

Agreements, Contracts, and Expectations

Congratulations on finding a great nanny/babysitter for your family! The next step is establishing clear agreements, contracts, and expectations so you and your new nanny get off on the right foot.

Creating this foundation during the onboarding process leads to a stronger partnership and more seamless day-to-day operations. Setting your new nanny up for success begins with proactive communication and documentation. Investing time upfront makes for a smoother transition when your nanny starts and allows everyone to focus on providing excellent care for your children.

A nanny agreement and a nanny contract refer to related but slightly different

documents. A **nanny agreement** is an informal document that outlines the job duties, work schedule, pay rate, benefits, and policies related to the nanny's position. It provides details and expectations for the day-to-day nanny employment relationship. A **nanny contract** goes slightly further and becomes a formal legally binding document that includes everything in the nanny agreement plus additional legal protections. Key differences are that the contract explicitly states the nanny is an employee, outlines procedures for termination/resignation, and is enforceable by law to protect both parties. Having these details documented in the legally binding contract protects both the family and nanny by establishing clear expectations and procedures from the start of the employment relationship. It provides clarity around roles, responsibilities, and compensation while also setting up structures for handling any disputes that may arise. **This resource will provide support if you decide to set up a nanny contract for your new employee.**

What is a Nanny/Babysitter Contract?

A detailed nanny/babysitter work contract is essential to preventing confusion and misunderstandings. A contract should clearly outline duties, schedules, compensation, guaranteed hours, use of family vehicle, and other day-to-day expectations. All parties should review the contract thoroughly before signing to ensure that all specifics accurately reflect what was discussed during hiring. Revisit and update the agreed upon terms as family needs evolve. For example, new drop-off and pick-up schedules may need to be documented as kids age or the nanny's responsibilities change.

The example in this guide will walk you through the most common components of a **nanny contract**. Not everything in this example will apply to you and you may find you need to make additions that make sense for your home and children. You'll find notes and suggestions throughout the guide to help you customize your own contract. You should add to, remove, or reword anything that doesn't seem right for you or might be different from what you've discussed during your hiring process. Remember that the details of this contract need to be understood and agreed upon by both you as the employer and your nanny – the employee.

Invest time upfront in drafting a comprehensive agreement. Setting crystal clear expectations from day one via a well-constructed agreement leads to better transparency, prevents many conflicts, and sets the foundation for a mutually beneficial nanny employment relationship.

Sample Employee Contract

This contract, executed on [date], between [employer] and [employee], has the following terms of employment:

Start Date:

[list the date for the first day of employment]

Worksite Address(s)

[List the primary child care location and any others where work will regularly take place]

Primary Worksite:

Specific rooms/areas where child care and other duties may be performed:

[Consider what spaces child care can take place in your home. Do you want certain type of activities done is specific places – painting can only occur at the kitchen table, or no playdoh in carpeted areas, etc.]

Specific rooms/areas that are off-limits for child care or other duties: [For example, the downstairs office is off-limits to children and the door should remain closed.]

Work Schedule

[Fill in the days and hours that you and your nanny agree upon. Live-in caregivers may provide more schedule flexibility but should still have an agreed upon schedule. Live-in nannies are not "on call" 24/7.]

The following represents a typical schedule. Changes to this schedule will occur infrequently and will be communicated with as much notice as possible.

Sat	Begin:am/pm	End: am/pm	Daily Hours _
Sun	Begin:am/pm	End: am/pm	Daily Hours _
Mon	Begin:am/pm	End: am/pm	Daily Hours _
Tue	Begin:am/pm	End: am/pm	Daily Hours _
Wed	Begin:am/pm	End: am/pm	Daily Hours _
Thur	Begin:am/pm	End: am/pm	Daily Hours _
Fri	Begin:am/pm	End: am/pm	Daily Hours _

Emergency Contact Information and Meeting Site:

[In the event of an emergency, who should your nanny contact first? If that person can't be reached, who should they try next? If the main child care locations are unavailable due to an emergency, where should the children be taken? Use this section to detail what your nanny should do in the event of an emergency.]

[List the name, relationship, and contact information of an emergency contact in the case that all primary parents/guardians are unavailable.]

Example: In case of an emergency, call the following in this order:

- 1. [name (relationship)] at [phone number]
- 2. [name (relationship)] at [phone number]
- 3. [name (relationship)] at [phone number]

[List the name and address of an emergency location that the children can be brought to if the primary child care location (or other child care locations listed above) become unsafe or unreachable.]

[List any other safety or emergency related information here, you can't plan for everything, but having a plan will help everyone stay calm if there is an emergency.]

Job Responsibilities

[Listed below are some common job responsibilities for a nanny/babysitter. Think about your specific family's needs and include or exclude any sections that make sense for you. Also note that you may have certain needs not included here.]

Child care. The name and ages of each child is listed below.

[Child, age] [Child, age]

Examples: Maintaining a safe environment, playing, feeding, bathing, clothing

Household Duties

[List specific duties here, this does not need to be a completely exhaustive list but should include duties that are representative of the type of work you expect them to do. Opt for specific, clear parameters; your nanny shouldn't be taken aback by a request you might make that isn't included here.]

Examples: Dishes, cleaning countertops, general tidying up of children's play area, occasional vacuuming, occasional laundering of children's clothes.

Meal and snack preparation

[Consider any food preparation you'll want your nanny to do, or if you'd prefer them to serve meals and snacks that you've pre-made.]

Examples: Making healthy breakfasts, lunches, and dinners for kids. Preparing light mid-day snacks.

Engaging children in educational activities

[If you have agreed that your nanny will contribute to your children's educational and developmental growth, list the types of activities you expect and any preferences or details specific to each child.]

Examples: Activities should be engaging, hands-on, and tie into developing vocabulary, creativity, motor skills, socialization, etc. For example, reading books, singing songs that involve hand motions, puzzles, art activities, etc.

Scheduling activities for children

[If you have agreed that your nanny can arrange activities for your children, list your expectations for the types of activities they can plan, with whom, and any communication that you require about the activities.]

Examples: <u>Employee [name]</u> can arrange play dates with neighbors [name] at [address] across the street, or schedule enrichment classes at [business or community center name] during after-school hours. All activities should be checked against the family calendar and the locations of the children should be communicated to the employer [name].

Communication with Parents/Guardians

[List your expectations on the frequency and types of communication you want during working hours.]

Example: Please text [name] when arriving back at the house after school pick-ups have been completed.

Child Guidance and Discipline Policy

[At some point your nanny will likely need to provide guidance/discipline your child when you are not around. Write down your expectations for what is and is not an acceptable form of guidance/discipline. You should also spell out any house rules your children must follow or share any specific procedure or routine your child has for going to bed or taking a nap. If you have a specific guidance/discipline styles, expectations, or systems this is a good place to put it. You can also give your nanny any resources that she can use to better understand how you want her to approach guidance/discipline with your children.]

Example: We use a gentle guidance/discipline approach with our children, gentle guidance/discipline focuses on showing/teaching kids the appropriate behavior. For example, we offer her choices to give her a sense of control, such as, "Would you like

to wear the red pajamas or the blue?" We also give warnings before transitions, as in, "We need to leave the playground in five minutes."

Transporting/supervising during outings and appointments

[If you have agreed that your nanny will transport your children (or accompany you) for appointments outside of the primary child care location, you should include your expectations here. Note that a mileage policy is included later in this example that you may wish to include if your nanny will be using their personal car while working.]

Example 1 – The employee will have access to the employer's vehicle during work hours. The vehicle is to be used for picking up and dropping off children from school and other appointments. It may also be driven for other errands agreed upon in advance with the employer. The employee shall not drive the children anywhere other than locations where the employer has given express permission.

Example 2 – The employee agrees to use their own vehicle during work hours. The vehicle will be used for picking up and dropping off children from school and other appointments. The employee shall not drive the children anywhere other than locations where the employer has given express permission.

Example 3 – The employee will accompany the employer in the employer's vehicle for children's outings and appointments.

Example 4 – The employee shall not drive the children anywhere unless in the case of an emergency. In the event of an emergency, the employee may drive the children to the pre-determined emergency location listed below.

Medication/Allergies

[Do your children have any allergies or medical issues that your new nanny should be aware of? If your child needs medication administered how should that be handled? Is your nanny allowed to give your child over-the-counter medication if they have a headache, if so under what circumstances?]

Example 1 – Please make sure that [child] takes his daily medication of [name of medication and dosage] at 3pm with a small snack.

Example 2 – Please contact [name, phone number] if any child complains of aches, pains, upset stomach, etc. and you believe medication may help or they say they need any over-the-counter medicine (Tylenol, cold medicine, etc.)

Compensation & Benefits

[This section details the wage, method, and frequency of payment. It also details other forms of compensation or benefits that you may or may not choose to offer. As you consider what benefits to offer your new nanny, remember that benefits can help you retain the services of your nanny longer. **Benefits let your nanny know that they are** valued and that you're supportive of their needs. Refer to our other guide outlining Wage and Tax Considerations HERE.]

Fair Labor Standards Act Notes: With very few exceptions, domestic employees are classified as "non-exempt" workers, which entitles them to pay for every hour they work at a rate that is not less than the federal, state, and, if applicable, local minimum wage rate. California law requires that household employees, including child care providers be paid overtime. According to the <u>Domestic Worker Bill of Rights</u>, they are entitled to overtime at 1.5 times the regular rate of pay for any hours worked over nine hours per day or over 45 hours per week, unless <u>they are excluded employees or the employer is excluded</u> under the law. Further, California requires that live-in caregivers are entitled to overtime pay equal to 1.5 times their hourly rate if they work more than 9 hours a day or 45 hours a week. It's common to pay slightly less per hour than a live-out nanny as a way to account for the cost of room and board, however nannies that live in the home must still be paid at least the local minimum wage and must be paid for every hour worked. Talk to a legal professional if you have questions about employer responsibilities for a live-in caregiver.

The employee shall be compensated as follows:

Regular rate of pay = \$____ per hour Overtime rate of pay = \$___ per hour (for more than 45 hours in a week) Total compensation = \$___ per week

Wages will be paid at worksite address:

Weekly (Every Friday)

Bi-Weekly (Every Other Friday or 26 times per year)

Method of Payment:

[Common methods are listed here. The key is that as an employer, you must pay required state and federal employment taxes. Income should be reported appropriately. Paying your nanny though cash apps like Venmo and Zelle is **not recommended** due to tax reporting concerns. Talk to a tax professional about the best payment method that meets your needs while maintaining tax compliance.]

- Payroll check The safest option is to pay your nanny through a payroll service that handles taxes, withholding, and year-end tax documents. This ensures full compliance.
- Personal check You can pay your nanny directly by personal check. You are still responsible for withholding and paying all applicable taxes.
- Direct deposit Many nannies prefer direct deposit into their bank account for convenience. Checks can also be deposited via mobile apps.

- Cash Paying in cash is allowed but not recommended. It lacks documentation and raises tax compliance concerns. If paying cash, be sure to properly withhold taxes.
- Prepaid debit card Some use reloadable prepaid debit cards that allow direct wage payments. But taxes would still need to be handled separately.

Mileage and General Expenses

[If your family's nanny or babysitter is asked to drive their own vehicle, you must provide a mileage reimbursement of 65.5 cents per mile (the current 2023 rate).]

Any miles driven while on the job using the employee's car will be reimbursed at the IRS Mileage Reimbursement Rate, which covers the cost of gasoline as well as general wear and tear on the car. The employee will maintain a mileage log and submit it to the employer for reimbursement at the end of the pay period. The current IRS mileage reimbursement rate is 65.5 cents per mile.

All other pre-approved, work-related expenses will be reimbursed at cost. The employee will keep all receipts and submit them to the employer for reimbursement at the end of the pay period.

Tax-Advantaged Benefits

[Offering additional benefits is optional but remember that the benefits listed below not only show the care giver that you are supportive of her needs but can also have positive tax implications. Refer to our guide outlining Wage and Tax considerations, including benefits HERE.]

In addition to the wages stated above, the employer will contribute to the following employee expenses. These amounts are considered "non-taxable" compensation (up to the limits noted below), meaning neither employer nor employee will pay any taxes on this portion of the compensation (check any that apply):

- □ Health Insurance at \$__per month (up to the total amount of premium)
- Public Transportation at \$____ per month (up to \$300/month)
- Parking at \$____ per month (up to \$300/month)
- □ College Tuition at \$____ per month (up to \$5,250 per year)
- Mobile Phone service at \$____ per month (up to the total amount of the bill) [If they will use their cell phone on the job, California requires you to offer a reimbursement. Regulations do not specify a specific amount required, merely that the employer reimburse a "reasonable percentage," even if the employee's monthly bill does not increase from use at work.]

Paid Time Off

[California has a Paid Sick Leave (PSL) law, which requires that you, as a household employer, provide up to 48 hours of paid sick leave per year, with one hour accrued for every 30 hours worked. You can limit usage of sick time to 24 hours per year. Some localities throughout the state have their own rules regarding sick time, so you should check your county and city regulations. Refer to our guide outlining Wage and Tax considerations, including paid leave HERE.]

Employee will receive the following paid time off:

- Sick Leave (_____ hours per year). ____ week(s) notice is requested for any appointments, etc. which may cause the employee to miss work.
- Vacation (______ hours per year). Employee will provide vacation requests at least _____ week(s) in advance.

Planned and Unplanned Absence Policy:

[How much notice should your new nanny give when planning an absence? How should unexpected absences be handled?]

Example: Planned time away should be requested at least 2 weeks in advance. Unplanned or emergency absences should be communicated as soon as it becomes clear an absence is warranted. Please call [name, phone number].

Holidays

Employer will provide the following **PAID** Holidays: [List]

Employer will also provide the following **UNPAID** holidays: [List]

Tax Withholding/Reporting

[For more information on process and requirements, refer to our guide outlining Wage and Tax Considerations HERE.]

Employer will withhold the required Social Security & Medicare taxes from the employee's pay, along with income taxes per the employee's instructions on Form W-4 and all other applicable state taxes.

All tax withholdings will be remitted to the state and federal tax agencies on or before the household employment tax deadlines. In addition, employer will match the employee's Social Security & Medicare contributions and make contributions to the state and federal unemployment insurance funds on behalf of the employee.

Employer will provide employee with Form W-2 at the end of the year (by January 31).

Employer will report employee's earnings to the Social Security Administration so that employee receives appropriate credits.

Confidentiality & Privacy

[List any expectations you have about confidentiality or privacy concerns. Think about how you would like to address social media, photographing of the children or your home, etc.]

Confidentiality

Example: Employee understands that any and all private information obtained about the employers or their dependents during the course of employment, including but not limited to medical, financial, legal, and career, are strictly confidential and may not be disclosed to any third party for any reason.

Social Media Policy

Example 1 - Employee understands that no information about the children's location, plans for the day, or pictures of the children or family members should be shared on any social media network without permission from parents or guardians [name].

Example 2 - Employee agrees not to post online the full names of your child(ren).

Resignation and Termination

[List or change the following as needed]

Employee must provide 2 weeks written notice of resignation. Employee agrees to inform the employer before telling the children. The employer will make all final decisions on how/when to inform the children.

Employer must provide 2 weeks written notice for termination without cause. The employer will make all final decisions on how/when to inform the children.

Immediate dismissal may occur for serious cause. The following are grounds for immediate termination, but are not limited to:

- Allowing the safety of the dependent(s) to be compromised
- Inconsistent or non-performance of agreed-upon job responsibilities
- Dishonesty
- Stealing
- Misuse of family automobile
- Breach of confidentiality clause
- Persistent absenteeism or tardiness
- Unapproved guests
- Smoking or consumption of alcohol while on duty
- Use of an illegal drug

Signatures

[The contract needs to be signed by both the employer (you) and the employee (the nanny). California law recognizes a valid employment contract between a family and a

nanny they hire directly. Key elements needed for the contract to be enforceable under California law include:

- Naming you as the employer and the nanny as the employee
- Detailing the terms of employment compensation, benefits, duties, termination procedures, etc.
- Containing signatures of both you and the nanny agreeing to the terms
- Abiding by state and federal labor laws minimum wage, overtime, worker protections
- Being executed voluntarily with no coercion or duress

As long as those components are met, the contract could be enforced through the California court system if a dispute arose that could not be resolved privately. Consulting an employment lawyer when drafting the contract is recommended.]

Employer hereby agrees to be fully bound by the terms of this contract.

Employer Signature:

Printed Name: Date:

Employee hereby agrees to be fully bound by the terms of this contract.

Employee Signature:

Printed Name: Date:

Setting Expectations and Onboarding for Success

You've done the hard work of finding a wonderful nanny/babysitter for your family and designing a thoughtful and informative contract. Now it's time to set them up for success through thoughtful onboarding. A warm welcome and clear communication from day one helps your new nanny feel supported as they start this important role. Establishing clear guidelines and expectations will help to ensure a positive and successful working relationship.

The Onboarding Conversation: Aim to have this conversation as soon as possible! You will have discussed your household, your children's needs, and your expectations of a nanny to varying degrees during the hiring process. This conversation is a good time to make sure everyone is starting on the same page. Here are some tips for what should be included in this important conversation:

Read Through the Nanny Contract Together: Before this meeting, provide a copy of your contract to your new nanny so that they have time to read through it at their own speed. Then, when you are together, go over the details to make sure that everyone has the same understanding of the agreed upon terms. Give your new nanny the space to ask questions, and you should ask any questions that you may still have. After or during this conversation is a good time to sign these documents if you haven't done so already. Make sure the following are clear to everyone:

- **Clearly Defined Responsibilities:** If there are specific ways certain duties need to be performed make sure you state that. It's also important that you recognize places where you can compromise or accept a different way that a task can be completed.
- **Expectations for Childcare:** Clearly communicate your expectations for how the nanny will care for and interact with your children. This includes routines, guidance/discipline, daily schedules, and activities. Communicate any dietary restrictions or allergies that your children have and discuss meal preparation expectations. Provide information about emergency procedures, including contact information for you, other caregivers, and medical professionals.

Other things you might want to address during your onboarding conversation are:

- 1. On the Job Conduct: Discuss expectations for the nanny's behavior, dress code, and interactions with your family members. If the nanny will be responsible for transportation, discuss guidelines for using your vehicle, if applicable, and for adhering to traffic rules.
- 2. **Trial Period:** Consider implementing a trial period during which both parties can assess the fit and compatibility of the working relationship.
- 3. **Cultural Sensitivity:** If your nanny is from a different cultural background, be sensitive to cultural differences and aware of any preconceived notions you may have to help foster a welcoming environment.
- 4. Meeting the Family: Think about how you will introduce your new nanny to the children she will care for. Here are some tips for
 - Keep the first meeting low-pressure and fun, like sharing a meal or playing together. If possible, don't start with formal childcare right away.
 - Have the nanny engage in activities the children enjoy to establish rapport through shared fun.

- Reassure the children that this nanny is here to help and be kind. But give them space if they feel shy at first.
- Encourage the children to ask the new nanny questions to get to know them. For example: What games/toys do you like to play with kids? Do you have any pets at home? What's your favorite food/color/book?

Enforcing a Nanny Contract

Even with a detailed nanny contract in place and the best possible onboarding, issues may arise in the employment relationship that requires enforcing the terms of the contract.

Situations like repeated tardiness, violations of duties or policies, or even early resignation without proper notice can leave families seeking the protections outlined in their agreement. Enforcing a contract with your nanny requires clear communication, mutual respect, and a proactive approach. Here are some tips to help you effectively enforce the contract:

- 1. Clear Communication and Open Dialogue: Ensure that the terms and expectations outlined in the contract are communicated clearly to and understood by the nanny before they start working. Foster an environment of open communication. Encourage them to express any concerns, questions, or suggestions they may have. Similarly, be receptive to their feedback and address any issues promptly.
- 2. **Regular Check-Ins:** Schedule regular check-in meetings to discuss how things are going. This provides an opportunity to address any concerns, evaluate performance, and ensure that both parties are satisfied with the arrangement. These check-ins should be conducted during the regular work day during paid time. If you need to schedule a check-in during non-regular work hours, make sure you communicate this with your nanny and pay for this time with their regular hourly rate (or overtime rate if applicable).
- 3. **Documentation:** Keep records of any interactions, agreements, or changes made during the employment period. This can include emails, text messages, or written notes from meetings. Having a paper trail can be helpful in case disputes arise.
- 4. Adherence to Terms: Ensure that both parties adhere to the terms of the contract. This includes the nanny's responsibilities, work schedule, compensation, and any other agreements. If there are deviations, discuss them openly and decide whether adjustments to the contract are necessary.

- 5. **Respect Privacy and Boundaries:** While enforcing the contract, be respectful of your nanny's privacy and personal space. Maintain a professional approach and avoid micromanaging.
- 6. Address Issues Promptly: If any issues or concerns arise regarding the nanny's performance, behavior, or adherence to the contract, address them as soon as possible. Delaying discussions can lead to misunderstandings and frustrations.
- 7. Flexibility: Be open to minor adjustments in the contract if necessary. Life circumstances can change, and being flexible can help maintain a positive relationship with your nanny.
- 8. Legal Considerations: If disagreements or disputes arise that cannot be resolved through communication, consider seeking legal advice. Consulting an attorney who specializes in employment law can help you navigate any legal issues.

Remember, the goal is to create a positive working relationship based on mutual understanding and respect. Enforcing the contract should be approached in a way that preserves the well-being of you, your family, your children, and your nanny.

How to Have a Difficult Conversation with Your Nanny

Having a difficult conversation with your nanny requires a thoughtful and empathetic approach to ensure effective communication and a positive outcome.

- 1. Schedule a meeting in advance so you both can prepare. Don't spring a difficult topic on your nanny unexpectedly. Give notice you need to have an important discussion so you're both in the right mindset.
- 2. If the situation or actions you want to discuss with your nanny involved your children, listen to your child(ren)'s perspective of what happened.
- 3. Outline the issues in detail to your nanny so they understand your exact concerns. Provide specific examples rather than general criticisms. Stick to observable behaviors and facts.
- 4. Allow time for a two-way dialogue. After presenting your perspective, give your nanny a chance to respond. Listen actively to understand their viewpoint before responding.
- 5. Ask questions to clarify and understand their perspective. For example, "Tell me more about what happened prior to the undesirable behavior occurred."
- 6. **Find solutions together**. Rather than dictating corrective actions, collaborate on steps you both can take to resolve the issues. Identify compromises if needed.

7. **Conclude with a plan.** Summarize the constructive actions each of you will take going forward and schedule follow-ups. End on a hopeful, supportive note.

The goal is an open, productive conversation, not escalating tensions further. Strive for clarity and understanding of all perspectives so that together parents/guardians and the nanny work collaboratively together to provide the best care for your child(ren). With care, empathy, and mutual understanding, difficult chats can lead to improved relationships and care for your child(ren).

Final Thoughts

Onboarding a new nanny sets the tone for the employment relationship ahead. Be thorough and upfront in establishing clear agreements, straightforward contracts, and open communication of expectations. This due diligence at the start prevents misunderstandings down the road and leads to smoother day-to-day operations caring for your children. Draft documents carefully, walk through details verbally, and allow time for questions. You want your new nanny to feel respected, supported, and excited to start this new role with your family. With some care taken with the onboarding phase of your relationship, you can all start off on the right foot and focus on the rewarding work ahead - providing nurturing, enriching care for your kids.

This informative resource was created for the California Child Care Resource & Referral Network by Civitas Strategies.

About the California Child Care Resource & Referral Network

The <u>California Child Care Resource & Referral Network</u> (Network) is a membership organization of the state-funded child care resource and referral programs in California. It addresses the needs of parents and child-care providers throughout California. The Network works with the child care resource and referral agencies in all counties in California to inform families about quality child care, to assist child care providers to serve their communities, and to encourage positive policy changes on the local, state, and federal levels. The <u>TrustLine Registry</u> is one of the programs administered by the Network in partnership and under contract with the California Department of Social Services (CDSS).

Disclaimer: The Network hired Civitas Strategies Early Start to create documents and videos that will provide parents/guardians with information they can use as a guide when hiring caregivers in their home. We do not guarantee the accuracy, completeness, adequacy or currency of this information. If you are hiring a nanny, babysitter or other person to work in your home, please use the content provided for general information, and contact an accountant, attorney and/or other professionals to assess and provide you with guidance specific to your hiring/employee/contractor situation. Wishing you the best in your journey to provide safe, reliable and nurturing child care for your children.

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Civitas Strategies is a national management consultancy that has helped mission-driven organizations increase their impact for over 13 years. Founded in 2009 with a vision that no child grow up in poverty, Civitas Strategies' work has impacted over one million children and families collectively served by its clients. The firm's mission is to provide high-value support to help organizations become more efficient, effective, and sustainable. Today, Civitas Strategies specializes in providing training and technical assistance for the child care industry and has conducted more direct coaching and technical assistance for providers than any other organization in the US. To learn more about Civitas Strategies' services and work, visit www.civstrat.com.

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