

IN THE SUPREME COURT OF THE STATE OF KANSAS

ADMINISTRATIVE ORDER NO. 256

Re: Standards and Guidelines for CASA Volunteer Programs

In implementation of Supreme Court Rule 110, the attached revised Standards and Guidelines for Court Appointed Special Advocate (CASA) Programs are hereby adopted effective September 1, 2011.

The revised Standards and Guidelines supersede those adopted by Administrative Order No. 82, adopted October 3, 1991, which is hereby rescinded.

CASA programs currently certified pursuant to Supreme Court Rule 110(c) under the previous Standards and Guidelines are hereby granted extended certification, which will remain effective until recertification in 2012, at which time existing programs are expected to comply with the revised Standards and Guidelines. New CASA programs shall be subject to certification by the Judicial Administrator under the revised Standards adopted by this order.

BY ORDER OF THE COURT this 4 day of October, 2011.



Lawton Nuss  
Chief Justice

Attachment

**STANDARDS AND GUIDELINES  
FOR  
KANSAS  
COURT APPOINTED SPECIAL ADVOCATE (CASA) PROGRAMS**

Supreme Court Task Force on Permanency Planning  
Office of Judicial Administration  
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Revised  
October 1991  
September 2011

Adopted 1987

# STANDARDS FOR KANSAS CASA PROGRAMS

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## STANDARDS FOR KANSAS CASA PROGRAMS

### I. CERTIFICATION OF COURT APPOINTED SPECIAL ADVOCATE VOLUNTEERS

- A. Each program shall certify its applicants. Certification shall include the following:
  - 1. Screening procedures
  - 2. Training requirements (see Section II of these standards)
- B. At a minimum, program directors or their designee shall conduct the following screening procedures and give appropriate consideration to the information obtained:
  - 1. The written application completed by the applicant containing, at a minimum, information pertaining to:
    - a. Educational background and training
    - b. Employment history
    - c. Experience working with children
    - d. Personal experience with child abuse and neglect
    - e. Prior contact with the juvenile justice and criminal justice systems
  - 2. Three written references from persons unrelated to the applicant
  - 3. Personal interview
  - 4. KBI national criminal record checks and Child Abuse and Neglect Central Registry Check
  - 5. Criminal History Record Inquiry (CHRI)
- C. The applicant shall be informed, in writing, of the screening procedures which will be used and must sign a release of information for the purpose of Child Abuse and Neglect Central Registry Check and the CHRI. Applicants who refuse to sign the release shall not be certified as CASA volunteers.
- D. The Office of Judicial Administration (OJA) shall conduct the CHRI.

1. OJA shall furnish written notification to the program regarding whether an applicant is eligible to serve as a CASA volunteer. Only applicants who pass the screening procedures (or are granted an exception by the chief judge or designated judge) may be certified as CASA volunteers.
2. Program directors or their designees shall make appropriate written inquiries to the applicant regarding any prior contact with juvenile justice or criminal justice systems in this and other states and shall furnish the information obtained to OJA for consideration in screening applicants.
3. Program directors or their designees shall provide information for the CHRI to OJA as follows:
  - a. The Full name of applicant and any also known as names (AKAs) known to the program
  - b. Social Security number
  - c. Birth date
  - d. Height, weight, color of hair, and color of eyes
  - e. Street address, city, and state of residence for the five years prior to application
  - f. Race and ethnicity
4. OJA shall screen the applicant through CHRI. Certification of the applicant generally cannot proceed if any of the following is found to apply to the applicant: (If any exception is to be made, the chief judge or designated judge must document, in writing, the justification for granting an exception.)
  - a. Has been convicted as an adult of any felony;
  - b. Has been convicted as an adult of any misdemeanor which is a sex offense, a crime against public morals, a crime affecting family relationships and children, assault, battery, or an attempt or conspiracy to commit any such misdemeanor (as defined in K.S.A. Chapter 21, articles 33, 34, 35, 36, and 43 and amendments thereto);
  - c. Has been adjudicated a juvenile offender because of having committed an act, which if done by an adult, would constitute the commission of a felony;

- d. Has been adjudicated a juvenile offender because of having committed an act which, if done by an adult, would constitute a misdemeanor which is a sex offense, a crime against public morals, a crime affecting family relationships and children, assault or battery, or an attempt or conspiracy to commit any such misdemeanor (as defined in K.S.A. Chapter 21, articles 33, 34, 35, 36, and 43 and amendments thereto);
  - e. Has entered into a diversion agreement involving a charge of child abuse or a sexual offense (K.S.A. 22-2906 *et seq.* and amendments, K.S.A. 38-1635); or
  - f. Has been convicted or adjudicated of any act that would pose a risk to children or to the credibility of the CASA program.
5. Anyone who is found to have charges pending for offenses listed in D4 above shall not be cleared unless and until the charges have been dismissed or the individual is found not guilty in a court of law. The program shall be notified in writing that a decision on clearance is suspended pending the outcome of the applicant's court case.
6. If the applicant has not been a resident of the State of Kansas for the past five years, the program director or the program director's designee shall make inquiries of the criminal history records of all states and countries where the applicant has lived in the last five years. The applicant shall be generally disallowed certification if it is found that the applicant has a criminal history equivalent to Section D.4 in another state or country. If an exception is to be made, the chief judge or designated judge must document, in writing, the justification for granting an exception.
7. The local program director or the local director's designee shall ensure that the applicant is screened through the Department of Social and Rehabilitation Services (SRS) Child Abuse and Neglect Central Registry, shall make inquiries of the registries of other states where the applicant has lived in the last five years, and shall generally disallow certification if it is found that SRS or a similar agency in another state lists the applicant as the perpetrator of an act of child abuse or child neglect. (If an exception is to be made, the chief judge or designated judge must document in writing the justification for granting an exception.) Certification shall not be denied if the registry of another state refuses to give information in a timely manner. If disqualifying documentation is obtained after certification is granted, decertification shall be undertaken.
8. The program shall continue to screen an applicant during the training process until certification is granted.

- E. Written records on each applicant covering all screening procedures employed by the program shall be maintained by the program. Each program shall determine the period of time for which the written record on each applicant is maintained. The notification of the eligibility determination by the OJA shall be kept on file in the program office. Program directors shall send a list of the newly certified CASA volunteers to OJA within 30 days after training and screening procedures are completed (see Appendix Form A). Within 30 days of a CASA volunteer's resignation or termination, program directors shall notify OJA of the CASA volunteer's name and reason for decertification (see Appendix Form B).

## II. TRAINING OF CASA VOLUNTEERS

- A. All applicants must participate in a minimum of 30 hours of training prior to being assigned to a case. Credit towards the 30 hour minimum may not be given for education or professional training obtained by a CASA applicant prior to application to the CASA program.
- B. The CASA program training curriculum may include segments provided by other agencies or other CASA programs where a CASA applicant travels to other sites or agencies to participate with other trainees or professionals. However, at least four (4) hours of training must be specifically designed to provide local information to the CASA applicants.
- C. At a minimum, pre-service training must cover the following topics:
  - 1. Roles and Responsibilities of CASA Volunteers
  - 2. Child Welfare System
  - 3. Relevant Child In Need of Care State and Federal Laws and Regulations
  - 4. Relevant Juvenile Offender State and Federal Laws and Regulations
  - 5. Child Abuse and Neglect
  - 6. Child Development
  - 7. Dynamics of Families (including, but not limited to, mental health, substance abuse, domestic violence, and poverty)
  - 8. Permanency Planning
  - 9. Juvenile Court Process
  - 10. Domestic Relations (including, but not limited to, custody and divorce, and Kansas laws pertaining to domestic relations)



11. Cultural Competency
  12. Effective Advocacy
  13. Confidentiality
  14. Communication, Information Gathering, and Record Keeping
  15. Local CASA Program Policies and Procedures
  16. Community resources available to meet the needs of children and families
- D. The training shall include court observation of juvenile proceedings. This includes observing Citizen Review Boards, where available.
- E. Trainees must be given a training manual and synopsis of pertinent Kansas laws.
- F. The program shall provide or assist in the provision of a minimum of 12 hours of in-service training annually. Programs shall require CASA volunteers to complete a minimum of four (4) hours of in-service training annually.

### **III. PROGRAM POLICIES AND PROCEDURES GOVERNING ADMINISTRATION**

- A. At a minimum, programs shall maintain the following:
1. Complete case assignment records;
  2. List of certified volunteers and contact information;
  3. Up-to-date calendar of court hearings; and
  4. Up-to-date case files, including:
    - a. Copies of all volunteers' monthly and court reports;
    - b. Correspondence;
    - c. Calls, hearings attended, or in-person consultations;
    - d. Court orders; and
    - e. Journal entries.
- B. Case files shall be returned to the office when the CASA volunteer is discharged or the case is closed. The court shall be notified if a case file has not been

returned to the program within 30 days of the volunteer's discharge or case closure.

- C. At the closing of a case, all CASA materials, including volunteer, director, or coordinator notes, monthly reports, reports to the court, and documents not found in the court's files shall be maintained until the child reaches 18 years of age, then the file shall be destroyed.
- D. Each program shall develop a case destruction policy which establishes the procedure for tracking and destroying case files.
- E. An annual written report shall be compiled by February 15 of each year by the program, to be distributed to the district chief judge and the Office of Judicial Administration. At a minimum, the written report shall include the following:
  - 1. The number of CASA volunteers certified during the period of the report and the number of CASA volunteers currently assigned to cases.
  - 2. The number of children served during the period of the report and the number of children served since the inception of the program.
  - 3. Specific types of cases handled (CINC, juvenile offender, domestic relations, etc.) during the period of the report and since the inception of the program.
  - 4. The ages of children served (at the time of case assignment) during the period of the report and since the inception of the program.
  - 5. The number of volunteer hours estimated during the period.
  - 6. Outcome data as established by the Kansas CASA Association.
  - 7. Budget information.
- F. To avoid a conflict of interest, the program shall not employ as paid staff any individual who concurrently supervises child in need of care or juvenile offender cases, for the court, for SRS, for SRS child welfare providers, or for the Juvenile Justice Authority.
- G. The program shall ensure that program employees and board members undergo screening procedures as outlined in Sections I. B. through I. D. of the Standards and Guidelines and National CASA Standards related to recruitment and selection of qualified employees.
- H. The program shall ensure that an attorney is available for legal consultation with the CASA volunteer on any case where the program director deems it appropriate,

provided that no attorney shall consult with the CASA volunteer as to any case in which the attorney is serving in any capacity, or in any case in which there appears to be a conflict of interest.

- I. The program shall have written policies on the following and shall make these written policies available to the local court and the Supreme Court upon request:
  - 1. The maximum number of cases which a CASA volunteer may be assigned to at any one time. If that number is larger than two, a rationale must be located in the volunteer's file.
  - 2. The maximum number of volunteers to be supervised by each staff person. Consideration should be given to the exact number of hours each staff person spends in supervision (as opposed to administrative or other duties).
- J. The program shall have in effect written management and personnel policies and procedures.
- K. The program shall be a program member in good standing with the Kansas CASA Association.
- L. The program shall be a program member in good standing with the National CASA Association.
- M. The program shall prepare annual, written budgets reflecting actual and projected income and expenses.
- N. All CASA fundraisers shall be consistent with the mission of CASA programs and shall not negatively affect the program. Programs must comply with the Kansas Attorney General's Opinions and local District or County Attorney's guidance on fundraising.

#### **IV. PROGRAM POLICIES GOVERNING CASA VOLUNTEERS**

- A. The CASA program director or the director's designee shall be responsible for all decisions regarding assignment or removal of specific volunteers to specific cases.
- B. To avoid a conflict of interest, no volunteer shall be certified if he or she is currently employed in the juvenile division of the district court, the youth services division of SRS, SRS child welfare providers, the Juvenile Justice Authority, or community juvenile field services. No volunteer may be assigned to a specific case if he or she is connected to the family in a professional capacity or in a close personal relationship.

- C. The CASA program and advocates shall comply with Supreme Court Rule 110.
- D. CASA staff and advocates shall not possess a weapon or firearm on CASA premises or while conducting business on behalf of CASA.
- E. A CASA volunteer's certification may be suspended by the chief judge or the chief judge's designee if the CASA volunteer is arrested for, charged with, or convicted of a crime pending resolution. If convicted of a crime listed in Section I.D.4. of the Standards and Guidelines, immediate decertification must be undertaken. If convicted of any other crime(s), decertification shall be at the discretion of the CASA program director.
- F. There shall be written policies developed by the program that shall be approved by the chief judge or designated judge that are provided to all CASA volunteers to cover the following:
  - 1. Specific rules and policies pertaining to the gathering and release of information by a CASA volunteer, to include, as a minimum, the following:
    - a. Circumstances or conditions for questioning a parent if the parent has an attorney;
    - b. Situations in which an individual asks the CASA volunteer not to reveal information to anyone else;
    - c. Circumstances whereby a CASA volunteer must report suspected child abuse or neglect, and the procedure for making such reports;
    - d. Confidentiality of information and records which are collected by the volunteer as part of his or her duties.
  - 2. Specific guidelines pertaining to activities in which the CASA volunteer may and may not engage as part of his or her duties.
  - 3. Emergency procedures to cover situations affecting a child's welfare which come to the volunteer's attention at any time when the CASA office is not open.
  - 4. Specific guidelines pertaining to inactive volunteer status.

**V. COURTESY ADVOCATE ASSISTANCE TO CASA PROGRAMS**

- A. CASA programs may provide intrastate courtesy advocate assistance to Kansas CASA programs. The appointed courtesy advocate must comply with the policies and procedures of their certifying CASA program.
- B. CASA programs shall not request or provide courtesy advocate assistance to CASA programs outside of Kansas.

**VI. CERTIFICATION OF THE CASA PROGRAM**

- A. The Office of Judicial Administration (OJA) shall mail certification forms to each program by July 1 of each year in order to begin the annual certification process. The completed forms are to be returned to OJA by July 31 of each year.
  - 1. Any programs with active cases as of July 1 shall be expected to be certified by January 1. Annual certification shall be in effect from January 1 through December 31.
  - 2. Before being appointed to a case, each new program must apply to OJA and be certified.
  - 3. Materials and statistics provided shall cover the period from January to December.
- B. As part of the certification process, the Office of Judicial Administration must schedule a site visit to each program.
  - 1. The site visit must take place within ninety (90) days after the receipt of the completed certification forms and materials in the Office of Judicial Administration.
  - 2. OJA shall inform the program in writing if additional material shall be required before or at the time of the site visit.
  - 3. The site-visit may include one or more interviews which shall be determined in advance after consulting with the program director. A list of those to be interviewed shall be given to the program director in advance.
  - 4. The site visit shall include a random review of program records pertaining to CASA volunteers and their cases.
- C. OJA shall issue the preliminary written Certification Report to the program director, designated judge(s), and the president of the program's board of directors, within thirty (30) days after the completion of the site visit. Programs

who disagree with the report or sections of it shall have 15 days to discuss it with OJA before it is finalized. The final Certification Report shall be issued by the OJA to the program upon expiration of the 15 day discussion period. A copy of the final Certification Report shall be sent to the designated judge(s) and the president of the board of directors.

1. In the report, OJA shall rate each component of the program, as explained in Sections I through IV of these standards. The ratings to be used are as follows:
  - a. Meets standards;
  - b. Meets standards with qualifications; or
  - c. Does not meet standards
2. Any items which do not meet standards or which meet standards with qualifications shall be explained in a narrative section. The explanation shall include the tasks to be done in order to upgrade the rating.
3. The program shall have fifteen (15) days to submit a program improvement plan including correcting items marked as not meeting standards on the final Certification Report to OJA. Written verification of implemented improvements shall be submitted to OJA within 90 days of receipt of the program improvement plan. An extension may be granted at the discretion of OJA. OJA may schedule a second site visit at OJA's discretion to review the implemented improvements.
4. Items which meet standards with qualifications must be corrected by the program before the next certification cycle begins.
5. If no improvements are implemented, or if the improvements are determined to be inadequate, certification shall be denied. Notification of the denial of certification shall be sent to the program director, designated judge, and board president. This notification shall include a recommendation that an Order Rescinding the Appointment of Volunteers be issued in all cases where a CASA volunteer has been appointed or assigned to a child. Upon denial of certification, the program shall cease all operations, including fundraising, volunteer training, volunteer contact with children, and any other activity by which the program holds itself out to be a certified CASA program. The denial of certification shall not prohibit any person from appearing in court pursuant to a lawful subpoena. CASA personnel, the designated judge, the board president, and persons appointed by the designated judge or board president may engage in activities necessary to complete the certification process. The program may reapply for certification at the next certification cycle.

- D. OJA, as part of the certification process, shall evaluate the program's utilization of the Kansas CASA Guidelines (see Appendix C).
1. No report on the guidelines shall be issued unless the judge or the program requests such a report in writing.
  2. If such a request is made, the report on the Guidelines shall be issued separate from the Certification Report and shall be used for consultation purposes only.
  3. The report shall automatically be sent to both the program and the judge when it is complete and shall be issued as close as possible to the issue date of the Certification Report.

## VII. PROGRAM REVIEWS

- A. If at any time OJA determines that a program may be in noncompliance with the standards, the following shall happen:
1. OJA shall contact the program and inform them of the determination.
  2. The program shall have 30 days to respond in writing addressing the determination as follows:
    - a. The program shall provide to OJA documentation that the program is in compliance with the standards in question, or
    - b. The program must submit a program improvement plan to OJA if it is found to be in noncompliance with the standards.
  3. If action is not taken by the program, OJA shall issue written notice of noncompliance to the program director, designated judge, and board president. The program shall have fifteen (15) days to respond to the complaint.
  4. The program shall submit to OJA written verification of implemented improvements within 90 days. OJA may grant an extension. A site-visit to review the previously determined noncompliance shall be scheduled at the request of OJA or the program.
  5. If no improvements are implemented, or if the improvements are determined to be inadequate, certification shall be revoked. Notification of the revocation of certification shall be sent to the program director, designated judge, and board president. This notification shall include a recommendation that an Order Rescinding the Appointment of Volunteers

be issued in all cases where a CASA volunteer has been appointed or assigned to a child. Upon revocation of certification, the program shall cease all operations, including fundraising, volunteer training, volunteer contact with children, and any other activity by which the program holds itself out to be a certified CASA program. The revocation of certification shall not prohibit any person from appearing in court pursuant to a lawful subpoena. CASA personnel, the designated judge, the board president, and persons appointed by the designated judge or board president may engage in activities necessary to complete the certification process. Application for certification may be made at the next certification cycle.

6. The appeals procedure shall be the same as the annual certification process as outlined in Section VIII "Appeals Procedure."
- B. OJA reserves the right to review the program's compliance with the certification standards at any time.

## **VIII. APPEALS PROCEDURE**

- A. If a program is not granted annual certification or the annual certification is revoked, the program may appeal the decision to the Supreme Court.
1. The request for hearing shall be in writing.
  2. The request must be mailed to the Supreme Court within 45 days after receipt of the final Certification Report or revocation of certification.
  3. The program shall cease operations while the appeal is pending unless otherwise ordered by the Supreme Court.
- B. Appeals shall be reviewed by a panel of three members appointed by the Chief Justice of the Supreme Court.
1. At least one member shall be a program director of a certified CASA program.
  2. Panel members shall not reside in the judicial district where the program being reviewed is located.
- C. The panel shall convene a hearing within 45 days of the receipt of the request by the court. The program director, board president (or designee), and OJA shall be present.
1. The court which has a memorandum of agreement with the program shall be invited to attend or send a designee.



2. Any persons in attendance may present documentation, testimony, and witnesses at the hearing. In making such presentations, consideration should be given to time constraints.
  3. The panel shall prepare a report of its findings within two weeks.
  4. The findings of the panel shall be advisory to the Supreme Court.
  5. The Supreme Court will issue the final decision on the appeal.
- D. If the panel recommends the denial or revocation of certification, it shall include in its report the conditions and timetable whereby it recommends that the program may reapply, if any.

APPENDIX FORM A

(Part 1 of 2 Parts)

CERTIFIED CASA

Pursuant to CASA Standard I.E., this is written notification to the Office of Judicial Administration that applicants have been screened, trained, and certified as CASA volunteers.

Name of Program \_\_\_\_\_

Judicial District \_\_\_\_\_

As of \_\_\_\_\_, (date of last notification) the applicants listed on the attached sheet have been certified as CASAs. A check (✓) in each column indicates that the applicant passed the screening procedure listed. (If a written exception has been made by an authorized judge, no check will appear in the appropriate column—KBI or SRS—but the column “Written Exception by Judge” will have a check.)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title



APPENDIX FORM B

Decertified CASA Volunteers

Pursuant to CASA Standard I.E., this is written notice to the Office of Judicial Administration that the following CASA volunteers have been decertified:

Name	Date Certified	Date Decertified	Reason for Decertification

Name of Program \_\_\_\_\_

Judicial District \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

## APPENDIX C

### KANSAS CASA GUIDELINES

The following guidelines are offered to assist existing and developing programs. They are very flexible in order to allow local courts and program administrators to make decisions which will best suit their communities. It is assumed that the local judge(s) and the program will be in constant contact as decisions are made so that the CASA program will be truly reflective of the court's needs.

#### A. CASA PROGRAM STRUCTURE

1. A CASA program should have an advisory board and/or board of directors representing a broad section of the community.

The purpose of the board of directors is to provide the program with financial security. As a program expands into training and assigning CASA volunteers, a Board of Directors becomes a necessary tool for a well-managed program. It is helpful to assign board members committee assignments such as fundraising, training, policies and procedures, budget, etc. The board should act in conjunction with the program director to maintain a program that will provide optimal representation of children.

Consultation and participation by local professionals and community leaders is essential to the development of a quality program. Often, programs choose to form an advisory board in order to formalize their relationship with key individuals, and such a board is highly recommended. The kinds of board member expertise which programs have found to be helpful are as follows:

- pediatrics, child development, mental health, dynamics of abusive or neglectful families, child abuse or neglect treatment
- accounting or budgeting
- nonprofit management
- personnel
- fundraising
- public relations or marketing
- media relations
- courts
- SRS liaison
- CASA volunteers
- legislative issues
- other child service agencies
- community and business leaders

2. The primary focus of a CASA program should be serving abused and neglected children in juvenile dependency proceedings.

3. The CASA program should have written goals and objectives, measures for obtaining those goals and objectives, and a methodology for monitoring and evaluating progress. The program's budget and financial goals should be based upon these objectives.
4. A CASA program should have a written organizational plan, including job descriptions for staff and CASA volunteers, CASA volunteer recruiting plan, screening and training procedures, program policies and procedures, guidelines for support and supervision of CASA volunteers, guidelines for record keeping and data collection, and a funding plan.
5. In addition to the program director, CASA programs should have adequate supervisory and support staff to ensure timely and thorough case management. A recommended CASA volunteer to supervisor ratio is 30 to 1.
6. A CASA program should have a written media or public relations policy.
7. A CASA program should be recognized and supported by the court.
8. A CASA program should have local policies in keeping with the Kansas Supreme Court CASA standards.

#### B. ROLES AND RESPONSIBILITIES OF A CASA VOLUNTEER

1. A CASA volunteer should:
  - a. Maintain complete written records about the case, including appointments, interviews, and information gathered about the child(ren);
  - b. Report any incidents of child abuse or neglect to the CASA supervisor and appropriate authorities;
  - c. Interview parties involved in the case, including the child(ren);
  - d. Determine if a permanent plan has been created for the child(ren), and whether appropriate services, including reasonable efforts, are being provided to the child(ren) and family;
  - e. Assure that the child(ren)'s best interests are being represented at every stage of the case, attend court hearings, and make a written recommendation to the court on what decision is best for the child(ren);
  - f. Monitor the case by visiting the child(ren) as often as necessary to observe whether the child(ren)'s essential needs are being met and whether the judge's orders are being carried out;
  - g. Participate in any planning or treatment team meetings involving the child(ren) in order to be kept informed of the child(ren)'s permanent plan; and

- h. Remain actively involved in the case until formally discharged by the court.
2. A CASA volunteer should not become inappropriately involved in the case by providing direct service delivery to any parties that could (a) lead to a conflict of interest or liability problems; or (b) cause a child or family to become dependent on the CASA volunteer for services that should be provided by other agencies or organizations. Examples of inappropriate volunteer practices are:
  - Taking a child home or sheltering a child in the home;
  - Giving legal advice or therapeutic counseling;
  - Making placement arrangements for a child; or
  - Giving money or expensive gifts to a child or family.
3. A CASA volunteer should respect the relationship between placement providers, such as foster parents, and the child. If the provider and the CASA should disagree about the care that is being provided to the child, the CASA volunteer should try to discuss the situation with the provider if at all possible. If the disagreement continues, the CASA volunteer should follow the proper procedure in reporting the situation to the provider's agency. Only when the disagreement has been through the proper channels and failed to be resolved should the CASA volunteer ask the court to intervene.
4. A CASA volunteer should transport a child only when there is liability insurance coverage for such an activity and the program allows. The CASA volunteer should also have the permission of the person or agency which holds custody before transporting a child.

### C. RECRUITING

1. A CASA program should produce a standardized packet of information (brochure, information kit) to clearly explain the purpose of CASA, define the role and responsibilities of the CASA volunteer, and explain the minimum commitment of time required.
2. The recruitment effort should be targeted to attract male and female volunteers from diverse cultural and ethnic backgrounds and from a variety of age groups and socio-economic levels.
3. The recruitment effort should be targeted to include some individuals who are able to work effectively with children who have special needs, such as hearing, sight, or speech impairment; developmental disability; physical or mental disability; or any other condition requiring special skills for communication or advocacy.
4. The recruitment plan should be designed to make the public aware of the problems faced by abused and neglected children who enter the courts.

5. As part of its recruiting procedure, a CASA program should refer potential CASA volunteers to other CASA programs if the potential CASA volunteer lives outside the program's service area.
6. The recruiting efforts should include media outreach and speaking engagements.

#### D. SELECTION AND APPOINTMENTS OF CASA VOLUNTEERS

1. CASA programs should notify all applicants in writing of the status of their application. The selection procedure should ensure that those not selected are treated with dignity, respect, and, if possible, referred to alternative volunteer opportunities more suitable for them.
2. The judge should determine which cases are referred to the CASA program, and all appointments and assignments should be made by an appropriate order of the court.
3. CASA volunteers should be sworn in by the presiding judge.
4. CASA volunteers should be assigned at the earliest stages of the court proceedings, in accordance with Recommendation #15 from the Metropolitan Judges Committee Report of the National Council of Juvenile & Family Court Judges, "Deprived Children: A Judicial Response, 73 Recommendations."
5. CASA volunteers should not be assigned more than two cases simultaneously; the number of cases assigned should be high enough to maintain the interest of the volunteer and low enough to ensure quality work and to avoid volunteer burnout. If a CASA volunteer is assigned more than two, a rationale must be located in the volunteer's file. A case is defined as one sibling group.
6. CASA programs should be conscious of ethnic, cultural, and religious diversity when appointing volunteers to cases, and would select volunteers based on experience, understanding, and skills to deal with these considerations.
7. CASA programs and/or the court should notify all parties and agencies involved in the case of the CASA volunteer's appointment.
8. CASA volunteers should have complete and immediate access to all records and documents pertaining to the case.

#### E. SUPERVISION OF VOLUNTEERS

1. CASA program staff should be easily accessible and should make every effort to provide quick and thorough guidance to the CASA volunteer when he or she is assigned to a case.
2. The CASA program supervisor should hold regularly scheduled case conferences with the volunteer to review progress of the case.



3. CASA program supervisors should process the CASA volunteer's report to the court and should consider the volunteer's concerns and recommendations in a timely manner so as not to jeopardize the best interests of the child.
4. CASA volunteers should submit all recommendations concerning the case to the program supervisor in a signed, written report. CASA program supervisors should not alter the report without the consent of the CASA volunteer. If the supervisor disagrees with the CASA volunteer's recommendation, an additional, second report should also be submitted to the court under the supervisor's signature.
5. The CASA program should have a clear policy to guide CASA volunteers and program staff in the case of conflict regarding the case. The plan should include at least one level of appeal to another authority (i.e., board grievance committee).
6. The CASA program should have a plan for the discharge or termination of a CASA volunteer by a designated authority. Appropriate grounds for dismissal include:
  - a. The CASA volunteer takes action without program or court approval which endangers the child or is outside the role or powers of the CASA program.
  - b. The CASA volunteer violates a program policy, court rule, or law.
  - c. The CASA volunteer demonstrates inability to effectively carry out CASA duties.
  - d. The CASA volunteer fails to complete required ongoing training.
  - e. The CASA volunteer falsifies the volunteer application or misrepresents facts during the screening process.
7. The CASA program should evaluate all CASA volunteers on an annual basis using a standardized evaluation form to review their performance and effectiveness. This should include an evaluation of the CASA volunteer's work on the case, participation in ongoing training, and comments from the judge and/or juvenile court officers.
8. CASA programs should practice ongoing recognition of CASA volunteers through written and verbal acknowledgment by judges and staff, in program newsletters, and in the media.