



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES JAN 07 2026

DIVISION OF ECONOMIC STABILITY

Lori A. Weaver
Commissioner

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December 4, 2025

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division of Economic Stability, to enter into a contract with Center for Policy Research (VC#285156), Denver, CO, in the amount of \$119,916 to provide a thorough, fair, and impartial review of and recommendations for the New Hampshire Child Support Guidelines, in accordance with 45 CFR 302.56(e), Guidelines for setting child support orders, and NH RSA 458-C:6, Review of Guidelines, effective upon Governor and Council approval through June 30, 2028. 66% Federal Funds. 34% General Funds.

Funds are available in the following accounts for State Fiscal Years 2026 and 2027 and are anticipated to be available in State Fiscal Year 2028, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

05-95-045-457010-23830000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: DIV ECONOMIC STABILITY, CHILD CARE PROGRAMS, CHILD SUPPORT SERVICES-OPS

State Fiscal Year	Class / Account	Class Title	Job Number	Total Amount
2026	102-500731	Contracts for Program Services	45708306	\$47,961
2027	102-500731	Contracts for Program Services	45708306	\$62,895
2028	102-500731	Contracts for Program Services	45708306	\$9,060
			Total	\$119,916

EXPLANATION

The purpose of this request is for the Contractor to conduct a thorough, fair, and impartial review of, and recommendations for, the New Hampshire child support guidelines, in accordance with federal regulation 45 CFR 302.56(e), Guidelines for setting child support orders, and NH RSA 458-C:6, Review of Guidelines. Every child residing in New Hampshire has a legal right to financial support from both parents, regardless of whether the parents are divorced, separated, or never married. The Department is responsible for establishing, directing, and maintaining a program of financial child support. The child support guidelines formula is set by state statute and used to

determine the recommended child support obligation amount based on the parties' combined monthly net income, and the number of children named in the child support order. By law, these child support guidelines must be reviewed every four (4) years to ensure child support ordered amounts are appropriate. This review includes an economic analysis of the cost of raising children in New Hampshire, which helps the Legislature determine whether the current guidelines, as written in the law, are fair and appropriate, or should be changed. A formal report is prepared, with recommendations, and submitted to the Legislature and the Governor.

Additionally, 45 CFR 302.56(h) requires that, as part of the State's quadrennial review of its child support guidelines, the State must consider economic data on the cost of raising children and analyze case data, gathered through sampling or other methods, regarding the application of the guidelines and the frequency and reasons for deviations. This analysis must be used in the State's review of the guidelines to ensure that any deviations are limited. The completed review, including the data analysis, findings, and recommendations, is submitted to the Department as a report. Upon request, the Contractor must provide a representative to testify before the State's legislative committees to answer questions regarding the review of the guidelines.

The Department will monitor services by:

- Conducting monthly meetings with the Contractor, or as otherwise requested by the Department, during the data gathering, research, and analysis phases of the child support guidelines review.
- Reviewing draft guidelines reports and evaluating the Contractor's response to feedback and questions.

The Department selected the Contractor through a competitive bid process using a Request for Proposals (RFP) that was posted on the Department's website from September 22, 2025, through October 20, 2025. The Department received one (1) response that was reviewed and scored by a team of qualified individuals. The Scoring Sheet is attached.

Should the Governor and Council not authorize this request, the Department will be out of compliance with NH RSA 458-C:6 and 45 CFR 302.56(e), both of which mandate child support guidelines be reviewed every four (4) years to ensure appropriate support order amounts. Noncompliance with these requirements could jeopardize the State's federal funding and may result in penalties for noncompliance.

Area served: Statewide.

Source of Federal Funds: Assistance Listing Number #93.563, FAIN #2601NHSCSS.

Respectfully submitted,


Lori A. Weaver
Commissioner

**New Hampshire Department of Health and Human Services
Division of Finance and Procurement
Bureau of Contracts and Procurement
Scoring Sheet**

Project ID # **RFP-2026-DES-03-GUIDE**

Project Title **Quadrennial Review of Child Support Guidelines**

	Maximum Points Available	Center for Policy Research
Technical		
Q1 - Experience and Knowledge	300	260
Q2 - Ability and Work Plan	200	145
Q3 - Capacity	100	96
Q4 - Quality Assurance	100	94
Subtotal - Technical	700	595
Cost		
Vendor Cost	300	300
Subtotal - Cost	300	300
TOTAL POINTS	1000	895
TOTAL PROPOSED VENDOR COST		\$119,916

Reviewer Name	Title
1 Lisa Dekutoski	Bureau Chief - Bureau of Child Support Services
2 Susan Brisson	Chief Staff Attorney - Bureau of Child Support Services
3 Shannon Winn	Finance Manager
4 Robert Perocchi	Management Analyst
5 AnnMarie Censullo	Professional Development Specialist

Subject:

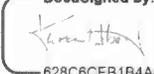
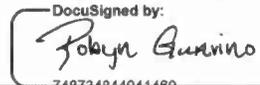
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name New Hampshire Department of Health and Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name Center for Policy Research		1.4 Contractor Address 1570 Emerson St, Denver, CO, 80218	
1.5 Contractor Phone Number 303-837-1555	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2028	1.8 Price Limitation \$119,916
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature DocuSigned by:  Date: 12/9/2025 <small>E1E9BE27CC2C478...</small>		1.12 Name and Title of Contractor Signatory Jessica Pearson Director	
1.13 State Agency Signature DocuSigned by:  Date: 12/10/2025 <small>628C6CER1B4A416</small>		1.14 Name and Title of State Agency Signatory Karen Hebert Division Director	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  On: 12/10/2025 <small>748734944844480</small>			
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.

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.

**New Hampshire Department of Health and Human Services
Quadrennial Review of Child Support Guidelines**

EXHIBIT A

Revisions to Standard Agreement Provisions

1. Revisions to Form P-37, General Provisions

1.1. Paragraph 6, Compliance by Contractor with Laws and Regulations/Equal Employment Opportunity, Subparagraph 6.1., is amended as follows:

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, RSA 151:21 Patients' Bill of Rights, 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.

1.2. Paragraph 12, Assignment/Delegation/Subcontracts, is amended by adding subparagraph 12.5., as follows:

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

**New Hampshire Department of Health and Human Services
Quadrennial Review of Child Support Guidelines
Exhibit B**

Scope of Services

1. Statement of Work

- 1.1. The Contractor must review, analyze, and provide recommendations regarding New Hampshire's Child Support Guidelines ("Guidelines") to the Department in accordance with RSA 458-C:6, Review of Guidelines, and 45 CFR 302.56(e), Guidelines for setting child support orders.
- 1.2. The Contractor must conduct and complete a thorough and impartial review of the Guidelines established in RSA 458-C, Child Support Guidelines, to determine whether application of the guidelines results in the determination of appropriate child support award amounts.
- 1.3. The Contractor must utilize statewide data and relevant information and develop a data collection strategy to analyze deviations from Guidelines and Guideline percentages, including, but not limited to:
 - 1.3.1. Income imputation.
 - 1.3.2. Default orders.
 - 1.3.3. Use of the self-support reserve.
 - 1.3.4. Payments.
- 1.4. The Contractor must ensure the collection strategy meets federal data requirements set forth in 45 CFR 302.56(h)(2) and address how to sample all types of child support cases.
- 1.5. The Contractor must establish a list of data fields to be extracted from the Department's automated system and collaborate with the Department to plan for obtaining data from the New Hampshire Administrative Office of the Courts for child support orders not registered with the Department for enforcement.
- 1.6. The Contractor must prepare the collected data, including manual data entry, for analysis, using descriptive statistics and analysis of variance (ANOVA), when appropriate, to measure statistics, including, but not limited to:
 - 1.6.1. Guidelines deviations.
 - 1.6.2. Rates of income imputation.
 - 1.6.3. Default orders.
 - 1.6.4. Use of the self-support reserve.
 - 1.6.5. Payments.
- 1.7. The Contractor must ensure subgroup analyses take case type and other factors into consideration when calculating child support, including, but not limited to:
 - 1.7.1. Number of children.

**New Hampshire Department of Health and Human Services
Quadrennial Review of Child Support Guidelines
Exhibit B**

- 1.7.2. Income of all parties.
- 1.8. The Contractor must develop recommendations for meeting federal requirements, including, but not limited to:
 - 1.8.1. 45 CFR 302.56(c)(1), which requires state guidelines to provide that the child support order is based on the noncustodial parent's earnings, income, and other evidence of ability to pay.
 - 1.8.2. 45 CFR 302.56(c)(1)(iii), which requires state guidelines to provide for the consideration of individual circumstances with income imputation.
 - 1.8.3. 45 CFR 302.56(c)(3), which requires state guidelines to provide that incarceration may not be treated as voluntary unemployment in establishing or modifying support orders.
- 1.9. The Contractor must assess how other states, particularly comparable surrounding states, are meeting federal requirements; the Contractor must:
 - 1.9.1. Provide exemplary statutory or regulatory language from other states; and
 - 1.9.2. Identify the advantages and limitations of various provisions, including how differences in implementation environments, such as judicial versus administrative process settings, affect the application of these requirements.
- 1.10. The Contractor must provide a qualified and impartial representative to testify before New Hampshire legislative committees, including subcommittees, for approximately four (4) hours in the New Hampshire House of Representatives and four (4) hours in the New Hampshire Senate, for up to a total of eight (8) hours, following delivery of the Child Support Guidelines Review Report; testimony, if requested, is anticipated to occur between January and June 2028.
- 1.11. The Contractor must address any questions, comments, and/or concerns raised by any legislative committee members; topics may include, but are not limited to:
 - 1.11.1. Oral summary and/or presentation of the Child Support Guidelines Review Report.
 - 1.11.2. Child Support Guidelines Review Report findings.
 - 1.11.3. Recommendations for changes.
- 1.12. **Stakeholder Survey**
 - 1.12.1. The Contractor must develop an online survey, as approved by the Department, to gather feedback on experiences with the Guidelines in New Hampshire from stakeholders, including, but not limited to:

**New Hampshire Department of Health and Human Services
Quadrennial Review of Child Support Guidelines
Exhibit B**

- 1.12.1.1. Obligors and obligees.
- 1.12.1.2. The Department's Bureau of Child Support Services (BCSS) staff.
- 1.12.1.3. New Hampshire Bar Association family law attorneys.
- 1.12.1.4. Local child advocacy groups.
- 1.12.1.5. Court staff.
- 1.12.1.6. Judges.
- 1.12.2. The Contractor must use the survey to solicit information regarding child support experiences as they relate to the Guidelines, including, but not limited to:
 - 1.12.2.1. Child support policies.
 - 1.12.2.2. Child support procedures.
 - 1.12.2.3. Child support processes.
- 1.12.3. The Contractor must identify general themes from the survey responses and relate them to the analysis of data gathered from case file data collected from the Department's automated system and the Administrative Office of the Courts.

1.13. BCSS Queries

- 1.13.1. The Contractor must collaborate with the Department to determine the efficacy of querying the Department's databases regarding child support court orders; the databases include, but are not limited to:
 - 1.13.1.1. Data from New England Child Support Enforcement System (NECSES) and the OnBase enterprise content management system.
 - 1.13.1.2. The web-based child support calculator.
- 1.13.2. The Contractor must analyze case data by considering economic data on the cost of raising children, gathered through sampling or other methods on the application of, and deviations from, the Guidelines. The Contractor must use the resulting data and analysis to assess the adequacy and appropriateness of the current Guidelines formula, including the low-income adjustment.
- 1.13.3. The Contractor must ensure a complete analysis of the case data is available to the Department, including, but not limited to:
 - 1.13.3.1. Labor market data by occupation and skill level for state and local job markets.

**New Hampshire Department of Health and Human Services
Quadrennial Review of Child Support Guidelines
Exhibit B**

- 1.13.3.2. The impact of Guidelines policies and child support amounts ordered by the courts on families with low incomes.
- 1.13.3.3. Use of actual earnings and income of obligors and obligees.
- 1.13.3.4. Consideration for basic subsistence needs of obligees and children, and obligors with a limited ability to pay, which may include incorporation of a self-support reserve as a low-income adjustment.
- 1.13.4. The Contractor must assess and review shared-parenting formulas used in other states and provide a summary of the formulas, including, but not limited to:
 - 1.13.4.1. Adjustments in child support amounts that correlate to shared parenting time.
 - 1.13.4.2. Identification of strengths and weaknesses of various approaches used by other states.
 - 1.13.4.3. Assessments on impacts of a variety of parenting-time scenarios.
 - 1.13.4.4. The history of NH Guidelines changes.
- 1.13.5. The Contractor must provide biweekly (every other week) progress reports via email and participate in virtual meetings with the Department on a monthly basis, or as otherwise requested by the Department, during the data gathering, research, and analysis phase of the Guidelines review.
 - 1.13.5.1. The Contractor must schedule a kickoff meeting with the Department within approximately the first week of the Effective Date of this Agreement, to include:
 - 1.13.5.1.1. A review of the Work Plan and timelines, including identification of any needed revisions;
 - 1.13.5.1.2. A review of the sampling and data collection methods and a determination of potential improvements to meet federal data requirements, such as extracting data from an automated calculator;
 - 1.13.5.1.3. Identification of dates for monthly virtual meetings with the Department; and

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

1.13.5.1.4. A discussion of other project logistics, potential barriers, and proposed solutions to those barriers.

1.14. Reporting

1.14.1. The Contractor must submit a draft document to the Department, titled "Child Support Guidelines Review Report," on or before November 30, 2026, for review and feedback.

1.14.2. The Contractor must incorporate Department feedback in a revised, final report, which is due to the Department no later than December 31, 2026; the final report must include, but is not limited to:

1.14.2.1. All of the findings from the study.

1.14.2.2. Proposed recommendations regarding current policy.

1.14.2.3. A summary of procedures, protocols, and methodologies referenced and/or utilized to reach conclusions on recommendations.

1.14.3. The Contractor must ensure the report is written in a manner that:

1.14.3.1. Satisfies all federal guidelines; and

1.14.3.2. Is understandable to State legislators.

1.14.4. The Contractor must address comments and/or concerns raised by the Department and/or legislative committee members after submission of the final report, as needed.

1.14.5. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.15. Confidential Data

1.15.1. The Contractor must meet all information security and privacy requirements as set by the Department and in accordance with the Department's Information Security Requirements Exhibit as referenced below.

1.15.2. The Contractor must ensure any individuals involved in delivering services through this Agreement sign an attestation agreeing to access, view, store, and discuss Confidential Data in accordance with federal and state laws and regulations and the Department's Information Security Requirements Exhibit. The Contractor must ensure said individuals have a justifiable business need to access confidential data. The Contractor must provide attestations upon Department request.

1.16. Privacy Impact Assessment

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1.16.1. Upon request, the Contractor must allow and assist the Department in conducting a Privacy Impact Assessment (PIA) of its system(s)/application(s)/web portal(s)/website(s) or Department system(s)/application(s)/web portal(s)/website(s) hosted by the Contractor, if Personally Identifiable Information (PII) is collected, used, accessed, shared, or stored. To conduct the PIA the Contractor must provide the Department access to applicable systems and documentation sufficient to allow the Department to assess, at minimum, the following:

- 1.16.1.1. How PII is gathered and stored;
- 1.16.1.2. Who will have access to PII;
- 1.16.1.3. How PII will be used in the system;
- 1.16.1.4. How individual consent will be achieved and revoked; and
- 1.16.1.5. Privacy practices.

1.16.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the collection, processing or storage of PII.

1.17. Department Owned Devices, Systems and Network Usage

1.17.1. If Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, are authorized by the Department's Information Security Office to use a Department issued device (e.g. computer, tablet, mobile telephone) or access the Department network in the fulfillment of this Agreement, each End User must:

- 1.17.1.1. Sign and abide by applicable Department and New Hampshire Department of Information Technology (NH DoIT) use agreements, policies, standards, procedures and guidelines, and complete applicable trainings as required;
- 1.17.1.2. Use the information that they have permission to access solely for conducting official Department business and agree that all other use or access is strictly forbidden including, but not limited, to personal or other private and non-Department use, and that at no time shall they access or attempt to access information without having the express authority of the Department to do so;

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- 1.17.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;
- 1.17.1.4. Not copy, share, distribute, sub-license, modify, reverse engineer, rent, or sell software licensed, developed, or being evaluated by the Department, and at all times must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other agreement executed by the Department;
- 1.17.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;
- 1.17.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;
- 1.17.1.7. Agree that email and other electronic communication messages created, sent, and received on a Department-issued email system are the property of the Department of New Hampshire and to be used for business purposes only. Email is defined as "internal email systems" or "Department-funded email systems."
- 1.17.1.8. Agree that use of email must follow Department and NH DoIT policies, standards, and/or guidelines; and
- 1.17.1.9. Agree when utilizing the Department's email system:
 - 1.17.1.9.1. To only use a Department email address assigned to them with a "@affiliate.DHHS.NH.Gov".
 - 1.17.1.9.2. Include in the signature lines information identifying the End User as a non-Department workforce member; and
 - 1.17.1.9.3. Ensure the following confidentiality notice is embedded underneath the signature line:

CONFIDENTIALITY NOTICE: "This message may contain information that is privileged and confidential and is intended only for the use of the individual(s) to

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New Hampshire Department of Health and Human Services Quadrennial Review of Child Support Guidelines

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whom it is addressed. If you receive this message in error, please notify the sender immediately and delete this electronic message and any attachments from your system. Thank you for your cooperation.”

- 1.17.1.10. Contractor End Users with a Department issued email, access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:
 - 1.17.1.10.1. Complete the Department's Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.
 - 1.17.1.10.2. Sign the Department's Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.
 - 1.17.1.10.3. Only access the Department's intranet to view the Department's Policies and Procedures and Information Security webpages.
- 1.17.1.11. Contractor agrees, if any End User is found to be in violation of any of the above terms and conditions, said End User may face removal from the Agreement, and/or criminal and/or civil prosecution, if the act constitutes a violation of law.
- 1.17.1.12. Contractor agrees to notify the Department a minimum of three business days prior to any upcoming transfers or terminations of End Users who possess Department credentials and/or badges or who have system privileges. If End Users who possess Department credentials and/or badges or who have system privileges resign or are dismissed without advance notice, the Contractor agrees to notify the Department's Information Security Office or designee immediately.

1.17.2. Workspace Requirement

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- 1.17.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.
- 1.18. Contract End-of-Life Transition Services
 - 1.18.1. General Requirements
 - 1.18.1.1. If applicable, upon early termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a secure transition of the services ("Transition Services") from the Contractor to the Department and, if applicable, the new Contractor ("Recipient") engaged by the Department to assume the services. Ninety (90) days prior to the end-of the contract or unless otherwise specified by the Department, the Contractor must begin working with the Department and if applicable, the Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.
 - 1.18.1.2. The Contractor must assist the Recipient, in connection with the transition from the performance of Services by the Contractor and its End Users to the performance of such Services. This may include assistance with the secure transfer of records (electronic and hard copy), transition of historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.
 - 1.18.1.3. If a system, database, hardware, software, and/or software licenses (Tools) was purchased or created to manage, track, and/or store Department Data in relationship to this contract said Tools will be inventoried and returned to the Department, along with the inventory document, once transition of Department data is complete.
 - 1.18.1.4. The internal planning of the Transition Services by the Contractor and its End Users shall be provided to the Department and if applicable the Recipient in a timely

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

manner. Any such Transition Services shall be deemed to be Services for purposes of this Agreement.

1.18.1.5. In the event the data Transition extend beyond the end of the Agreement, the Contractor agrees that the Information Security Requirements, and if applicable, the Department's Business Associate Agreement terms and conditions remain in effect until the Data Transition is accepted as complete by the Department.

1.18.1.6. In the event the Contractor has comingled Department Data and the destruction or Transition of said data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.18.2. Completion of Transition Services

1.18.2.1. Each service or transition phase shall be deemed completed (and the transition process finalized) at the end of fifteen (15) business days after the product, resulting from the Service, is delivered to the Department and/or the Recipient in accordance with the mutually agreed upon Transition plan, unless within said fifteen (15) business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.

1.18.2.2. Once all parties agree the data has been migrated the Contractor will have thirty (30) days to destroy the data per the terms and conditions of the Department's Information Security Requirements Exhibit.

1.18.3. Disagreement over Transition Services Results

1.18.3.1. In the event the Department is not satisfied with the results of the Transition Service, the Department shall notify the Contractor, in writing, stating the reason for the lack of satisfaction within fifteen (15) business days of the final product or at any time during the data Transition process. The Parties shall discuss the actions to be taken to resolve the disagreement or issue. If an agreement is not reached, at any time the Department shall be entitled to initiate actions in accordance with the Agreement.

**New Hampshire Department of Health and Human Services
Quadrennial Review of Child Support Guidelines**

Exhibit B

2. Exhibits Incorporated

- 2.1. The Contractor must comply with all Exhibit D Federal Requirements, which are attached hereto and incorporated by reference herein.
- 2.2. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit E, DHHS Information Security Requirements.
- 2.3. The Contractor must use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit F, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

- 3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. Credits and Copyright Ownership

- 3.2.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."
- 3.2.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.
- 3.2.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.
- 3.2.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

4. Records

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

- 4.1. The Contractor must keep records that include, but are not limited to:
 - 4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.
 - 4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 4.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives must have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts.
- 4.3. If, upon further review, the Department must disallow any expenses claimed by the Contractor as costs hereunder, the Department retains the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

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

Payment Terms

1. This Agreement is funded by:
 - 1.1. 66% Federal funds, Child Support Services, as awarded on October 9, 2025, by the the Department of Health and Human Services – Administration for Children and Families, ALN #93.563, FAIN #2601NHSCSS.
 - 1.2. 34% General funds.
2. For the purposes of this Agreement the Department has identified:
 - 2.1. The Contractor as a Contractor, based on criteria specified in 2 CFR 200.331.
 - 2.2. The Agreement as NON-R&D, in accordance with 2 CFR 200.332.
 - 2.3. The Indirect Cost Rate for this Agreement as 0%.
3. Payment shall be made upon completion of deliverables as specified in Exhibit C-1, Deliverables Rate Sheet.
4. The Contractor shall submit an invoice to the Department no later than the fifteenth (15th) working day of the month following the month in which the deliverable was provided. The Contractor shall ensure each invoice:
 - 4.1. Includes the Contractor's Vendor Number issued upon registering with New Hampshire Department of Administrative Services.
 - 4.2. Is submitted in a format as provided by or otherwise acceptable to the Department.
 - 4.3. Identifies and requests payment in accordance with Section 3, above.
 - 4.4. Includes supporting documentation with each invoice, including, but not limited to, relevant progress reports, data files, research summaries, survey results/status, and reports to show the completion of the deliverables, as applicable.
 - 4.5. Is completed, dated and returned to the Department to initiate payment.
 - 4.6. Is assigned an electronic signature and is emailed to bcss-invoices@dhhs.nh.gov or mailed to:

BCSS Financial Manager
Department of Health and Human Services
129 Pleasant Street
Concord, NH 03301
5. The Department shall make payments to the Contractor within thirty (30) calendar days only upon receipt and approval of the submitted invoice and required supporting documentation.

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

6. The final invoice and any required supporting documentation shall be due to the Department no later than forty (40) calendar days after the contract completion date specified in Form P-37, General Provisions Block 1.7., Completion Date.
7. Notwithstanding Paragraph 18 of the General Provisions Form P-37, changes limited to adjusting direct and indirect cost amounts within the price limitation between budget class lines, as well as adjusting encumbrances between State Fiscal Years through the Budget Office, may be made by written agreement of both parties, without obtaining approval of the Governor and Executive Council, if needed and justified.
8. Audits
 - 8.1. The Contractor must email an annual audit to dhhs.act@dhhs.nh.gov if any of the following conditions exist:
 - 8.1.1. Condition A - The Contractor is subject to a Single Audit pursuant to 2 CFR 200.501 Audit Requirements.
 - 8.1.2. Condition B - The Contractor is subject to audit pursuant to the requirements of NH RSA 7:28, III-b.
 - 8.1.3. Condition C - The Contractor is a public company and required by Securities and Exchange Commission (SEC) regulations to submit an annual financial audit.
 - 8.2. If Condition A exists, the Contractor shall submit an annual Single Audit performed by an independent Certified Public Accountant (CPA) to dhhs.act@dhhs.nh.gov within 120 days after the close of the Contractor's fiscal year, conducted in accordance with the requirements of 2 CFR Part 200, Subpart F of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards.
 - 8.2.1. The Contractor shall submit a copy of any Single Audit findings and any associated corrective action plans. The Contractor shall submit quarterly progress reports on the status of implementation of the corrective action plan.
 - 8.3. If Condition B or Condition C exists, the Contractor shall submit an annual financial audit performed by an independent CPA within 120 days after the close of the Contractor's fiscal year.
 - 8.4. The Contractor, regardless of the funding source and/or whether Conditions A, B, or C exist, may be required to submit annual financial audits performed by an independent CPA upon request by the Department.
 - 8.5. In addition to, and not in any way in limitation of obligations of the

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**New Hampshire Department of Health and Human Services
Quadrennial Review of Child Support Guidelines
EXHIBIT C**

Agreement, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department all payments made under the Agreement to which exception has been taken, or which have been disallowed because of such an exception, within sixty (60) days.

9. If applicable, the Contractor must request disposition instructions from the Department for any equipment, as defined in 2 CFR 200.313, purchased using funds provided under this Agreement, including information technology systems.

Exhibit C-1, Deliverables Rate Sheet

New Hampshire Department of Health and Human Services
 Vendor Name: Center for Policy Research
 Quadrennial Review of Child Support Guidelines

Item	Deliverable	Deliverable Output	Approximate Timeframes and/or Required Due Dates [in italics]*	Total Cost per Deliverable**
1	Sections 1.3. - 1.5. Data collection strategy	Written description	Within SFY 2026	\$5,436
2	Sections 1.6. and 1.7. and Sections 1.13.1 - 1.13.3. Gathering data for economic analysis	Research and data summary report	Within SFY 2026	\$12,375
3	Sections 1.8. and 1.9. Recommendations for meeting federal requirements	Written report	Within SFY 2026	\$3,780
4	Sections 1.6. and 1.7. and Sections 1.13.1 - 1.13.3. Case file data collection	Data collection summary report	Within SFY 2026	\$26,370
SFY26 total must not exceed \$50,000				\$47,961
5	Section 1.12. Stakeholder Survey	Online survey and post-survey report	Within SFY 2027	\$19,428
6	Section 1.13.4. Analysis of shared-parenting formulas with summary	Written report	Within SFY 2027	\$7,560
7	Section 1.13.5. Meetings with the Department (one lump payment following final meeting)	Virtual meetings	Within SFY 2027; monthly, or as otherwise requested by the Department	\$7,428
8	Section 1.13.2. Economic analysis	Written summary	Within SFY 2027	\$4,125
9	Sections 1.6. and 1.7. Analyze case file data	Written summary	Within SFY 2027	\$8,790
10	Sections 1.14.1. - 1.14.3. Draft and final report	Written report	<i>Draft due on or before November 30, 2026; final report due on or before December 31, 2026</i>	\$15,564
SFY27 total must not exceed \$90,000				\$62,895
11	Section 1.10. Legislative testimony	Up to 8 hours of in person testimony	Testimony estimated to occur between January - June 2028	\$6,036
12	Sections 1.11. and 1.14.4. Availability for questions via telephone or email	Ongoing	Upon submission of the final report; following Legislative testimony	\$3,024
SFY28 total must not exceed \$10,000				\$9,060
Total				\$119,916

*Dates are subject to change by the Department.

**Deliverables are inclusive of all costs, including, but not limited to, labor, travel, and mileage. Deliverable amounts may be subject to adjustment by the Department.

RFP-2026-DES-03-GUIDE-01

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New Hampshire Department of Health and Human Services

Exhibit D – Federal Requirements

SECTION A: CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

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

ALTERNATIVE I - FOR CONTRACTORS OTHER THAN INDIVIDUALS

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

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

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

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

v1 6/23 Exhibit D Contractor's Initials JP
Federal Requirements Date 12/9/2025

New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

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

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

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

New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

SECTION B: CERTIFICATION REGARDING LOBBYING

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

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

Programs (indicate applicable program covered):

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

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

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, loan, or cooperative agreement (and by specific mention sub-contractor).
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, loan, or cooperative agreement (and by specific mention sub- contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, see <https://omb.report/icr/201009-0348-022/doc/20388401>
3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

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

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New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

SECTION C: CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12549 and 12689 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this Agreement, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this Agreement is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See <https://www.govinfo.gov/app/details/CFR-2004-title45-vol1/CFR-2004-title45-vol1-part76/context>.
6. The prospective primary participant agrees by submitting this Agreement that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties) <https://www.ecfr.gov/current/title-22/chapter-V/part-513>.

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9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

PRIMARY COVERED TRANSACTIONS

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

LOWER TIER COVERED TRANSACTIONS

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

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SECTION D: CERTIFICATION OF COMPLIANCE WITH FEDERAL REQUIREMENTS

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

The Contractor will comply, and will require any subcontractors to comply, with any applicable federal requirements, which may include but are not limited to:

1. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200).
2. The Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. Section 3789d) which prohibits recipients of federal funding under this statute from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act requires certain recipients to produce an Equal Employment Opportunity Plan;
3. The Juvenile Justice Delinquency Prevention Act of 2002 (42 U.S.C. Section 5672(b)) which adopts by reference, the civil rights obligations of the Safe Streets Act. Recipients of federal funding under this statute are prohibited from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act includes Equal Employment Opportunity Plan requirements;
4. The Civil Rights Act of 1964 (42 U.S.C. Section 2000d, which prohibits recipients of federal financial assistance from discriminating on the basis of race, color, or national origin in any program or activity);
5. The Rehabilitation Act of 1973 (29 U.S.C. Section 794), which prohibits recipients of Federal financial assistance from discriminating on the basis of disability, in regard to employment and the delivery of services or benefits, in any program or activity;
6. The Americans with Disabilities Act of 1990 (42 U.S.C. Sections 12131-34), which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation;
7. The Education Amendments of 1972 (20 U.S.C. Sections 1681, 1683, 1685-86), which prohibits discrimination on the basis of sex in federally assisted education programs;
8. The Age Discrimination Act of 1975 (42 U.S.C. Sections 6106-07), which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance. It does not include employment discrimination;
9. 28 C.F.R. pt. 31 (U.S. Department of Justice Regulations – OJJDP Grant Programs); 28 C.F.R. pt. 42 (U.S. Department of Justice Regulations – Nondiscrimination; Equal Employment Opportunity; Policies and Procedures); Executive Order No. 13279 (equal protection of the laws for faith-based and community organizations); Executive Order No. 13559, which provide fundamental principles and policy-making criteria for partnerships with faith-based and neighborhood organizations;
10. 28 C.F.R. pt. 38 (U.S. Department of Justice Regulations – Equal Treatment for Faith-Based Organizations); and Whistleblower protections 41 U.S.C. §4712 and The National Defense Authorization Act (NDAA) for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013) the Pilot Program for Enhancement of Contract Employee Whistleblower Protections, which protects employees against reprisal for certain whistle blowing activities in connection with federal grants and contracts.
11. The Clean Air Act (42 U.S.C. 7401-7671q.) which seeks to protect human health and the environment from emissions that pollute ambient, or outdoor, air.

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12. The Clean Water Act (33 U.S.C. 1251-1387) which establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.
13. Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) (41 U.S.C. 1908) which establishes administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
14. Contract Work Hours and Safety Standards Act (40 U.S.C. 3701–3708) which establishes that all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5).
15. Rights to Inventions Made Under a Contract or Agreement 37 CFR § 401.2 (a) which establishes the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

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

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

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

1. By signing and submitting this Agreement, the Contractor agrees to comply with the provisions indicated above.

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SECTION E: CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

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

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

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

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SECTION F: CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT (FFATA) COMPLIANCE

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$30,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$30,000 or more. If the initial award is below \$30,000 but subsequent grant modifications result in a total award equal to or over \$30,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

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

1. Name of entity
2. Amount of award
3. Funding agency
4. NAICS code for contracts / CFDA program number for grants
5. Program source
6. Award title descriptive of the purpose of the funding action
7. Location of the entity
8. Principle place of performance
9. Unique Entity Identifier (SAM UEI; DUNS#)
10. Total compensation and names of the top five executives if:
 - 10.1. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
 - 10.2. Compensation information is not already available through reporting to the SEC.
Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

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

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

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FORM A

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

1. The UEI (SAM.gov) number for your entity is: G9AKKT8NHZP9
2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

NO YES

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

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

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

NO YES

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

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

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

Name: _____	Amount: _____

Contractor Name: Center for Policy Research

DocuSigned by:

Jessica Pearson

Name: Jessica Pearson

Title: Director

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Date: _____

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DHHS Information Security Requirements

A. Definitions

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

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

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

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

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or misplacement of hardcopy documents, and misrouting of physical or electronic mail, all of which may have the potential to put the data at risk of unauthorized access, use, disclosure, modification or destruction.

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

I. RESPONSIBILITIES OF DHHS AND THE CONTRACTOR

A. Business Use and Disclosure of Confidential Information.

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

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2. The Contractor must not disclose any Confidential Information in response to a request for disclosure on the basis that it is required by law, in response to a subpoena, etc., without first notifying DHHS so that DHHS has an opportunity to consent or object to the disclosure.
3. If DHHS notifies the Contractor that DHHS has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Contractor must be bound by such additional restrictions and must not disclose PHI in violation of such additional restrictions and must abide by any additional security safeguards.
4. The Contractor agrees that DHHS Data or derivative there from disclosed to an End User must only be used pursuant to the terms of this Contract.
5. The Contractor agrees DHHS Data obtained under this Contract may not be used for any other purposes that are not indicated in this Contract.
6. The Contractor agrees to grant access to the data to the authorized representatives of DHHS for the purpose of inspecting to confirm compliance with the terms of this Contract.

II. METHODS OF SECURE TRANSMISSION OF DATA

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

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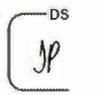
8. Open Wireless Networks. End User may not transmit Confidential Data via an open wireless network. End User must employ a virtual private network (VPN) when remotely transmitting via an open wireless network.
9. Remote User Communication. If End User is employing remote communication to access or transmit Confidential Data, a virtual private network (VPN) must be installed on the End User's mobile device(s) or laptop from which information will be transmitted or accessed.
10. SSH File Transfer Protocol (SFTP), also known as Secure File Transfer Protocol. If End User is employing an SFTP to transmit Confidential Data, End User will structure the Folder and access privileges to prevent inappropriate disclosure of information. SFTP folders and sub-folders used for transmitting Confidential Data will be coded for 24-hour auto-deletion cycle (i.e. Confidential Data will be deleted every 24 hours).
11. Wireless Devices. If End User is transmitting Confidential Data via wireless devices, all data must be encrypted to prevent inappropriate disclosure of information.

III. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS

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

A. Retention

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

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

B. Disposition

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

IV. PROCEDURES FOR SECURITY

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

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

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future breach and minimize any damage or loss resulting from the breach. The State shall recover from the Contractor all costs of response and recovery from

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

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

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New Hampshire Department of Health and Human Services

Exhibit E

DHHS Information Security Requirements

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

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

V. LOSS REPORTING

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

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

- 1. Identify Incidents;
- 2. Determine if personally identifiable information is involved in Incidents;
- 3. Report suspected or confirmed Incidents as required in this Exhibit or P-37;

Contractor Initials 

New Hampshire Department of Health and Human Services

Exhibit E

DHHS Information Security Requirements

4. Identify and convene a core response group to determine the risk level of Incidents and determine risk-based responses to Incidents; and
5. Determine whether Breach notification is required, and, if so, identify appropriate Breach notification methods, timing, source, and contents from among different options, and bear costs associated with the Breach notice as well as any mitigation measures.

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

VI. PERSONS TO CONTACT

A. DHHS Privacy Officer:

DHHSPrivacyOfficer@dhhs.nh.gov B.

DHHS Security Officer:

DHHSInformationSecurityOffice@dhhs.nh.gov

Contractor Initials 

Date 12/9/2025



New Hampshire Department of Health and Human

Exhibit F

BUSINESS ASSOCIATE AGREEMENT

The Contractor identified in Section 1.3 of the General Provisions of the Agreement (Form P-37) ("Agreement"), and any of its agents who receive use or have access to protected health information (PHI), as defined herein, shall be referred to as the "Business Associate." The State of New Hampshire, Department of Health and Human Services, "Department" shall be referred to as the "Covered Entity," The Contractor and the Department are collectively referred to as "the parties."

The parties agree, to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191, the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162, and 164 (HIPAA), provisions of the HITECH Act, Title XIII, Subtitle D, Parts 1&2 of the American Recovery and Reinvestment Act of 2009, 42 USC 17934, et sec., applicable to business associates, and as applicable, to be bound by the provisions of the Confidentiality of Substance Use Disorder Patient Records, 42 USC s. 290 dd-2, 42 CFR Part 2, (Part 2), as any of these laws and regulations may be amended from time to time.

(1) Definitions

- a. The following terms shall have the same meaning as defined in HIPAA, the HITECH Act, and Part 2, as they may be amended from time to time:
 - "Breach," "Designated Record Set," "Data Aggregation," Designated Record Set," "Health Care Operations," "HITECH Act," "Individual," "Privacy Rule," "Required by law," "Security Rule," and "Secretary."
- b. Business Associate Agreement, (BAA) means the Business Associate Agreement that includes privacy and confidentiality requirements of the Business Associate working with PHI and as applicable, Part 2 record(s) on behalf of the Covered Entity under the Agreement.
- c. "Constructively Identifiable," means there is a reasonable basis to believe that the information could be used, alone or in combination with other reasonably available information, by an anticipated recipient to identify an individual who is a subject of the information.
- d. "Protected Health Information" ("PHI") as used in the Agreement and the BAA, means protected health information defined in HIPAA 45 CFR 160.103, limited to the information created, received, or used by Business Associate from or on behalf of Covered Entity, and includes any Part 2 records, if applicable, as defined below.
- e. "Part 2 record" means any patient "Record," relating to a "Patient," and "Patient Identifying Information," as defined in 42 CFR Part 2.11.
- f. "Unsecured Protected Health Information" means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.

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

- a. Business Associate shall not use, disclose, maintain, store, or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under the Agreement. Further, Business Associate, including ~~but not~~

Exhibit F

Contractor Initials

JP

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New Hampshire Department of Health and Human

Exhibit F

limited to all its directors, officers, employees, and agents, shall protect any PHI as required by HIPAA and 42 CFR Part 2, and not use, disclose, maintain, store, or transmit PHI in any manner that would constitute a violation of HIPAA or 42 CFR Part 2.

- b. Business Associate may use or disclose PHI, as applicable:
 - I. For the proper management and administration of the Business Associate;
 - II. As required by law, according to the terms set forth in paragraph c. and d. below;
 - III. According to the HIPAA minimum necessary standard;
 - IV. For data aggregation purposes for the health care operations of the Covered Entity; and
 - V. Data that is de-identified or aggregated and remains constructively identifiable may not be used for any purpose outside the performance of the Agreement.
- c. To the extent Business Associate is permitted under the BAA or the Agreement to disclose PHI to any third party or subcontractor prior to making any disclosure, the Business Associate must obtain, a business associate agreement or other agreement with the third party or subcontractor, that complies with HIPAA and ensures that all requirements and restrictions placed on the Business Associate as part of this BAA with the Covered Entity, are included in those business associate agreements with the third party or subcontractor.
- d. The Business Associate shall not, disclose any PHI in response to a request or demand for disclosure, such as by a subpoena or court order, on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity can determine how to best protect the PHI. If Covered Entity objects to the disclosure, the Business Associate agrees to refrain from disclosing the PHI and shall cooperate with the Covered Entity in any effort the Covered Entity undertakes to contest the request for disclosure, subpoena, or other legal process. If applicable relating to Part 2 records, the Business Associate shall resist any efforts to access part 2 records in any judicial proceeding.

(3) Obligations and Activities of Business Associate

- a. Business Associate shall implement appropriate safeguards to prevent unauthorized use or disclosure of all PHI in accordance with HIPAA Privacy Rule and Security Rule with regard to electronic PHI, and Part 2, as applicable.
- b. The Business Associate shall immediately notify the Covered Entity's Privacy Officer at the following email address, DHHSPrivacyOfficer@dhhs.nh.gov after the Business Associate has determined that any use or disclosure not provided for by its contract, including any known or suspected privacy or security incident or breach has occurred potentially exposing or compromising the PHI. This includes inadvertent or accidental uses or disclosures or breaches of unsecured protected health information.
- c. In the event of a breach, the Business Associate shall comply with the terms of this Business Associate Agreement, all applicable state and federal laws and regulations and any additional requirements of the Agreement.
- d. The Business Associate shall perform a risk assessment, based on the information available at the time it becomes aware of any known or suspected privacy or

Exhibit F

Business Associate Agreement
Page 2 of 5

V 2.0

Contractor Initials

JP

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New Hampshire Department of Health and Human

Exhibit F

security breach as described above and communicate the risk assessment to the Covered Entity. The risk assessment shall include, but not be limited to:

- I. The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
 - II. The unauthorized person who accessed, used, disclosed, or received the protected health information;
 - III. Whether the protected health information was actually acquired or viewed; and
 - IV. How the risk of loss of confidentiality to the protected health information has been mitigated.
- e. The Business Associate shall complete a risk assessment report at the conclusion of its incident or breach investigation and provide the findings in a written report to the Covered Entity as soon as practicable after the conclusion of the Business Associate's investigation.
 - f. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the US Secretary of Health and Human Services for purposes of determining the Business Associate's and the Covered Entity's compliance with HIPAA and the Privacy and Security Rule, and Part 2, if applicable.
 - g. Business Associate shall require all of its business associates that receive, use or have access to PHI under the BAA to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein.
 - h. Within ten (10) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the BAA and the Agreement.
 - i. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
 - j. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
 - k. Business Associate shall document any disclosures of PHI and information related to any disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
 - l. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to

Exhibit F

Contractor Initials

PHI in JP

Date 12/9/2025



New Hampshire Department of Health and Human

Exhibit F

accordance with 45 CFR Section 164.528.

- m. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within five (5) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- n. Within thirty (30) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-ups of such PHI in any form or platform.
 - VI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, or if retention is governed by state or federal law, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible for as long as the Business Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

(4) Obligations of Covered Entity

- a. Covered Entity shall post a current version of the Notice of the Privacy Practices on the Covered Entity's website:
<https://www.dhhs.nh.gov/oos/hipaa/publications.htm> in accordance with 45 CFR Section 164.520.
- b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this BAA, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.
- c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

(5) Termination of Agreement for Cause

- a. In addition to the General Provisions (P-37) of the Agreement, the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a material breach by Business Associate of the Business Associate Agreement. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity.

(6) Miscellaneous

- a. Definitions, Laws, and Regulatory References. All laws and regulations

Exhibit F

Contractor Initials used, JP

Date 12/9/2025



New Hampshire Department of Health and Human

Exhibit F

herein, shall refer to those laws and regulations as amended from time to time. A reference in the Agreement, as amended to include this Business Associate Agreement, to a Section in HIPAA or 42 Part 2, means the Section as in effect or as amended.

- b. **Change in law** - Covered Entity and Business Associate agree to take such action as is necessary from time to time for the Covered Entity and/or Business Associate to comply with the changes in the requirements of HIPAA, 42 CFR Part 2 other applicable federal and state law.
- c. **Data Ownership** - The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
- d. **Interpretation** - The parties agree that any ambiguity in the BAA and the Agreement shall be resolved to permit Covered Entity and the Business Associate to comply with HIPAA and 42 CFR Part 2.
- e. **Segregation** - If any term or condition of this BAA or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this BAA are declared severable.
- f. **Survival** - Provisions in this BAA regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the BAA in section (3) g. and (3) n.l., and the defense and indemnification provisions of the General Provisions (P-37) of the Agreement, shall survive the termination of the BAA.

IN WITNESS WHEREOF, the parties hereto have duly executed this Business Associate Agreement.

Department of Health and Human Services

Center for Policy Research

The State

Name of the Contractor

DocuSigned by:

DocuSigned by:

Signature of Authorized Representative

Signature of Authorized Representative

Karen Hebert

Jessica Pearson

Name of Authorized Representative

Name of Authorized Representative

Division Director

Director

Title of Authorized Representative

Title of Authorized Representative

12/10/2025

12/9/2025

Date

Date

Exhibit F

Contractor Initials



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 CENTER FOR POLICY RESEARCH is a Colorado Nonprofit Corporation registered to transact business in New Hampshire on December 13, 2021. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned; and the attached is a true copy of the list of documents on file in this office.

Business ID: **888135**

Certificate Number: **0007338054**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 1st day of December A.D. 2025.

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

David M. Scanlan
Secretary of State



State of New Hampshire

Department of State



Business Name : **CENTER FOR POLICY RESEARCH**

Business ID : **888135**

Filing History

Filing#	Filing Date	Effective Date	Filing Type	Nonprofit Report Year
0007314628	10/17/2025	10/17/2025	Nonprofit Report	2025
0007207150	06/26/2025	06/26/2025	Commercial Registered Agent Address Change	N/A
0005479439	12/13/2021	12/13/2021	Business Formation	N/A

Trade Name Information

Business Name	Business ID	Business Status
No Trade Name(s) associated to this business.		

Name History

Name	Name Type
No Name Changes found for this business.	

Principal Information

Name	Title
Jessica Pearson	Director
Lanae Davis	Secretary



State of New Hampshire

Department of State

2025 NONPROFIT REPORT

Filed
 Date Filed: 10/17/2025
 Effective Date: 10/17/2025
 Business ID: 888135
 David M. Scanlan
 Secretary of State

BUSINESS NAME: CENTER FOR POLICY RESEARCH
BUSINESS TYPE: Foreign Nonprofit Corporation
BUSINESS ID: 888135
STATE OF INCORPORATION: Colorado

CURRENT PRINCIPAL OFFICE ADDRESS	CURRENT MAILING ADDRESS
1570 Emerson Street Denver, CO, 80218, USA	1570 Emerson Street Denver, CO, 80218, USA

REGISTERED AGENT AND OFFICE
REGISTERED AGENT: INCorp SERVICES, INC. (420703)
REGISTERED AGENT OFFICE ADDRESS: 360 ROUTE 101 STE 13C Bedford, NH, 03110 - 5046, USA

PRINCIPAL PURPOSE(S)	
NAICS CODE	NAICS SUB CODE
Other Services (except Public Administration)	All Other Personal Services

OFFICER / DIRECTOR INFORMATION		
NAME	BUSINESS ADDRESS	TITLE
Lanae Davis	1570 Emerson Street, Denver, CO, 80218, USA	Secretary
Jessica Pearson	1570 Emerson Streer, Denver, CO, 80218, USA	Director

I, the undersigned, do hereby certify that the statements on this report are true to the best of my information, knowledge and belief.

Title: **Director**

Business Name: **Center for Policy Research**

Name of Signer: **Jessica Pearson**

Title of Signer: **Director**

CERTIFICATE OF AUTHORITY

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

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

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on October 28th, 2025, at which a quorum of the Directors/shareholders were present and voting.
(Date)

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

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

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

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

Dated: 11/14/2025

Lanae Davis

Signature of Elected Officer

Name: Lanae Davis

Title: Secretary

AGENCY CUSTOMER ID: _____

LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY CO Insurance Specialist, LLC		NAMED INSURED Center For Policy Research	
POLICY NUMBER PHSD1783624, 34WECAT2BF4			
CARRIER Unknown	NAIC CODE , 00914	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 FORM TITLE: Certificate Of Liability Insurance

**Certificate Holder Name:
State of New Hampshire Department of Health and Human Services

NONPROFIT COVER SHEET

A. Entity Name: Center for Policy Research _____

B. Entity's Contact Information: Jessica Pearson jspearson@centerforpolicyresearch.org

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Dolores Santos/303-837-1555/officemanager@centerforpolicyresearch.org

Person responsible for Accuracy and Completeness of information provided:

Name: ~~Jessica Pearson~~ Title: Director

Signature: Jessica Pearson

C. List Board of Directors and Affiliations

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
Jessica Pearson (President)	Center for Policy Research
Lanae Davis (Secretary)	Center for Policy Research
Jeff Pearson (Treasurer)	Retired Attorney
Paula Herzmark (Director)	Retired Executive Director
Ashton Williams (Director)	Realtor for Compass Real Estate
Cyndi Kahn (Director)	Community Fundraiser
Megan Ford (Director)	Research Project Manager for KAISER
Jason Castro (Director)	Senior Director of Archer Group
David Fine (Director)	Metropolitan State University of Denver
Tiffany Wachtler (Director)	Board of Director for Project PAVE

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached):

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
Jane Venohr	Economist	\$170,000	\$29,422.80
Kayla Christiani	Research Asst. II	\$58,000	\$9,005.24
Ali McLagan	Research Asst. II	\$58,000	\$4,488.68
Dolores Santos	Office Manager	\$56,160	\$9,585.00

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

E. Check one of the following:

- [x] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- [] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
-
-
-

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

- [] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- [x] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- [] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

<https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf>

FINANCIAL DISCLOSURES

G. Check one the following:

- [x] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- [] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- [] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

<u>Revenue</u>		<u>Expenses</u>	
<i>Grants</i>	\$	<i>Compensation of officers, directors, and key personnel</i>	\$
<i>Donations</i>	\$	<i>Other salaries & wages</i>	\$
<i>Program Services Revenue</i>	\$	<i>Payroll taxes & employee benefits</i>	\$
<i>Interest & Dividends</i>	\$	<i>Occupancy, rent, utilities, and insurance</i>	\$
<i>All other Revenue</i>	\$	<i>Printing, publications, postage, office supplies, and IT</i>	\$
<u>Total Revenue</u>	\$	<i>All other expenses</i>	\$
		<u>Total Expenses</u>	\$

2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash & Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property & Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		



Mission Statement for Center for Policy Research

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



November 11, 2025

Governance Communication Letter

Board of Directors
Center for Policy Research

We have audited the financial statements of Center for Policy Research for the year ended December 31, 2024 and have issued our report thereon dated November 11, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 27, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Center for Policy Research are described in Note 2 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2024. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

Significant estimates included in the financial statements include:

- In the *Statement of Functional Expenses*, the allocation of costs that are not a direct charge of program services, management and general, and/or fund-raising are allocated.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. The attached Adjusting Journal Entries include misstatements detected as a result of audit procedures. These journal entries are reflected in your audited financial statements, and management has agreed to post them to your general ledger.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated November 11, 2025.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Information in Documents Containing Audited Financial Statements

This information is intended solely for the use of the Board of Directors and management of Center for Policy Research and is not intended to be and should not be used by anyone other than these specified parties.

Taylor Roth and Company PLLC

Taylor, Roth, and Company, PLLC
Certified Public Accountants
Denver, Colorado

CENTER FOR POLICY RESEARCH

FINANCIAL STATEMENTS

AND SUPPLEMENTARY INFORMATION

FOR THE YEAR ENDED DECEMBER 31, 2024

TOGETHER WITH INDEPENDENT AUDITORS' REPORT

CENTER FOR POLICY RESEARCH
FINANCIAL STATEMENTS
AND SUPPLEMENTARY INFORMATION
FOR THE YEAR ENDED DECEMBER 31, 2024

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November 11, 2025

INDEPENDENT AUDITORS' REPORT

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

Opinion

We have audited the accompanying financial statements of **Center for Policy Research** (a nonprofit organization), which comprise the statement of financial position as of December 31, 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 referred to above present fairly, in all material respects, the financial position of Center for Policy Research as of December 31, 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. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Center for Policy Research and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

In performing an audit in accordance with generally accepted auditing standards, we:

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

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

Report on Summarized Comparative Information

We have previously audited the Center for Policy Research's 2023 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated April 3, 2025. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Taylor Roth and Company PLLC

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

CENTER FOR POLICY RESEARCH
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2024
(WITH COMPARATIVE TOTALS FOR 2023)

	2024	2023
<u>Assets</u>		
Cash and cash equivalents	\$ 53,650	\$ 101,292
Cash and cash equivalents - retirement account	9,729	10,244
Contracts receivable	576,012	524,491
Prepaid expenses	12,000	64,221
Investments (Note 4)	4,083,292	3,441,501
Right of use asset - finance lease (Note 5)	17,121	-
Property and equipment, net (Note 6)	1,120	1,744
Total assets	\$ 4,752,924	\$ 4,143,493
<u>Liabilities and net assets</u>		
<u>Liabilities</u>		
Accounts payable	\$ 8,094	\$ 139,703
Accrued payroll costs	57,849	31,650
Finance lease liability (Note 5)	17,491	-
Total liabilities	83,434	171,353
<u>Net assets</u>		
Without donor restrictions		
Undesignated	4,623,701	3,908,050
Net investment in fixed assets	1,120	1,744
Board designated reserve (Note 7)	44,669	62,346
Total net assets	4,669,490	3,972,140
Total liabilities and net assets	\$ 4,752,924	\$ 4,143,493

The accompanying notes are an integral part of these financial statements

CENTER FOR POLICY RESEARCH
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2024
(WITH COMPARATIVE TOTALS FOR 2023)

	<u>2024</u>	<u>2023</u>
<u>Revenue and other support</u>		
Contracts	\$ 2,249,626	\$ 3,889,259
Investment income, net of fees (Note 4)	483,791	375,558
Other income	-	171
Total revenue and other support	<u>2,733,417</u>	<u>4,264,988</u>
<u>Expense</u>		
Program services	1,557,477	2,693,855
Management and general	478,590	478,590
Total expense	<u>2,036,067</u>	<u>3,172,445</u>
Change in net assets	697,350	1,092,543
Net assets, beginning of year	<u>3,972,140</u>	<u>2,879,597</u>
Net assets, end of year	<u><u>\$ 4,669,490</u></u>	<u><u>\$ 3,972,140</u></u>

The accompanying notes are an integral part of these financial statements

CENTER FOR POLICY RESEARCH
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2024
(WITH COMPARATIVE TOTALS FOR 2023)

	2024			2023
	Program Services	Management and General	Total	Total
Salaries	\$ 733,443	\$ 193,044	\$ 926,487	\$ 818,045
Payroll taxes and benefits	290,828	161,536	452,364	333,806
Grants to others - Subawards	199,614	-	199,614	1,584,229
Consulting	168,809	7,398	176,207	215,337
Occupancy	-	73,335	73,335	64,999
Travel	37,686	13,662	51,348	26,951
Accounting and auditing	-	28,988	28,988	15,204
Dues and conferences	6,362	17,199	23,561	18,725
Technology support	-	19,714	19,714	9,435
Supplies	2,087	13,536	15,623	15,417
Insurance	-	14,565	14,565	7,886
Training	13,000	-	13,000	13,450
Refund for project overpayment	10,000	-	10,000	-
Marketing	-	4,875	4,875	3,905
Telephone	425	4,274	4,699	6,019
Professional fees	-	4,398	4,398	23,767
Legal	-	3,110	3,110	-
Business licenses	75	2,083	2,158	3,581
Postage	709	1,106	1,815	1,129
Small equipment	-	531	531	8,634
Printing	25	889	914	-
Other	5,283	-	5,283	957
	1,468,346	564,243	2,032,589	3,171,476
Depreciation	-	3,478	3,478	969
Total expenses	\$ 1,468,346	\$ 567,721	\$ 2,036,067	\$ 3,172,445

The accompanying notes are an integral part of these financial statements

CENTER FOR POLICY RESEARCH
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2024
(WITH COMPARATIVE TOTALS FOR 2023)

	2024	2023
<u>Cash flows from operating activities</u>		
Change in net assets	\$ 697,350	\$ 1,092,543
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	3,478	969
Net gains on investments	(374,845)	(291,910)
<u>Changes in operating assets and liabilities</u>		
(Increase)decrease in contracts receivable	(51,521)	(169,725)
(Increase)decrease in prepaid expenses	52,221	(30,921)
Increase(decrease) in accounts payable	(131,609)	81,151
Increase(decrease) in payroll accruals	26,199	3,556
Net cash provided by operating activities	221,273	685,663
<u>Cash flows from investing activities</u>		
(Purchases) of investments	(185,000)	(985,000)
Proceeds from investments	27,000	267,000
(Reinvestment) of interest and dividends	(108,946)	(83,646)
Net cash used by investing activities	(266,946)	(801,646)
<u>Cash flows from financing activities</u>		
(Repayment) on financing liability	(2,484)	-
Net increase (decrease) in cash and cash equivalents	(48,157)	(115,983)
Cash and cash equivalents, beginning of year	111,536	227,519
Cash and cash equivalents, end of year	\$ 63,379	\$ 111,536

The accompanying notes are an integral part of these financial statements

CENTER FOR POLICY RESEARCH
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2024

NOTE 1 - NATURE OF ACTIVITIES

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

- Colorado Pathways to Success - Youth at Risk of Homelessness Phase III Summative Evaluation: 2020-2025 - Contract with Mathematica Policy Research pursuant to the Youth at Risk of Homelessness Grant from the Department of Human Services, Administration of Children and Families, Children's Bureau to conduct a summative evaluation of the Colorado Pathways to Success (Pathways) intervention. Pathways is an innovative service model developed alongside the Colorado Department of Human Services, Office of Children, Youth, and Families, designed to prevent and address homelessness for at-risk youth who have a history of child welfare and foster care involvement. The summative evaluation is actively being implemented statewide in Colorado, with both treatment and comparison outcomes recorded in a centralized database administered by CPR. Study enrollment began in September 2021 and is anticipated to span 27 months.
- SAFE Access for Victims' Economic Security (SAVES) Center - Colorado Department of Human Services, Division of Child Support Services, 2022-2025 - CPR's contract with the Colorado Department of Human Services (CDHS), Division of Child Support Services (DCSS) is pursuant to a 5-year, \$11.2 million cooperative agreement between CDHS and the Federal Office of Child Support Services (OCSS). Under this contract, CPR is assisting CDHS with the creation and operation of the Safe Access for Victims' Economic Security (SAVES) Center which aims to enhance the safe delivery of child support, paternity, and parenting time services to survivors of domestic violence. CPR will provide technical assistance and evaluation services to 13 SAVES demonstration projects funded by OCSE (12 states and one tribe), conduct research on the experiences of domestic violence survivors in the child support program, make policy recommendations, and create resources and training for child support professionals nationwide to promote safety and economic security for survivors. The full press release for this project is available on the ACF website.
- LCO Good Life - Bright Futures for Ojibwe Youth 2022-2025 -Contract with Lac Courte Oreilles (LCO) Tribal Child support program to evaluate a federal demonstration project entitled *Charting a Course for Economic Mobility and Responsible Parenting*. The LCO will implement a variety of educational and outreach activities that align with Ojibwe culture to encourage tribal youth to plan for their future by completing their education and engaging in a committed relationship prior to having children. The project will engage a curriculum developer and tribal elders to translate cultural values into relevant content. It will be distributed via Ojibwe College students, a social media campaign, a web-based game, an Ojibwe culture camp. CPR will produce three briefs that describe the project, report on implementation patterns, and present evaluation outcomes.
- US Housing and Urban Development (HUD) 2020-2024 - This three-year contract with HUD involved generating and linking administrative data from multiple sources about homeless youth in Colorado. The goal of the effort is to generate a sustainable and replicable approach to estimating homelessness among youth, ages 14-24, in Colorado. Another major goal is to describe the child welfare and public assistance program participation of younger (K-12), and the police involvement characteristics and histories of older (18-24) homeless youth. As part of the project, CPR made a major subaward to the University of Denver's Colorado Evaluation and Action Lab.

NOTE 1 - NATURE OF ACTIVITIES (Continued)

- IMPACs 2020-2026 - CPR's contract with CO Department of Human Services, Division of Child Support Services (DCSS) is to provide evaluation services for an employment initiative funded by the Colorado legislature using funding from Federal TANF and State MOE monies. The Improved Payment and Child Success (IMPACS) project offers employment services to unemployed and under-employed noncustodial parents in the child support program in interested counties. To date, county participants have included Denver, Weld, Jefferson, Delta, Larimer, and Montrose. Additional counties are being recruited. Outcomes of interest include changes in employment, earnings, child support payments and father-child relationships.
- Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) Project 2022-2024 - CPR's subcontract with University of Denver, Colorado Evaluation and Action Lab is pursuant to its primate contract with the Colorado Department of Human Services to conduct rigorous evaluations of various interventions and approaches to prevent child abuse and neglect as required in the Family First Initiative. CPR's duties involve designing and implementing a rigorous evaluation of the TF-CBT intervention in Denver Public Schools with the goal of establishing it as an evidence-based research practice that would be approved for use within the Family First Initiative. Children recruited and treated using TF-CBT were compared with their counterparts treated with other therapy approaches.
- Generational Opportunities to Achieve Long-Term Success (GOALS) 2018-2024 - Contract with Arapahoe County Department of Human Services to design, implement and test a 2Gen Approach to addressing economic insecurity among homeless families. Conducted with Family Tree and Arapahoe County Human Services, in partnership with diverse government and community-based service providers, the project will serve approximately 15 families at a time who will be housed at the Oxford Vista campus at the former Excelsior Youth Center at 15001 E. Oxford Ave. in Aurora, for stays of approximately four to nine months. CPR's formative and impact evaluations address the implementation of the project, client characteristics and client outcomes. Homeless families who receive 2Gen services are compared with a control group comprised of families that receive regular services.
- Trailbuilding Project 2021-2025 - CPR's purchase order from the Colorado Department of Human Services, Division of Child Support Services (DCSS) is to evaluate a demonstration project funded by the Federal Office of Child Support Services entitled Charting a Course for Economic Mobility and Responsible Parenting. The project aims to develop youth-driven messages about the benefits of education and delayed parenting and disseminate them to at-risk youth through various social media platforms including TikTok, Snapchat, YouTube, and Instagram. CPR's evaluation will assess the process and efficacy of engaging youth in the development and distribution of social change messages.
- DELTA AHEAD Arizona 2023-2028— CPR provides evaluation services to the Arizona Coalition to End Sexual and Domestic Violence (ACESDV) for a five-year project funded by the CDC known as the Domestic Violence Prevention Education and Leadership Through Alliances (DELTA): Achieving Health Equity Through Addressing Disparities (AHEAD). DELTA AHEAD aims to help state domestic violence coalitions and their community partners gather and use reliable data to design, implement and evaluate policy and program strategies to prevent intimate partner violence.

NOTE 1 - NATURE OF ACTIVITIES (Continued)

- DELTA AHEAD Tennessee 2023-2026 CPR provides evaluation services to the Tennessee Coalition to End Domestic and Sexual Violence (TCEDSV) for a five-year project funded by the CDC known as the Domestic Violence Prevention Education and Leadership Through Alliances (DELTA): Achieving Health Equity Through Addressing Disparities (AHEAD). DELTA AHEAD aims to help state domestic violence coalitions and their community partners gather and use reliable data to design, implement and evaluate policy and program strategies to prevent intimate partner violence.
- Div. Child Support Needs Assessment for DV CO 2024-2025 CPR's contract with the Colorado Department of Human Services DVP is working with interested partners to better understand the needs of domestic violence survivors and the network of community-based anti-violence organizations that support domestic violence survivors
- Fatherhood Research and Practice Network - CPR continues to donate internal resources to operate the Fatherhood Research and Practice Network (FRPN) and conduct relevant research, writing and dissemination activities. In 2022, this involved releasing a monthly newsletter to over 4,000 FRPN subscribers and completing, releasing and publicizing a CPR report entitled, *Policies and Programs Affecting Fathers: A State-by-State Report*. This new national resource examines the status of policy that affects low-income fathers in 10 areas of public life: child support, child welfare, criminal justice, early childhood, education, employment, family law, food and housing, health and mental health and responsible fatherhood. These activities represent a way to market CPR research capabilities, maintain CPR visibility in the policy arena and contribute to knowledge in the fatherhood and family fields.
- Use of Digital Marketing to Increase Participation in the Lac Courte Oreilles (LCO) Tribal Child Support Program 2018- Ongoing - Contract with the Lac Courte Oreilles Tribal Council pursuant to a grant from the Office of Child Support Enforcement, US Department of Health and Human Services. Experimentation with the use of digital marketing to increase outreach to potential participants in the child support program and evaluation of the effects of various digital marketing strategies on child support applications rates.
- Basic Center 2019-2025 - Contract with Shiloh House to provide services to youth at risk of homelessness in Colorado rural counties using continuous quality improvement strategies. CPR's duties include building and maintaining a comprehensive management information system to collect information on youth in the project, document services that are delivered to youth, and assess youth outcomes.
- Child Support Guideline Projects - Contracts with various states including Alabama, Colorado, Connecticut, DC, Illinois, Iowa, Kentucky, Maryland, Michigan, New Hampshire, Pennsylvania, Virginia and Vermont. Assisting the states in reviewing and updating child support guidelines.
- Native Youth Productions (NYP) 2002-2025 CPR's purchase order with the Colorado Department of Human Services, Division of Child Support Services (DCSS) is to evaluate a demonstration project funded by the Federal Office of Child Support Services entitled Charting a Course for Economic Mobility and Responsible Parenting. NYP involves a collaboration with Denver Indian Family Resource Center (DIFRAC) which will recruit native children involved in the foster and kinship care systems to engage in a transformational process of learning and creation that will culminate in developing a film for their peers that will be distributed online. The intervention aims to advance the cultural and community connectedness of participants and youth exposed to the film that is developed and help them to achieve economic mobility and become responsible parents. CPR will describe the project and assess outcomes.

NOTE 1 - NATURE OF ACTIVITIES (Concluded)

- CGI Advancing Equity in Child Support (\$150,000) 2024-2025 Advancing Equity in Child Support. CPR is a subcontract to CGI, who is the prime contractor to the State of Minnesota. Minnesota received a Section of 1115 grant from the federal Office of Child Support Services to advance equity in child support services that involves a consortium of 11 states and one tribe. CPR is responsible for two tasks: conducting a literature review and an environmental scan of publications addressing equity in child support; and working with the three lead states (i.e., California, Michigan and Minnesota) to pilot how administrative data can be extracted and analyzed to provide data-driven information for a child support issue that concerns equity. For California and Michigan, CPR is conducting research passthrough of child support payments to parents who currently or formerly received cash public assistance. In Minnesota, the research will examine how child support policies (e.g., the failure to modify the order when the parent is incarcerated) affect payer-parents once released in prison.

- Arizona Coalition (ACESDV) RPE 2023-2025 CPR is conducting a capacity assessment for the Arizona Coalition to End Sexual and Domestic Violence (ACESDV) pursuant to a one-year Rape Prevention Education (RPE) program grant that it received from the Centers for Disease Control and Prevention (CDC) to build and enhance their primary prevention capacity dealing with sexual violence.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PROCEDURES

1. Basis of Accounting

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

2. Basis of Presentation

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

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

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

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

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

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

3. Cash and Cash Equivalents

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

4. Capitalization and Depreciation

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

5. Estimates

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

6. Functional Reporting of Expenses

For the year ended December 31, 2024, the costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. The allocations are determined by management on a rational and systematic basis. Salaries and benefits are allocated on a time and effort basis. Occupancy, equipment, and insurance are allocated entirely to management and general as indirect costs. All other expenses are budgeted and allocated across multiple projects on a time and effort basis.

7. Summarized Prior-Year Information

The financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended December 31, 2023, from which the summarized information was derived.

8. Leases

The Organization determines if an arrangement is or contains a lease at inception and whether it will be classified as an operating or finance lease based upon the accounting criteria. Leases are included in right-of-use (ROU) assets and lease liabilities in the statement of financial position. ROU assets and lease liabilities reflect the present value of the future minimum lease payments over the lease term, and ROU assets also include prepaid or accrued rent. The Organization uses the rate implicit in the lease if it is determinable. When the rate implicit in the lease is not determinable, the Organization uses its incremental borrowing rate to determine the present value of the future lease payments. Operating lease expense is recognized on a straight-line basis over the lease term. The Organization applies the short-term lease exemption of not recognizing a ROU asset and lease liability for leases that have terms of 12 months or less. Instead, the lease payments of those leases are reported as lease expense on a straight-line basis over the lease term.

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

9. Income Taxes

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

10. Fair Value Measurements

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

11. Revenue Recognition

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

12. Subsequent Events

Management has evaluated subsequent events through November 11, 2025, the date the financial statements were available for distribution.

NOTE 3 - AVAILABILITY AND LIQUIDITY

The following represents the Organization's financial assets at December 31, 2024:

Financial assets at year-end:	<u>Amount</u>
Cash and cash equivalents	\$ 63,379
Contracts receivable	576,012
Investments	<u>4,083,292</u>
Total financial assets	<u>4,722,683</u>
Less amounts not available for general expenditures within one year due to:	
Board designated - retirement reserve cash and investment account	<u>(44,669)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 4,678,014</u>

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

NOTE 4 - INVESTMENTS

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

<u>Description</u>	<u>Fair Value</u>
Money Market	\$ 926,124
Bond funds	184,119
Stock funds	<u>2,973,049</u>
Total	<u>\$ 4,083,292</u>

Investment income is summarized as follows:

<u>Description</u>	<u>Amount</u>
Beginning balance	\$ 3,441,501
Purchases	185,000
Proceeds	(27,000)
Interest and dividend income	108,946
Unrealized gains (losses)	<u>374,845</u>
Net investment return	<u>483,791</u>
Ending balance	<u>\$ 4,083,292</u>

NOTE 5 - RIGHT OF USE ASSET AND LEASE LIABILITY – FINANCE LEASE

The Organization has an obligation as a lessee for its copier machine. The copier machine lease was classified as a finance lease. The components of lease cost are reflected below:

	<u>Amount</u>
Finance lease cost:	
Amortization of right of use asset	\$ 2,854
Interest on lease liability	<u>850</u>
Total finance lease cost	<u>\$ 3,704</u>

Maturities of the lease liabilities as of December 31, 2024, were as follows:

<u>Year</u>	<u>Finance lease</u>
2025	\$ 4,445
2026	4,445
2027	4,445
2028	4,445
2029	<u>2,222</u>
Total lease payments	20,002
Less present value adjustment	<u>(2,511)</u>
Present value of lease liabilities	<u>\$ 17,491</u>

NOTE 5 - RIGHT OF USE ASSET AND LEASE LIABILITY – FINANCE LEASE (Concluded)

Other information related to the leases were as follows:

<u>Description</u>	<u>Finance lease</u>
Remaining lease term (years):	4.6 years
Discount rate:	6.0%

NOTE 6 - PROPERTY AND EQUIPMENT

At year-end, property and equipment consist of:

<u>Description</u>	<u>Amount</u>
Leasehold improvements	\$ 18,286
Equipment	<u>14,452</u>
Total	32,738
Less: accumulated depreciation	<u>(34,472)</u>
Net property and equipment	<u>\$ 1,120</u>

Depreciation expense for the year was \$624.

NOTE 7 - ASSETS HELD IN TRUST – RETIREE MEDICAL BENEFIT PLAN AND TRUST (ERISA)

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

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

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

In 2021, the Organization moved the majority of the retirement trust balance into their money market and investment account. Funds are withdrawn every six months for what is required to pay the plan administrator for reimbursements to employees. On December 31, 2024, the balance of the retirement trust checking account was \$9,729. On December 31, 2024, the total board retirement reserve balance was \$44,669.

NOTE 8 - TAX SHELTERED RETIREMENT PLAN

The Organization maintains a defined-contribution tax sheltered deferred retirement plan that provides for retirement benefits based on the actual value of contributions at the time of retirement. Employees must have completed three months of service before they become eligible to participate. Employees are fully vested on participation. Employer contributions to the plan are based on the participants' salaries and were 10% of gross salaries. Employees' contributions are voluntary and variable. Total pension expense for the year was \$92,020.

NOTE 9 - RELATED PARTIES

The Organization rents office space, in a building owned by the founder and current president of the Board of Directors of the agency. Monthly payments are \$3,939. No rent was owed at year-end.

TAYLORROTH

Certified Public Accountants

WORKING EXCLUSIVELY WITH NONPROFITS

SUPPLEMENTARY INFORMATION

CENTER FOR POLICY RESEARCH
INDIRECT COST RATE CALCULATION
FOR THE YEAR ENDED DECEMBER 31, 2024

	Total		Total		Indirect	Adjustments	Allowable
	Costs		Direct		Costs	to	Indirect
	Costs		Program		Costs	Indirect	Costs
	Costs		Costs		Costs	Costs	Costs
Salaries	\$ 926,487	(4)	\$ 733,443	(2)	\$ 193,044	-	\$ 193,044
Payroll tax and benefits	452,364	(5)	290,828	(3)	161,536	-	161,536
Grants to others	199,614		199,614		-	-	-
Contract services /incentive	176,207		168,809		7,398	-	7,398
Occupancy	73,335		-		73,335	-	73,335
Travel	51,348		37,686		13,662	-	13,662
Accounting	28,988		-		28,988	-	28,988
Dues	23,561		6,362		17,199	-	17,199
Technology support	19,714		-		19,714	-	19,714
Supplies	15,623		2,087		13,536	-	13,536
Insurance	14,565		-		14,565	-	14,565
Training	13,000		13,000		-	-	-
Return of funds	10,000		10,000		-	-	-
Marketing	4,875		-		4,875	-	4,875
Telephone	4,699		425		4,274	-	4,274
Professional fees	4,398		-		4,398	-	4,398
Legal	3,110		-		3,110	-	3,110
Business licenses	2,158		75		2,083	-	2,083
Postage	1,815		709		1,106	-	1,106
Printing	914		25		889	-	889
Equipment	531		-		531	-	531
Other	5,283		5,283		-	-	-
	2,032,589		1,468,346		564,243	-	564,243
Depreciation	3,478		-		3,478	-	3,478
Total expenses	\$ 2,036,067		\$ 1,468,346		\$ 567,721	\$ -	\$ 567,721 (1)

Calculated indirect cost rate

<u>Total allowable indirect costs(1)</u>		<u>567,721</u>	= 55.43%
Direct salaries(2) + Direct employee benefits(3) @ calculated rate	733,443 +	290,828	

Calculated fringe rate

<u>Total payroll taxes and benefits(5)</u>		<u>452,364</u>	= 48.83%
Total salaries(4)		926,487	

(a) - reimbursements



Jane Venohr, PhD
centerforpolicyresearch.org

EDUCATION

PhD, Economics, University of Colorado
MS, Economics, University of Colorado
BS, Urban Planning, Grand Valley University

CURRENT EMPLOYMENT

Economist and Senior Research Associate 2007 – Present
Center for Policy Research

PREVIOUS EMPLOYMENT

Adjunct Faculty, Macroeconomics, Microeconomics, Business Statistics and the Economics of Gender and Race
Colorado Mountain College 2012 – 2020
Metropolitan State University 1996 – 2007
University of Colorado, Denver 1992 – 1993
Economist and Senior Research Associate 1997 – 2007
Research Assistant/Research Associate 1989 – 1997
Policy Studies, Inc.

TECHNICAL ASSISTANCE ON DEVELOPMENT AND REVIEW OF CHILD SUPPORT GUIDELINES

Venohr has assisted over 40 states, the District of Columbia, U.S. territories, and Tribal Nations in the development and review of child support guidelines. This includes the development of formulas/tables using economic data on the cost of raising children, timesharing adjustments, low-income adjustments, and other guidelines provisions; legislative and judicial testimony; the analysis of case file data on guidelines deviations, application of the low-income adjustment, income imputation and payments; conducting surveys and focus groups to gain input on guidelines recommendations.

Statewide Guidelines: AL, AK, AR, AZ, CA, CO, CT, GA, IA, IL, IN, KS, KY, LA, MD, ME, MI, MN, MS, MO, NC, NE, NJ, NM, NY, NH, NV, OH, OK, OR, PA, RI, SC, SD, TN, UT, VA, VT, WA, WV, WY

District and Territories: District of Columbia, Guam, Northern Mariana Islands

Tribal Nations: Eastern Shoshone Tribe, Northern Arapaho Tribe, and Navajo Nation

OTHER RELEVANT TECHNICAL ASSISTANCE

Safe Access for Victims' Economic Security (SAVES Center) | U.S. Department of Health and Human Services. Office of Child Support Services. Leads the research and evaluation technical assistance to Georgia, Texas, and Virginia. This role includes providing technical assistance on relevant child support policies and practices and works with states to develop, implement and test interventions to make the child support program safe for survivors of domestic violence. 2024 – Present

Advancing Equity in Child Support | U.S. Department of Health and Human Services. Office of Child Support Services. CPR's lead on this multi-facet, multi-state, multi-partner project. Directs the literature review and environmental scan and the collection and analysis of administrative data for equity assessment. 2024 – Present

Evaluation of the Behavioral Interventions for Child Support Services (BICS) Demonstration | U.S. DHHS, subcontract with MDRC. Lead child support expert for Ohio and Georgia and led the development of interventions in encouraged proactive order modification and pre-hearing settlements to establish child support orders. Mapped child support processes and interviewed staff and parents to gain their perspectives 2015 – 2017

OCSE Responsible Fatherhood Programs: Client Characteristics and Outcomes | Federal Department of Health and Human Services, Assistant Secretary of Evaluation and Planning. Provided site monitoring for several project sites and conducted on-site interviews with staff and program participants for most of the sites. This research was also instrumental in expanding the scope of services offered from solely employment referrals to also address supportive services such as substance abuse, parenting-time issues, and other supportive service needs.

SELECTED PROJECTS AT CPR

Exploring a Child Support Pass Through Option for Colorado CO Dept.of Human Serv.	2013
Streamlining the Child Support Modification Process Massachusetts Dept. of Revenue	2010 – 2012
Evaluation of the Work Support Strategies Initiative: An Initiative that Coordinates and Streamlines Applications/Recertifications for Medicaid/CHIP, SNAP, TANF and Child Care Assistance State of Colorado Department of Human Services	2011 – 2012
Pew Center on the States – Strategic Initiatives in Child Support Enforcement Pew Charitable Trust	2011
Parents to Work: A Collaboration between Child Support and a Work Force Program Arapahoe County, Department of Human Services, Child Support Enforcement Division	2008 – 2011
Technical Assistance Guidance for Effective Customer Service Department of Health and Human Services, Office of Child Support Enforcement	2008 – 2009
Grant to Improve Collaboration between Medicaid and the Child Support Program State of Texas, Office of the Attorney General	2007 – 2011
North Dakota 1115 Grant to Test the Collaboration between Child Protective Services and the Child Support Program Sub-contract with Policy Studies Inc	2007 – 2011
Child Support Payment Predictor Model (Using a Neural Network, Common AI Commonwealth of Virginia, Department of Social Services	2004 – 2008

SELECTED PROJECTS WHILE AT PSI

Task Order 42: Study to Investigate Underlying Causes of the Flattening of Increases to Child Support Collections Federal Office of Child Support Enforcement	2006
Impact of Modification Thresholds on Review and adjustment of Child support Orders; and Effects of Child support Order Amounts on Payments by Low-Income Parents Federal Office of Child Support Enforcement	2006
Telephone Survey of State Paternity Establishment Policies and Practices: Summary of Results National Institute for Child Health and Development, Subcontract with Cornell University	1999 – 2003
Exploring Options: Arrears Forgiveness and Passthrough of Payments to Custodial Families State of Minnesota Legislature	1999 – 2000
Profile of Low-Income Fathers in Louisiana; Low-Income Fathers and Child Support: Best Practices and Recommendations; and Low-Income Fatherhood Program: Implementation Evaluation and Early Outcomes State of Louisiana Department of Social Services, Subcontract	2003 – 2004
Grant to Center for Public Policy Studies Child Support Trust Accounts: Guide for Designing A Demonstration Program Ann E. Casey Foundation	2003 – 2004

SELECTED PUBLICATIONS

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

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

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

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

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

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



Kayla Christiani, MS

centerforpolicyresearch.org

EDUCATION

MS 2021	Master of Science Psychology <i>Western Washington University, Bellingham, WA</i>
BS 2014	Bachelor of Science Psychology <i>Western Washington University, Bellingham, WA</i>

CURRENT EMPLOYMENT

Research Assistant January 2023 - Present
Center for Policy Research | Denver, CO

SELECTED RESEARCH, EVALUATION + TECHNICAL ASSISTANCE PROJECTS

Research & Technical Assistance Alabama Child Support Guidelines Funded by the Alabama Department of Child Support Services. Review of child support guideline formula and evaluation of how the guidelines are applied in Alabama.	2025-2026
Research & Technical Assistance Advancing Equity in Child Support Awarded to CGI Technologies and Solutions, Inc. Funded by the U.S. Department of Health and Human Services, Office of Child Support Services. Equity assessment of administrative child support data in California, Michigan, and Minnesota.	2024-2026
Research & Technical Assistance Colorado Prevention Demonstration Program Spark Community Foundation with funding from Family Youth Services Bureau. Prevention Demonstration Program. Evaluation to Track Service Delivery and Measure Outcomes for Youth at risk of homelessness.	2024-2027
Research & Technical Assistance Colorado Transitional Living Program Shiloh House with funding from Family Youth Services Bureau. Transitional Living Program. Evaluation to Track Service Delivery and Measure Outcomes for Rural Homeless Youth.	2020-2025
Research & Technical Assistance Colorado Street Outreach Program Shiloh House with funding from Family Youth Services Bureau. Street Outreach Program. Evaluation to Track Service Delivery and Measure Outcomes for Rural Homeless Youth.	2022-2025
Research & Technical Assistance Colorado Basic Center Program Shiloh House with funding from Family Youth Services Bureau. Basic Center Program. Evaluation to Track Service Delivery and Measure Outcomes for Rural Homeless Youth.	2017-2025
Research & Technical Assistance Generational Opportunities to Achieve Long-Term Success (GOALS) program Arapahoe County Human Service and Family Tree, Inc. Formative and Impact Evaluation using a Two-Generation approach to addressing economic security among homeless families.	2018-2024
Research & Technical Assistance Estimating the Prevalence of Youth Homelessness U.S. Department of Housing and Urban Development. Office of Research. Building a sustainable and replicable approach to estimate youth homelessness with the Linked Information Network of Colorado (LINC).	2020-2024
Research Assistance Improving Payments and Child Success (IMPACS): Colorado Department of Human Services Division of Child Support Services	2020-2027

PUBLICATIONS & REPORTS

- Davis, L. & Christiani, K. (2025, May). Identifying and Serving Homeless Youth in Rural Colorado: 2024 Rural Collaborative Annual Report. Denver, Colorado: Center for Policy Research.
- Davis, L., Christiani, K., Whearty, J., & Tegegne, B. (2024, November). Generational Opportunities to Achieve Long-Term Success: A 2Gen Outcomes Study of Families Experiencing Homelessness. Denver, Colorado: Center for Policy Research.
- Davis, L. & Christiani, K. (2024, May). Identifying and Serving Homeless Youth in Rural Colorado: 2023 Rural Collaborative Annual Report. Denver, Colorado: Center for Policy Research.
- Davis, L. & Christiani, K. (2023, May). Identifying and Serving Homeless Youth in Rural Colorado: 2022 Rural Collaborative Annual Report. Denver, Colorado: Center for Policy Research.
- Lambert, L., Joshanloo, M., Warren, M. A., Christiani, K., Lomas, T., Cody, B., El Chalabi, A., Kruchlik, G., & Al Sabah, I. (2023). Promoting kindness through the positive theatrical arts: Assessing Kuwait's Boomerang program. *Psychological Studies*, 68, 101–113. <https://doi.org/10.1007/s12646-022-00706-2>
- Barber Degraaff, R., Christiani, K., Coleman, B. R., Dahlberg, C. L., & Kodner, R. B. (2024). *Description and analysis of a model for diversity, equity, and inclusion workshops in STEM: Designed for science culture, by scientists*. Manuscript submitted for publication.
- Bedi, R.P., Christiani, K. D., & Sinacore, A. (2020). A survey of the Characteristics and Professional Practices of Members in the Canadian Psychological Association's section on counselling psychology. *Counselling Psychology Quarterly*, 33, 245-263. <https://doi.org/10.1080/09515070.2018.1538935>
- Bedi, R. P., Christiani, K. D. & Cohen, J. A. (2018). The future of Canadian counselling psychology: doctoral students. *Counselling Psychology Quarterly*, 31, 205-222. <http://dx.doi.org/10.1080/09515070.2016.1277977>
- Czopp, A, Lehman, B., McLean, K., Christiani, K. D., Haraldsson, K., Lawley, K., Murphy, E., & Waldrop, R. (2018, September). Report to Whatcom Community College Faculty and Staff Survey on The Equity Project. Bellingham, Washington: Center for Cross Cultural Research at Western Washington University.
- Bedi, R. P., Sinacore, A. & Christiani, K. D. (2016). Counselling psychology in Canada. *Counselling Psychology Quarterly*, 29, 150-162. <https://doi.org/10.1080/09515070.2015.1128398>
- Goodyear, R., Lichtenberg, J., Hutman, H., Overland, E., Bedi, R. P., Christiani, K., Di Mattia, M., du Preez, E., Farrell, B., Feather, J., Grant, J., Han, Y., Ju, Y., Lee, D., Lee, H., Nicholas, H., Jones Nielsen, J., Sinacore, A., Tu, S., & Young, C. (2016). A global portrait of counselling psychologists' characteristics, perspectives, and professional behaviors. *Counselling Psychology Quarterly*, 29, 115-138. <https://doi.org/10.1080/09515070.2015.1128396>

CONFERENCE PRESENTATIONS

- Christiani, K. D., & Davis, L. (2025, January). *Generational Opportunities to Achieve Long-Term Success: A 2Gen Program Supporting Families Experiencing Homelessness*. Paper presented at the annual meeting of the Society for Social Work and Research, Seattle, WA, United States.
- Waldrop, R., Christiani, K. D., & Lehman, B. (2019, June). *Report to Whatcom Community College Faculty and Staff Survey on The Equity Project*. Paper presented at the Society for Community Research and Action Biennial Conference, Chicago, IL, United States.
- Christiani, K. D., & Bedi, R. P. (2019, May). *The Next Generation of Canadian counselling psychologists: Students' alignment with CPA's definition of counselling psychology*. Paper presented at the annual meeting of the Canadian Psychological Association, Halifax, NS, Canada.
- Bedi, R. P., Sinacore, A., & Christiani, K. D. (2016, June). *Who are Canadian Counselling Psychologists and What Do They Do: A Survey of the Section on Counselling Psychology*. Paper presented at the annual meeting of the Canadian Psychological Association, Victoria, British Columbia, Canada.
- Bedi, R. P. & Christiani, K.D. & Cohen, J. A. (2016, June). *Doctoral Students in Canadian Counselling Psychology Programs: A Survey*. Paper presented at the annual meeting of the Canadian Psychological Association, Victoria, British Columbia, Canada.

- Bedi, R. P., Christiani, K. D. & Cohen, J. A. (2016, June). *Student Members of the Counselling Psychology Section: A Survey*. Paper presented at the annual meeting of the Canadian Psychological Association, Victoria, British Columbia, Canada.
- Bedi, R. P. & Christiani, K.D. (2015, June). *Counselling in India: A Canadian counselling psychologist's journey*. Paper presented at the annual meeting of the Canadian Psychological Association, Ottawa, Ontario, Canada.

RELEVANT EXPERIENCE AND PAST EMPLOYMENT

Education Evaluator, Whatcom Community College 2022-2023
Washington State Earth Sciences Summit Evaluation: Pathways for Undergraduates |
Bellingham, WA

Graduate Research Assistant, Western Washington University 2017-2021
Department of Psychology | Department of Biology | Bellingham, WA



Ali McLagan, MA

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EDUCATION

MA 2021	Master of Arts in the Social Sciences Concentration in Psychology <i>University of Chicago, Chicago IL</i>
BA 2019	Bachelor's in Behavioral Neuroscience and Ethnic Studies <i>University of San Diego, San Diego CA</i>

CURRENT EMPLOYMENT

Research Assistant Center for Policy Research Denver, CO	June 2023 - Present
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SELECTED RESEARCH, EVALUATION + TECHNICAL ASSISTANCE PROJECTS

Technical and Research Assistance Colorado Pathways Colorado Department of Human Services with funding from Children's Bureau. Youth at Risk of Homelessness Demonstration. 3 Phase Formative and Summative Evaluation to End Homelessness Among Youth Aging Out of Foster Care.	2014-2027
Technical and Research Assistance Domestic Violence Prevention Enhancement and Leadership Through Alliances (DELTA): Achieving Health Equity Through Addressing Disparities (AHEAD) Center for Disease Control and Prevention, Subcontract with Arizona Coalition to End Sexual and Domestic Violence	2023-2028
Technical and Research Assistance Rape Prevention Education Program (RPE) Center for Disease Control and Prevention, Subcontract with Arizona Coalition to End Sexual and Domestic Violence	2023-2028
Technical and Research Assistance Colorado Improved Payments and Child Success Program (IMPACS) Colorado Department of Human Services, Division of Child Support with funding from the Federal Office of Child Support Services (OCSS)	2022-2025
Technical and Research Assistance Needs Assessment for Domestic Violence (DV) Services in Colorado Colorado Office of Children, Youth & Families, Domestic Violence Program	2024

SELECTED PUBLICATIONS

In the temporal organization of episodic memory, the hippocampus supports the experience of elapsed time. Sabariego, M., Tabrizi, N. S., Marshall, G. J., McLagan, A. N., Jawad, S., & Hales, J. B. (2021). <i>Hippocampus</i> , 31(1), 46-55.	2021
Displaced object recognition memory in rats. McLagan, A. N., & Hales, J. B. (2019). <i>Bio-protocol</i> , 9(8), e3212-e3212.	2019

RELEVANT EXPERIENCE AND PAST EMPLOYMENT

Research Project Coordinator, Northwestern University
Feinberg School of Medicine | Center for Health Services and Outcomes
Research | Chicago, IL

August 2021 –
November 2022

Graduate Research Assistant, University of Chicago
The University of Chicago Medicine | REACT Program | Chicago, IL

August 2020 –
August 2021



Dolores Santos
centerforpolicyresearch.org

EDUCATION

	ESL Program, 2 years business classes <i>Napa Valley College, Chabot College (Hayward, CA)</i>	1996-2000
H.S Diploma	Front Range Community College ESL Program Westminster, CO	2001
Technical Degree Business Degree	Instituto Tecnológico de Ciudad Guzmán México	1996

CURRENT EMPLOYMENT

Office Manager Center for Policy Research Denver, Colorado	2021 – Present
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RELEVANT EXPERIENCE AND PAST EMPLOYMENT

Mulligan Breit, LLC, Law Office Legal Assistant	2015 - 2023
17 th Judicial District Brighton, CO Clerk for Judge Leroy Kirby	2010 – 2015
17 th Judicial District Brighton, CO Clerks assistant	2007 - 2010
Wells Fargo Bank Brighton, CO Customer Service/Lead Teller	2002 - 2007
