activity. Allegations that prove to have been made maliciously, recklessly, or with knowledge that the allegations are false will be viewed as a serious disciplinary offense and may result in disciplinary action, up to and including termination of employment or dismissal from a current position.

2.5 Disability Accommodation

CASA of NH complies with the Americans with Disabilities Act (ADA), the Pregnancy Discrimination Act, and all other applicable state and local fair employment practices laws. CASA is, therefore, committed to providing equal employment opportunities to qualified individuals with disabilities, including disabilities related to pregnancy, childbirth, and related conditions. Consistent with this commitment, CASA will provide reasonable accommodation to otherwise qualified individuals where appropriate to allow the individual to perform the essential functions of the job, provided that such accommodation does not constitute an undue hardship to CASA.

If an employee requires accommodation because of his or her disability, it is the employee's responsibility to contact the President/CEO or designee. CASA encourages individuals to come forward and request reasonable accommodation, providing such relevant information as:

- The reason for accommodation.
- A description of the proposed accommodation.
- How the accommodation will help the employee perform the essential functions of his or her job.

After receiving a request, CASA will engage in an interactive dialogue with the employee to explore potential reasonable accommodations. Where appropriate, we may need the employee's permission to obtain additional information from his or her medical provider. All medical information received by CASA in connection with a request for accommodation will be treated as confidential.

While CASA encourages employees to suggest specific reasonable accommodations, CASA may provide alternative accommodation or decline to provide accommodation in certain circumstances, including but not limited to when:

1. The requesting employee is not a qualified individual with a disability according to state or federal law;
2. The accommodation would pose an undue hardship to CASA or our employees; and/or
3. The employee may pose a direct threat to his or her own health or safety, or the health and safety of others, even with the benefit of reasonable accommodation.

If leave is provided as a reasonable accommodation, such leave may run concurrently with leave under the federal Family and Medical Leave Act and/or any other leave where permitted by state and federal law. CASA will not discriminate against or retaliate against employees for requesting accommodation. Employees with questions or concerns about this policy should contact the President/CEO.

2.6 Pregnancy Disability Leave

If you are unable to perform the essential functions of your job due to a temporary physical disability resulting from pregnancy, childbirth, or related medical conditions, CASA will permit you to take a leave of absence for the period of your disability. If you are also eligible for leave under the federal Family and Medical Leave Act (FMLA), such leave will run concurrently.

Upon return to work, you will be reinstated to your original job or to a comparable position, unless business necessity makes doing so impossible or unreasonable.

CASA will not retaliate against employees who request or take leave in accordance with this policy.

2.7 Accommodations for Pregnancy, Childbirth, and Related Medical Conditions

CASA recognizes the importance of supporting employees experiencing limitations related to pregnancy, childbirth, or related medical conditions by providing reasonable accommodations. We are committed to complying with the federal Pregnant Workers Fairness Act (PWFA) and any applicable state or local laws offering additional protections.

Examples of reasonable accommodations include:

- Additional break time for restroom use, meals, hydration, and rest.
- Seating options allowing for sitting or standing as needed.
- Schedule changes, part-time work, and paid and unpaid leave.
- Flexible work hours to accommodate medical appointments and physical needs.
- Telework (remote work).
- Closer parking spots to the workplace entrance.
- Light duty.
- Making existing facilities accessible or modifying the work environment.
- Job restructuring.
- Temporarily suspending one or more essential functions of your job.
- Acquiring or modifying equipment, uniforms, or devices.
- Adjusting or modifying examinations or policies.

If you require accommodation, notify your supervisor. In instances where the need for a particular accommodation is not obvious, you may be asked to provide:

- The reason an accommodation is needed.
- A description of the proposed accommodation.
- Information on how the accommodation will effectively address your limitations.

Medical documentation will not be required in the following situations:

- When the limitation and need for accommodation is obvious.
- If CASA is already aware of the limitation due to previous disclosures.
- When requesting accommodations such as additional restroom breaks, fluid intake, food breaks, or seating arrangements, which are considered presumptively reasonable.
- For any lactation accommodations.
- When similar accommodation has been provided to other employees without requiring documentation.

CASA will engage in an interactive process with you to identify suitable accommodations. While we strive to accommodate all requests, certain accommodation may not be provided if they would result in undue hardship to CASA. Factors considered include the nature and cost of the accommodation, the overall financial resources of the facility, and the impact on operations, including safety and efficiency.

If leave is provided as a reasonable accommodation, it may run concurrently with leave under the federal Family and Medical Leave Act (FMLA) and/or any other applicable leave as permitted by law.

CASA strictly prohibits retaliation against employees who request or utilize accommodation under this policy.

2.8 Accommodations for Nursing Mothers

For up to one (1) year after a child's birth, any employee who is breastfeeding her child will be provided with reasonable break times as needed to express breast milk for her baby. CASA will provide a private room for this purpose, other than a restroom. Any breast milk stored in a refrigerator must be labeled with the name of the employee and the date of expressing the breast milk. Any nonconforming products stored in the refrigerator may be disposed of. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage or refrigeration and tampering. Nursing mothers wishing to use a room must request the room by contacting the President/CEO.

2.9 Religious Accommodation

CASA recognizes the diversity of religious beliefs and is committed to providing equal employment opportunities to all employees, regardless of their religious beliefs and practices or lack thereof. Consistent with this commitment, CASA complies with Title VII of the Civil Rights Act of 1964 and all applicable state and local laws that prohibit employment discrimination on the basis of religion.

If an employee requires accommodation because of his or her religious beliefs or practices, it is the employee's responsibility to contact the President/CEO or designee. CASA encourages individuals to come forward and request reasonable accommodation, providing such relevant information as:

- The reason for accommodation.
- A description of the proposed accommodation.
- How the accommodation will help resolve the conflict between the employee's religious beliefs or practices (or lack thereof) and his or her work requirements.

After receiving a request, CASA will engage in an interactive dialogue with the employee to explore potential reasonable accommodations. While CASA encourages employees to suggest specific reasonable accommodations, CASA is not required to make the specific accommodation requested by the employee and may provide alternative accommodation, to the extent any reasonable accommodation can be made without posing an undue hardship on CASA.

CASA will not discriminate against or retaliate against employees who, in good faith, request religious accommodation under this policy.

3.0 Hiring & Orientation Policies

3.1 Employment Authorization Verification

CASA is committed to immigration law compliance and to employing only those individuals who are authorized to work in the United States. New hires will be required to complete federal Form I-9 and must present acceptable documents authorized by the U.S. Citizenship and Immigration Services proving identity and employment authorization within three (3) days of hire. Former employees who are rehired must also complete the form if they have not completed an I-9 with CASA within the past three (3) years, or if their previous I-9 is no longer retained or valid. If you are currently employed and have not complied with this requirement or if your status has changed, inform your supervisor.

If you are authorized to work in this country for a limited period of time, you will be required to submit proof of renewed employment eligibility prior to expiration of that period to remain employed by CASA. Failure to provide the required documentation and demonstrate eligibility to work in the United States within the outlined time frame may result in termination of employment. Employees with questions or seeking more information on work authorization issues should contact the Finance Manager.

3.2 Reference & Background Checks

To ensure that individuals who join CASA are well qualified and that CASA maintains a safe and productive work environment, it is our policy to conduct criminal background checks on all applicants who accept an offer of employment. Background checks may include verification of any information on the applicant's resume or application form.

All offers of employment are conditional on receipt of a criminal background check report that is acceptable to CASA. All background checks are conducted in compliance with the Federal Fair Credit Reporting Act, the Americans with Disabilities Act, state and federal privacy and antidiscrimination laws, and any other applicable law. Reports are kept confidential and are only viewed by individuals involved in the hiring process.

If information obtained in a background check would lead CASA to deny employment, a copy of the report will be provided to the applicant, and the applicant will have the opportunity to dispute the report's accuracy. Background checks may include a criminal record check, DCYF central registry check, and sex offender registry checks. Additional checks, such as a driving record or credit report, may be made on applicants for particular job categories if appropriate and job-related. A criminal conviction does not automatically bar an applicant from employment.

CASA also reserves the right to conduct a background check for current employees to determine eligibility for promotion or reassignment in the same manner as described above. Once hired, employees have an ongoing responsibility to update their supervisor if charged with any crime or if a report has been made about the employee to DCYF. Employees must also provide updates to their supervisor about the status of any criminal or DCYF investigation. Supervisors who receive any information about an employee's criminal charges or DCYF report shall consult with the senior staff attorney or designee. Background checks will be conducted every four years.

3.3 Motor Vehicle Record Check

A valid driver's license and an acceptable motor vehicle record may be required as part of the hiring process if the job responsibilities require the use of a motor vehicle. A motor vehicle record which is determined to be unacceptable will result in a decision not to hire an applicant or, if a conditional offer has been extended, to revoke the offer.

CASA may require periodic driving record checks for existing employees, and employees are required to authorize such checks, if necessary, as a condition of employment. In addition, any employee who drives a personal vehicle as part of his or her job responsibilities must immediately notify the Finance Manager in the event of any change in driver's license status.

3.4 New Hires & Introductory Periods

The first 90 days of employment are an orientation or introductory period for all employees. This period gives the employee the opportunity to become familiar with CASA and his or her job responsibilities and gives the President/CEO

an opportunity to determine the employee's suitability for the job. At any time during the orientation period, CASA may terminate the employee without warning or cause.

Prior to the completion of the orientation period, the employee's supervisor will evaluate the employee's performance and recommend whether to continue employment. If the employee's supervisor determines a further orientation period is needed after the first 90 days, the supervisor may decide to extend the orientation period, which must be made in writing.

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. Nothing that occurs during or after this introductory period should be construed to change the at-will employment relationship.

3.5 Personnel Records & Status Changes

CASA maintains personnel records for every employee. An employee's personnel file may include a variety of employment records and information, including but not limited to the employee's job application, resume, records of training, documentation of performance appraisals, and salary increases.

Supervisors may only have access to personnel file information on a need-to-know basis, subject to the prior approval of the Finance Manager or the President/CEO. A supervisor considering the hire of a former employee or transfer of a current employee may be granted access to the file, or limited parts of it, in accordance with applicable law.

Employee Access to Personnel Files

All personnel records are the property of CASA. An employee may have access to his or her personnel file upon request to the Finance Manager. Access to your records is arranged at a mutually agreeable time, during normal working hours, within a reasonable time after the employee makes the request. The Finance Manager or the President/CEO or designee will be present during the record inspection to assist the employee in understanding the content of the records.

If an employee wishes to dispute information in his or her personnel records, the employee may submit a written statement of disagreement, which will be included in the file. An employee, however, may not alter or change documents in his or her files without CASA's express approval.

Status Changes

In order to maintain the accuracy of each employee's records and to avoid issues, employees are required to promptly notify the Finance Manager of any change to personal information, including:

- Marital status.
- Home address or phone number.
- Person to be notified in case of an emergency.
- Beneficiary designations for any insurance, disability, or pension plans.
- Number of dependents for withholding tax and benefit plans.
- Birth or adoption of a child.
- Driver's license status.
- Emergency telephone number.
- Name and social security number.
- Education achievements.

Changes in family status (marriage, civil union, divorce, dependents, etc.) must be reported within 30 days of the change, as they may impact benefit eligibility status. Furthermore, failure to update any of the information described above could result in failure to receive timely pay, failure to receive correct tax documents, and forfeiture of certain rights under CASA's group benefit plans.

3.6 Conflicts of Interest/Outside Employment

An employee may accept outside employment when it will not conflict with job performance for CASA. Employees may not engage in any outside activity that would involve the use or disclosure of any confidential information regarding the program or the children we serve. In general, outside employment must not:

- Interfere with an employee's work schedule;
- Adversely impact the efficient performance of the employee's regular duties;
- Be in conflict with the program work performed by CASA, such as home studies; or
- Cause the employee to be ill or accident-prone through fatigue, worry, or other condition.

In addition to being mindful of conflicts of employment, employees must also comply with the requirements regarding conflicts of interest set forth in the Standards of Professional Conduct (see Appendix #1, part II). If an employee has any questions regarding conflicts of interest, they are directed to consult with their supervisor or the President/CEO, who may refer the matter to the senior staff attorney or designee. If an actual or potential conflict of interest and/or employment is determined to exist, CASA will take such steps as it deems necessary to reduce or eliminate this conflict.

4.0 Compensation

4.1 Employee Classifications

In compliance with federal and state law, CASA designates all employees as either non-exempt or exempt.

- **Non-exempt employees** are generally paid on an hourly basis and are entitled to overtime pay. A non-exempt employee's pay for hours worked in excess of 40 hours will be calculated at the rate of one-and-one-half (1.5) times the regular hourly rate. Please see the Overtime Policy for additional information.
- **Exempt employees** are generally paid a fixed salary and are not entitled to overtime pay.

In addition to the above categories, each employee will belong to one other employment category:

- **Regular full-time employees** are regularly scheduled to work a full-time schedule of at least 40 hours per week. Generally, they are eligible for benefit offerings, subject to the terms, conditions, and limitations of each benefit program.
- **Regular part-time employees** are regularly scheduled to work less than the full-time schedule and up to 32 hours per week. While they do receive certain legally mandated benefits, these employees are generally ineligible for other benefit programs.
- **Temporary employees** are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status, and temporary employees retain temporary status unless and until notified of a change. While temporary employees do receive certain legally mandated benefits, they are ineligible for all other benefit and insurance programs.

You will be informed of your classification, status, and responsibilities at the time of hire and at any time your classification, status, or responsibilities change. These classifications do not change your employment at-will status. If you have a question about your classification, please contact your supervisor.

4.2 Workday/Workweek

CASA is open Monday through Friday from 8:00 A.M. to 4:00 P.M. The normal workday is eight (8) hours, and the normal work week is 40 hours for all full-time employees.

Non-exempt employees must not work any hours that are not authorized. Non-exempt employees must not start work early, finish work late, or perform any other extra or overtime work unless they are authorized to do so and record their time on their time sheets. Any falsification of time records or failure to report hours worked may result in disciplinary action, up to and including termination.

4.3 Work Schedules

CASA requires the presence and diligent efforts of its employees in order to maintain standards consistent with our mission. Accordingly, different working hour schedules will be established by CASA to best support the needs of the organization. Though these schedules are periodically reviewed, they will generally remain in effect until compelling circumstances require a change. CASA reserves the right to alter or amend any employee's work schedule in accordance with the needs of company.

4.4 Attendance

CASA believes that a good record of attendance and punctuality is an essential component of work performance. Employees are expected to be at work when they are scheduled to be and arrive on time, alert and ready to start the workday.

If an employee is sick or going to be late, he or she must inform their supervisor (in the manner that they have pre-determined, such as text or telephone call) at least two (2) hours prior to his or her scheduled start time. If an employee is absent more than one (1) day, the absence must be reported each day to his or her supervisor unless other arrangements have been made with the supervisor in advance. Sending a message through a co-worker or family member is not acceptable protocol unless the employee is incapacitated and unable to call him/herself.

Unnecessary absences and lateness are expensive, disruptive, and place an unfair burden on fellow employees and managers. We expect excellent attendance from each employee, and CASA reserves the right to apply unused vacation, sick time, or other paid time off to unauthorized absences when permitted by applicable law. Excessive absenteeism, tardiness, or failure to follow call-out procedures may result in disciplinary action, up to and including termination of employment. We consider absences of five (5) consecutive days without notification to be job abandonment and a voluntary resignation.

4.5 Meal & Rest Periods

All full-time employees, including supervisors, may take up to a 60-minute paid lunch break during their regular workday. Part-time employees who work between 20 and 30 hours per week may take up to a 30-minute paid lunch break during their regular workday. Part-time employees who work less than 20 hours per week do not receive a paid lunch break but may take an unpaid lunch break up to 30 minutes if approved by a supervisor. All employees should take their lunch break and any other breaks away from their workstation.

Lunch breaks may not be used to make up time for tardiness or to leave work early without approval from your supervisor.

4.6 Recording Time

CASA is required by applicable federal and state laws to keep accurate records of the time worked by non-exempt employees. Such employees are required to record when they report to work and when they stop working. As a general matter, employees are entrusted with working their scheduled hours and are expected to demonstrate honesty and diligence in completing and submitting time records. Time records must be completed fully and accurately, and employees may not provide any false information on time records or other CASA documents which ensure that employees are paid correctly for all hours worked, for all paid time off, and for all approved absences.

CASA also requires exempt employees to record their work hours and paid time off. Exempt employees should keep their supervisor informed of work schedules, meetings outside the office, and out-of-town travel. Any false, inaccurate, and/or altered reporting of time worked or paid time off by any employee or on behalf of another employee will lead to disciplinary action, up to and including termination of employment.

4.7 Overtime

In compliance with applicable federal and state wage and hour laws, overtime will be paid to all non-exempt employees. Payment of overtime will be paid at the rate of one and one-half (1½) times an employee's regular hourly rate for all hours worked in excess of 40 hours per workweek. Only time actually worked will be considered in the calculation of

overtime hours. Paid time off, bereavement leave, jury duty time, and other time away from work will not be considered time worked for the purpose of determining overtime within the 40-hour base pay week.

At certain times, CASA may require employees to work overtime. We will attempt to give as much notice as possible in this instance, but advance notice may not always be possible. Employees are expected to work any overtime requested by their supervisor, and failure to work overtime when requested or working overtime without supervisory approval will result in disciplinary action, up to and including termination of employment.

4.8 Special Conditions for Exempt Employees

CASA regularly participates in or conducts events, including support groups, outside of normal work hours. Employees who participate in such events outside of work hours should adjust their schedule accordingly during the pay period. Employees must get approval for the schedule change in advance from their supervisor.

4.9 Reporting Time Pay

There may be times when CASA needs to make scheduling changes. Although CASA will do its best to notify employees in advance of any scheduling changes, in the event that an employee reports for work as directed and is subsequently sent home due to staffing changes, he or she will be paid a minimum of two hours. In the event that an employee asks to leave early due to a personal emergency or illness, or refuses a work assignment, he or she will be paid only for hours actually worked that day.

4.10 Pay Period

CASA's weekly pay period begins at 12:01am on Sunday and ends at 12:00 midnight on Saturday. Payday is the Friday following the close of a bi-weekly pay period. For clarity, paychecks are issued every two weeks for work done during the preceding pay period. CASA does not grant any advances on pay.

In lieu of a paper check, employees may elect to receive their pay by setting up direct deposit into their own personal bank accounts. If you have chosen to receive a paper check instead of using our direct deposit option, your paycheck may be hand-delivered directly to you or put in your CASA mailbox or mailed by USPS. No other person may pick up your paycheck unless you have authorized them to do so in writing and provided that authorization to the Finance Manager.

4.11 Travel Expenses

There are occasions when employees must travel as part of their CASA duties, including regular driving of a personal vehicle to state courts, meetings, or other employer-mandated events. CASA has adopted a separate policy that addresses the specific requirements for employees to keep records of and be reimbursed for their CASA-related travel and mileage expenses.

4.12 Paycheck Deductions

All employees receive a paystub which itemizes the income earned per pay period, as well as any withholdings and deductions. There are generally two categories of payroll deductions: those required by state or federal law and those authorized by the employee.

Payroll deductions required by state and federal law include federal income tax, Medicare and Social Security (FICA) taxes, and wage garnishments required by law, such as child support payments, court-ordered payments, and IRS garnishments. The amount deducted will depend on your earnings and the information you list on your federal W-4 form.

If authorized in writing or online by an eligible employee, CASA will also make payroll deductions for health insurance, flexible spending plans, retirement contributions, and any other deductions which are permitted by applicable state and federal law. Unless otherwise required by law, CASA may accept or reject requests for voluntary deductions at its sole discretion.

Payroll Deductions for Exempt Employees

In accordance with the laws, salaried exempt employees receive a predetermined salary which is not subject to reduction because of variations in the quality or quantity of work performed. Once a salaried, exempt employee has completed his or her orientation period, the employee's salary is not subject to reduction because of absences requested by CASA or due to CASA's operating requirements.

Exempt employees should note that salaries are subject to modification from time to time, such as at compensation review time, when an employee's position or responsibilities change, and at other appropriate times.

Exempt employees should also note that it is permissible for an employer to apply paid time off to partial or full day absences for personal reasons, sickness, or disability, and that applying paid time is not considered a deduction from salary.

Questions Regarding Paychecks

Please review your paycheck for errors each pay period. If you have any questions or concerns about your paycheck or any deductions from your pay, please contact the Finance Manager as soon as possible. If you do not receive a prompt response or are dissatisfied in any way with the response you receive, you should contact the President/CEO.

Questions and concerns regarding pay and deductions will be investigated and addressed promptly. If there has been an error, such as an improper deduction, the employee will receive a corrected check or a check reimbursing the employee for the error before the employee's next regular payday.

Retaliation against employees who express concern about pay or deductions is strictly prohibited.

4.13 Wage Disclosure Protection

Pursuant with federal and state law, CASA of NH will not, as a condition of employment, require you to:

- Refrain from disclosing the amount of your wages; or
- Sign a waiver or other document that proposes to deny you the right to disclose the amount of your wages, salary, or paid benefits.

In addition, CASA will not terminate, discipline, retaliate, or otherwise discriminate against you for disclosing the amount of your wages, salary, or paid benefits.

However, if you have access to or knowledge of the compensation information of other employees as a part of your essential job functions, you may not disclose that information to individuals who do not otherwise have access to it, unless the disclosure is:

- In response to a formal complaint or charge;
- Part of an investigation, proceeding, hearing, or action, including an investigation conducted by the CASA; or
- Consistent with the legal duty of CASA to furnish information.

If you believe that you have been discriminated or retaliated against in violation of this policy, immediately report your concerns to the President/CEO or the Senior Staff Attorney.

Nothing in this policy will be enforced to interfere with, restrain or coerce, or retaliate against employees regarding their rights under the National Labor Relations Act.

4.14 Performance 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 ongoing, constructive feedback and are 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 in a timely manner, certain circumstances may prevent or delay such reviews.

In addition, a salary review may be conducted in conjunction with a performance review, or at least annually. Conducted by the supervisor or the President/CEO, total compensation and performance will be discussed in this meeting. 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 include the financial position of CASA, the local and national economy, local and national salary trends, and trends in the nonprofit arena.

5.0 On the Job

5.1 Open Door Policy

CASA is committed to providing the best possible environment for the maximum development and achievement of goals for all of its employees. Our practice has always been to treat each employee as an individual while also developing a spirit of teamwork; CASA strives to be a group of individuals working together to attain a common goal.

In order to maintain an atmosphere where our goals can be accomplished, we have created a workplace that is comfortable and progressive, where communications are open, and problems can be discussed and resolved in a mutually respectful atmosphere, considering individual circumstances and the person as well. In communicating with each other directly, we firmly believe that we can continue to resolve any difficulties that may arise and develop a mutually beneficial and satisfactory relationship.

Overall, CASA desires and intends to deal fairly with all employees, and we understand that misunderstandings or misinterpretations may arise. Employees are encouraged to make CASA aware of any problems, including those that develop between an employee and supervisor or an employee and coworker. To resolve the problem, we encourage employees to first discuss it with a supervisor or coworker. If the employee still has questions or concerns after meeting with the supervisor or coworker, he or she may request a meeting with the President/CEO, who will review the situation and determine the appropriate course of action.

5.2 Standards of Conduct

CASA wishes to create a work environment that promotes job satisfaction, respect, responsibility, integrity, and value for all our employees and stakeholders. We all share the responsibility of improving the quality of our work environment. By deciding to work here, you agree to follow our rules.

While it is impossible to list everything that could be considered misconduct in the workplace, what is outlined here is a list of common-sense infractions that could result in discipline, **up to and including immediate termination of employment**. The employee's supervisor, in consultation with the President/CEO, has the discretion to decide appropriate disciplinary action, depending on the particular infraction and the employee's work record.

- Violation of any policies in this Handbook.
- Working unauthorized overtime.
- Falsifying agency records, including time sheets.
- Disclosure of confidential information to unauthorized persons or entities.
- Repeated tardiness.
- Repeated and/or prolonged unexcused absences, or job abandonment.
- Violation of our Drug and Alcohol Policy, including reporting for work under the influence of intoxicants or narcotics or using them while on the job, and the use, possession, sale, distribution or other involvement in illegal drugs or controlled substances without legal authorization or prescription.
- Willful or negligent destruction of, or damage to, CASA property or products, a coworker's property, and theft and/or unauthorized possession of CASA property or the property of others.
- Lending keys, key cards, and other pieces of CASA property to unauthorized individuals.
- Engaging in any criminal activity in the performance of work duties
- Possession of firearms, explosives, or other dangerous weapons or materials. See Weapons Policy, Section 8.3.

- Mistreating other employees.
- Dishonesty, including falsification of oral or written records and reports.
- Insubordination.
- Disregard for or violation of CASA safety policies or other CASA policies.
- Failure to follow policies, guidelines, and rules associated with computer hardware, software applications, information systems and resources, the Internet, and/or other electronic means of communication.
- All forms of discriminatory treatment, sexual harassment, harassment, and/or retaliation.
- Fighting or other threatening or violent behavior, actions, or remarks, including verbal or physical acts of intimidation or coercion.
- Any behavior that is offensive, immoral, or indecent; that fails to respect the rights of others; that lowers morale; or that interferes with work effectiveness.
- Other misconduct detrimental to the best interests of CASA.

This policy is not intended to limit our right to discipline or terminate employees for any reason permitted by law. Furthermore, nothing in this policy is intended to limit your rights under the National Labor Relations Act, or to modify the at-will employment status where at-will is not prohibited by state law.

5.3 Professional Attire

Professional attire is required by all CASA staff members when conducting CASA business. This includes but is not limited to:

- All courtroom appearances, including "corridor work."
- Meetings with judges and other court personnel.
- CASA Board of Directors meetings.
- Meetings with DCYF/Attorneys.
- Volunteer training and interview sessions.
- Any professional meeting where the employee is representing CASA, including conferences and seminars.

All courtroom appearances require professional attire, which is generally regarded as business suits or dresses. Men should always wear suits or sport coats and a tie in the courtroom.

Employees who are not scheduled to be in court are required to wear business casual attire. Generally, business casual is still a dressed-up or tailored look, such as tailored slacks, less formal dresses and skirts, dress loafers and oxfords, blouses, collared or mock collared shirts, sweaters, and sports coats (with or without ties).

The following are examples of inappropriate office attire on any workday:

- Tank tops, low-cut blouses, dresses, and any other clothing items which expose the midriff area of the body.
- Dirty or ripped clothing or shoes.
- T-shirts.
- Shirts with large, offensive, or politically charged logos or slogans.
- Shorts.
- Sport sandals, "flip flops," or Crocs.
- Sneakers, athletic shoes, or tennis shoes.
- Blue jeans, jean style pants (like cords), and skinny jeans of any color. (Jean jumpers, shirts, skirts, or dresses are acceptable.)
- Leggings are permitted when worn with a top that is at least tunic-length (i.e. mid-thigh or longer).
- Shirts with cutout shoulders, also known as "cold shoulder tops."
- Dresses/skirts should be at a length that is comfortably appropriate and does not ride up when seated.
- Spaghetti strap dresses or "beachy" wear.
- Gym clothes, spandex, sweatpants, etc.

Please be neat, clean, pressed, etc. Sport coats or blazers are appropriate to layer over more casual tops, shirts, and blouses if necessary for attending court, meetings, etc.

Management reserves the right to determine the appropriateness of an employee's outfit. Any employee who is improperly dressed will be counseled or, in severe cases, sent home to change clothes. Continued disregard of the dress policy may call for disciplinary action, up to and including termination. CASA will make religious accommodation for an employee's religious beliefs or practices, unless doing so would create undue hardship to CASA.

5.4 Non-solicitation/Non-distribution Policy

CASA prioritizes a harmonious work environment that minimizes disruption to operations and respects the focus of employees, visitors, and others. Our non-solicitation/non-distribution policy aims to ensure a balanced approach to interactions within the workplace.

Solicitation

For the purposes of this policy, *solicitation* includes various activities such as selling items or services, seeking contributions, or seeking support for an organization. Solicitation using any CASA computers, email accounts, or other CASA equipment is strictly prohibited. Soliciting other employees during your assigned working hours is prohibited. *Working hours* refers to periods when either you or the employees you intend to solicit are expected to be actively engaged in work-related activities. Employees are permitted to engage in verbal solicitation during authorized nonworking times, such as breaks, provided that the recipients of the solicitation are also on nonworking time. Employees are also permitted to solicit support on their own personal social media channels, remembering to exercise good judgment, especially when identifying as a CASA employee.

5.5 Confidentiality

In the course of employment, employees will become privileged to confidential information, such as information related to the children we serve, information about donors, and information about employees and board members. Work-related confidential information includes the identities of CASA's volunteers, internal reports, policies, procedures, or other internal work-related confidential communications. Confidential information may not be removed from CASA without its permission, and employees must not disclose confidential information to any unauthorized person inside or outside of CASA. It is important that all employees maintain the confidentiality of such information.

No employee shall discuss any cases, specific or non-specific, with the media or press, unless permission has been given by the President/CEO.

Misuse or improper divulgence of confidential information will result in disciplinary action, up to and including termination of employment.

The obligation of confidentiality is not extinguished by termination of employment. Additionally, CASA has taken measures to protect the confidentiality of personal employee information. Only those with a legitimate work-related reason may have access to the information in employee files.

In addition to the policies contained in this Handbook, CASA also has a separate confidentiality policy (see Appendix #2) and privacy policy (see Appendix #3) with which employees must comply.

5.6 Written Information Security Program

In addition to its confidentiality policy, CASA has a Written Information Security Program (WISP) that is a collection of policies on the use and protection of CASA's information systems. The WISP sets forth the measures that CASA undertakes to protect the security, integrity, confidentiality, and availability of CASA's sensitive information. New employees will receive separate training on the WISP shortly after their start date.

5.7 Use of CASA Property

Employees shall not use any CASA equipment, tools, supplies, or premises unless authorized to do so by virtue of their job duties and responsibilities or have permission from the President/CEO. Employees are prohibited from using CASA equipment, tools, supplies, or premises for personal purposes unless specifically authorized by their supervisor. Upon

separation from employment at any time and for any reason, including resignation, or upon request at any time, employees are required to return any CASA property in their possession immediately.

All employees are responsible for taking precautions to safeguard the physical security of CASA's equipment, tools, supplies, and premises. These rules also apply to electronic equipment and information, including laptops, cellphones, iPads, software, and any other provided electronic devices or information issued to perform the employee's job function. All manner of digital media storage devices containing sensitive, confidential, or proprietary information should be stored in a locked drawer whenever possible. Computers should be locked or turned off when not in use for an extended period of time or when an employee is out of his or her office, unless directed otherwise by the IT Director.

All CASA property, including but not limited to computers, desks, workplace areas, remains under the control of CASA and is subject to inspection at any time, without notice to any employees, and without their presence. Employees should have no expectation of privacy in any of these areas. Furthermore, CASA assumes no responsibility for the loss of, or damage to, your property maintained on CASA premises, including that kept in offices and desks.

Any employee who violates this policy or uses the communications systems for improper purposes may be subject to discipline, up to and including termination.

5.8 Remote Work Policy

This policy applies to employees who have a remote work position or are temporarily approved to work remotely.

General Expectations

- CASA work rules and other policies continue to apply to remote work locations and employees.
- Remote employees are expected to be available and communicative during scheduled work hours.
- Remote employees should have a dedicated workspace that is quiet and distraction-free.
- Remote employees must remain vigilant about protecting confidential work information and must ensure other household members cannot access or hear confidential information.
- Remote employees are expected to schedule work from and/or visit a regional office once per month.

Virtual Meetings

- Take every effort to limit and prevent distractions during virtual meetings.
- Turning on video during virtual meetings is required.
- Employees may not use virtual or blurred backgrounds during internal virtual CASA meetings.
- Employees may use a blurred screen, or CASA of New Hampshire background during external virtual meetings.
- Avoid eating a meal during a virtual meeting unless invited to do so by the meeting host.
- Professional attire is required during the remote workday.
- Avoid multi-tasking. Give your full attention to the meeting as if you were face to face.

5.9 Electronic Communications

All computer, electronic, and telephonic documents and communications transmitted by, received from, or stored on office equipment are the property of CASA. Employees shall not disguise their identity when creating or transmitting messages or material on CASA computers or equipment and shall not transmit material in violation of any organization policy, law, or regulation.

Employees are to use caution and take all reasonable care to protect CASA's computer equipment from viruses, damage, or theft, including using antivirus software. From time-to-time, audits may be conducted of all software on computers in the workplace to identify any potential viruses, security threats, or software copies which are unlicensed, illegal, and/or unauthorized.

An employee's computer file and electronic and telephonic communications are not private. **Employees have no right to privacy in their use of CASA's equipment.** CASA reserves the right to randomly inspect or monitor employees' use of the equipment at any time to determine that the use is authorized for a work-related purpose.

Personal use of CASA computers is permissible during the lunch break. However, personal email should not be accessed through a CASA computer, and employees are reminded that CASA has access to all personal information on an employee's computer. Thus, employees should not save passwords used for banking, personal accounts, or other purposes on their CASA computer.

CASA also reserves the right to access voicemail, email, and internet systems and to obtain communications within the systems, including past voicemail and email messages, without notice to users in the ordinary course of work when deemed appropriate to do so. Furthermore, internet usage may be reviewed to ensure that such use is appropriate. The reasons for which management may obtain such access include, but are not limited to:

- Maintaining the system;
- Preventing or investigating allegations of system abuse or misuse;
- Assuring compliance with software copyright laws;
- Complying with legal and regulatory requests for information; and
- Ensuring that CASA operations continue appropriately during an employee's absence.

CASA reserves the right to block and/or monitor internet access to any sites, as well as monitor a user's electronic communications and activity on other network connected devices.

Any documents, messages, and computer software developed by employees on behalf of CASA, or that is purchased for the use of CASA, is the property of CASA.

We expect employees to maintain the confidentiality of CASA messages and information. Transmitting or otherwise disseminating proprietary data, trade secrets, or other confidential information outside of CASA is strictly prohibited, unless the transmission is expressly authorized as part of any employee's job responsibilities.

When working offsite, employees must remain mindful of protecting confidential information contained on CASA laptops and other equipment. Employees are expected to safeguard CASA laptops and other equipment when working offsite and to not expose laptops and other equipment to excessive heat or cold.

Any violation of this policy will result in disciplinary action, up to and including termination of employment.

5.10 Use of Artificial Intelligence (AI)

With the increasing popularity of generative AI chatbots, such as OpenAI, ChatGPT, and Google's Bard, it has become necessary to outline the proper use of such tools while working at CASA. While we remain committed to adopting new technologies to aid our mission when possible, we also understand the risks and limitations of AI chatbots and want to ensure responsible use, especially due to the sensitive and confidential nature of our work.

Overview

While AI chatbots can be used to perform a variety of functions, this policy addresses only the use of a web-based interface to ask or "prompt" the chatbot in a conversational manner to find answers to questions or to create or edit written content.

There are risks in using this technology to, for example, write emails or create summaries of information, for multiple reasons. There is uncertainty about who owns the AI-created content, as well as security and privacy concerns with inputting proprietary company information or sensitive information regarding our employees and the children we serve. Additionally, the accuracy of the content created by these technologies cannot be relied upon, as the information may be outdated, misleading, or even fabricated.

Policy

Due to the risks described above, all use of generative AI chatbots while performing work for CASA of New Hampshire is prohibited. Company email addresses, credentials or phone numbers cannot be used to create an account with these technologies, and no company data of any kind may be submitted (copied, typed, etc.) into these platforms.

Any violation of this policy will result in disciplinary action, up to and including termination.

5.11 Personal Cell Phone/Mobile Device Use

This policy outlines the use of cell phones at work, including personal and work phones.

General Use Policies

While at work, employees are expected to exercise the same discretion in using personal cell phones as is expected for the use of CASA phones. Excessive personal calls or texting during the workday, regardless of the phone used, can interfere with employee productivity and be a distraction for yourself and those around you. Employees should keep their phones off, on vibrate, or with a low volume ring when the phone is not needed, so as to not disrupt the work area.

CASA recognizes that there are times when personal calls must be made or received during working hours. However, please keep personal calls and texting to a minimum and try to limit the use of your phone to breaks and your lunch hour.

Phones and Other Cameras

CASA prohibits the use of cell phones or other personal devices to photograph or scan any document containing Confidential Information. This is a preventative step necessary to secure CASA Confidential Information and other CASA information. If an employee does not have access to a scanner and he or she needs to retain a copy of a document, the employee must contact the Director of Technology or Quality Assurance Specialist for instructions and guidance to avoid a violation of the WISP policy. If, following a discussion with the Director of Technology or Quality Assurance Specialist, an employee must use their phone to scan a document containing confidential information, the employee is required to immediately delete the photograph.

Safety Issues Relating to Cell Phone Use

Employees must comply with NH's Hands-Free Law while driving on CASA business. Safety must come before all other concerns. Regardless of the circumstances, including slow or stopped traffic, employees are strongly encouraged to pull off to the side of the road and safely stop the vehicle before placing or accepting a call, texts, or email. If acceptance of a call is unavoidable and pulling over is not an option, employees are expected to keep the call short, use hands-free options, refrain from complicated or emotional discussions, and keep their eyes on the road. Special care should be taken in situations where there is traffic, inclement weather, or the employee is driving in an unfamiliar area. These safety precautions apply while an employee is driving on CASA business and **at any time when an employee is driving if a phone call relates to CASA business.**

Under no circumstances should employees place themselves or others at risk to fulfill CASA work needs.

Much like other violations of traffic or speeding laws, employees who are charged with traffic violations resulting from the use of their phone while driving will be solely responsible for all liabilities that result from such actions.

5.12 Social Media

CASA acknowledges that social media has become an integral part of modern life that provides us with unique opportunities to communicate and share information with others. However, we also want to educate our employees that their social media use can:

- Pose risks to CASA's confidential and proprietary information, reputation, and brand;
- Expose CASA to discrimination, harassment, and other claims; and
- Jeopardize CASA's compliance with business rules and laws.

To minimize legal risks, avoid loss of productivity and distraction, and ensure that CASA's IT resources and communications systems are used appropriately, all employees must abide by the following policy regarding social media use. For the purposes of this policy, **social media** refers to any means of posting content on the internet, including personal websites, social networking sites, blogs, chat rooms, and other online platforms, whether affiliated with CASA or not.

Use Good Judgment

CASA respects the right of its employees to use social media as a means of self-expression and networking in their own time. However, employees are expected to exercise good judgment while using social media, especially when identifying themselves as a CASA employee.

If an employee has identified on his/her personal website or social media profiles that he/she is employed by CASA, then CASA requires that a disclaimer be included on the employee's profile which states that the opinions provided by the employee do not represent the views of CASA. Furthermore, please keep in mind that information posted on personal websites or social media profiles can be viewed by members of the public, by others in CASA, by volunteers, or by donors to CASA.

Guidelines for Posting

Employees are prohibited from sharing or discussing any confidential or internal information regarding CASA, its management, staff members, or volunteers. If employees are uncertain whether information is confidential, they should consult their supervisor.

Similarly, employees are expected to respect the privacy of their coworkers and refrain from posting photos, opinions, or other information which may portray other employees, or others with a work relationship with CASA, in a negative light. Notwithstanding the following, this policy does not apply to communications about working conditions that are protected under the National Labor Relations Act.

Employees are expected to comply with copyright laws and avoid plagiarism. CASA logos and trademarks may not be used without prior written consent from the President/CEO.

CASA would also like to remind employees that certain policies, such as harassment, apply to employees' off-duty conduct which has the ability to affect the workplace. CASA will take immediate and appropriate corrective action when it determines that a violation of policy has occurred through the use of social media, up to and including termination of employment.

Social Media at Work

Employees should refrain from checking social media sites during work time and may do so during lunch or other rest periods. Social media may be used by employees for work purposes during work time.

Violations

The restrictions described above apply not only to employees' personal websites and social media accounts, but also to postings made by the employee on other websites or social media accounts, **including the personal websites or accounts of non-employees.**

As a CASA employee, you are responsible for complying with this policy. Any employee who becomes aware of an incident in violation of this policy, whether by witnessing the incident or being told of it, should report it to the President/CEO. When CASA becomes aware that such a violation might exist, it will take prompt and appropriate action to investigate and address the situation.

Retaliation against those reporting policy violations or cooperating in investigations is prohibited. Retaliatory actions may lead to disciplinary measures.

Failure to adhere to this policy will result in disciplinary action, up to and including termination.

5.13 Training & Development Opportunities

CASA encourages the professional development of all employees. If a training opportunity becomes available, the employee should discuss it with the supervisor. Any workshop or seminar that may qualify for financial assistance from the organization must be related to the current position or potential future position. Approval for all seminars and workshops will be at the discretion of the employee's supervisor and the President/CEO.

6.0 Time Off from Work

6.1 Holidays

CASA provides eligible regular full-time and part-time employees time off with pay in observance of the following holidays:

- New Year's Day.
- Martin Luther King Jr. Day.
- Presidents' Day.
- Memorial Day.
- Juneteenth.
- Independence Day.
- Labor Day.
- Columbus/Indigenous Peoples' Day.
- Veteran's Day.
- Thanksgiving Day.
- The day after Thanksgiving, and
- Christmas Day.

Employees may be scheduled to work on a holiday as staffing and operational needs are required. However, regular part-time employees are only eligible for holiday pay if they would normally be scheduled for work when the holiday is observed, and these employees will receive holiday pay for their normal workday hours, not to exceed eight (8) hours. For example, if the employee normally works six (6) hours in a day, the employee would be paid six (6) holiday hours, not eight (8). Furthermore, a regular part-time employee who works a Monday, Wednesday, Friday schedule would not be eligible to receive holiday pay for a Thursday holiday (such as Thanksgiving) but would be eligible to receive holiday pay for a Friday holiday (such as the day after Thanksgiving).

An exempt employee who works a holiday may take another day as the paid holiday with approval from the supervisor. This day must be taken within 60 days of the scheduled holiday. When a scheduled holiday falls on a Saturday or Sunday, CASA will observe the holiday on either the preceding Friday or the following Monday, as determined by the President/CEO.

Temporary employees and employees who are regularly scheduled to work fewer than 30 hours a week are not eligible to receive holiday pay.

If a holiday falls during an employee's scheduled vacation period, the holiday is not charged against the employee's vacation. Instead, that day is paid through the holiday pay benefit.

6.2 General Leave of Absence Rules

Generally, if an employee must be absent from work for a period of more than one (1) week, a formal leave of absence, approved by the President/CEO, is necessary. Unless otherwise prevented by applicable law, employees on any form of leave of absence must use all accrued vacation and sick time prior to taking unpaid leave. Please see the Benefits section of this Handbook for additional information.

Employees who are on leaves of absence and receiving workers' compensation or short-term or long-term disability benefits do not have to use their available vacation and sick time once those benefit payments begin but may elect to do so to supplement their benefit pay. Please note that workers' compensation benefits received plus any supplement added through use of vacation and sick time may not exceed 100% of the employee's regular pay in any pay period. To the extent that an employee is eligible for two or more types of leave, the leaves will run concurrently.

6.3 Sick Time

Regular, full-time employees may accrue up to 80 hours of sick time each calendar year and may use sick time after completing three (3) months of continuous service. Part-time employees who work 30 hours per week or more accrue sick time on a pro rata basis. Only employees who have worked a full calendar year will receive the full 80 hours of sick

time. Sick time accrual for an employee's first calendar year of employment will be based on the employee's actual weeks worked and will accrue at a rate of 1.53 hours per week. If the employee works less than 40 hours per week, the rate will be based upon the employee's actual weekly salary hours.

Sick leave may be used by employees for their own illness or to care for dependents who are ill. Dependents are identified as those to whom you are primary caregiver and can be claimed on federal tax returns. Sick leave may also be used in the case of Parental/Family Leave as outlined in the Parental/Family Leave policy section of this Handbook.

Employees who have been absent for more than 5 consecutive days for medical reasons are required to provide their supervisor with a medical release prior to returning to work. Failure to provide such medical release will result in an unauthorized absence. A statement from an employee's doctor may be required at other times, as determined by the employee's supervisor. An employee who exceeds the allotment of sick days will have the option of using vacation days or personal days. If the employee has exhausted all accrued and earned paid time off, the missed days will be unpaid.

Employees who are unable to report to work because of illness are required to notify their supervisor before their normal reporting time. Failure to do so may result in an unauthorized absence.

Employees may carry over unused sick time into the new benefit year in an amount not to exceed a total of 240 hours of sick time. Unused sick time is not paid upon separation from employment.

Please contact the Finance Manager with any questions about this policy.

6.4 Vacation Time

CASA provides vacation time based upon the anniversary of an employee's date of hire. Eligible employees accrue vacation time beginning on the employee's hire date each year. This process will provide our employees with specific accrual amounts at each pay period.

Only full-time employees and employees working 30 or more hours per week accrue vacation time. Employees classified as temporary employees are not eligible to accrue vacation time.

Accrual of Vacation Time

Regular, full-time and eligible part-time (i.e. those regularly scheduled to work a minimum of 30 hours/week) employees accrue vacation time each anniversary year according to the following schedule:

- 1-5 years of service: 3 weeks
- 5-9 years: 4 weeks
- 10+ years: 5 weeks

Employees who work 30 hours/week earn vacation time on a pro rata basis.

Use of Vacation Time

Employees who have completed three (3) months of continuous service are eligible to use vacation time. All requests for vacation must be submitted to the supervisor for approval at least one (1) month before the date of the vacation. Employees may not take more than two (2) consecutive weeks of vacation at one time unless special permission has been granted by the President/CEO. Employees may borrow from vacation hours not yet accrued but that are reasonably expected to be accrued before the employee's next anniversary date with special permission in advance from both the employee's direct supervisor and the President/CEO. Any questions regarding available vacation hours should be directed to the Finance Manager.

CASA requires all employees to use their earned vacation prior to their next anniversary date. Vacation time **will not be carried forward** to the next anniversary year, and an employee who is unable to use earned vacation time in the anniversary year that it was earned will lose it. However, if there are extraordinary circumstances, the President/CEO may approve the carryover of vacation time.

Upon separation of employment, employees will not be paid for any unused vacation time.

6.5 Personal Time

Regular, full-time employees accrue 16 hours of personal time each calendar year and may use personal time upon completion of three (3) months of continuous service. Part-time employees who work a minimum of 30 hours per week accrue personal time on a pro rata basis.

Only employees who have worked a full calendar year will receive the full 16 hours of personal time. Personal time accrual for an employee's first calendar year of employment will be based on the employee's actual weeks worked and will accrue at a rate of 0.31 hours per week. If the employee works less than 40 hours per week, the rate will be based upon the employee's actual weekly salary hours.

Personal time should be requested at least two (2) weeks in advance. Personal leave is not granted automatically. Requests for personal leave may or may not be approved at the discretion of CASA. However, to maintain well-being, employees are encouraged to take personal time. Any unused personal time will be carried forward to the next calendar year and will be counted towards the total of 240 hours of sick time.

Upon separation of employment, unused personal time is not paid out.

Please contact the Finance Manager with any questions.

6.6 Volunteer Time

CASA encourages employees to give back to their communities. An employee who chooses to perform volunteer service for a charity or nonprofit organization (excluding organizations with direct political affiliation) during the workday may take up to eight (8) hours of paid leave or Volunteer Time Off (VTO) per year.

Examples of the appropriate use of VTO include volunteering at a food bank, serving on a nonprofit board, or cleaning up public spaces. Examples of the inappropriate use of VTO include volunteering at your child's school or attending a personal interest event.

An employee who plans to use VTO should request permission from their supervisor at least two (2) weeks in advance.

6.7 Personal Leave of Absence

An employee who has exhausted all forms of leave available to him or her under CASA's other policies may apply for a personal leave of absence without pay in the event they need to be absent from work for compelling personal reasons. Regular, full-time employees who have completed one (1) year of continuous employment may be eligible for a personal leave of absence up to six (6) weeks unpaid.

A personal leave of absence is time off from scheduled work without pay for nonmedical reasons. Personal leave is not a privilege, and in no instance is leave granted automatically. Requests for personal leave may or may not be approved at the discretion of CASA. Considerations for approving personal leave will depend on:

1. The reason for the leave.
2. The length of the requested leave.
3. The employee's overall performance and dependability record.
4. The employee's length of service.
5. The program's staffing needs.

An employee who wishes to take a personal leave of absence must submit a written request to the supervisor at least 30 days in advance of the leave date. To maintain benefits during a personal leave of absence, an employee must make advance arrangements with the President/CEO. Group benefits for an employee and dependents will continue as long as the employee remains on an approved personal leave of absence, and the employee pays the required benefit premium payments. Employees will be required to make such payments on a monthly basis. Employees are not eligible for holiday pay during personal leave, and paid time-off benefits will not accrue during unpaid personal leave.

Upon return from a personal leave of absence, CASA will attempt to assign the employee to the former or a similar position. However, CASA cannot guarantee that the employee's former position or any similar 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.

Employees on personal leave are responsible for contacting the Finance Manager at least once every other week during their absence to provide updates regarding their status and intentions to return to work. Working while on personal leave is not permitted. Failure to return from a personal leave of absence on the date agreed upon will be treated as a voluntary resignation, and the employee will be terminated.

An employee who has been on personal leave due to his or her own medical condition will be required to submit a fitness for duty certificate before returning to work.

6.8 Medical Leave of Absence

Employees who have completed one (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 of up to six (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 his or her 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 (2) 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 leave will be denied.

Before an employee may return from a medical leave, the employee will be required to produce medical documentation that indicates that the employee is able to return to work and states a return-to-work date. An employee who needs an extension of 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 medical leave. The remainder of the leave will be unpaid. Employees, however, may use earned vacation as part of the leave.

CASA will maintain the employee's health coverage under its group health plan during 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 Finance Manager by the first of the month for which coverage is effective. If an employee's medical leave of absence is extended beyond six (6) weeks, benefits will terminate, and the employee may elect State Continuation coverage.

An employee's choice 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 also 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. CASA, 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.

6.9 Parental/Family Leave

Regular full-time and eligible part-time employees who have completed one (1) year of continuous employment may be eligible for a parental/family leave of absence up to six (6) weeks unpaid in a 12-month period.

Requests for parental/family leave may or may not be approved at the discretion of CASA. Parental/family leave may be requested and taken for:

- The birth and first year care of a child.
- The adoption or foster placement of a child in the employee's home.
- To care for a spouse, child, or parent with serious health conditions.

The employee must use all accrued sick days as part of parental/family leave. The remainder of the leave will be unpaid, although employees may choose to use earned vacation as part of the leave.

An employee who wishes to take a parental/family leave of absence must submit a written request to the supervisor at least 30 days in advance of the leave date. To maintain benefits during a parental/family leave of absence, an employee should make advance arrangements with the President/CEO. Group benefits for an employee and dependents will continue as long as the employee remains on an approved parental/family leave of absence, and the employee pays the required benefit premium payments.

Upon return from a parental/family leave of absence, CASA will attempt to assign the employee to the former or a similar position. However, CASA cannot guarantee that the employee's former position--or any similar 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. Employees are not eligible for holiday pay during parental/family leave, and paid time-off benefits will not accrue during unpaid parental/family leave.

Working while on parental/family leave is not permitted. Furthermore, failure to return from a parental/family leave of absence on the date agreed upon will be treated as a voluntary resignation.

6.10 Bereavement Leave

CASA recognizes the importance of taking leave when there is a death in the family. Where bereavement leave is not required by law, CASA will provide bereavement leave as follows:

Regular, full-time employees who have completed 90 days of continuous employment may take up to three (3) days of leave with pay when a death occurs in the employee's immediate family. These three (3) days are not to extend more than one week beyond the date of the funeral. If additional time is required or desired, the employee may request to use accrued vacation time or personal days. If time off without pay is requested for more than five (5) workdays, the Personal Leave of Absence Policy will apply.

For purposes of this policy, **immediate family** includes:

- Spouse;
- Child, including adopted children;
- Parent;
- Sibling;
- Grandparent;
- Grandchild;
- All the above relatives who are in-laws or step-relatives; and
- Any other member of the same household.

Pay is based on eight (8) hours of straight time per day for employees working a regular full-time work schedule. Employees are eligible for Bereavement Pay on regularly scheduled workdays only.

Employees requesting time off from work for bereavement must notify their immediate supervisor of the needed time off.

6.11 Jury Duty and Witness Leave

CASA encourages employees to fulfill their civic duties related to jury duty service. Regular, full-time employees who have completed six (6) months of continuous employment are eligible for jury duty pay. If you are summoned for jury duty, notify and provide your supervisor with a copy of the jury summons as soon as possible.

If the employee has given prompt advance notice of jury duty, then CASA will pay the employee the difference between the amount normally received for his or her scheduled workday and the amount received for jury service for up to ten (10) business days, unless otherwise required by law. When an employee is not scheduled for jury duty or is released early during the day, it is expected that the employee will report to work. Failure to do so will result in forfeiture of jury duty pay.

CASA will also provide employees with time off for witness duty. The employee is required to present the subpoena requiring him or her to appear as a witness in a legal proceeding for which he or she is not a plaintiff or a defendant. Witness duty is unpaid, unless state law requires otherwise. Should the employee be subpoenaed by CASA, or otherwise requested by CASA to appear as a witness, any related absence time will be paid in the employee's normal wages.

CASA will not discriminate or retaliate against employees for missing work due to jury service or witness duty. Upon return to work, an employee will be reinstated to his or her prior position without loss of seniority and will be treated as if he or she has been on a leave of absence.

6.12 Voting Leave

Generally, employees are expected to vote during nonwork hours. If the employee can only vote during work hours, he or she must get prior approval from both the supervisor and the President/CEO for unpaid time off to vote, unless state law requires otherwise.

6.13 Military Leave (USERRA)

Employees will be provided with leaves of absence for active duty, training, or to meet military-related obligations when they:

- Are Reservists in any branch of the United States Armed Forces;
- Are members of the National Guard in any state of the United States;
- Enter active military service with the United States Armed Forces or National Guard;
- Are members of the United States Commissioned Corps of the Public Health Service; or
- Are any other person (collectively referred to as "uniformed services") designated by the President of the United States as entitled to benefits in accordance with the federal Uniformed Services Employment and Reemployment Rights Act of 1994 ("USERRA") during a time of war or emergency.

Employees needing military leave must notify their supervisor and the Finance Manager as soon as possible after receiving their military orders. If possible, 30 days advance notice is requested. The notice may be verbal but must be followed up with a copy of the employee's official military orders as soon as possible, unless military necessity prevents giving notice, or notice is impossible or unreasonable. The employee is also responsible for giving proper notification of intent to return to employment upon release from military duty.

CASA will not discriminate in hiring, employment, reemployment, or any benefits of employment against any individual because of that individual's service in the United States uniformed services. Pay, benefit, and reinstatement rights will be in accordance with USERRA and any applicable state law. CASA will not tolerate any retaliation against any individuals because of their service in the uniformed services or their engagement in any other activities protected under USERRA. Please contact the Finance Manager for more information regarding military leave.

6.14 Crime Victim Leave

CASA provides unpaid leave to employees who are victims of crimes or who are the immediate family members of victims of certain crimes, subject to the terms and conditions of this policy.

For the purposes of this policy, the following terms shall have the designated meanings:

- **Crime:** An offense designated by law as a felony or a misdemeanor.
- **Victim:** Any person who suffers direct or threatened physical, emotional, psychological, or financial harm as a result of the commission or attempted commission of a crime.
- **Immediate Family:** Parent, stepparent, child (including adopted), stepchild, sibling, spouse, grandparent, or legal guardian of the victim, or any person involved in an intimate relationship and residing in the same household with the victim.

CASA will grant an unpaid leave of absence for an eligible employee to attend court or other legal or investigative proceedings associated with the prosecution of a crime in which the employee:

1. Was a victim of a crime;
2. Is part of the immediate family of a homicide victim;
3. Is part of the immediate family of a child under the age of eighteen (18) who was a victim; or
4. Is part of the immediate family of an incompetent adult who was a victim.

An eligible employee must provide CASA with copies of written notices of hearings, conferences, and meetings that the employee must attend as part of the criminal proceedings prior to taking such leave (the "Required Documentation"). CASA will keep the Required Documentation confidential to the extent required by law.

Upon receipt of the Required Documentation, CASA will grant employees unpaid leave for such period of time as necessary, as long as the length of the absence or the effect of the absence does not create an undue hardship to CASA. Any employee who takes leave under this policy may elect to use any accrued, paid vacation or personal leave time during any portion of the leave of absence.

CASA strictly prohibits retaliation against employees who request or take leave in accordance with this policy.

6.15 Emergency Services Leave

If an employee serves as a volunteer firefighter, auxiliary police officer, or volunteer ambulance attendant, he or she should inform his or her supervisor and the President/CEO. When a state of emergency is declared by the Governor or General Court of New Hampshire during the employee's regular shift to respond to an emergency, he or she will be paid for time lost from work, made at the employee's regular straight-time rate.

Payment will not be made for routine meetings or training. Furthermore, volunteer ambulance attendants must not schedule themselves for volunteer time during their normal shift hours, nor may volunteer firefighters leave work for limited calls (gasoline wash-downs, etc.).

6.16 Return to Work from Nonwork-Related Illness or Injury

If an employee is returning to work following an absence, accident, or illness but has been out for less than three (3) workdays and is able to perform the full range of their job, it is not necessary for the employee to report to the Finance Manager.

Employees returning to work following an absence, accident, or illness who have been out for three (3) or more workdays must notify the Finance Manager prior to returning to work. The supervisor will be advised if work restrictions are in effect.

At any time, any employee who presents a note from a physician for restricted duty to his or her supervisor will be directed to the Finance Manager.

7.0 Employee Benefits

7.1 Introduction to Insurance & Group Benefits Plans

CASA offers eligible employees the ability to participate in a variety of insurance and group benefit plans. Please note that CASA periodically reviews its benefit programs and reserves the right to amend or terminate, in whole or in part, at any time, any of its benefit programs.

Benefits commence on various dates, as specified in the summary plan descriptions (SPDs). Late entrants may be denied coverage or subject to plan limitations. Please note that temporary employees and certain part-time employees are not eligible for benefit coverage. Further details concerning these benefits, including eligibility requirements, can be found in the SPDs available from the Finance Manager.

Some insurances require an employee contribution. CASA sets these rates and may adjust them periodically at its discretion.

An employee who desires to change dependent coverage as a result of a life event should apply for the change in writing to the Finance Manager within thirty (30) days of the date of the life event. Failure to do so may impact coverage under certain benefit plans. Life events include but are not limited to:

- Marriage;
- Divorce;
- Legal separation;
- Birth or adoption of a child;
- Spouse's change in insurance eligibility due to loss or gain of spouse's employment;
- Change in the employee's status from benefits eligible to benefits ineligible; or
- Dependent loss or gain of insurance eligibility.

If any question arises regarding the interpretation or operation of the following plans, the answers will be determined by the SPDs, rather than the summaries contained in this Handbook. For further information regarding the individual plans, please review the most recent SPD or contact the Finance Manager.

7.2 Health Insurance

CASA currently offers regular full-time and part-time employees regularly scheduled to work a minimum of 30 hours per week enrollment in health insurance coverage options after 60 days following his or her date of hire. Employees have up to 30 days from their date of hire to make health plan elections. If you do not elect coverage within 30 days of your date of hire, you will not become eligible again until the next open enrollment period, unless you qualify for a special enrollment opportunity.

Health insurance coverage becomes effective 60 days after the date of hire. CASA retains the right to change the terms and conditions of any health plan, group health plan, or similar plan offered by CASA, as well as to change providers as deemed necessary, with or without notice to plan participants. The health insurance benefits are described in summary plan descriptions (SPDs), which are the only official and binding materials describing CASA health insurance. Eligible employees may obtain a copy of the SPDs from the Finance Manager.

CASA currently pays 100% of a full-time employee's premium. Employees are responsible for 100% of the premium portion for any additional coverage, including spousal or family coverage. Employees must pay their portion of the premium with pre-taxed dollars through payroll deduction. CASA retains the right to change the amount employees are required to pay for health insurance at any time as deemed necessary, with or without notice to plan participants.

7.3 Flexible Spending Account

Eligible regular full-time employees may participate in the flex spending accounts for medical expenses and dependent care reimbursement, subject to the terms, conditions, and limitations of that benefit after 60 days following his or her date of hire. Contributions for medical and flex spending accounts are generally made on a pre-tax basis, except in those instances where this favorable tax treatment is not available under the terms of the Internal Revenue Code.

7.4 403(b) Plan

CASA offers regular, full-time and eligible part-time employees the opportunity to save regularly and defer taxes by participating in a 403(b)-retirement plan. After meeting the eligibility requirements, an employee may invest a portion of his or her gross pay in a variety of funds through regular payroll deductions. This plan is employee-sponsored. Upon regular review of CASA financial obligations, matching company contributions may be offered for the 403(b) plan when deemed available. Employees become eligible for any available company matched funds after one year of employment.

Plan documents, investment options, and further detailed information are available from the Finance Manager. This policy is intended only as a general overview of this benefit, which is governed by its plan documents.

7.5 Various Other Benefits

CASA provides access to Group Term Life Insurance, Disability Income Plans, and various other voluntary insurance plans through Allstate and AFLAC. All plan premiums are paid 100% by the employee. Plan premiums must be paid

by the employee through payroll deduction on either taxed or pre-taxed dollars. For Allstate or AFLAC contact information, please see the Finance Manager.

7.6 COBRA

The Consolidated Omnibus Budget Reconciliation Act (COBRA) provides the opportunity for eligible employees and their beneficiaries to continue health insurance coverage under the CASA health plan when a "qualifying event" could result in the loss of eligibility. Qualifying events include resignation, termination of employment, death of an employee, reduction in hours, a leave of absence, divorce or legal separation, entitlement to Medicare, or where a dependent child no longer meets eligibility requirements.

Contact the Finance Manager to learn more about your COBRA rights.

7.7 Workers' Compensation Insurance

In accordance with state law, CASA provides workers' compensation insurance for employees. Workers' compensation is a no-fault system designed to provide benefits to all employees for work-related injuries and illnesses. Workers' compensation insurance coverage is paid for by employers, and it provides for coverage of medical treatment and expenses, occupational disability leave, and rehabilitation services, as well as payment for lost wages due to work-related injuries.

All employees must report any occupational illness or work-related injury (no matter how minor) to their immediate supervisor, who shall report the injury to the Finance Manager as soon as possible and, in any event, not later than 24 hours from the injury or onset of illness. The employee also must complete an incident report or other required insurance forms. Consistent with applicable state law, failure to report an injury within a reasonable period of time could jeopardize your claim for benefits.

Please read the following for more specific information:

Reporting Injuries

Employees who sustain work-related injuries or illnesses must inform the Finance Manager immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

CASA will not tolerate any retaliation against employees who report injuries or illnesses in accordance with this policy or who seek workers' compensation benefits for work-related injuries and illnesses.

Neither CASA nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity, even if sponsored by CASA.

Temporary Alternative Duty

Employees who are receiving workers' compensation benefits and remain eligible for reinstatement in accordance with the state workers' compensation law may be eligible for temporary alternative work duties that will allow them to progress towards returning to work in their regular position and their regular work schedule. Such temporary alternative work duties, which are short-term in nature, will be identified by CASA and may also include reduced work schedules for a limited period of time.

An employee's eligibility for temporary alternative work duties will be made on a case-by-case basis, depending upon the employee's work restrictions and any available temporary work duties identified by CASA for which the employee is qualified and able to perform, with or without reasonable accommodation. Such duties are not meant to be indefinite, but rather are generally short-term and temporary in nature. At the end of each assignment, employees will be re-evaluated to determine their ability to take on additional temporary alternative work duties and their progress in being able to return to their regular job position and work schedule.

8.0 Workplace Safety

8.1 General Health & Safety

CASA has a continuing concern for the health and safety of every employee. CASA has a safety committee which is intended to identify and provide the necessary resources for providing a safe workplace, as well as to locate and correct the conditions responsible for past and potential accidents. Responsibility for the control of accidents belongs to each employee. CASA encourages all employees to contact the Operations Manager, who chairs the safety committee, if they have a concern, question, or observation regarding safety.

The following safety rules will help us maintain a safe work environment:

1. Report all injuries, no matter how slight, to your supervisor immediately.
2. Observe all danger and warning signs.
3. Employees are required to wear seat belts while always operating a personal vehicle on CASA business.
4. Employees are required to use cell phones in "hands-free" mode while operating a personal vehicle on CASA business.
5. Report any frayed or torn electrical wires to the Operations Manager.
6. Report to the Operations Manager all machinery, tools or other items in need of repairs.
7. If in doubt as to any unsafe act or condition, consult your supervisor.
8. Participation in all fire drills is mandatory.
9. Employees should be sent for medical care when there is any doubt whatsoever.

An employee must not perform any task he or she feels could cause injury or harm to the self or coworkers, such as lifting heavy objects or climbing unstable ladders. All employees must cooperate with any request by their supervisor or a Safety Committee representative to discontinue or modify any task determined to be unsafe to the employee or coworkers. To keep the work environment safe, please follow basic safety rules and keep work areas, floors, and walkways clean and free of obstructions. Unsafe conditions should be reported to your supervisor as soon as possible.

If you observe or are involved in an accident in which an employee, volunteer, or visitor is injured, report the incident to your supervisor immediately, regardless of how minor the accident may seem. You must report any incident before the end of your regular workday on the day of the occurrence. Violation of any safety policy or guideline is grounds for disciplinary action, up to and including termination.

8.2 Workplace Violence

CASA is committed to maintaining a safe work environment and preventing violence in the workplace. Consistent with this commitment, CASA has a zero-tolerance policy regarding intimidation, harassment, or other threats of or actual violence that may occur, whether during or after work hours, on the premises or while carrying out CASA business.

All employees are to be treated with courtesy, consideration, and respect at all times. This behavior also extends to volunteers, visitors, contractors, and others we come in contact with during the course of business.

Workplace violence can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm, damage to property, or any intentional behavior that may cause a person to feel threatened. Any violent conduct or threats of violence against employees, volunteers, or members of the public at any time, including off-duty periods, will not be tolerated. Examples of workplace violence include, but are not limited to:

- Stalking.
- Aggression.
- Intimidating acts.
- Threatening or demeaning gestures or words towards another.
- Violating a restraining order, order of protection, injunction against harassment, or other court order.
- Invasion of privacy.
- Assault.
- Robbery.
- Battery.
- Destruction of property.

- Violence of any kind, including harassment that is based on an individual's sex, race, religion, gender, age or any characteristic protected by federal or state law.
- Fighting, "horseplay," or other conduct that may be considered dangerous or intimidating to others.

If you feel you are being threatened or subject to workplace violence in any way, you must immediately report the matter to your supervisor and/or the President/CEO. The situation will be assessed, and appropriate action taken.

Likewise, and given the nature of CASA's work, any person who witnesses any threats, threatening behavior, or acts of violence during work time, while on CASA business, or on CASA property (including parking or other outside areas) should report the incident immediately to his/her supervisor. This includes threats by employees, parents, volunteers, other visitors, solicitors, or other members of the public. When reporting a threat or incident, be specific and as detailed as possible.

If you receive or overhear any threatening communications from an employee or outside third party, report it to your supervisor at once. Do not engage in either physical or verbal confrontation with a potentially violent individual. If you encounter a situation where you feel an individual is threatening immediate harm to an employee or other person on our premises, and you are not able to contact your supervisor or President/CEO, please contact an emergency agency (such as 911) immediately.

CASA intends to promptly and thoroughly investigate all reports or threats of actual incidents of violence and/or of suspicious individuals or activities. The identity of the individual(s) making the report(s) will be protected to the extent possible and practical. In order to maintain workplace safety and the integrity of the investigation, CASA reserves the right to suspend employees with or without pay, pending an investigation.

Anyone determined to be responsible for threats or actual incidents of violence, or other conduct that is in violation of these guidelines, will be subject to prompt disciplinary action up to and including termination of employment. Volunteers, contractors, or others outside CASA determined to be responsible for threats or actual incidents of violence will be subject to possible legal recourse and will not be permitted on CASA premises, nor allowed to work with/for CASA.

All employees who apply for and obtain a protective or restraining order which lists any or all CASA offices as being a protected area(s) must provide to their supervisor and the President/CEO a copy of the petition and court order. Likewise, if any employee is involved in any personal situation involving potential violence, such as abusive partner behavior, which the employee has reason to believe would place them or employees of CASA in harm's way while on CASA premises or carrying out CASA duties, we ask you to notify the President/CEO so that CASA can assess if any protective workplace action is needed.

CASA management openly encourages employees to bring their disputes and differences with others to its attention before the situation escalates to potential violence. Furthermore, retaliation against victims and witnesses of workplace violence is strictly prohibited. In addition, you will not be subject to discipline for, based on a reasonable belief, reporting a threat or for cooperating in an investigation.

If you initiate, participate, are involved in retaliation, or obstruct an investigation into conduct prohibited by this policy, you will be subject to discipline, up to and including termination. If you believe you have been wrongfully retaliated against, immediately report the matter to the President/CEO.

8.3 Weapons Policy

Unless as otherwise permitted under applicable state law, employees are strictly prohibited from bringing firearms (loaded or unloaded), ammunition, knives, hunting implements, explosive devices (including fireworks), or other weapons into any CASA buildings. Per New Hampshire state law (effective 01/01/2025), individuals who store a firearm and/or ammunition in their vehicle must legally possess the firearm and/or ammunition, keep the vehicle locked on CASA premises at all times, and store the firearm and/or ammunition so that it is not visible. Violators will be subject to appropriate disciplinary action, up to and including immediate termination.

8.4 Drug & Alcohol-Free Workplace

CASA is committed to providing a safe and productive work environment. Consistent with this commitment, it is the intent of CASA to maintain a drug and alcohol-free workplace. Being under the influence of alcohol, illegal drugs (as classified under federal, state, or local laws), and/or other impairing substances while on the job may pose a serious health and safety risk to others and will not be tolerated.

However, CASA often hosts events for volunteers and community members during after-work or evening hours when alcohol may be served or available for purchase. Employees attending such after-work CASA events are expected to act responsibly and reminded that they represent CASA at these events.

This policy outlines the practice and procedure designed to correct instances of identified alcohol and/or drug use in the workplace. This policy applies to all employees, all applicants for employment, and all volunteers of CASA. The President/CEO is responsible for policy administration.

Employee Assistance and Drug-Free Awareness

Illegal drug use and alcohol misuse have a number of adverse health and safety consequences. Information about those consequences and sources of help for drug/alcohol problems are available from the President/CEO.

CASA will assist and support employees who voluntarily seek help for such problems. Such employees may be allowed to use accrued paid time off, placed on leaves of absence, referred to treatment providers, and otherwise accommodated as required by law. Such employees may be required to document that they are successfully following prescribed treatment, as well as to take and pass follow-up tests if they hold jobs that are safety sensitive, require driving, and/or if they have violated this policy previously.

Employees must report to work fit for duty and free of any adverse effects or impairment from drugs or alcohol. Employees must refrain from using illegal drugs or consuming alcohol during the work day. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must, however, consult with their doctors about the medications' effect on their fitness for duty and ability to work safely and promptly disclose any work restrictions to their supervisor. Employees should not disclose underlying medical conditions unless directed to do so.

Prescribed or Over-the-Counter Medications

Prescription and over-the-counter drugs are not prohibited when taken in standard dosage and/or according to a physician's prescription. Any employee taking prescribed or over-the-counter medications will be responsible for consulting the prescribing physician and/or pharmacist to ascertain whether the medication may interfere with safe performance of his/her job. If the use of a medication could compromise the safety of the employee, fellow employees, or the public, it is the employee's responsibility to use appropriate personnel procedures (e.g., call in sick, use leave, request change of duty, notify supervisor) to avoid dangerous workplace practices.

The illegal or unauthorized use of prescription drugs is prohibited. It is a violation of our drug-free workplace policy to intentionally misuse and/or abuse prescription medications. Appropriate disciplinary action will be taken if job performance deterioration and/or other accidents occur.

Medical Marijuana

Marijuana is a controlled substance under federal law. Thus, even if an employee has a valid prescription for medical use of marijuana, to the extent consistent with applicable state law, he or she must comply with CASA's drug-free workplace policy as set forth above. CASA has no obligation to accommodate medical use of marijuana in the workplace unless otherwise required by applicable state law. Violation of this policy may result in disciplinary action, up to and including termination.

Crimes Involving Drugs

CASA prohibits all employees from manufacturing, distributing, dispensing, possessing, or using an illegal drug in or on CASA premises or while conducting CASA business. Employees are also prohibited from misusing legally prescribed or over-the-counter drugs. Law enforcement personnel shall be notified, as appropriate, when criminal activity is suspected.

8.5 Workplace Tobacco Usage

CASA is concerned about the detrimental effects of smoking and secondhand smoke inhalation. Aside from the health risk that smoking poses to both smokers and nonsmokers, smoking can also damage sensitive technical equipment and pose a safety hazard. Thus, this policy is designed to maintain the health and safety of all CASA employees, volunteers, and visitors, who are expected to comply with the smoking regulations detailed in this policy.

Smoking or using any tobacco product, including electronic cigarettes and vapes, is strictly prohibited on CASA premises.

An employee who sees a violation of this policy may advise the smoker of CASA's smoking policy. If the smoking continues, the employee should inform his/her supervisor, who will then be responsible for discussing the situation with the violator's supervisor. Further violations should be referred to the President/CEO. Generally, violations of this policy may lead to disciplinary action, up to and including termination.

8.6 Fitness for Duty

CASA is committed to providing a safe environment for our employees and volunteers. If, at any time, there is a reasonable basis to believe that an employee cannot perform the essential functions of the job, or that an employee poses a direct threat to the safety of themselves or to others, CASA may require that the employee furnish a statement from a physician or other qualified professional attesting to the employee's physical and/or mental capacity for continued employment in the employee's current position. Upon review of the statement by the President/CEO, CASA may place the employee on mandatory leave or may terminate the employee if the employee is a direct threat or, with reasonable accommodation, is unable to perform the essential functions of the job.

8.7 Business Closure & Emergencies

In the event that a storm occurs during working hours, CASA will always make every effort to remain open. In particular, if the courts are open, CASA will be open, as we may be required to report to court for hearings and to receive new Abuse/Neglect Petitions.

If the CASA office will not be open due to weather, supervisors will notify employees in advance via email or phone if they are required to report to the office. However, the decision to report to work or stay at home will ultimately be left up to the individual employee when safety is an issue. If an employee will be late due to inclement weather, he or she must notify his/her supervisor as soon as possible.

Employees who wish to stay at home during inclement weather events will have the option of:

- Using a vacation day;
- Using a personal day;
- Taking the day off as unpaid; or,
- Working remotely with advanced approval from a supervisor.

Employees working from home on an inclement weather day must use their Wildix phone connection so they can be reached at home through their computer.

8.8 Visitors

In the interest of safety and productivity, visits from members of employees' families, friends, and former employees should be limited. Personal visits should coincide with the employee's breaks or lunch period. Employees are responsible for the conduct and safety of their visitors at all times, and guests must never be left unattended throughout the building due to the confidential nature of our services. Children, in particular, pose an added safety risk and must be accompanied by an adult employee at all times while in a CASA facility. Animals are not permitted on CASA premises, unless prior authorization has been made by the President/CEO.

9.0 Separation from Employment

9.1 Termination

This policy describes CASA's general philosophy and procedures concerning termination. It is not intended to form a contract between CASA and its employees, nor is it intended to undermine the at-will nature of the employment relationship. CASA recognizes that each employment relationship and termination situation presents a unique set of circumstances, and CASA endeavors to deal with each individual situation based on its individual facts and in the context of surrounding circumstances.

While CASA strives to address performance issues with employees on an ongoing basis and to provide employees with ample opportunity to improve, circumstances may arise when CASA makes the decision to terminate employment due to general performance concerns.

In addition, there are certain actions and misconduct that are so detrimental to the interests of CASA that they may result in disciplinary action, including immediate termination, without any warning or notice. Please refer to the Standards of Conduct (Section 5.2) for a list of circumstances which are considered by CASA to constitute serious misconduct and may lead to immediate termination.

9.2 Resignation

While CASA hopes that your employment with us will be a mutually rewarding experience, we understand that there are certain times when employees elect to resign from employment.

Notice

CASA requests that all employees provide at least three (3) weeks' notice of their decision to leave CASA. Senior management employees are expected to provide at least four (4) weeks' notice. All employees must provide a letter of resignation to his or her supervisor, as well as a copy for the President/CEO.

If you provide less notice than requested, CASA may deem you to be ineligible for rehire, depending on the circumstances of the notice given. In addition, CASA reserves the right to provide you with pay in lieu of notice in situations where job or business needs warrant.

Separation Procedures

Separating employees will be asked to meet with the Operations Manager and/or designee for an exit interview.

Return of CASA Property

Separating employees are required to return all CASA property and confidential information before the end of their last day with CASA, including but not limited to:

- Tools;
- Equipment;
- Keys;
- Credit cards;
- Laptops and computers;
- Documents;
- Data; and
- All other property, equipment, or materials that are owned by CASA.

Where state law allows, failure to return some items may result in deductions from your final paycheck.

9.3 Effect on Benefits

The last day worked is considered the termination date. Benefits are generally discontinued as of the termination date, unless otherwise specified in the plan document(s). In this case, please refer to the benefit booklet or contact the Finance

Manager for more information regarding the benefit termination date. Furthermore, please note that there will be no compensation for any unused sick, vacation, or personal time, regardless of the reason for separation from CASA.

9.4 Final Pay

Final paychecks reflect regular compensation due for the days/hours worked up to the effective date of termination. Final paychecks are mailed (or email notification of direct deposit will be sent) to employees on the first regular payday following the last workday, unless otherwise required by applicable law.

In addition, please notify CASA if your address changes during the calendar year in which termination occurred to ensure that your tax and benefit information is sent to the proper address.

9.5 References

It is the policy of CASA to not 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, CASA will confirm only dates of service, job position, and salary.

9.6 Re-employment

Former employees who leave CASA in good standing may be considered for rehire. However, former employees who resigned without adequate notice or are terminated 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 the purposes of pay, benefits, and years of service.

APPENDIX #1 STANDARDS of PROFESSIONAL CONDUCT

I. Introduction

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

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

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

II. General Standards

Standard #1:

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

Standard #2:

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

Standard #3:

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

Explanatory note:

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

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

Standard #4:

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

Explanatory note:

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

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

Standard #5:

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

Standard #6:

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

Standard #7:

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

Standard #8:

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

Explanatory note:

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

Standard #9:

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

Standard #10:

CASA staff shall promptly advise a member of the senior leadership team – and CASA GALs shall promptly advise their Program Manager - if they or members of their immediate family anticipate or become employed by or volunteer their services to an organization that is involved in RSA 169-C cases.

Standard #11:

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

Standard #12:

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

Explanatory note:

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

Standard #13:

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

Explanatory note:

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

Standard #14:

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

Standard #15:

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

Explanatory note:

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

Standard #16:

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

Standard #17:

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

Standard #18:

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

Standard #19:

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

III. Conflict of Interest

Preface

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

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

Standard #20:

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

Explanatory note:

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

Standard #21:

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

Explanatory note:

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

If a CASA GAL has a personal relationship (current or prior) with anyone on their case including the judge, the CASA GAL shall advise their Program Manager. If a CASA Program Manager has a personal relationship with anyone on case they are supervising, the Program Manager shall advise his/her Program Director. Potential conflicts shall be reported to the supporting Staff Attorney who will determine if a Notice of Conflict should be filed in the case. Program Directors or members of the senior leadership team shall report personal relationships or potential conflicts to CASA's President/CEO or the Senior Staff Attorney.

Standard #22:

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

Explanatory note:

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

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

Standard #23:

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

Explanatory note:

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

Standard #24:

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

Explanatory note:

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

Standard #25:

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

Explanatory note:

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

Standard #26:

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

Explanatory note:

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

III. Rejection/Termination Policy

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

A. Rejection

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

B. Termination

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

APPENDIX A

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

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

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

One of the purposes of the N.H. Child Protection Act is to assure all parties a "fair hearing." RSA 169-C:2 III (c). Moreover, it cannot be stated too often that CASA does its work within a framework which involves constitutional rights of a high magnitude. It is for these reasons that anyone who is involved in court-managed child protection cases needs to be especially sensitive to conflict issues.

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

- Example of an actual conflict of interest:

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

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

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

- Example of a potential conflict of interest:

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

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

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

- Example of an appearance of a conflict of interest:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX B

GAL 503.06 Disclosures, Conflicts of Interest and Appearances of Impropriety.

- (a) A guardian ad litem who is aware that he or she possesses a prior acquaintance of any type, including but not limited to a professional, personal, or financial relationship, with any party in a case, shall:
 - (1) At or before the time of appointment, disclose such fact to the parties and the appointing court, either orally or in writing; and
 - (2) If such an acquaintance becomes known only after appointment, immediately disclose such fact to the parties and the appointing court, either orally or in writing.
- (b) A guardian ad litem shall:
 - (1) Seek to decline appointment in a proceeding where he or she has a present or prior personal, professional, business or legal relationship with any party involved in the proceeding that the guardian reasonably believes would adversely impact upon his or her ability to perform the functions of a guardian ad litem in accordance with these rules and in accordance with any requirements of the appointing court; and
 - (2) If a relationship described in (a) (1) above arises after appointment, advise the court of the existence of such a relationship and seek an order regarding whether or not he or she must withdraw.
- (c) If it is alleged by a party to any proceeding in which a guardian ad litem is appointed that the guardian ad litem has failed to disclose any present or prior acquaintance of any type that impacts upon his or her objectivity, or upon his or her ability to perform the functions of a guardian ad litem in accordance with these rules or in accordance with requirements of the appointing court, the guardian ad litem shall:
 - (1) Inform the appointing court that the allegation has been made; and
 - (2) Respond either orally or in writing to the appointing court and to all parties regarding the nature of the present or prior acquaintance, if any.
- (d) A guardian ad litem shall immediately disclose to the appointing court and to the board the existence of any civil, equity or other writ or petition, or criminal charge, of which he or she is aware alleging that any of the following persons have engaged in child abuse or neglect, as that term is used within the meaning of RSA 169-C, or that any of the following persons have engaged in adult abuse, as that term is used within the meaning of RSA 161-F:
 - (1) The guardian ad litem him or herself;
 - (2) The guardian ad litem's spouse;
 - (3) The parent or guardian of a child of the guardian ad litem where the child is the alleged victim; or
 - (4) Any person with whom the guardian ad litem resides.
- (e) Unless otherwise allowed by the appointing court after disclosure by the guardian ad litem, no guardian ad litem shall serve on any case if a civil, equity or other writ or petition, or criminal charge, of child abuse or neglect, or adult abuse in violation of RSA 161-F, is pending against him or her.

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

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

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

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

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

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

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

(1) The appointing court;

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

(3) The board.

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

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

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

GAL 503.07 Business Transactions.

- (a) Except for the guardian ad litem's fee agreement, a guardian ad litem shall not, during the term of his or her appointment, enter into any business transaction with a recipient of services, a party, counsel for a party, or a material witness.
- (b) A guardian ad litem shall not possess an ownership, possessory, security, or other pecuniary interest of any type that is unfavorable to a recipient of services, unless the appointing court, after full disclosure to it of the nature of the interest, allows the guardian ad litem to serve while still in the possession of the interest.
- (c) Except for the guardian ad litem's fee agreement, a guardian ad litem shall not, without the express written agreement of all of the parties, enter into a business relationship of any type with any of the following persons during the time of the guardian ad litem's appointment in a case, or for a period of 6 months after the appointment has ended:
 - (1) The recipient of services; or
 - (2) If the case to which the guardian ad litem was appointed involved child custody, any party to the case.

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

APPENDIX C

Governing Principles for Processing Violations [of Standards of Conduct]

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

APPENDIX #2

CONFIDENTIALITY POLICY

CASA of New Hampshire complies with applicable confidentiality laws, rules, and standards. The importance of confidentiality is stressed in organizational policies, including the Employee Handbook, the Written Information Security Policy (WISP) and also in CASA of NH's Core training for new advocates which is also required for new employees. New volunteer trainees also execute a CASA of NH standards form that requires maintaining the confidentiality of case information. Protected information at CASA of NH includes child protection case information, employee information, donor information and internal organizational procedural documents.

In New Hampshire, the confidentiality of case information is mandated by RSA 169-C: 25 which criminalizes the disclosure of any case information unless disclosure has been expressly authorized by the sitting Family Court judge. The conduct of GAL's in New Hampshire is further regulated by the Guardian ad Litem Board Rules that require GAL's to maintain the confidentiality of communications with children unless explicitly permitted under the GAL Board rules. [See GAL 503.12 (d)] Finally, GAL's in New Hampshire are also governed by New Hampshire Supreme Court Standards for Judicial and Legal Officers which states that a GAL shall make no public statements relating to pending cases. Volunteer advocates and employees receive training on these critical laws and rules. Training includes review of the laws/rules and also review of examples and hypotheticals of confidentiality scenarios. Program Managers address the importance of maintaining confidentiality with their advocates in monthly supervision conversations.

With respect to internal policies, CASA of NH requires that employees acknowledge by their signature review and understanding of the policies contained in the Employee Handbook and WISP. Both policies specifically identify work-related confidential information and put employees on notice that the misuse or divulgence of confidential information will result in disciplinary action, up to and including termination from employment. CASA of NH's WISP outlines the internal requirements to reduce occurrences of information incidents or breaches, such as strong computer passwords, and the requirement to report any incidents and breaches immediately to CASA of NH's internal Information Security Team. The maintenance of the WISP and tracking of any unauthorized disclosures of information is required pursuant to CASA's receipt of funds under the Federal Victim of Crimes Act (VOCA). All CASA of NH employees have received training on the WISP.

APPENDIX #3

EMPLOYEE PRIVACY POLICY

The privacy and security of your personal data (the "Personal Information") which we collect from you is important to us. It is equally important that you understand how we handle this data. By accepting employment with Court Appointed Special Advocates of New Hampshire, Inc. (CASA of NH), you expressly acknowledge that you have read, understand and agree to all of the terms of this Privacy Policy as outlined below and as it may be modified by us with or without prior notice.

Collection of Information

In the course of conducting our business and complying with federal, state, and local government regulations governing such matters as employment, tax, insurance, etc., we must collect Personal Information from you. We collect Personal Information from you solely for business purposes related directly to your employment with CASA of NH.

Data collected may include, without limitation, such things as:

- Your name
- Phone numbers
- Email address(es)
- Mailing address(es)
- Banking and other financial data
- Government identification numbers (e.g. Social Security number, driver's license number)
- Date of birth
- Gender, race, and ethnicity
- Health and disability data
- Family-related data (e.g. marital status)
- Personal and health-related data for you and your family

Anyone who sends information to CASA of NH by any means (e.g. mail, email, fax) expressly consents to the storage, destruction, processing, or disclosure of the data, as well as any other reasonable business-related to CASA of NH the use of this data. We do monitor employee use of the Internet in order to detect access to inappropriate websites or other misuse of CASA of NH's computer network. We also use email filters to block spam and computer viruses. These filters may block legitimate email messages so you will need to monitor your junk email folders.

CASA of NH will not knowingly collect or use Personal Information in any manner not consistent with this policy.

Use of the Information We Collect

The primary purposes for collection, storage and/or use of your Personal Information include, but are not limited to:

- **Human Resources Management:** We collect, store, analyze, and share (internally) Personal Information in order to attract, retain, and motivate a highly qualified workforce. This includes recruiting, compensation planning, succession planning, reorganization needs, performance assessment, training, employee benefit administration, compliance with applicable legal requirements, and communication with employees and/or their supervisors.
- **Business Processes and Management:** Personal Information is used to run our business operations including, for example, managing company assets, reporting and releasing public data (e.g. Annual Reports, etc.), and populating employee directories. Information may also be used to comply with government regulation.

- **Safety and Security Management:** We use such information as appropriate to ensure the safety and protection of employees, assets, resources, and communities.
- **Communication and Identification:** We use your Personal Information to identify you and to communicate with you.

Disclosure of Data

CASA of NH acts to protect your Personal Information and ensure that unauthorized individuals do not have access to your information by using security measures to protect Personal Information. We will not knowingly disclose, sell, or otherwise distribute your Personal Information to any third party without your knowledge and, where appropriate, your express written permission, except under the following circumstances.

- **Legal requests and investigations:** We may disclose your Personal Information when such disclosure is reasonably necessary (i) to prevent fraud; (ii) to comply with any applicable statute, law, rule or regulation; or (iii) to comply with a court order.
- **Third-party vendors and service providers:** We may outsource services, functions, or operations of our business to third -party service providers. When engaging in such outsourcing, it may be necessary for us to disclose your Personal Information to those service providers (e.g. a payroll service, a benefits provider). In some cases, the service providers may collect Personal Information directly from you on our behalf. We will work with any such providers to restrict how the providers may access, use, and disclose your information.
- **Protection of Company and Other:** We may release Personal Information when we believe release is necessary to comply with the law; enforce or apply our policies and other agreements; or protect the rights, property, or safety of CASA of NH, our employees, or others. This disclosure will never, however, include selling, renting, sharing, or otherwise disclosing your Personal Information for commercial purposes in violation of the commitments set forth in this Privacy Policy.

Security of Your Personal Information

We employ reasonable security measures and technologies, such as password protection, encryption, physical locks, etc., to protect the confidentiality of your Personal Information. Only authorized employees have access to Personal Information. If you are an employee with such authorization it is imperative that you take the appropriate safeguards to protect such information. Paper and other hard copy containing Personal Information (or any other confidential information) should be secured in a locked location when not in use. Computers and other access points should be secured when not in use by logging out or locking. Passwords and user ID's should be guarded and not shared. When no longer necessary for business purposes, paper and hard copies should be immediately destroyed using paper shredders or similar devices. Do not leave copies in unsecured locations waiting to be shredded or otherwise destroyed. Do not make or distribute unauthorized copies of documents or other tangible medium containing personal data. Electronic files containing Personal Information should only be stored on secure computers and not copied or otherwise shared with unauthorized individuals within or outside of CASA of NH.

CASA of NH will make reasonable efforts to secure Personal Information stored or transmitted electronically secure from hackers or other persons who are not authorized to access such Information. Compliance with this Privacy Policy is important to CASA of NH. Any violation or potential violation of this policy should be reported to the Finance Manager. The failure by any employee to follow these privacy policies may result in discipline up to and including discharge of the employee. Any questions or suggestions regarding this policy may also be directed to the Finance Manager.

Updating and Accessing Your Personal Data

You must promptly inform us when changes occur in the Personal Information you have provided so that we can maintain accurate information about you. Although you may update or change your information, we may maintain such Personal Information previously submitted in historical archives.

Following the FCRA (Fair Credit Reporting Act) and per NH SB 255, all clients and employees can request copies of their Personal Information once every 12 months and have decision-making capabilities on the storage and destruction of their Personal Information.



Appendix H

CASA of NH Letters of Reference



*State of New Hampshire
7th Circuit Court
Rochester Family Division
Rochester District Division
76 North Main Street
Rochester, NH 03867
1 (855) 212-1234*

Susan W. Ashley, Judge

*Cheryll Ann Andrews, Clerk
Barbara Clark, Deputy Clerk*

March 19, 2025

Jay M. Buckey, Executive Director
New Hampshire Judicial Council
1 Granite Place South, Room 226
Concord, NH 03301

Dear Jay:

I am happy to provide this letter of reference in support of CASA of New Hampshire's proposal to provide statewide Guardian ad Litem services. I have had first-hand experience with CASA as a judge serving in Family Division since 2007, and as the Lead Judge for the New Hampshire Model Court Project since 2015.

The volunteers for CASA who appear in front of me are consistently well trained and effectively supervised. CASA guardians ad litem devote, in my view, far more time to their work than many paid guardians and they bring a life experience to the courtroom that is very different from a lawyer's and invaluable to the courts. I cannot recall a single complaint concerning late-filed reports, and in those few instances where there has been an issue that was raised concerning a volunteer, I have found CASA's management team to be extremely responsive.

From the administrative perspective, for years I have worked very closely with Marcia ("Marty") Sink, President/CEO of CASA. She is a trusted member of the Model Court Executive Committee, and I served with her on the Family Treatment Court Oversight Team as well as the Oversight Commission on Children's Services. Marty's involvement and commitment to issues affecting children and families is always complete and always valuable.

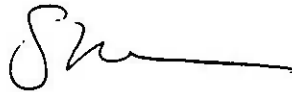
CASA has played an important role over the years in shaping public policy in the area of child abuse and neglect. CASA was at the forefront of the court's efforts, originally in the District Court and Family Division, in developing protocols in abuse

Jay M. Buckey, Executive Director
March 19, 2025
Page Two

and neglect cases. These protocols have been recognized nationally and were made mandatory throughout the state in 2003. Marty has continued her involvement in multidisciplinary improvements for children through her role on the Executive Committee for the Model Court, and has been instrumental in producing additional sets of protocols, or revising existing protocols, over the past decade, including protocols for: 1) Children & Youth in Court, 2) Post-Permanency Hearings in APPLA Cases, 3) Termination of Parental Rights, Surrender, Voluntary Mediation and Adoptions, 4) Missing Parents, 5) Parental Fitness Hearings, and 6) statutory revisions related to Permanency Hearings. In short, CASA is a critical partner in the development and implementation of policy in this most sensitive and important area of the law.

I urge the Judicial Council to continue to support CASA's statewide work on behalf of children involved in child protection cases. Jay, if you or any member of the Council would like to discuss this further with me, I would be happy to do so at your convenience.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Susan', followed by a long horizontal line.

Hon. Susan W. Ashley
Circuit Court Judge



Lori A. Weaver
Commissioner

Marie Noonan
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR CHILDREN, YOUTH & FAMILIES

129 PLEASANT STREET, CONCORD, NH 03301-3857
603-271-4451 1-800-852-3345 Ext. 4451
Fax: 603-271-4729 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

March 19, 2025

Jay Buckley, Executive Director
New Hampshire Judicial Council
1 Granite Place, Room 226
Concord, NH 03301

Dear Mr. Buckley:

As the Director of New Hampshire's Division for Children, Youth and Families, I am pleased to be able to provide a letter of support on behalf of New Hampshire CASA and their proposal to provide guardian ad litem services for child abuse and neglect cases, termination of parental rights, adoption and all related appeals.

CASA has been and continues to be a key partner in New Hampshire's efforts to assure safety and advocacy for our children. Having CASA in the role of guardian ad litem in abuse and neglect proceedings presents the court with a unique "child-centered" perspective regarding the best interests of the child. The time, attention and focus on the child provided by CASA gives the much-needed attention to our most vulnerable population.

As a child welfare professional, it has been my experience that CASA provides sustained advocacy for children engaged in the child protection system, and I appreciate the opportunity to speak affirmatively on their behalf as part of this proposal application.

If you have any questions or need additional information, please do not hesitate to contact me at any time (603) 271-4455.

Sincerely,

Marie Noonan
Director



April 3, 2025

Mr. Jay Buckey
Executive Director
New Hampshire Judicial Council
One Granite Place, Suite 226
Concord, New Hampshire 03301

Dear Mr. Buckey,

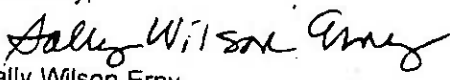
On behalf of the National Court Appointed Special Advocate/Guardian ad Litem (CASA/GAL) Association, I am pleased to provide this letter of reference for CASA of New Hampshire. As a member of our nationwide network for over 35 years, CASA of New Hampshire has consistently demonstrated a steadfast commitment to advocating for the best interests of New Hampshire children who have experienced abuse or neglect, most of whom are in foster care, and ensuring that every child has a safe, permanent home.

CASA of New Hampshire has exemplified high quality volunteer recruitment, training, and advocacy, making a profound impact on the lives of vulnerable children across the state. During the past year alone, CASA of New Hampshire empowered 663 volunteer advocates who stood by the side of 1,538 children throughout the state, providing them with not just a committed, consistent presence, but critical trauma-informed, best-interests advocacy. The organization's leadership and staff exhibit a deep understanding of the New Hampshire child welfare system, delivery of high quality advocacy, and innovation in their work.

In addition to their direct advocacy for children and youth, CASA of New Hampshire has forged strong partnerships with the judiciary, child welfare agencies, and community organizations across the state. Their collaborative approach has enhanced systemic support for children before the court and has contributed to policy improvements that benefit children and youth statewide. Their dedication and impactful work in the state make them very deserving of support.

Please do not hesitate to contact me if you have questions or require further information.

Sincerely,


Sally Wilson Erny
Deputy Chief Executive Officer
202.545.3309 | sallye@nationalcasagal.org

NATIONAL CASA/GAL ASSOCIATION FOR CHILDREN

100 West Harrison Street, North Tower, Suite 140, Seattle, WA 98119
800.628.3233 | nationalcasagal.org



Appendix I

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



CERTIFICATE OF AUTHORITY

I, Evelyn Aissa, hereby certify that I am the duly elected Board Co-Chair of Court Appointed Special Advocates (CASA) of New Hampshire. I hereby certify the following is a true statement.

That Marcia Sink the 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 of NH) is duly authorized to enter into contracts or agreements on behalf of CASA of New Hampshire with New Hampshire Judicial Council for guardian ad litem services for children involved in abuse and neglect cases and is further authorized to execute any documents on behalf of the corporation with the New Hampshire Judicial Council and/or The State of New Hampshire which may in her judgment be desirable or necessary.

I hereby certify that it is understood that the New Hampshire Judicial Council will rely on this certificate as evidence that the person listed above currently occupies the position indicated and she has full authority to bind the corporation. To the extent that there are limits on the authority of any listed individual to bind the corporation in contracts with New Hampshire Judicial Council, all such limitations are expressly stated herein. This authority shall remain in effect until June 30, 2027 unless specifically revoked or amended.

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

COURT APPOINTED SPECIAL ADVOCATES
OF NEW HAMPSHIRE, Inc.

By: 
Evelyn Aissa/Board Co-Chair

March 24, 2025

CERTIFICATE OF VOTE
Without Seal

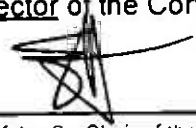
I, Evelyn Aissa, do hereby certify that:

1. I am a duly elected Co-Chair of Court Appointed Special Advocates of New Hampshire, Inc.
2. Following are true copies of the resolutions duly adopted by vote of the Board of Directors of the Corporation March 25, 2025 which provide:

RESOLVED: That this Corporation enter into a contract with the State of New Hampshire, acting through the New Hampshire 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 is hereby authorized on behalf of this Corporation to enter into the said contract with the State of New Hampshire 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 24, 2025 through June 30, 2027. Any amendment or revocation of these resolutions will be immediately reported to the Judicial Council and the Attorney General's Office.
4. Marcia Sink is the duly elected President/CEO/Executive Director of the Corporation.



(Signature of the Co-Chair of the Corporation)
Evelyn Aissa, Board Co-Chair

State of New Hampshire

Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that COURT APPOINTED SPECIAL ADVOCATES OF NEW HAMPSHIRE, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on April 19, 1989. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 140761

Certificate Number: 0007149635



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 4th day of April A.D. 2025.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan
Secretary of State



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

7/1/2024

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

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

PRODUCER
Eaton & Berube Insurance Agency, LLC
11 Concord St
Nashua NH 03064

CONTACT NAME: Jessica Archambault

PHONE (A/C, No, Ext): 603-882-2766

FAX (A/C, No): 603-886-4230

E-MAIL: jarchambault@eatonberube.com

INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A: Philadelphia Insurance Company

23850

INSURER B: AmTrust North America, Inc.

42376

INSURER C:

INSURER D:

INSURER E:

INSURER F:

INSURED
CASA of NH, INC
PO BOX 1327
Manchester NH 03105

CASAOFN-01

COVERAGES

CERTIFICATE NUMBER: 1283761971

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PROJECT ☐ LOC OTHER:		PHPK2552626	7/1/2024	7/1/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPROP AGG \$ 2,000,000 \$
A	☒ AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY		PHPK2552626	7/1/2024	7/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000		PHU8863715	7/1/2024	7/1/2025	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N Y N/A	WVC3722701	7/1/2024	7/1/2025	☒ PER STATUTE ☐ OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

New Hampshire Workers' Compensation Policy.

Additional Insured status applies in regards to General Liability when required by a written contract. Waiver of Subrogation applies to General Liability when required by a written contract.

Re: State of NH-GAL Grant

CERTIFICATE HOLDER

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

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CASA

Court Appointed Special Advocates
FOR CHILDREN

New Hampshire

Appendix J

CASA of NH Legal Updates

7. For the last five years, describe each complaint, claim or case in which your organization was involved. Please state the outcome of the matter.

RESPONSE:

1. On August 24, 2020, CASA received an e-mail from a great aunt of a child for whom CASA serves as the guardian ad litem; the relative alleged that the CASA GAL was biased against her adopting the child and was too closely aligned with the child's non-relative foster parents.

Pursuant to the Memorandum of Understanding ("MOU") with the Guardian Ad Litem Board in effect at that time, CASA staff attorneys investigated the complaint and found the allegations to be unsubstantiated. CASA responded in writing to both the GAL Board and to the great aunt outlining the steps taken and outcome of the investigation. The matter is resolved, and the CASA GAL continues to serve on the case. No complaint was filed with the GAL Board.

2. In April 2024, CASA received a complaint from an attorney regarding a CASA GAL who identified himself as a "CASA Guardian ad Litem" in a parenting proceeding and filed pleadings for his spouse involved in the contentious matter with her ex-husband.

CASA GAL's may only be appointed as guardians ad litem in child protection proceedings. Thus, the use of the title in a non-child protection case was inappropriate. The CASA Senior Staff attorney spoke with the attorneys involved in the parenting matter and with the advocate. The attorney wrote to the advocate notifying that his use of the title "CASA Guardian ad Litem" in the parenting proceeding was inappropriate and clarified that he was no longer a "certified" CASA Guardian ad Litem. The NH Guardian ad Litem Board was copied on this correspondence.

3. In January 2025, CASA received a complaint that a CASA advocate was biased against a mother on a case and that he violated a verbal court order to not discuss particular issues with the child on his case because it was not therapeutically appropriate.

CASA Staff investigated the matter and spoke to other parties on the case including DCYF and the child's therapist. Following multiple internal discussions that included the President/CEO, the advocate was asked to meet with a CASA Program Manager and the Senior Staff Attorney. The advocate was removed from the child's case.