



Open-ended Working Group on Ageing  
for the purpose of strengthening the protection  
of the human rights of older persons



UNITED NATIONS  
HUMAN RIGHTS  
OFFICE OF THE HIGH COMMISSIONER

## **Application for accreditation to the Open-ended Working Group on Ageing**

**Date of application: 2013-07-02**

**This application is submitted by:**

**National Guardianship Association**

174 Crestview Drive

Bellefonte, PA 16823

Phone: 877-326-5992

Fax: 814-355-2452

info@guardianship.com



For questions or comments about this application or about the National Guardianship Association, please contact Brian W. Lindberg, Public Policy Director, at (202) 789-3606 or via email: [brian@consumers.org](mailto:brian@consumers.org).

**The format, below, follows the application guidelines on the website for the Open-ended Working Group on Ageing for NGO Accreditation.**

### **a. The purpose of the organization:**

The mission of the National Guardianship Association is to advance the nationally recognized standard of excellence in guardianship. Every person will be provided respect, due process, rights, and dignity in guardianship. We value integrity, quality, collaboration, diversity, and growth.

Our programs relate to Guardianship Education and Knowledge; Membership Service and Satisfaction, Guardianship Advocacy and Public Policy Development, and Public, Family, and Professional Awareness.

Guardians are appointed by courts of law to care for an incapacitated person. This person is often an older adult who has become physically or mentally incapable of making or communicating important decisions for her/himself. Guardians often

handle finances or take care of the person's home or other possessions. A guardian may be a family member, a non-profit social service agency, a professional guardian, or a local or state agency.

The National Guardianship Association works with guardians, agencies, and law enforcement to educate, advocate, and promote the highest professional standards for all guardians, with the ultimate goal being to serve our clients with dignity, respect, and compassion.

## **b. Information as to the programmes and activities of the organization in areas relevant to the human rights of older persons:**

The following are goal areas relevant to the human rights of older persons, with the objectives identified for implementation in 2013.



### **Guardianship Advocacy and Public Policy Development**

**Goal statement: to achieve universal uniformity in standards of practice and procedures, and to advance public policy that ensures integrity and due process in the implementation of guardianships.**

- 1.1 Improve the Standards of Practice and Agency Standards to align with recommendations from the Summit.
- 1.2 Initiate activities to develop public policy strategies and improve NGA's participation and recognition in national advocacy arenas.
- 1.3 Continue participation in national leadership group for guardianship. (NGN delegates)



### **Guardianship Education and Knowledge**

**Goal statement: To increase professionalism of guardians through setting standards of excellence, and to ensure that quality service is provided by those who serve as guardians by developing well-trained, knowledgeable, certified individuals and agencies who define the standard for guardianship practice.**

- 2.1 Continue to stage a financially successful annual conference.
- 2.2 Increase participation in Fundamentals training.
- 2.3 Continue educational opportunities to assist guardians preparing for certification. (Review Courses)
- 2.4 Increase opportunities for professional development through education. (webinars)
- 2.5 Increase number of Approved Educators.
- 2.6 Continue to stage the Colloquium as self-supporting and well-attended.
- 2.7 Provide educational support for those preparing for the NMG certification.

- 2.8 Determine value and feasibility of developing core competency materials/curriculum for community colleges and increase communication with students interested in guardianship.
- 2.9 Increase interest in the two scholarships offered to attend the annual conference.



### **Public, Family and Professional Awareness**

**Goal statement:** To raise the image of the guardian as a profession, to promote family guardians, public guardians, and private guardians, as well as other stakeholders, as viable options for advocacy services; and to advance the concept of good guardians as experts in surrogate/supporting decision-making, and to strategically increase awareness of NGA as an association representing excellence in guardianship.

- 4.1 Increase awareness of NGA as an association to targeted audiences, including those that reach family guardians and allied professionals. (speakers, exhibits at other conferences)
- 4.2 Increase awareness of the 2011 Summit outcomes. (work with NGN on key messages)
- 4.3 Continue NGA's visibility in providing information about guardianship in media channels.

### **c. Confirmation of the activities of the organization at the national, regional or international level:**

#### **National Guardianship Association - Accomplishments for 2012:**

Sponsored annual National Conference on Guardianship held in October in Portland, Oregon, with 354 total attendees – open to members and non-members.

Sponsored four webinar series as a Review Course for those preparing for certification – in January, March, May, August – and an onsite course at the annual conference in October, with 94 total registrants.

Also sold 196 copies of the National Certified Guardian Study Guide, along with 68 specific to California and 24 specific to Florida certification programs.

Offered a webinar series on “Fundamentals in Guardianship” twice – in April and September – with 49 participants.

Developed and offered a webinar on Medicare/Medicaid Benefits in October with 20 participants.

Planned and staged a Colloquium on Guardianship in May in Albuquerque, New Mexico, with 94 total attendees.

Continued to offer the six Website Training Modules for guardians to study, take a test, and receive continuing education credits toward their national certification, with 22 member and non-member participants in 2012.

Developed a strategy for involvement in public policy activities for launch in 2013, approving the hiring of a public policy advisor for that year.

Continued participated in liaison activities with the National Guardianship Network, an alliance of national organizations with an interest in guardianship needs and issues, with three volunteer representatives.

Began work to update the Standards of Practice to reflect recommendations from the 2011 Summit on Guardianship Standards.

Developed a marketing plan for more visibility at related organizations' conferences through exhibiting and providing speakers.

Launched a Linked In social media site for member and non-member communication, with 135 participants at year-end.

Membership Directory continually updated as an online directory with search capability.

Monitored success of offering complimentary trial memberships to recently certified guardians to encourage their continued membership the following year, with 24% renewal.

Maintained regular communication with 24 state affiliates during the year through four conference calls and one physical meeting at the annual conference, along with a leadership training session at that event.

Sent 59 email broadcasts to members and non-members on the database, with 148,035 contacts made. Monitored and facilitated 98 listserv messages among 606 individuals voluntarily participating on the NGA listserv.

Newsletter sent six times during the year to approximately 1,000 members, affiliated state organizations, etc.

Sold 2,760 publications of various titles on guardianship issues to members and non-members.

Staff provided 3,121.50 hours of time to supporting the organization, for an average of 60 hours per week. Volunteer leaders contributed approximately 950 hours of time during the year in board and committee service.

**d. Copies of the annual or other reports of the organization with financial statements, and a list of financial sources and contributions, including governmental contributions:**

The most recent financial report is for FY 2012, below. Also attached below is the Asset and Liabilities worksheet and the list of contributors.

Cash Balance 12/31/11

\$ 184,059.55

	This Year's Actual	This Year's Budget	% of Budget	2011 Year's Actual	2012 % of 2011 Actuals
<b>Income</b>					
4000 · Advertising Income	1,070.00	600.00	178%	600.00	178%
4010 · Fees and Commissions	180.00	300.00	60%	300.00	60%
4050 · Contributions	1,935.00	0.00		0.00	
4120 · Exhibit Income	8,050.00	9,000.00	89%	8,225.00	98%
4250 · Interest Income	351.82	300.00	117%	353.60	99%
4450 · Membership Dues	185,020.00	160,350.00	115%	154,155.00	120%
4470 · Miscellaneous Income	55.00	60.00	92%	65.00	85%
4610 · Publication Sales	26,546.00	31,600.00	84%	30,941.00	86%
4750 · Sponsorships	14,000.00	12,500.00	112%	11,250.00	124%
4910 · Conference Registration Income	139,860.00	126,500.00	111%	108,435.00	129%
4911 · Review Course Registration	11,925.00	12,000.00	99%	11,012.50	108%
4912 · Webinar/Website Modules Income	3,800.00	2,100.00	181%	830.00	458%
4913 · Fundamentals Registration	6,500.00	3,400.00	191%	0.00	
4920 · Certificate Income	2,840.00	3,000.00	95%	2,200.00	129%
<b>Total Receipts</b>	<b>402,132.82</b>	<b>361,710.00</b>		<b>328,367.10</b>	<b>122%</b>
4400 - Plus Corporate Marketing Income received in 2011 for 2012 Operating Budget	20,000.00	20,000.00	100%	0.00	
<b>TOTAL INCOME</b>	<b>422,132.82</b>	<b>381,710.00</b>	<b>111%</b>	<b>328,367.10</b>	<b>129%</b>
<b>Expenses</b>					
5200 · Cost of Publications	5,824.18	6,100.00	95%	4,834.66	120%
7010 · Artwork, Photos & Signs	806.84	1,575.00	51%	691.21	117%
7020 · Awards	559.64	500.00	112%	1,525.07	37%
7030 · Bank Fees	350.49	325.00	108%	300.00	117%
7040 · Board & Committee Expenses	40,365.97	58,950.00	68%	31,787.70	127%
7060 · Conf/Trade Show Site Exp	87,691.32	91,925.00	95%	76,991.82	114%
7061 · Webinar Audio Expenses	2,719.85	3,250.00	84%	1,985.80	137%
	<b>This Year's</b>	<b>This Year's Budget</b>	<b>% of</b>	<b>2011 Actual</b>	<b>2012 % of 2011 Actuals</b>
7070 · Contracted Services	5,998.95	4,625.00	130%	3,662.50	164%
7080 · Copying Costs	5,745.13	6,825.00	84%	4,932.66	116%
7090 · Credit Card Fees	7,265.66	5,600.00	130%	5,554.05	131%
7200 · Dues & Contributions	600.00	500.00	120%	550.00	109%

7220 · Fees and Rebates	1,475.90	2,240.00	66%	1,896.52	78%
7240 · Insurance and Taxes Expense	2,899.19	4,100.00	71%	3,159.05	92%
7290 · Management Fee	129,600.00	129,600.00	100%	129,600.00	100%
7305 · Miscellaneous Expense	388.17	500.00	78%	744.14	52%
7350 · Office Expense	600.00	630.00	95%	626.27	96%
7370 · Postage, Shipping & Mailing	8,521.72	8,425.00	101%	7,526.56	113%
7400 · Printing	3,652.84	6,500.00	56%	3,729.16	98%
7420 · Professional Fees	1,758.75	300.00	586%	4,860.00	36%
7430 · Promotion Costs	0.00	3,200.00	0%	851.76	0%
7435 · Registration Expense	271.29	400.00	68%	295.16	92%
7440 · Speaker Expense	3,828.17	8,600.00	45%	1,675.77	228%
7480 · Telephone & Fax	2,226.00	2,200.00	101%	2,063.57	108%
7500 · Staff Travel & Costs	8,822.11	8,500.00	104%	7,050.00	125%
7600 · Website Expenses	3,961.00	3,000.00	132%	4,966.95	80%
<b>Total Expenditures</b>	<b>325,933.17</b>	<b>358,370.00</b>	<b>91%</b>	<b>301,860.38</b>	<b>108%</b>
Set-aside for Public Policy Staffing	15,000.00	15,000.00	100%	15,000.00	100%
<b>TOTAL EXPENSES</b>	<b>340,933.17</b>	<b>373,370.00</b>	<b>91%</b>	<b>316,860.38</b>	<b>108%</b>
<b>Excess Operating Revenue over Expense</b>	<b>\$81,199.65</b>	<b>\$8,340.00</b>		<b>\$11,506.71</b>	<b>706%</b>
Corporate Marketing Income received in 2012 for 2013 Operating Budget		10,000.00			
Added to Special Projects Fund (auction)		4,328.00			
Deducted from Special Projects Fund (scholarships)		760.00			
<b>Cash Balance 12/31/12</b>		<b>\$ 273,827.20</b>			

**National Guardianship Association  
Balance Sheet**

As of December 31, 2012

**December 31, 2012**

**ASSETS**

**Current Assets**

1001 · Fulton Checking 480.38

1002 · Fulton Money Market 160,809.62

**Total Checking/Savings** 161,290.00

**Other Current Assets**

1050 · CRF CD .30% 11/26/13 55,600.65

1052 · CRF CD .30% 5/7/13 26,850.12

1053 · PP CRF CD .25% 5/14/13 30,086.43

**Total Other Current Assets** 112,537.20

**Total Current Assets** 273,827.20

**TOTAL ASSETS** 273,827.20

**LIABILITIES & EQUITY**

**Liabilities**  
**Current Liabilities**  
**Other Current Liabilities**

2130 · Corporate Marketing - 2013	10,000.00
<b>Total Other Current Liabilities</b>	<b>10,000.00</b>

<b>Total Current Liabilities</b>	<b>10,000.00</b>
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<b>Total Liabilities</b>	<b>10,000.00</b>
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**Equity**

3002 · Special Projects Fund	9,401.18
3003 · Public Policy Staff Fund	30,086.43
3010 · Cash Reserve Fund	82,450.77
3900 · Member Equity	42,121.17
Net Income	99,767.65

<b>Total Equity</b>	<b>263,827.20</b>
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<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>273,827.20</b>
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**CONTRIBUTIONS,  
2012 TO DATE**

01/19/2012	Hess, Tina	2012 Advocacy Donation	\$20
01/19/2012	Hogan, Patricia	2012 Advocacy Donation	\$20
01/25/2012	Jarvi, Bertha	2012 Advocacy Donation	\$50
02/08/2012	Vatlot, Jane E.	2012 Advocacy Donation - Donation Honor Dolores Castaldo	\$20
02/08/2012	Carlson, Sally	2012 Advocacy Donation	\$50
02/15/2012	Better Life Guardianship LLC	2012 Advocacy Donation	\$30
02/15/2012	Courtney, Christine	2012 Advocacy Donation	\$20
03/02/2012	Paage, Claudette	2012 Tax Deductible Advocacy Donation	\$50
03/02/2012	Personal Guardianship Services, Inc.	2012 Advocacy Donation - Wanda Bevington	\$40
03/15/2012	Vonderohe, Lynne	2012 Tax Deductible Advocacy Donation	\$40
03/22/2012	Miller, Diane	2012 Tax Deductible Advocacy Donation	\$20
04/12/2012	Feliciani, Robert	2012 Advocacy Donation	\$50
05/18/2012	John Fusik & Associates, LTD	2012 Tax Deductible Advocacy Donation	\$40
			<b>\$450</b>

**CORPORATE  
MARKETING FEES**

1/6/2012	SEM Applications	2012 Marketing Program	\$10,000
1/6/2012	Dominion Insurance Services	2012 Marketing Program	\$10,000
1/19/2012	Prudent Investors Network	2012 Marketing Program	\$10,000

**e. A list of members of the governing body of the organization  
and their countries of nationality:**

**NGA** **2013 BOARD OF DIRECTORS**

**Officers:**

Michelle Hollister, Esq., President  
Kim Grier, NCG, President Elect  
Ginny Casazza, Secretary-Treasurer  
Hon. Irvin G. Condon, JD, Past President

**Directors:**

<b>Wanda Bevington, NCG, MS, LSW</b> Email: <a href="mailto:guardianship@cinci.rr.com">guardianship@cinci.rr.com</a> Term expires 12/14	Personal Guardianship Services, Inc. PO Box 46465 Cincinnati, OH 45246	Phone: 513-821-550 Fax: 513-821-550
<b>Ginny Casazza, BA, NCG-Emeritus</b> Email: <a href="mailto:casazzagabby@gmail.com">casazzagabby@gmail.com</a> Term expires 12/13	765 Oak Creek Drive Reno, NV 89511	Cell: 775-219-002 Home: 775-853-181
<b>Carleton Coleman</b> Email: <a href="mailto:cfc Coleman@dhr.state.ga.us">cfc Coleman@dhr.state.ga.us</a> Term expires 12/15	Division of Aging Services/Adult Protective Services 3575 Macon Road Suite 26 Columbus, GA 31907	Cell (WK): 706-260-872 Fax: 706-565-268 Cell (Per.): 706-315-327 Home: 706-565-736
<b>Hon. Irvin G. Condon, JD</b> Email: <a href="mailto:irvcondon@charlestoncounty.org">irvcondon@charlestoncounty.org</a> Term expires 12/13	Charleston County Probate Court 100 Broad Street, Suite 469 Charleston, SC 29401	Phone: 843-958-515 Fax: 843-958-515 Cell: 843-817-203
<b>Karen Elliott NCG</b> Email: <a href="mailto:karen@maineadultguardianship.com">karen@maineadultguardianship.com</a> Term expires 12/15	Maine Adult Guardianship Services P.O. Box 773 Gray, ME 04039	Phone: 207-319-685
<b>Frank Fajardo, JD</b> Email: <a href="mailto:frank.fajardo@state.nm.us">frank.fajardo@state.nm.us</a> Term expires 12/13	New Mexico Office of Guardianship Developmental Disabilities and Planning Council 810 W San Mateo, Ste. C Santa Fe, NM 87505	Phone: 505-476-733 Fax: 505-476-732 Cell: 303-514-945
<b>Jane Gildersleeve</b> Email: <a href="mailto:janeegildersleeve@gmail.com">janeegildersleeve@gmail.com</a>	1A Jerome Smith Rd. Provincetown, MA 02657	Phone: 508-487-376 Fax: 508-487-071 Cell: 973-479-456



Term expires 12/15

**Kim Grier, NCG**  
Email: [kimgrier@att.net](mailto:kimgrier@att.net)  
Term expires 12/13

Division of Aging Services  
Georgia Dept. of Human Services  
2 Peachtree Street, NW  
Suite 33-474  
Atlanta, GA 30303

Phone: 404-520-210  
Fax: 404-657-528  
Cell: 404-432-177

**Michelle R. Hollister, Esq**  
Email: [mhollister@solkoff.com](mailto:mhollister@solkoff.com)  
Term expires 12/13

Solkoff Legal, P.A.  
2605 W. Atlantic Ave#A-103  
Delray Beach, FL 33445

Phone: 561-733-424  
Fax: 561-733-423  
Cell: 850-264-946

**Sally Hurme JD**  
Email: [shurme@aarp.org](mailto:shurme@aarp.org)  
Term expires 12/14

AARP Education & Outreach  
601 'E' Street NW S11-155  
Washington, District of Columbia 20049

Phone: 202-434-215  
Fax: 202-434-660  
Cell: 703-303-767

**Shay Jacobson, RN, MA, NMG**  
Email: [sjacobson@lcius.com](mailto:sjacobson@lcius.com)  
Term expires 12/14

Lifecare Guardianship, Inc.  
8330 South Madison Street Suite 90  
Burr Ridge, IL 60527

Phone: 630-953-215  
Fax: 630-953-215  
Cell: 630-779-285

**Michelle Kenney, NCG Emeritus**  
Email: [michelle@felc.com](mailto:michelle@felc.com)  
Term expires 12/13

Florida Elder Law Concepts, P.A.  
2499 Glades Road, Suite 311  
Boca Raton FL 33431

Office: 561-245-462  
Fax: 561-245-474  
Cell: 954-205-375

**Gale Kirk, NCG**  
Email: [galekirk@yahoo.com](mailto:galekirk@yahoo.com)  
Term expires 12/13

North Carolina Guardianship Assn.  
48713 High Rock Road  
Richfield, NC 28137-7906

Phone: 704-279-897  
Cell: 704-305-023

**Lucille Lyon MPA, CLPF**  
Email: [lucille1000@gmail.com](mailto:lucille1000@gmail.com)  
Term expires 12/15

County of Orange Public Administrator  
1300 S. Grand Avenue  
Santa Ana, CA 92705

Phone: 714-567-737  
Cell: 909-576-873

**Lt. Col. Phyllis Mitchell, RN, PHN, FCN, COHC, NCG**  
Email: [pmitchel@umich.edu](mailto:pmitchel@umich.edu)  
Term expires 12/14

American Legal Nurse Consultants  
16728 SE 43rd Street  
Issaquah, WA 98027

Phone: 425-223-144  
Fax: 425-373-032  
Fax: 586-226-932  
Cell: 206-979-528  
Cell: 425-213-152  
Cell: 586-772-595

**Helen Ferraro Zaffram, Esq.**  
Email: [hzafram@lsed.org](mailto:hzafram@lsed.org)  
Term expires 12/13

Legal Services for the Elderly  
237 Main Street Suite 1015  
Buffalo, NY 14203

Phone: 716-853-308  
Fax: 716-856-531  
Cell: 716-310-297

**LIAISON FROM CENTER  
FOR GUARDIANSHIP  
CERTIFICATION (CGC)  
(ex-officio)**

**Vicki Alkire NMG, CPHQ, CMC**  
Email: [vicki.alkire@verizon.net](mailto:vicki.alkire@verizon.net)  
Liaison expires 12/13

Viable Alternatives, Inc.  
3900 Clark Road Suite F-1  
Sarasota, Florida 34233

Phone: 941-921-196  
Cell: 941-376-960

**MANAGEMENT:**

Patricia E. Heuser

**Business Manager**

**Email: pat@heusergroup.com**

Denise L. Ott

**Administrative Director**

**Email : denise@heusergroup.com**

12-17-12 do; modified 4-15-13 do

Business Office  
174 Crestview Drive  
Bellefonte, PA 16823-8516

Business Office  
174 Crestview Drive  
Bellefonte, PA 16823-8516

Office: 877-326-595  
Fax: 814-355-245

Direct :

Phone: 717-243-767  
Fax: 717-243-768  
Cell: 814-883-676  
Office: 877-326-595  
Fax: 814-355-245

Direct:

Cell: 717-580-194

**f. A description of the membership of the organization, indicating the total number of members, the names of organizations that are members and their geographical distribution:**

As of May 30, 2013, there are 972 members of the National Guardianship Association. The chart below shows the different membership categories and the growth of membership since 2006. The second chart shows the organizational members of NGA and where they are located. All NGA members are located in the U.S.

Category	2006 Members as of 12-31-06	2007 Members as of 12-31-07	2008 Members as of 12-31-08	2009 Members as of 12-31-09	2010 Members as of 12-31-10	2011 Members as of 12-30-11	2012 Members as of 12-31-12	New Members 1-1-13 to 12-31-13	2013 Renewals as of 5-30-13	2013 Members as of 5-30-13
Individual – Professional (#3)	380	374	453	468	473	478	488	39	468	507
Individual – Allied (#6)	30	41	48	75	50	44	40	6	22	28
Organization – Professional (#2) Additional Org.- Professionals (#9-2)	225	155 85	187 154	194 151	222 141	199 147	217 156	12 25	171 121	183 146
Organization – Allied (#5-13) Additional Organization – Allied (#12-5)	16	17 6	20 17	27 14	35 3	12 12	14 12	4 7	9 17	13 24
Family/Volunteer (#4 & #11)	61	55	51	69	59	70	48	9	23	32
Retired (#10)		6	5	8	7	9	9	0	9	9
<b>Subtotals</b>	<b>712</b>	<b>739</b>	<b>935</b>	<b>1007</b>	<b>990</b>	<b>971</b>	<b>984</b>	<b>102</b>	<b>840 Goal: 824</b>	<b>942</b>
2013 comped Certified Guar who pd dues for 2013									<b>30 Goal: 35</b>	<b>30</b>
<b>TOTAL PAID MEMBERS</b>							<b>1029</b>	<b>102 Goal: 154</b>	<b>870 Goal: 859</b>	<b>972 Goal: 1013</b>
Newly comped Certified Guardians for 2013						189	230	147		

Charles	Frank	17 JDPA, LLC	Northglenn	CO	USA
Daniel	Stewart	Achieva Resources Corporation, Inc.	Richmond	IN	USA
Cary	Kelsey	ADEC, Inc.	Bristol	IN	USA
Beth Ann	Reid	Adult Guardianship Services-OH	Cleveland	OH	USA
Valerie	Pauley	Adult Guardianship Services-RI	East Greenwich	RI	USA
Patricia	Uhlenhake	Advocacy & Protective Services, Inc.	Columbus	OH	USA
A. Wendell	Wheadon	Agape Home Health Care	Cleveland	OH	USA
Craig	Luty	AGHS	Valrico	FL	USA
Arnold	Budin	Allied Health Management Associates, Inc.	West Bloomfield	MI	USA
Neil	Newstein	Alpert Jewish Family & Children's Service	West Palm Beach	FL	USA
Stephen	Grisham	Alternate Decision Makers, Inc.	Minneapolis	MN	USA
Chanda	Crutcher	American Senior Assistance Programs, Inc.	Huntsville	AL	USA
Patricia	Hall	Apache County Public Fiduciary	Saint Johns	AZ	USA
Susan	Harris	Ayudando Guardians, Inc.	Albuquerque	NM	USA
R. Dyann	McCully	Bakutis, McCully & Sawyer, PC	Fort Worth	TX	USA
Arnold	Eppel	Baltimore City Health Dept-CARE Services	Baltimore	MD	USA
Deborah	Riley	Baltimore County Department of Aging	Towson	MD	USA
Gary	Beagle	Beagle, Burke & Associates	Vancouver	WA	USA
Irene	Evans	Better Life Guardianship LLC	Las Cruces	NM	USA
Polly	Spencer	Bexar County Probate Court No. 1	San Antonio	TX	USA
Merrill David	Blake	Blake & Associates	Boston	MA	USA
Mindi	Blanchard	Bridge Builders, Ltd.	Sequim	WA	USA
Peggy	Van Norman	Care Coordinators, Inc.	Tucson	AZ	USA
Debera	Powers	Care Management Advocates, LLC	Denver	CO	USA
Wilhelm	Hansen	Castle Rock Services, Inc.	Boise	ID	USA
Amy	Fariello-Hansen	Catholic Charities Diocese of Palm Beach, Inc.	West Palm Beach	FL	USA
Donna	Byzewski	Catholic Charities North Dakota	Fargo	ND	USA
Carol	Wheeler	Catholic Charities-Diocese of Toledo	Norwalk	OH	USA
Julia	Nack	Central Ohio Area Agency on Aging	Columbus	OH	USA
Jane	Boutte	Centre for NeuroSkills- Innovations	Irving	TX	USA
Shannon	Ernst	Chruchill County Social Services & Public Guardians Office	Fallon	NV	USA
Charlene	Quade	CK Quade Law, PLLC	Boise	ID	USA
Sharon	Bock	Clerk & Comptroller, Palm Beach	West Palm Beach	FL	USA
Christine	Walbuck	Client-Focused Fiduciary Svcs., LLC	Boise	ID	USA

Cathy	Laier	Coleman Professional Services	Canton	OH	USA
Jason	Cobb	Compass Fiduciary Group, LLC	Phoenix	AZ	USA
Mary Jane	Condit	Condit and Associates, LLC	Sun City West	AZ	USA
Kay	Schroeder	Corporate Guardians of Northeast Wisconsin, Inc.	Two Rivers	WI	USA
Nancy	Oriola	Decades, LLC	Albuquerque	NM	USA
Greg	Fritzgerald	Decatur Catholic Charities	Decatur	IL	USA
Susan	Stuart	Decisions in Care, LLC	Albuquerque	NM	USA
Kim	Shaw	Delaware County Chapter NYSARC, Inc.	Walton	NY	USA
Lexie	McFassel	Delaware Office of Public Guardian	Smyrna	DE	USA
Timothy	McGinnis	Department of Aging & Disability Services (DADS)	Austin	TX	USA
Carleton	Coleman	Division of Aging Services/Adult Protective Services	Atlanta	GA	USA
Larry	Hilton	Dominion Insurance Services	Alpine	UT	USA
Douglas	Dixon	Douglas Dixon CPA, LLC	Centennial	CO	USA
Melissa	Bernstein	Dynamic Learning Online, Inc.	Oldsmar	FL	USA
Rochelle (Nan)	Upright-Sexton	Easter Seals Southeast Wisconsin	South Milwaukee	WI	USA
Deborah	Berrigan	Eldercare Solutions, Inc.	Williamsport	PA	USA
Stacey	Skradski	Empowering Lives Guardianship Services, Inc.	Winston Salem	NC	USA
Nina	Hamberger	Enhanced Life Options Group	Bedford	NH	USA
Paige	Young	Estate Support Solutions, Inc.	Fayetteville	AR	
Gail	Rothrock	Families First	Indianapolis	IN	USA
Linda	Russell	Family Fiduciary Services, Inc.	Coeur d'Alene	ID	USA
Diane	Brown	Family Service Agency of Genesee Co.	Flint	MI	USA
Judith	Nelson	Family Services, Inc. of Barron Co.	Barron	WI	USA
Robert	Schaeffer	Financial Assist, Inc.	Flemington	NJ	USA
Daniel	Lodahl	First Fiduciary Corporation	Saint Paul	MN	USA
Michele	Morgan	First Midwest Bank	Joliet	IL	USA
Robert	Fleming	Fleming and Curti, PLC	Tucson	AZ	USA
Julie	Dobberstein	Fox Valley Guardianship & Payee Services, Inc.	Neenah	WI	USA
Gary	Vanden Houten	G & L Advocacy, Inc.	Beaver Dam	WI	USA
Tiffany	Poarch	Gila County Public Fiduciary	Globe	AZ	USA
Marie	Rodrigo	GMR Enterprises, Inc.	Miami	FL	USA
Lana	Kepler	GPS Care Management	Sarasota	FL	USA
Kimberly	Hale	Greater Nashville Area Agency on Aging	Nashville	TN	USA
Georgi	Gentry	GroundSprings Associates, LLC	Jacksonville	OR	USA
Margy	Campbell	Guardian & Conservator Services, LLC	Salt Lake City	UT	USA
Judy	Vetter	Guardian & Protective Services, Inc.	Bismarck	ND	USA

Kelly	Qualey	Guardian Fiduciary & Advocacy Services-ND	Fargo	ND	USA
Carol	Hershey	Guardian Services of PA	Media	PA	USA
Paula	Reed	Guardianship & Trusts Corporation of TN	Nashville	TN	USA
Michelle	Morris	Guardianship Associates of Utah	Salt Lake City	UT	USA
Arin	Norris	Guardianship Service of Southwestern Indiana, Inc.	Evansville	IN	USA
Robert	Wohlgemuth	Guardianship Services Associates	Oak Park	IL	USA
Kim	Spoon	Guardianship Services of NV	Reno	NV	USA
Cindy	Brown	Guardianship Services, Inc.-TX	Fort Worth	TX	USA
Rosiemarie	Sanchez	Guiding Star	Albuquerque	NM	USA
Donna	Potts	Gulf Coast Caring Solutions	Pensacola	FL	USA
Michael	Noggle	Hancock County Agency on Aging, Inc.	Findlay	OH	USA
Elisabeth (Lisa)	LeVrier	Harris County Guardianship Program	Houston	TX	USA
Doreen	Rue	Health Services of North TX	Denton	TX	USA
Catherine	Grizinski	Help Hotline Crisis Center, Inc.	Youngstown	OH	USA
Dawn	Foringer	Helpmates Inc.	Ridgway	PA	USA
Gordon	Wolfe	Human Network Systems, Inc.	Denver	CO	USA
Cynthia	Gartman	IKOR USA, Inc.	Kennett Square	PA	USA
John	Wank	IL Guardianship & Advocacy Commission	Chicago	IL	USA
Natalia	McGarry	Jewish Association for Services for the Aged	New York	NY	USA
Tamara	Besser	Jewish Child & Family Services - IL	Chicago	IL	USA
Susan	Tarlow	Jewish Family & Children's Services-MA	Waltham	MA	USA
Dorothy	Salomonsky	Jewish Family Service of Tidewater, Inc.	Virginia Beach	VA	USA
Ann	Carson	Jewish Family Service of Western MA	Springfield	MA	USA
Joan	Krechmer	Jewish Family Services of York	York	PA	USA
M. Jean	Krahn	Kansas Guardianship Program	Manhattan	KS	USA
Eric	Mayfield	Konsulati, Inc.	Tustin	CA	USA
Robert	Graham	LawyersWest, Ltd.	Las Vegas	NV	USA
Karen	Nicolson	Legal Services for the Elderly	Buffalo	NY	USA
Shay	Jacobson	Lifecare Guardianship, Inc.	Burr Ridge	IL	USA
Gabriel	Geiger	Lifespan of Greater Rochester, Inc.	Rochester	NY	USA
Jeanni	Hakes	LifeStream Services, Inc.	Yorktown	IN	USA
Elizabeth	Lindley	Lifetime Advocacy Plus	Seattle	WA	USA
Greg	Mullowney	Louisiana Guardianship Services, Inc.	Baton Rouge	LA	USA
Xavier	Banales	Lulac Project Amistad, Inc.	El Paso	TX	USA
Anne	Ridings	Lutheran Services FL Guardianship-Sarasota	Sarasota	FL	USA
Roxanne	Jenkins	Lutheran Social Service of Minnesota	St. Paul	MN	USA

Jane	Gesiler	Managed Protective Services, Inc.	Youngtown	AZ	USA
John	Mashburn	Mashburn Law Office	Groveport	OH	USA
Adrienne	Sanders	Maximum Legal Services Corporation	Honolulu	HI	USA
Robert	McClelland	McClelland & Associates, PLLC	Lexington	KY	USA
Angela	Jimenez	McKinley Representative Services	Anchorage	AK	USA
Rosemary	Carney	Mental Health America of Greater IN	Indianapolis	IN	USA
Julie	Cameron	Mental Health Association in Allen County	Fort Wayne	IN	USA
Dr. Lara	Collins	Michael Dunn Center	Kingston	TN	USA
Cindy	Coffin	Mississippi Valley Guardians, Inc.	Ellsworth	WI	USA
Fiona	Graham	Montgomery County Public Guardianship	Rockville	MD	USA
Mark	Sanford	Multnomah County Public Guardian	Portland	OR	USA
Nancy	Doty	Nancy Doty, Inc.	Portland	OR	USA
Cheryl	Yerby	Necessity Case Management & Consultation, LLC	Albuquerque	NM	USA
Carla	Jones	Northern Arizona Fiduciaries, Inc.	Prescott	AZ	USA
Judith	Williams	Northwest Guardianship Services	Seatac	WA	USA
Erica	Berman	NYSARC Inc.	Delmar	NY	USA
Elizabeth	Russo	Office of Public Advocacy- Alaska	Anchorage	AK	USA
Helen	Dodick	Office of Public Guardian - NJ	Trenton	NJ	USA
Matthew	McKay	Office of Public Guardian for Adults-AR	Little Rock	AR	USA
Linda	Mallon	Office of Public Guardian- NH	Concord	NH	USA
Donna	Russell	Office of Public Guardian- UT	Salt Lake City	UT	USA
Benjamin	Miller	Ohana Fiduciary Corporation	Seattle	WA	USA
Marci	Perkins	OmniGuardianship Services, LLC	Waitsburg	WA	USA
Lucille	Lyon	Orange County Public Guardian	Santa Ana	CA	USA
Mark	Stockli	Oshkosh Family, Inc.	Oshkosh	WI	USA
Paul	Wright	P.W. Services, Inc.	Muskegon	MI	USA
Drew	Grivna	PA Guardian Services	Beaver	PA	USA
Nancy	Fritz	PACT, Inc.	Lisle	IL	USA
Dawn	Biela	Parents and Friends, Inc.	LaPorte	IN	USA
William	Jaback	Partners In Care	Seattle	WA	USA
Brian	Brooks	Pennsylvania Guardianship Association	Lancaster	PA	USA
Tracy	Harrienger	People, Inc.	Williamsville	NY	USA
Wanda	Bevington	Personal Guardianship Services, Inc.	Cincinnati	OH	USA
Margaret	Ditteon	Personal Resource Management, Inc. & Financial Care of Wabash Valley, Inc.	Terre Haute	IN	USA
Joan	Sacramento	Pinal County Public Fiduciary Office	Florence	AZ	USA
Shirley	Olson	Presbyterian Family Foundation, Inc.	Willmar	MN	USA
Mary	Miller	Professional Guardianship Options, LLC	Waseca	MN	USA
Mary	Hammer	Professional Guardianships, Inc.	Green Bay	WI	USA

Ted	Ong	Prudent Investors Network	Vista	CA	USA
Catherine	Romanko	Public Guardian & Trustee of BC	Vancouver	BC	Canada
Dianne	Klem	Puget Sound Guardians	Redmond	WA	USA
Tina	Campanella	Quality Trust for Individuals with Disabilities	Washington	DC	USA
Erin	Newsom	REAL Services, Inc.	South Bend	IN	USA
Lamar	Harner	RLH Fiduciary, LLC	Phoenix	AZ	USA
Luise Ann	Warren	Sanders & Warren Geriatric Care Mgmt.	Glen Ellyn	IL	USA
Linda	McConville	SCARC Guardianship Services, Inc.	Augusta	NJ	USA
Patricia	Kaufman	Selfhelp Community Services, Inc.	New York	NY	USA
Angela	Meng	SEM Applications, Inc.	Oregon	MO	USA
Lori	Hibbett	Senior Advocacy Project, Inc.	Gardnerville	NV	USA
Christina	Bird	Senior Citizens Council of Clackamas Co.	Oregon City	OR	USA
Michele	Penberthy	Senior Guardianship Services, LLC	Olympia	WA	USA
Stephen	Mantell	Senior Helpers, CDM Corporation	Pawleys Island	SC	USA
Terri	Collison	Senior Key Care	Ypsilanti	MI	USA
Linda	Faulk	Senior Solutions Group, Inc. - NV	Las Vegas	NV	USA
Carolyn	Lenington	Senior Support Services, Inc.	Bellingham	WA	USA
Bryan	Gantz	SM Gantz, OT Services, Inc.	Las Cruces	NM	USA
Michelle	Hollister	Solkoff Legal, P.A.	Delray Beach	FL	USA
Madeleine	Hudson	Sound Senior Assistance, Inc.	Seattle	WA	USA
Kathleen	Phillips	South FL Guardianship Program, Inc.	Sunrise	FL	USA
Albert	Tolbert	Southern Indiana Center for Independent Living	Mitchell	IN	USA
Rebecca	Allred	Stagg Fiduciary Services	Salt Lake City	UT	USA
Debra	Buckles	Stanislaus County Behavioral Health & Recovery Services	Modesto	CA	USA
Sharon	Johnson	Sunrise Guardianship Services	Puyallup	WA	USA
Aaron	Brown	TARC	Tulsa	OK	USA
Patrick	Ferchill	Tarrant Co. Probate Court No 2	Fort Worth	TX	USA
Mary Jane	Yevics	The Advocacy Alliance	Scranton	PA	USA
Doreen	Koehler	The Advocacy Prog. of Family Svcs. Assoc.	Sheboygan	WI	USA
Patricia	Leo	The Arc Alliance Advocacy Services	Eagleville	PA	USA
Marit	Waack	The Arc Eau Claire	Eau Claire	WI	USA
Frank	Bartoli	The Arc of Delaware County, PA	Swarthmore	PA	USA
Jean	Butterfield	The Arc of North Carolina-LIFEguardianship Supports & Services	Raleigh	NC	USA
Theresa	Braun	The ARC of Northern Bristol County	Attleboro	MA	USA
Christina	Butero	The Arc of the Pikes Peak Region	Colorado Springs	CO	USA
Robert	Von Minden	The Center Foundation	Houston	TX	USA
Jerry	Hollingsworth	The Corporation of Guardianship.Inc.	Greensboro	NC	USA



Angela	Newton	The H Group of Kentucky	Paducah	KY	USA
Susan	Pritchard	The Hoehnen Guardianship Foundation	Keyport	WA	USA
Suzanne	Cobb	The Senior Source	Dallas	TX	USA
Sandra	Quinn	Thomas Allen Consulting, Inc.	Saint Paul	MN	USA
Michael	O'Shea	Tiffany and O'Shea, Inc.	Happy Valley	OR	USA
Wesley	Seideman	Tresco of Idaho	Boise	ID	USA
Donna M.C.	Keddy	TriCounty CAP, Inc. GS	Whitefield	NH	USA
Sally	Leatherman	Union County Volunteer Guardian Program	Marysville	OH	USA
William	Acheson	United Fiduciary Services, Inc.	Traverse City	MI	USA
Kenneth	Long	University of Saint Joseph	Wet Hartford	CT	USA
Jackie	Rogers	Vermont Office of Public Guardian	Montpelier	VT	USA
Janet	James	Virginia Department for the Aging	Richmond	VA	USA
Jeanette	Goodwin	Visionary Advocacy, Inc.	Denver	CO	USA
Jane	Merritt	VITAS Innovative Hospice Care	Miami	FL	USA
Barbara	Walker	Walker Resources, LLC	Goshen	IN	USA
Susan	DeBoer	Washoe County Public Guardian	Reno	NV	USA
Kimberly	Lang	Wayne County Volunteer Guardianship Association	Wooster	OH	USA
Robin	Bandy	Wishard Volunteer Advocates Program	Indianapolis	IN	USA
Kenneth	Curry	Your Advocates, Inc.	Des Moines	WA	USA

- g. A copy of the constitution and/or by-laws of the organization:

## ***NATIONAL GUARDIANSHIP ASSOCIATION***

### **BYLAWS**

#### **ARTICLE I - NAME**

##### **Section 1. Name**

The name of this Association shall be the National Guardianship Association (NGA).

#### **ARTICLE II - PURPOSE**

##### **Section 1. Purpose**

The purpose of the Association shall be to establish and promote a nationally recognized standard of excellence in guardianship.

#### **ARTICLE III - MEMBERSHIP**

##### **Section 1. Classes of membership**

The Association shall include the following classes of membership: Individual Members; Organizational Members; and Family/Volunteer/Retired Members.

##### **Section 2. Individual Members**

Individual members shall be those who serve as professional guardians, as well as those who support guardianship in related fields of health care, the court system, social work services, and similar service and supporting professions. These members shall have one vote on matters of the Association.

##### **Section 3. Organizational Members**

Organizational members shall include private for-profit businesses, government agencies, court system offices, non-profit agencies, and all other entities that provide professional

guardianship services, or that provide services related to or supporting guardianship. Each organization shall have one vote through one primary contact person. Individuals within an organizational member shall also be eligible for membership as associate members of that organization, and these associated members shall also have one vote.

#### **Section 4. Family/Volunteer/Retired Members**

Members in this category include those who provide guardianship services to a family member, those who provide guardianship services on a voluntary basis without remuneration, and those who are retired from the guardianship profession. These members shall have one vote on matters of the Association.

#### **Section 5. Other Classes**

The Board of Directors may establish other classes of membership at any time.

#### **Section 6. Benefits and Dues**

The Board of Directors shall determine the benefits for members, as well as the annual membership dues.

#### **Section 7. Membership Application**

Applicants for membership shall provide information that establishes eligibility for membership, and shall include payment of the appropriate dues. Approval of membership applications shall be the responsibility of the executive staff within the parameters of the bylaws and policies established by the Board of Directors.

#### **Section 8. Termination of Membership**

- a. Any membership may be cancelled for non-payment of dues, after ample billing and warning by the Association in accordance with the policy adopted by the Board of Directors.
- b. Any member who ceases to qualify for continued membership, as defined in this Article or Board policy, shall automatically be dropped from the membership roll of this Association.
- c. Any member proposed for membership cancellation for any other reason shall be given advance written notice including the reason for the proposed cancellation, the opportunity to contest the proposed cancellation in writing or in person before the Board of Directors, a final written notice of the Board's decision, and the opportunity to appeal an adverse decision by the Board to

a three-person review panel of individuals appointed by the Board who are not current members of the Board. The decision of that panel is final and may not be challenged in any other forum within the Association.

#### **Section 9. Non-Discrimination**

All persons and organizations who meet the membership qualifications as outlined in this Article III shall be eligible for membership in the Association without regard to race, age, religion, ethnicity, national origin, sex, sexual orientation or disability.

## **ARTICLE IV – BOARD OF DIRECTORS**

#### **Section 1. Scope of Authority**

- a. The business affairs of the Association shall be managed by a Board of Directors, including but not limited to all matters affecting the Association. The Board of Directors develops and directs the policies and programs of the Association and is ultimately responsible for their implementation. The Board carries all the legal and fiduciary responsibility for the Association.
- b. The Board of Directors shall have the power to act for, and on behalf of, the Association.
- c. The Board of Directors may engage one or more individual employees or contracted agents to serve as executive staff, to manage the activities and programs of the Association as directed by the Board, and to implement the policies of the Association. The Board shall delegate to such individuals the authority to sign documents and act on behalf of the Association within the policies and directives of the Board.

#### **Section 2. Composition of the Board**

The Board of Directors shall consist of no fewer than 16 individuals, but no more than 20 individuals, including the elected officers and the immediate past president, with the number to be determined by the Board each year. The immediate past president shall be a non-elected, voting member of the Board and shall serve as an officer and member of the Executive Committee.

#### **Section 3. Election and Term of Office**

- a. The Board of Directors shall be elected by the voting membership of the Association.
- b. The members of the Board of Directors shall serve a term of three (3) years unless elected to an officer position as described in these bylaws, or elected to fill

**an unexpired term of one or two years. Each Director is entitled to serve two consecutive terms, after which that Director is ineligible to serve as an elected Director of the Board for a period of one (1) year; however, such person may be elected as an officer of the Board. Unexpired terms of less than three years are considered one term; therefore, no Director may serve more than six consecutive years unless elected to an officer position.**

- c. Elected officers who choose not to seek election to another term as an officer, and the immediate past president, are eligible for nomination to the Board after a period of one (1) year.**
- d. The term of office for Board members shall commence at the beginning of the fiscal/calendar year following their election, and shall continue until the designated term expires or until a successor is named.**

#### **Section 4. Ex-officio Directors**

**The Board of Directors shall have the authority to appoint ex-officio (non-voting) directors as deemed appropriate.**

#### **Section 5. Eligibility for Board Service**

**Only those who are members within the classes of membership defined by Article III, and whose membership is in good standing, shall be eligible for nomination to the Board of Directors. This includes individuals who are associated members within an organizational member.**

#### **Section 6. Meetings of the Board**

- a. Meetings of the Board of Directors are called by the President and no less than two meetings at which the Board is physically present must occur during each calendar year. Notice of the meeting of the Board, specifying the business to be conducted, shall be provided to Board members at least 14 days in advance of the meeting.**
- b. Special meetings of the Board of Directors may be called by the President, or by the President-Elect or by any three (3) members of the Board. Written or verbal notice of every special meeting of the Board of Directors shall be given to each Director at least seven (7) days prior to the day named for the special meeting.**
- c. Other meetings of the Board of Directors may be convened at the discretion of the President and with the approval of the Board.**
- d. In lieu of a physical meeting of the Board of Directors,**

**business may be conducted via telephone conference call and actions taken at that meeting, provided a quorum is present, are as valid as business conducted in a physical meeting of the Board. In addition, any action that may be taken at a meeting of the Board of Directors may be taken through alternative voting procedures provided a quorum participates in the alternative voting process, and at least 14 days notice has been given.**

#### **Section 7. Quorum and Voting**

- a. **The presence of a majority of current members of the Board of Directors constitutes a quorum to transact business, except as otherwise provided in these Bylaws.**
- b. **The vote of a majority of the members of the Board of Directors present at a meeting, on a telephone conference call, or through any alternative voting process, at which a quorum is confirmed, shall be the action of the Board, except as otherwise provided in these Bylaws.**
- c. **Proxy voting is not permitted for actions taken by the Board of Directors.**
- d. **Upon the request of any two Directors, secret ballots will be used in voting.**

#### **Section 8. Vacancies**

- a. **Vacancies on the Board of Directors between elections may be filled by a majority vote of the remaining members of the Board at a meeting called by the President or by an alternative voting process as provided for in Article IV, Section 6. Each person so elected shall be a Director for the unexpired term of the predecessor or until a successor is elected by the membership in accordance with these bylaws, or at any special meeting duly called for such purpose.**
- b. **Before filling a vacancy, the Board shall consider the benefit to the Association in naming a successor, with due consideration to the wishes of the membership, as expressed in the last Board election.**

#### **Section 9. Resignation and Removal**

- a. **A Director may terminate directorship at any time by written notice of resignation to the Association President, with such termination being effective upon receipt.**
- b. **Nonattendance at any two (2) regular meetings of the Board of Directors in any 12- month period may be considered by the Board of Directors as a resignation of that Director. When this occurs, the Board may, at a subsequent meeting, vote to accept the resignation of the Director, and may act to fill the vacancy.**

- c. **A Director may be removed from office by a two-thirds vote of the Board of Directors for material violations of the Board of Directors Ethics Policy, as determined by the Board after diligent inquiry, and with due process as outlined in Board policy. The Board may then appoint a replacement for the unexpired term of that Director.**

#### **Section 10. Compensation**

**Members of the Board of Directors do not receive compensation for their services, but may be reimbursed for reasonable expenses incurred in connection with Association business according to policies and procedures established by the Board of Directors.**

## **ARTICLE V - OFFICERS**

#### **Section 1. Officers**

- a. **The officers of the Association shall be the following:  
President, President-Elect,  
Secretary-Treasurer,  
Immediate Past President.**
- b. **No person may hold more than one (1) office at a time.**
- c. **No more than one person from an organization may hold office at any one time.**

#### **Section 2. Eligibility**

**Candidates for the entry position in the officer track must have served a minimum of one (1) year on the Board of Directors, and must be serving on the Board at the time of nomination.**

#### **Section 3. Election and Term of Office**

- a. **Officers, with the exception of the Immediate Past President, shall be elected by the voting membership of the Association.**
- b. **The term of office for all officers shall be one (1) year and shall commence at the beginning of the fiscal/calendar year following their election, and shall continue until the designated term expires or until a successor is named.**
- c. **The Immediate Past President shall serve until that position is filled by the most immediate president finishing the current term of office.**

#### **Section 4. Vacancies in Office**

**Except as otherwise provided herein, vacancies in an office may be filled by a majority vote of the Board of Directors in a meeting at which a quorum is present, or by an alternative voting process as provided for in Article IV, Section 6.,**

provided a quorum of Directors participate in the voting process. Officers so elected shall serve the remaining term of that vacated position.

**Section 5. Resignation and Removal**

- a. An officer may terminate the position at any time by written notice to the Association President, with such termination being effective upon receipt.
- b. An officer may be removed from office by a two-thirds vote of the Board of Directors for material violations of the Board of Directors Ethics Policy, as determined by the Board after diligent inquiry, and with due process as outlined in Board policy. The Board may then appoint a replacement for the unexpired term of that officer.

**Section 6. Powers and Duties of Officers**

- a. The President shall be the Chief Elected Officer of the Association and shall preside at all Association meetings; shall perform all duties as are provided for in the Bylaws; and shall implement the policies of the Board of Directors and such other duties as usually are incidental to this office. The President becomes the Immediate Past President at the completion of the term of office as President.
- b. The President-Elect, during the absence or inability of the President to act, shall exercise all the powers and discharge all the duties of the President until the President shall return or a successor is chosen. The President-Elect will succeed to the office of President upon the completion of the term of office as President-Elect.
- c. The Secretary-Treasurer or authorized representative shall maintain membership records, including dues payments, as well as other financial records of the Association, and shall be responsible for the financial affairs of the Association in accordance with the policies of the Board of Directors. The Secretary-Treasurer or authorized representative shall also attend all meetings of the membership, Board of Directors, and Executive Committee and shall record the minutes and votes of those meetings as official records of the Association. The Secretary-Treasurer will succeed to the office of President-Elect upon the completion of the term of office as Secretary-Treasurer. The Secretary-Treasurer position is considered the entry level position in the leadership track.
- d. The Immediate Past President shall provide counsel and historical perspective to the leadership of the Association.

**Section 7. Compensation**

The President, President-Elect, Secretary-Treasurer, and Immediate Past President shall serve without pay. Said



officers shall be reimbursed for their reasonable expenses incurred in connection with Association business according to policies and procedures established by the Board of Directors.

## **ARTICLE VI – EXECUTIVE COMMITTEE**

### **Section 1. Responsibility**

The Executive Committee may act in place and instead of the Board of Directors between meetings of the Board on all matters except those specifically reserved to the Board of Directors. Actions by the Executive Committee shall be reported to the Board of Directors for ratification by an alternative voting procedure as provided for in Article IV, Section 6, or at the next meeting of the Board.

### **Section 2. Members**

The Executive Committee shall consist of the President, President-Elect, Secretary-Treasurer, and Immediate Past President.

### **Section 3. Meetings**

The Executive Committee shall meet between meetings of the Board of Directors at the discretion of the President, and in lieu of a physical meeting, may meet for official action via a telephone conference call.

### **Section 4. Quorum and Voting**

At least three members of the Executive Committee must be present at a meeting or on a conference call to conduct business, and a simple majority vote of those present is sufficient to be considered the action of the Executive Committee.

## **ARTICLE VII - COMMITTEES**

### **Section 1. Appointment**

- a. The President, with the approval of the Board of Directors, shall establish committees, task forces, and other groups as needed to carry out the program of the Association. The President shall appoint the chairs of all committees, who shall then appoint their own committee members, except as noted otherwise in these bylaws.
- b. All committees shall report directly to the President and to the Board of Directors.

- c. **The President shall be an ex-officio member of all committees.**
- d. **Committee chairs need not be members of the Board of Directors; however, each committee will have a Board member serving as a liaison to that committee.**
- e. **Committee chairs and members must be members of the Association.**
- f. **All committees, task forces, and other groups established under Section 1 will continue until the purpose for which they were created has been accomplished, or until they are disbanded by the Board.**

#### **Section 2. Standing Committee**

- a. **The Nominating Committee shall be a standing committee, with responsibility to develop a slate of candidates for election to the Board, and a slate of candidates for election as officers. The chair shall be the Immediate Past President of the Association. In the event the Immediate Past President is unable to serve in that capacity, the President shall appoint a chair. The President shall also appoint four other members from among the Board of Directors and the general membership. Policies and procedures for nominations and elections, as approved by the Board of Directors, will guide the Nominating Committee members in carrying out their responsibilities.**

## **ARTICLE VIII – AFFILIATES AND CHAPTERS**

#### **Section 1. Affiliates**

**The Board of Directors may enter into written affiliation agreements with new or existing state guardianship associations, or other related state or national associations, on terms and conditions set by the Board. All affiliation agreements shall be approved by the Board.**

#### **Section 2. Chapters**

**The Board of Directors shall have the right to establish chapters comprised of groups of members who agree to support the Association and work cooperatively toward the Association's goals. The Board of Directors shall develop policies and procedures that define the formation and dissolution requirements of chapters, their boundaries, bylaws, financial policies, services, operational procedures, and grounds for revocation of a chapter's charter.**

# **ARTICLE IX – MEETINGS**

## **Section 1. Annual Meeting**

There shall be an annual meeting of the Association membership held at such location as the Board of Directors may select, at a time fixed by the Board of Directors. If the annual meeting shall not be held within six (6) months of its customary time, any member in good standing may call such a meeting.

## **Section 2. Special Meetings**

Special meetings of the Association may be held upon the call of the President, upon the written request of a majority of the Directors, or upon the written request of at least 20% of the voting members.

## **Section 3. Written Notice of Meetings**

- a. Annual meetings shall require at least ten (10) days notice in writing.
- b. Special meetings shall require at least thirty (30) days notice in writing stating the purpose of the meeting.

## **Section 4. Quorum and Voting**

- a. The greater of 10% of the total number of voting members, or fifty (50) members, shall constitute a quorum for the transaction of business. In the event that a quorum is not present at any meeting of the membership, or participating in an alternative voting process, a majority of those present or participating may call for adjournment of the meeting or dismissal of the vote.
- b. Only members in good standing shall have voting rights, as outlined in Article III of these bylaws.
- c. A majority vote of those members present, or participating in an alternative voting process, shall be required for any action to be approved, except that if voting for substitution, alteration, amendment, or repeal of any action of the Board of Directors, an affirmative two-thirds (2/3) vote shall be required.
- d. The Board of Directors shall have the power to call for voting by mail from members of the Association, or by an alternative voting process such as email, fax, web-based, or other electronic means. The quorum will apply to participation by mail or alternative voting for that process to be considered valid, and a majority vote of those participating is required to be considered as membership action, except in the instance noted above in Article IX, Section 4.c.

## **Section 5. Rules of Order**

Robert's Rules of Order shall govern all meetings.

## **ARTICLE X – ELECTIONS AND VOTING**

### **Section 1. Nominating Committee Responsibility**

The Nominating Committee, as defined in Article VII, Section 2, shall prepare a slate of candidates for positions on the Board of Directors, and for officer positions, following the guidelines developed by the Board of Directors.

### **Section 2. Election**

- a. Elections of members of the Board of Directors, and election of the officers, shall be conducted by mail among voting members of the Association. A quorum of members voting by mail or an alternative voting process shall be required, as defined in Article IX, Section 4.
- b. Elections of members of the Board of Directors may also, at the discretion of the Board, be conducted at the annual membership meeting.

### **Section 3. Voting Eligibility**

Only members who have paid dues for the current membership year and are in good standing shall be entitled to vote. Every member shall have one vote, as outlined in Article III.

### **Section 4. Required Vote**

- a. Provided that a quorum is participating in a mail ballot process or an alternative voting process, or present at the Annual Meeting, as defined in Article IX, a simple majority of the members voting shall be required to elect a member of the Board of Directors if a single slate is offered. In the case of a slate of multiple candidates for open positions, votes will be tallied and those with the highest number of votes will be considered elected to the positions that are open.

## **ARTICLE XI – DUES AND FISCAL POLICIES**

### **Section 1. Fiscal Year**

The fiscal year of the Association shall begin January 1, which shall also be the membership year.

### **Section 2. Dues**

The Board of Directors shall set membership dues for each year, with any changes requiring an explanation in writing to the

general membership body prior to the beginning of the dues year.

### **Section 3. Assessments**

Assessments may be made for due cause, if passed by a vote of two-thirds (2/3) of the Board of Directors.

### **Section 4. Payment of Dues**

- a. The Board of Directors shall set procedures for the payment of dues.
- b. Any amount due the Association becomes delinquent ninety (90) days after the start of the membership year. If a member is delinquent on April 1, membership shall be automatically terminated unless otherwise allowed by the Board of Directors.

### **Section 5. Refunds**

No dues or assessments shall be refunded.

### **Section 6. Financial Review**

The Secretary-Treasurer, or as delegated to the appropriate staff executive, shall arrange for a review of the financial records of the Association by an independent certified public accountant every year ending in an even number, and the results of that review will be reported to the Board of Directors upon completion. The period for which the review is to be conducted, and the independent certified public accountant to conduct the review, shall be determined by the Board of Directors.

## **ARTICLE XII – ASSETS**

### **Section 1. Use of Funds**

The Association shall use its funds only to accomplish the purposes specified in these Bylaws, and no part of said funds shall accrue, or be distributed to the members, directors, officers, staff, or any other authorized agent of the Association.

### **Section 2. Dissolution**

The Board of Directors may recommend to the membership the dissolution of the Association if the purpose can no longer be sustained. Such a recommendation requires a unanimous vote of the Board of Directors. Notice must be submitted to the membership at least ninety (90) days in advance of the meeting called for the purpose of approving the recommendation to dissolve the Association and a vote of two-thirds (2/3) of the membership is required for dissolution.

### **Section 3. Distribution of Assets**

In the event of action to dissolve the Association, any assets of the Association will be transferred in whole to one or more non-profit organizations or foundations that meet requirements as a 501(c)(3) or a 501(c)(6) organization as defined in the Internal Revenue Code, and have purposes and objectives similar to the entities being supported by the Association, to be selected by the Board of Directors.

## **ARTICLE XIII – INDEMNIFICATION**

### **Section 1. Indemnification**

The Directors, officers, employees, contracted staff, and other authorized agents of the Association are indemnified by the Association against claims for liability arising in connection with their positions in the Association or activities on behalf of the Association, in accordance with the laws of the state in which the Association is incorporated on such matters.

### **Section 2. Liability Insurance**

The Association may purchase and maintain liability insurance for defense of liability claims against any person who is or was a Director, Officer, employee, or contracted staff of the Association or who is or was serving at the request of the Association.

## **ARTICLE XIV – INTERPRETATION AND AMENDMENTS**

### **Section 1. Interpretation**

The vote of two-thirds (2/3) of the members of the Board of Directors shall interpret the meaning and intent of these Bylaws. When warranted, the Board of Directors by majority vote may request a written opinion from legal counsel on the proper interpretation thereof.

### **Section 2. Amendment of Bylaws**

- a. Amendments to these Bylaws must first be approved by the Board of Directors by a two-thirds vote, and with no less than 14 days notice of the proposed amendments.
- b. Following Board approval, the amendments must be approved by the Association membership:
  - At any annual or special meeting by a two-thirds (2/3) vote of those in attendance, provided a quorum is present, or,

- **By a two-thirds (2/3) vote of those returning a mail ballot, or voting by an alternative voting process, in accordance with Article IX, provided a quorum is participating.**
- c. **Notice of proposed amendments to the Bylaws must be given to the voting membership not less than thirty (30) days prior to the meeting at which such amendments will be considered or date when balloting is closed.**

*Bylaws of the Association first adopted November 1, 1988*

*Amendments to first Bylaws: 3-29-89; 2-1-92; 10-17-92; 10-8-95; 10-7-96; 9-22-97; 10-4-98; 10-11-99; 10-30-00; 6-26-01; 11-21-02; 12-12-05*

*Revised Bylaws adopted November 2007; amended August 2010, amended June 2011.*