



**Advisory Committee to the  
Court Appointed Special Advocate  
and Children's Justice Act Programs  
Meeting virtually via Zoom**

Time: Apr 30, 2021 10:00 AM Eastern Time (US and Canada)

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## **AGENDA**

April 30, 2021

- 1. Welcome, Call to Order and Roll Call**
- 2. Approval of Past Minutes**
- 3. Introduction of NCASA/GAL Guest**
- 4. Conflict of Interest Act Training – Melissa O’Neill**
- 5. Legislative Update – McKenna Whitmore**
- 6. CASA Program Update – Melissa O’Neill**
  - a. Annual Report**
  - b. SLT Strategic Plan Update**
  - c. Final NCASA/GAL Standards – overview of changes**
  - d. DE&I Committee overview – Terry Willie-Surratt**
- 7. CJA Program Update – Jenna Foster**
  - a. 3YA Progress**
  - b. CJA Annual Grantees Meeting**
- 8. Citizen Review Panel – Shannon Hartung- Virginia Department of Social Services  
Overview of CRP Recommendations  
Recommendations for Review**
- 9. New Business**
- 10. Adjournment**

## DRAFT

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Pursuant to § 2.2-3707.1 of the Code of Virginia this DRAFT of the minutes of the Court Appointed Special Advocate (CASA) and Children’s Justice Act (CJA) Advisory Committee is available to the public. The public is cautioned that the information is provided in DRAFT form and is subject to change by the Advisory Committee prior to becoming final. Once the minutes have been finalized, they will be marked “FINAL” and made available to the public.

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### COURT APPOINTED SPECIAL ADVOCATE/CHILDREN’S JUSTICE ACT PROGRAM ADVISORY COMMITTEE MEETING MINUTES

#### January 29, 2021

A meeting of the Advisory Committee to the Court Appointed Special Advocate and Children’s Justice Act programs was held on January 29, 2021. As a result of the state of emergency declared by Governor Northam due to COVID-19, the Advisory Committee conducted this meeting by electronic communication means without a quorum of the Committee physically assembled at one location. However, a quorum was present virtually.

#### Members Present

Regina Baker  
Kim Barbarji  
Randy Bonds  
Robin Foster  
Shardell Gerald  
Shannon Hartung  
Judge Jerrauld Jones  
Sandy Karison  
Malcolm King  
Jennifer Newman  
Pat Popp  
Judge Thomas Sotelo, Chair  
Ashley Thompson

#### Members Not Present

Molly Dellinger-Wray  
Allison Gilbreath  
Giselle Pelaez

#### Staff Present

Jenna Foster (DCJS)  
Laurel Marks (DCJS)  
Melissa O’Neill (DCJS)  
McKenna Whitmore (Intern, DCJS)  
Terry Willie-Surratt (DCJS)

#### Guests

Martha Crockett, Graduate Student

Elizabeth Lee, Virginia DSS  
Lora Smith, Virginia DSS  
Katharine Hunter, Virginia DBHDS  
Liv Wolfenden, Graduate Student

- I. **Call to Order:** Judge Thomas Sotelo, Committee Chair, called the meeting to order at 10:09 AM. A verbal roll call was taken.
- II. **Approval of Minutes:** The committee received and reviewed the draft minutes of the October 30, 2020 meeting. Ashley Thompson noted she was listed as both present and absent. She was not in attendance and asked for the minutes to be amended as such. Ashley Thompson made a motion to approve the October 30, 2020 minutes. Pat Popp provided a second. Motion was approved by verbal roll call vote.
- III. **Conflict of Interest and Financial Disclosure Filings**  
Committee members are required to complete Financial Disclosure filings annually. The Ethics Council emailed committee members directly with instructions for completing the filing of forms. The deadline is February 2, 2021. Members are also required to complete Conflict of Interest Act Training. The timeframe for completing the training has shifted slightly and members will be notified when the training is required to be completed.
- IV. **CASA Program Update** - The committee was previously provided a written update regarding the Court Appointed Special Advocate Program. Melissa O'Neill provided information on recently confirmed dates for the National CASA/GAL Highly Effective Standards Review Process (HESRP). The HESRP will be conducted on April 29 and 30, 2021. This will allow for the reviewers to attend the April CASA/CJA Advisory Committee meeting. Select members of the committee will be included for stakeholder interviews along with local CASA program representatives. The purpose of the HESRP is to evaluate DCJS compliance with NCASA/GAL Association standards for state organizations.
- V. **Children's Justice Act Program Update** - The committee was previously provided a written update regarding the Children's Justice Act Program. Jenna Foster highlighted areas of interest.

***Child Death Investigation Protocol Training:*** Justice 3D is planning a Child Death Training and has asked if the newly developed protocol can be incorporated into the content that is currently available. The first training to include the protocol will be held at the Central Virginia Police Academy on March 10-12. This is not a DCJS sponsored event. However, we will provide copies (binders) of the protocol for use during the training.

***Other Trainings:*** CJA is partnering with the Center for School and Campus Safety at DCJS to host Mental Health trainings for law enforcement and child welfare workers. The first training will be held virtually on April 21, 2021. CJA is also seeking input from several external partners to host training on substance use/abuse, community resources,

community collaborations, and self-care. These topics were noted as priority areas from a survey they went to all domestic and sexual violence children's programs to assess current needs.

## VI. **Child Protective Services/Citizen Review Panel**

***In-Home Implementation*** - Elizabeth Lee, Virginia Department of Social Services, Assistant Division Director of Protection and Prevention Programs, provided an overview of the department's In-Home Services initiatives. The initiative takes into account the Child and Family Service Review (CFSR) results and the implementation of the Family First Prevention Services Act (FFPSA). The model will incorporate In-Home best practices using Structured Decision Making with the goal of partnering with families and utilizing relatives to offer resources to prevent children from coming into foster care. The model will focus on evidence based practices. Updated guidance will be available in the spring.

***Foster Care Update*** - Lora Smith, Virginia Department of Social Services, Foster Care Manager, provided an update on services to older youth. The Department is working on a federal funding initiative to support older youth during COVID. Funding is available to support education and independent living services. The Department developed a workgroup of stakeholders for outreach to older youth in care.

***Citizen Review Panel*** - Shannon Hartung, Child Protective Services Program Manager, Virginia Department of Social Services, provided an overview of the Department of Social Services response during the pandemic. Committee members were notified of the launch of the Mandated Reporter website. This site allows for accessible and streamlined reporting of suspected incidents of child abuse and neglect for mandated reporters.

Members were previously provided with information on the role of the Citizen Review Panel (CRP). Ms. Hartung provided additional information on the development of recommendations and the timeframe required for submission to the Department. Judge Sotelo led the committee in a discussion of ideas for potential recommendations for 2021. Staff will use this conversation for development of recommendations for consideration at the next Advisory Committee meeting.

## VII. **Legislative Review**

Committee members discussed bills of interest related to child abuse and neglect introduced during the 2021 Virginia General Assembly session.

## VIII. **New Business**

Shardell Gerald shared information about Unite us VA, a newly developed resource designed to link families with service providers. Ms. Gerald will provide information to the committee on this new resource.

Robin Foster shared information regarding a specialized training offered by VCU through Project ECHO.

IX. **Adjourn** – Meeting adjourned at 12:06 PM.

Next meeting dates:

April 30, 2021

July 30, 2021

2021 VIRGINIA GENERAL ASSEMBLY CHILD WELFARE BILLS

Bill Number	Patron(s)	Topic	Summary	Status
<a href="#">HB 2191</a>	Leftwich	DSS; Information Sharing to Parent	The local DSS will disclose location of the child to the parents, unless the local department finds that such disclosure is not in the best interests of the child.	3/24/21: Approved by the Governor – Chapter 305 (Effective July 1, 2021).
<a href="#">HB 2012</a>	Campbell	Protective order violations	This bill changes the punishment and sentencing requirements for a violation of a preliminary child protective order so that the maximum penalty is a Class 1 misdemeanor, and the court is no longer required to enter a permanent family abuse protective order upon a conviction of a violation of a preliminary child protective order.	3/18/21: Approved by the Governor – Chapter 184 (Effective July 1, 2021).
<a href="#">HB 1962</a>	Gooditis	Foster Care	This bill requires local DSS and licensed child-placing agencies to involve the child's relatives and fictive kin who are interested in the child's welfare in the development of a child's foster care plan. A child 12 years or older will be involved in the development of their foster care plan.	4/07/21: Senate and House accepted the Governor's recommendations.  Enacted – Chapter 535 (Effective July 1, 2021).
<a href="#">HB 1866</a>	Delaney	CASA Information Sharing	Allows CASA Volunteers to participate in and share information with family partnership meetings and in meetings of family assessment and planning teams, multidisciplinary child sexual abuse response teams, individualized education program teams, and multidisciplinary teams related to child abuse.	3/18/21: Approved by the Governor – Chapter 177 (Effective July 1, 2021).
<a href="#">HB 1932</a>	Levine	Child-Placing Agencies	Repeals provisions that allowed child-placing agencies to refuse to perform, assist with, counsel, recommend, consent to, refer, or participate in any child placements when the proposed placement would violate the agency's written religious or moral convictions or policies.	2/23/21: Senate – Left in Rehabilitation and Social Services.

2021 VIRGINIA GENERAL ASSEMBLY CHILD WELFARE BILLS

<p><a href="#">HB 2212</a></p>	<p>Plum</p>	<p>Children's Services Act; Effective Monitoring &amp; Implementation</p>	<p>Requires the director of the Office of Children's Services to provide for the effective implementation of the Children's Services Act (§ 2.2-5200 et seq.) in all localities by (i) regularly monitoring local performance measures and child and family outcomes; (ii) using audit, performance, and outcomes data to identify local programs that need technical assistance; and (iii) working with local programs that are consistently underperforming to develop a corrective action plan for submission to the Office and the State Executive Council for Children's Services.</p>	<p>3/18/21: Approved by the Governor – Chapter 226 (Effective July 1, 2021).</p>
<p><a href="#">HB 1950</a></p>	<p>Ayala</p>	<p>Fetal and Infant Mortality Review Team</p>	<p>Directs the Department of Health and the Office of the Chief Medical Examiner to develop a plan for the establishment of a Fetal and Infant Mortality Review Team and to report such plan to the Chairmen of the House Committees on Appropriations and Health, Welfare and Institutions and the Senate Committees on Finance and Appropriations and Education and Health by December 1, 2021. The bill also requires the Department of Health to convene a work group to participate in development of the plan and, upon inclusion in a general appropriation act adopted by the General Assembly of funds for such purpose, to hire such contract staff as may be necessary to assist the work group with development of the plan.</p>	<p>3/18/2021: Approved by the Governor – Chapter 164 (Effective July 1, 2021).</p>
<p><a href="#">SB 1328</a></p>	<p>Mason</p>	<p>Kinship/Guardianship</p>	<p>Creates the state-funded Kinship Guardianship Assistance program, which will facilitate child placements with relatives, including fictive kin, and ensure permanency for children.</p>	<p>3/18/21: Approved by the Governor – Chapter 254 (Effective July 1, 2021).</p>

2021 VIRGINIA GENERAL ASSEMBLY CHILD WELFARE BILLS

<a href="#">SB 1240</a>	Stuart	Child abuse	Provides that a parent, stepparent, grandparent, or step-grandparent is guilty of the crime of forcible sodomy or object sexual penetration if such offenses are committed by such persons and the complaining witness is at least 13 years of age but younger than 18 years of age.	1/18/21: Stricken at the request of patron in judiciary
<a href="#">SB 1184</a>	Deeds	Guardianship	Adds the detention, incarceration, or deportation of a parent to the list of triggering events for which a parent may designate a standby guardian to be appointed for the care of the parent's minor child.	3/18/21: Approved by the Governor – Chapter 241 (Effective July 1, 2021).
<a href="#">SB 1168</a>	Lucas	Child abuse definition	Conforms the definition of "abused or neglected child" in Title 16.1 (Courts Not of Record) with the definition of the same term in Title 63.2 (Welfare (Social Services)).	3/24/21: Approved by the Governor – Chapter 310 (Effective July 1, 2021).



# **CASA/CJA Advisory Committee Meeting**

**April 30, 2021- 10 a.m. – 12 p.m.**

## **REPORT: *Court Appointed Special Advocate (CASA) Programs***

**Prepared by: Melissa O’Neill, CASA Coordinator - DCJS**

### **I. CASA Operations During COVID Pandemic**

During the COVID crisis, DCJS continues to provide leadership and support to the CASA program network to assist in navigating this unprecedented time. DCJS facilitated six COVID Network Support meetings using virtual technology during this past quarter. Meeting agendas include topics to assist programs with navigating program operations and management. One session offered programs training on the FY22 DCJS grant application process using the new on-line grant management system. Meetings are held every three weeks.

### **II. CASA Code Change**

The General Assembly passed HB1866 to amend §§ 9.1-153 and 9.1-156 to allow for CASA volunteers to participate in and share information during family partnership meetings and in meetings of family assessment and planning teams, multidisciplinary child sexual abuse response teams, individualized education program teams, and multidisciplinary teams related to child abuse.

### **III. State Leadership Team Updates**

The State Leadership Team (SLT) met in January and March to continue to further goals of the Strategic Plan. The SLT will focus this next year on development and implementation of a Network survey to assist in updating the strategic plan. The following is a highlight of accomplishments of the SLT efforts during this reporting period.

#### **1. Data Committee**

DCJS continued to facilitate a CASA Manager Workgroup to develop a Virginia CASA Manager Practice Guide. The Workgroup met four times during the reporting period. A draft of the Practice Guide is developed and in review. This work is anticipated to continue throughout 2021.

#### **2. Training Committee**

DCJS continued to facilitate meetings for the Training Committee to update the Pre-Service Training to adapt to the Virginia Case Studies Curriculum. The Training committee divided into subcommittees to accomplish required tasks. Committee members met a total of seven times during this reporting period. This work is anticipated to continue throughout 2021.

The CASA College continued during this reporting period. Volunteers were welcomed as “CASA College” participants last fall and invited to participate in training events. The response has exceeded expectations. The first training event drew over 350 participants. The second training held on January 19, 2021 on the topic of Special Education Advocacy had 238 participants and the most recent training on Trauma and Resilience through an Equity Lens held on April 13, 2021 had 231 participants.

DCJS is planning two training events for CASA program directors and staff in the spring. The first session will focus on Volunteer Recruitment and Marketing Strategies. The second training will offer CASA program directors training on leadership through and beyond the COVID pandemic.

#### **IV. FY22 CASA Grants**

DCJS transitioned to a new grants management system. The new system, Online Grants Management System (OGMS), launched February 1, 2021. CASA programs submitted FY22 grant applications using OGMS. DCJS staff assisted local CASA programs in navigating the new system and developed training and technical support. All 27 CASA programs successfully submitted grant application using the new OGMS system.

#### **V. Annual Reports**

DCJS completed and published FY20 annual Reports.

#### **VI. Highly Effective Standards Review Process**

DCJS submitted required documentation to complete the NCASA/GAL Highly Effective Standards Review Process (HESRP).

# CASA/CJA Advisory Committee Meeting

April 30, 2021 10 a.m. – 12 p.m.

## REPORT: *Children’s Justice Act (CJA)*

Prepared by: Jenna L. Foster, Children’s Justice Act Coordinator - DCJS

### I. **FY22 GRANT APPLICATION**

The FY22 grant application is due to the Children’s Bureau by May 28, 2021. As in prior years, we are invited to apply for the current level of funding for this upcoming grant, \$406,253.

### II. **FY22 Three Year Assessment (3YA) TECHNICAL ASSISTANCE**

Last year, the CASA/CJA Advisory Committee held a Strategic Planning Session to develop a three-year assessment (3YA) and recommendations that guide the work of CJA. The process that was used to develop the recommendations is now being used as one of several national models for 3YA development. Several states are now working through the 3YA process and the Virginia CJA Coordinator has been available to provide technical assistance on our process.

### III. **SUBSTANCE USE & ABUSE TRAINING SERIES**

A Substance Use & Abuse training series featuring Malcolm King is being planned for May 18-20, 2021 from 10-11:30am each day via Zoom Webinar. This free training series is available to all disciplines with a specific focus on child welfare professionals that work with child, youth and families affected by substance use. CASA/CJA Advisory Committee members are welcome to attend. Topics include:

<i>“A Portrait of a Drug-Infused Family”</i> How Substance Use and Addiction Affects Family Dynamics	May 18, 2021	10-11:30am
<i>“An Unholy Union”</i> Alcohol and Drug Use and Adolescents and Young Adults	May 19, 2021	10-11:30am
<i>“Help is Out There: Don’t Rest Until You Find It”</i> The Continuum of Care and Treatment Resources	May 20, 2021	10-11:30am

### IV. **COLLABORATIONS:**

#### a. **TRAUMA SUMMIT**

The CJA Coordinator has been a part of an inter-division agency team planning the DCJS Virtual Trauma Summit on May 10-14<sup>th</sup>. This free virtual training opportunity is open to constituents across disciplines and offers specialized training for child welfare workers. All training content is being presented with a focus on equity and inclusion. CASA/CJA Advisory Committee members are welcome to attend.

**b. CHILD DEATH PROTOCOL TRAINING FOR CPS**

The CJA Coordinator is currently working with the Virginia Department of Social Services to incorporate the recently-developed Child Death Investigation Protocol within a new training curriculum for CPS workers. Currently, the Child Death Protocol is being incorporated into law enforcement training (in-person) at the Central Virginia Police Training Academy.

## **CASA/CJA Advisory Committee Citizen Review Panel 2021 Recommendations**

### **Prevention/FFPSA**

The Virginia Department of Social Services (VDSS) should focus prevention efforts to support families in ways that provide support and enhance permanency. This includes providing services to prevent removal, and services to support adoptive and kinship families. VDSS should seek to implement evidence-based practices and services and then work toward enhancing a robust and qualified workforce. Services should include respite for all members of the family including siblings in the home. Primary and secondary prevention efforts should focus on avoiding continued need for tertiary services.

### **System Improvement**

The Virginia Department of Social Services continues to focus on Family Engagement practices as a cornerstone of the child welfare system. In order to implement Family Engagement practices effectively, more trained workers are needed.

The Virginia Department of Social Services should encourage local Departments of Social Services to improve communication and collaboration across jurisdictions when investigating child abuse and neglect.

Data indicates a reduction in the number of child abuse and neglect complaints in the Commonwealth. The Virginia Department of Social Services should study if the reduction in complaints equates to a reduction in harm to children.

The pandemic presented numerous challenges, especially for frontline workers. The Virginia Department of Social Services should examine the preparedness for the COVID19 pandemic and begin planning for the next pandemic that will inevitably strike. Included in this planning should be helping teachers and other mandated reporters to identify child abuse and neglect in a virtual environment.

### **Diversity, Equity and Inclusion in Child Welfare**

The Virginia Department of Social Services should ensure equity in its response to child welfare including examination of data through an equity lens. The examination of child welfare practice should include practice implications for children and caregivers of color, children and caregivers that identify as LGBTQ, and children and caregivers with disabilities.

VDSS should ensure voices with lived experience are included in decision-making and policy considerations, with special consideration given to parents and caregivers.

# VIRGINIA COURT APPOINTED SPECIAL ADVOCATE PROGRAMS

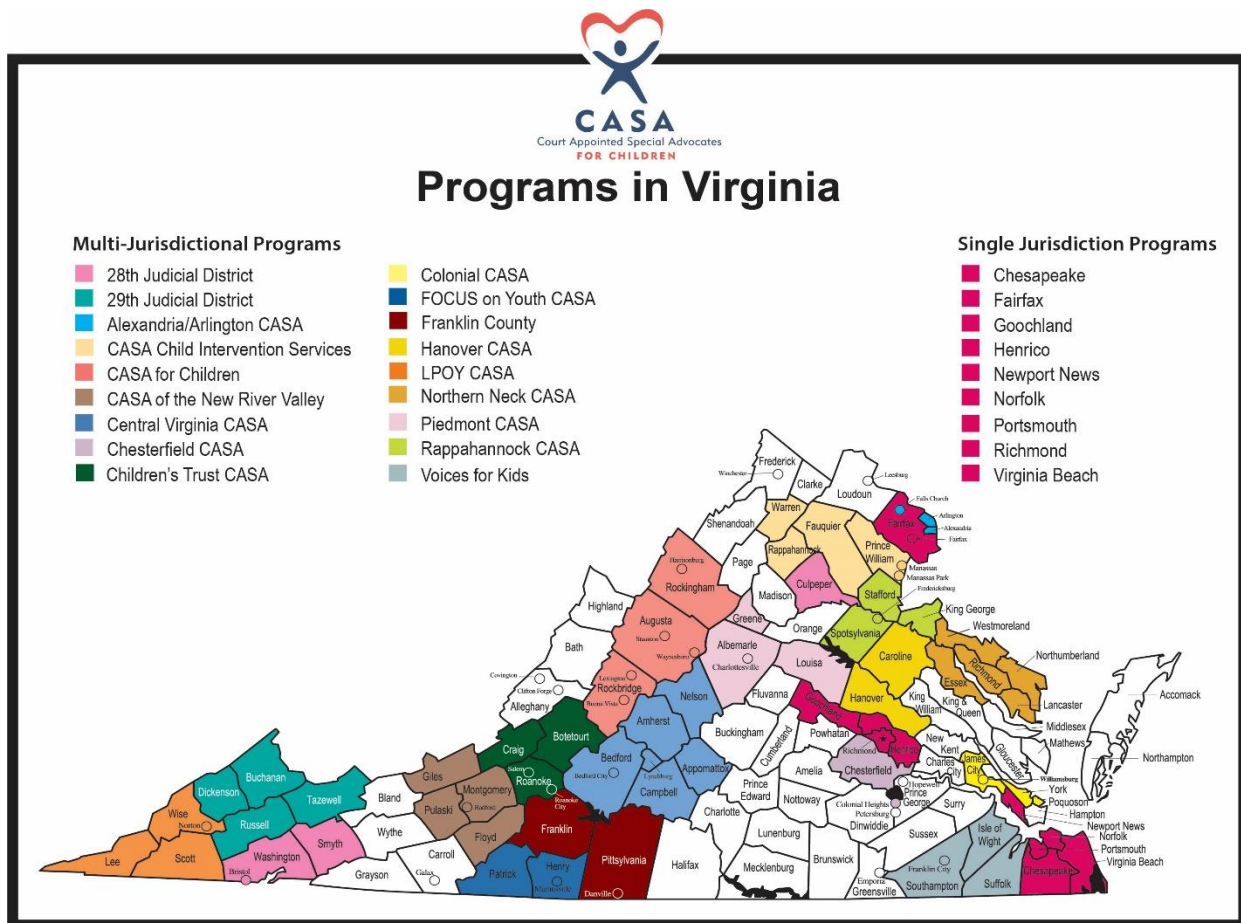
## What CASA Does

Court Appointed Special Advocate (CASA) volunteers are appointed by juvenile court judges to cases involving child abuse and neglect. These specially trained citizen volunteers provide a consistent presence and a voice in court for children, helping to ensure the best possible outcome for child victims of abuse and neglect. CASA volunteers provide victims with a fighting chance to thrive during one of the most vulnerable times in their young lives by giving them a voice, ending the cycle of violence and working to place them in safe, permanent homes.

In FY20, CASA programs dealt with the impacts of the COVID-19 pandemic with resilience and strength. CASA volunteers developed creative strategies to meet with children using technology and socially distanced sidewalk chats. CASA programs quickly adapted to the new environment and developed on-line training, participated in remote hearings and held innovative fundraising events in spite of the challenges presented by the pandemic.

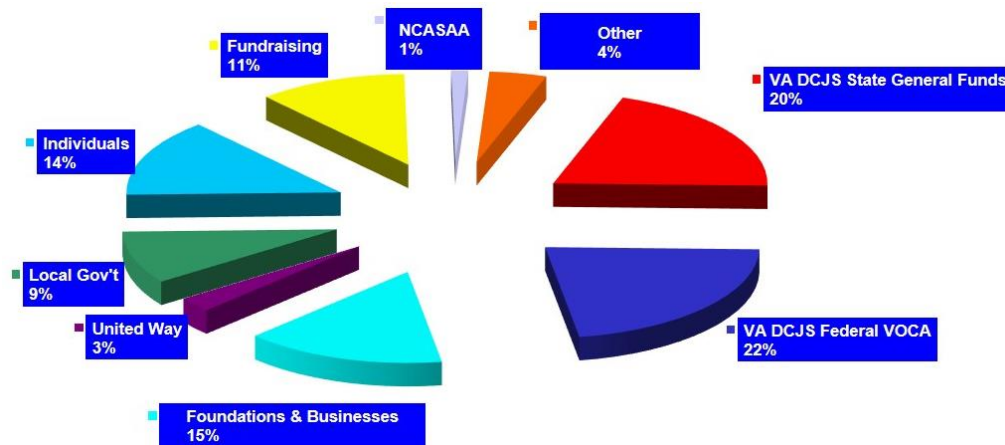
## FY20 CASA PROGRAM STATISTICS

- There are 27 operational Court Appointed Special Advocate (CASA) Programs in Virginia
- 3,768 children received advocacy services
- 1,405 citizen volunteers active on cases
- 139,302 volunteer advocacy hours were contributed valued at \$3,964,535



## VIRGINIA CASA PROGRAMS HAVE DIVERSE FUNDING

2019–2020 Total Income for CASA Programs = \$7,436,362



### SCOPE OF THE PROBLEM

#### Abuse and Neglect in Virginia in FY20

- 38,985 children involved in Child Protective Services Family Assessments
- 5,792 abused and neglected children in founded Child Protective Services Investigations
- 29 children died as a result of abuse or neglect as of December, 2020
- 5,431 children in foster care
- 45% of the children in Virginia’s foster care system are between the ages of 13 and 19

#### Young People Aging Out of Foster Care

Youth aging out of the foster care system face multiple challenges and their outcomes are poor. CASA programs are dedicated to improving outcomes for older youth. In FY20, older youth (ages 12–21) accounted for 30% of all CASA volunteer appointments. Research shows that, when compared with their peers, young people aging out of care are, on average:

- Less likely to have a high school diploma
- Less likely to be pursuing higher education
- More likely to experience unemployment
- Less likely to be earning a living wage
- More likely to experience homelessness
- More likely to have had a child without being married
- More likely to become involved with the criminal justice system

*(Barth, 1990; Cook, 1991; Courtney & Barth, 1996; Courtney & Piliavin, 1995,1998; McDonald, Allen, Westerfelt & Piliavin, 1996)*

#### CASA Volunteers Make an Impact in the Lives of Children

- 84% of CASA volunteer recommendations are accepted and incorporated into judicial court orders
- 80% of children had one CASA volunteer throughout the duration of their case. Scientific research indicates the presence of one caring, stable adult relationship one of the keys to building skills of resilience.<sup>(1, 2)</sup>

<sup>1</sup> National Scientific Council on the Developing Child. (2015). *Supportive Relationships and Active Skill-Building Strengthen the Foundations of Resilience: Working Paper 13.* [www.developingchild.harvard.edu](http://www.developingchild.harvard.edu)

<sup>2</sup> Levine, S. (2003). *Psychological and social aspects of resilience: A synthesis of risks and resources. Dialogues in Clinical Neuroscience, 5, 273-280.* doi: 10.31887/DCNS.2003.5.3/slevine

#### CASA Programs are Economical

In Virginia in FY20, it cost:

- \$1974 to provide CASA advocacy services to one child
- \$185,424 to serve one child in the direct care of Virginia’s Department of Juvenile Justice.
- \$5,652 to \$8,400 to provide basic foster care to one child
- An average of \$27,449 to serve one child in Treatment Foster Care and \$32,882 for Residential Treatment

For questions regarding the administration of the Court Appointed Special Advocate (CASA) Program and funding in Virginia, please contact: Melissa O’Neill • 804.786.6428 • [melissa.o’neill@dcjs.virginia.gov](mailto:melissa.o’neill@dcjs.virginia.gov)

Virginia Department of Criminal Justice Services • 1100 Bank Street, Richmond, Virginia 23219 • [www.dcjs.virginia.gov](http://www.dcjs.virginia.gov)

(01/2021)

# Virginia Court Appointed Special Advocate Program 2020 Salary Survey

## METHODOLOGY

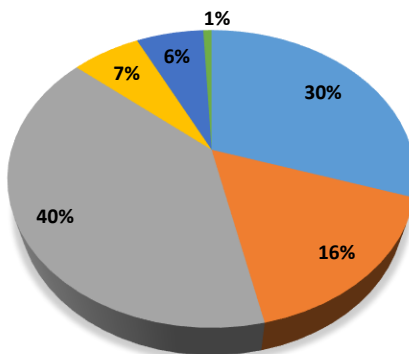
The Virginia Department of Criminal Justice Services (DCJS) conducts an annual survey of the 27 Virginia CASA programs regarding their staffing and salary structure. Programs are also queried as to the basic benefits provided to their key positions. For analysis purposes, positions were grouped into five categories-Executive Director, Program Director, Volunteer/Advocate/Case Manager, Administrative Assistant, and Development/ Fund Raising Coordinator. In order to accommodate the mixture of part-time and full-time positions, many salary measures were calculated in a full-time equivalent (FTE) format for comparison purposes.

This report represents the findings of the FY20 salary survey. As with any review of salary structures, the reader is cautioned not to focus on any one measure. There are many factors that influence reported salaries. Tenure, geographic norms, scope of responsibility, governing body structure and philosophy are but a few points which contribute to a reported salary. Additionally, CASA programs falling under the auspices of umbrella agencies often receive additional staff support which could not always be quantified in this study.

## OVERVIEW

In all, 100% of the programs responded with data representing 125 employees working in the Virginia CASA Program Network. This number was lower than the 138 personnel reported in 2018. The range of program staff sizes varies from a low of two in eight instances to a high of 12 staff positions in another. Half of the organizations noted a staff complement of three employees or less while nine programs have operational configurations of six or more. Overall, the average staff of a Virginia CASA program is comprised of slightly more than four positions.

## 2020 Staff Salary Distribution



- Executive Director (24)
- Program Director (18)
- Adv/Vol/Case Manager (54)
- Administrative Assistant (8)
- Development Staff (8)
- Recruitment Staff (2)



## The FY20 salary survey offered several insights in comparison to data from FY18.<sup>1</sup>

The following observations regarding the position of **Executive Director** were noted:

- In FY20, 67% are classified as full-time the same as in FY18.
- The average full-time director salary of \$89,931 represented a 5% increase over the average salary of \$84,943 in FY18.
- There were no changes in benefits for Executive Directors in FY20.

The following observations regarding the position of **Program Director** were noted:

- In FY20, the same number of Program Directors were employed (18) in the position throughout the CASA program network as in FY18.
- The average full-time salary of \$49,735 in FY20 represented a 12% increase for Program Directors over the average salary of \$43,566 in FY18.
- There were no changes in benefits for Program Directors in FY20.

The following observations regarding **Advocate Manager/Volunteer Coordinator/Case Manager** were noted:

- The average full-time salary of \$40,518 in FY20 represented a 3% increase over the average salary of \$38,325 in FY18.
- As noted in prior years, the majority of programs offer eligibility for annual and sick leave but only half of the programs offer full-time employees in this category retirement or health care benefits.

The following observations regarding **Administrative Assistants** were noted:

- The average FTE salary reported in FY20 was \$42,814 indicating a reduction of 3% from the average reported average of \$44,166 in FY18.
- There is a mix of Administrative Assistant positions that are full-time and part-time. This was the case in FY18 as well.
- There is a wide variation in FTE salaries due in part to the nature and responsibilities of each positions.

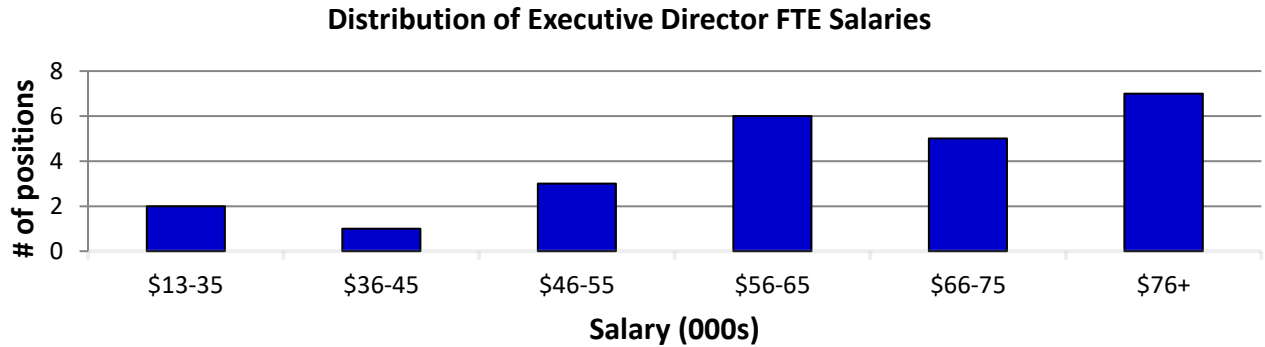
The following observations regarding **Development Staff** were noted:

- The average FTE salary reported in FY20 was \$61,671 indicating a 6% decrease from the FY18 average of \$65,664.
- There were the same number of Development positions reported in FY20 and FY18 a total of 8 full-time and part-time positions.
- Five of the full-time positions are offered a mixed array of benefits.

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<sup>1</sup> FY18 is the comparison year because no report was produced in 2019.

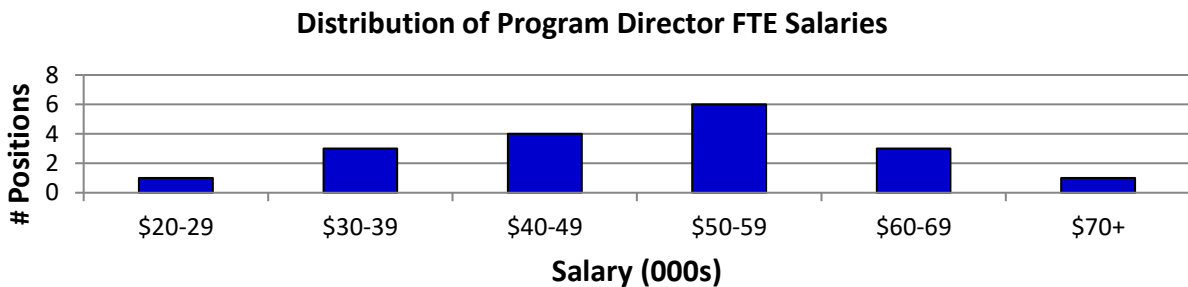
## EXECUTIVE DIRECTOR



Respondents reported a total of 24 FTE Executive Directors, 16 of whom which were classified as full-time. Salaries of full-time Executive Directors ranged from \$32,863 to \$110,250, with the majority of salaries falling at or below \$70,000. The average salary for a full-time CASA Executive Director was reported to be \$89,931 per annum.

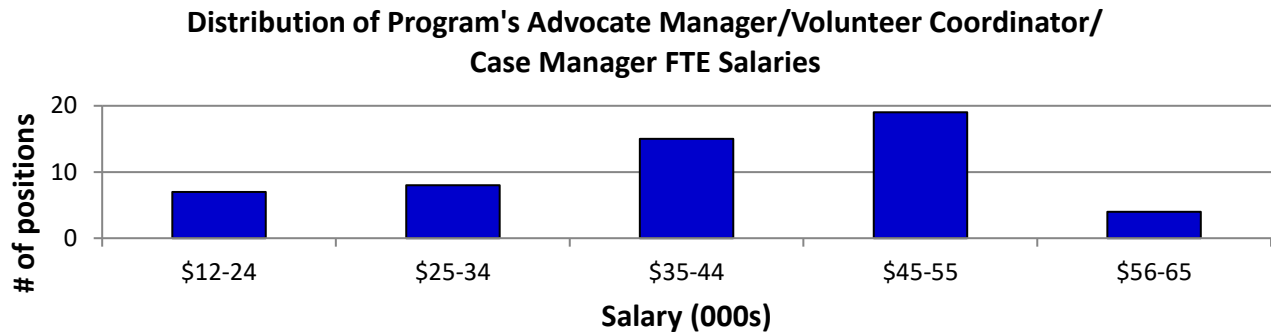
Of the 16 full-time Executive Directors, all noted that they received some form of fringe benefits in their salary package. All but one Executive Director received annual/sick leave benefits. More than half of the individuals within these positions receive health benefits, and nearly half of them receive retirement benefits.

## PROGRAM DIRECTOR



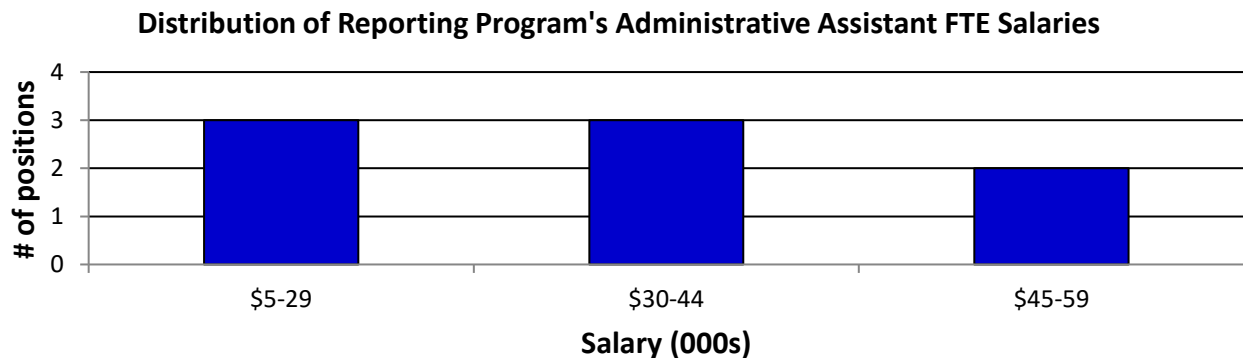
The 18 Program Director positions included 16 full-time positions and two part-time positions. The FTE salary range was characterized as having a low of \$29,500 and a high of \$71,379. Half of the salaries fell at or below \$52,211 with the average FTE Program Director salary falling at \$49,735, an increase from the \$43,566 average in 2018. All 18 Program Directors receive annual/sick leave benefits. Half of these individuals receive retirement benefits, and nearly three-fourths receive health benefits. Benefit packages have remained the same from 2018.

## ADVOCATE MANAGER/VOLUNTEER COORDINATOR/CASE MANAGER



CASA programs reported 54 positions under this category, the largest group of positions within the Virginia CASA network. Working over 1,900 hours weekly, these 54 individuals included a mix of both full-time and part-time positions in 22 programs. The average FTE salary for a CASA Advocate/Volunteer/Case Manager was reported as \$40,518. This is an increase from the FY18 average of \$38,325. Many CASA programs have two to four of these positions on staff.

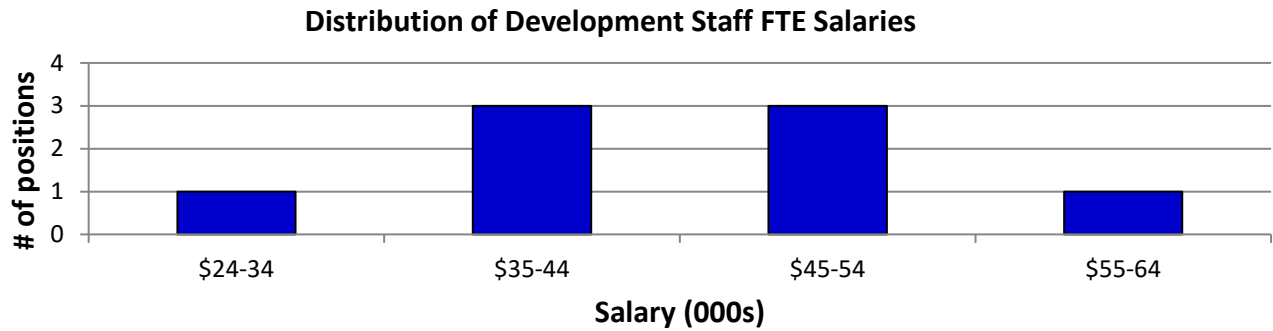
## ADMINISTRATIVE ASSISTANT



Eight CASA programs indicated a total of one Administrative Assistant position. Six of these positions were identified as full-time. The average position reported working approximately 37 hours per week, a slight increase from the 2018 measure of 35. Overall, the 6 full-time salaries ranged from \$29,355 to \$59,000, with half of the salaries falling at or below \$35,000. The average FTE salary for a CASA Administrative Assistant was reported to be \$42,814 per year. This is a 3% decrease from the FY18 average of \$44,166. The large salary range for this position is accounted for by the variation in responsibilities and duties of this position amongst each CASA program. Benefit packages varied amongst programs with Administrative Assistants. All of the programs provided annual/sick leave to full-time staff in this role. Additionally, only two programs did not offer retirement or health benefits to those in full-time Administrative Assistant positions.

## DEVELOPMENT STAFF

In FY20, eight CASA programs indicated that they had employed an individual within a development role. Of this, five individuals were identified as full-time employees. These salaries ranged from \$26,260 to \$59,089. These positions reported working an average of 38 hours per week. This is an increase in comparison to the average of 31 hours in 2018. The average FTE salary for development positions was reported to be \$61,671 in FY20. This is a 6% decrease from the reported average of \$65,664 from FY18.



## **Virginia CASA Program State Leadership Plan 2018-2021**

**Mission:** The Virginia CASA Program State Leadership Team will form three leadership teams to represent local program needs across the state. The VSLT will include the Training Team, Data Management Team, and Marketing and Fundraising Team. The teams will take an active role in developing critical work that will shape our network for years to come.

**Vision:** Virginia CASA programs will increase capacity to represent the best interests of every abused and neglected child referred for volunteer advocacy services. This will be accomplished through building a stronger statewide program structure, sustainable funding, and planned growth and expansion of the CASA Network.

**Progress on this plan will be accomplished by the following committees of the Virginia CASA Program State Leadership Team.**

1. **Training** (Membership: Jeannine - Chair, Natasha & Melissa)
  - a. Pre-service Training
  - b. Volunteer & Board Member Training
  - c. Professional Development
  
2. **Data Management** (Membership: Melissa - Chair - Alicia, Melanie)
  - a. Statistics, Data Collection & Analysis
  - b. Program Evaluation
  - c. Growth & Expansion of CASA Services
  
3. **Marketing & Fundraising** (Membership: Allison - Chair, Darcy & Season)
  - a. Volunteer Recruitment & Retention
  - b. Public Relations
  - c. Fund Development

## TRAINING TEAM

Goal #1: Provide state of the art training to assist CASA volunteers and professional staff in providing effective advocacy for abused and neglected children.

Action Steps	Responsible Parties	Time Frame	Resources Needed	Progress/Outcomes
Develop regional training practices for accessing state funding – Create ‘Application’ for local programs to use to access training funds, to include clear instructions and parameters of funding requirements	Melissa	ASAP  Preferably October 2018 (start of a new federal fiscal year)  Revised: January 2020	Consultation with DCJS Personnel responsible for CJA/VOCA training monies regarding funding requirements	Update timeframe for completion to January, 2020.  It was determined an application is not necessary. However, DCJS follows updated procurement processes. Depending upon availability of funds, regional training may be considered.
Develop statewide training initiatives – Advocate Training Series – Staff Training Series – Director Training Series – CASA Conversations	Jeannine with: <u>Advocate Training:</u> Natasha <u>Staff training:</u> Cristy <u>Director Series:</u> Pam & Alicia	Ongoing  <u>Advocate Training:</u> One topic/year <u>Staff Training:</u> Two topics/year <u>Director Series:</u> Quarterly	Identify high-quality speakers	Advocate Training Session were held for Fall, 2019 to included 2 sessions on Diversity, Equity and Inclusion  Staff Training Series implemented in 2018 & 2019 included 4 sessions on Volunteer Management and Behavioral Interviewing  Director Training Series implemented in 2018 & 2019 included 4 sessions

			<p>Video capabilities (preference is to have access/contract with a videographer)</p> <p>Technology platform to help share and deliver trainings/ access remotely</p> <p>Access to quality webinar software and livestream options</p>	<p>Director Training in CY20 shifted due to COVID and included 1 session.</p> <p>Regular Network Support calls were held during the COVID crisis for the purpose of sharing resources, training and support.</p> <p>Quarterly CASA Conversations webinars held in CY2019, CY2020</p> <p>Videography capability was put on hold due to COVID since no in-person trainings were held. Additionally, due to COVID, new platforms have provided access to new technology for recording virtual trainings and subsequently allowed for building the VA CASA library.</p>
Enhance VA Case Studies initiative	Melissa & Jeannine	Decision was made to temporarily table this goal until NCASAA local program standards are finalized	Training Team Workgroup	Training Team Workgroup began working to update VA Case Studies curriculum in August, 2020. Plans are to complete by August, 2021.
<p>Develop VA CASA College and VA CASA training website</p> <ul style="list-style-type: none"> <li>- Identify website platform</li> <li>- Identify desired content for website and build</li> </ul>		FY18-19 & FY19-20	Clean and modern website platform	<p>Website launched in May, 2019</p> <p>Programs were encouraged throughout the year to provide</p>

			<p>Website platform must have ability for videos to be uploaded, streamed, etc.</p> <p>Website developer/manager</p>	content for the CASA College training page.
<p>Create New Director Training Workbook – ED 101</p> <ul style="list-style-type: none"> <li>– Create focus group of new and seasoned directors</li> <li>– Identify information, topics, and materials to include in workbook</li> <li>– Create formalized CASA Director Orientation Program</li> </ul>		FY19-20	<p>Identify new and seasoned directors to participate in focus group</p> <p>Printing, binding, and graphics for workbook</p>	Not yet addressed due to competing priority of addressing curriculum to comply with NCASA/GAL standards.



## DATA MANAGEMENT TEAM

Goal #1: Define outcome measures to determine CASA program effectiveness.

Goal #2: Expand CASA programs to meet unmet need.

Action Steps	Responsible Parties	Time Frame	Resources Needed	Progress/Outcomes
<p>Identify common outcome measures</p> <p>Create CASA Manager standard reports to align with these measures</p>	Data Team CMUG	<p>Dec 2018 Apr 2019</p> <p>Sept 2019</p>	CMUG input	<p>Common outcome measures completed and training provided to Network in June 2019</p> <p>Reports identified for tracking outcome measures</p> <p>DCJS provided documentation for tracking outcome measures data in September, 2019</p> <p>CASA Programs continued to track identified outcome measures in FY20</p>
<p>Define options &amp; priorities for expansion</p> <ul style="list-style-type: none"> <li>– Review NCASAA’s growth/assessment plan</li> </ul>	DCJS/Melissa O’Neill Data Team	<p>Dec 2018 Nov 2018 December 2019</p> <p>June 2021- Revised</p>		<p>Update timeframe to December 2019</p> <p>Due to the pandemic, this activity is postponed to 2021.</p>
Develop a growth plan to meet need	Data Team DCJS/Melissa O’Neill	May 2019		Update timeframe to December, 2019

		Revised – December 2019		Due to the pandemic, this item is postponed to 2021 – resources are focused on operational CASA programs during this COVID crisis  Update timeframe to 2021
		Revised 2021		
Determine volunteer recruitment, retention & recognition trends	Data and Marketing Teams	Jun 2019	Work with Marketing & Fundraising Team to help with their needs	Ongoing – assist with grant development and data requests as needed
Continue Annual Trends Survey – Update questions annually – Connect with Melissa to include questions in DCJS Annual Report		Aug annually June annually July annually		-The SLT decided not to administer the Annual Trends Survey for FY19 -Targeted questions were included on the FY19 DCJS Annual reports  Targeted questions included in FY20 Annual reports  Annual Trends Survey will be facilitated by DCJS in FY21
		2021	DCJS Research Center Support  Data Team	
Work with CMUG to update User’s Manual to include consistent definitions/data entry	CMUG Workgroup Melissa O’Neill	Ongoing	CMUG workgroup	Initiated workgroup in Summer 2020
Support the Legislative Committee with needed data	Melissa O’Neill	Ongoing		Ongoing
Define common terms & consistent data entry practices	CMUG/Data Team	Dec 2018		Completed – training provided to Network in June 2019
Complete logic model for the state	Data Team	Mar 2019		Completed – June 2019

Complete logic models for local programs	Data Team	Jun 2019	Work with Melissa on NCASAA's deadline & requirements	Completed – June 2019
Consider Judicial Satisfaction Survey	Data Team	TBA		

## MARKETING & FUNDRAISING TEAM

Goal #1: Increase awareness and understanding of CASA in Virginia.

Goal #2: Enhance fundraising capacity across the network.

Goal #3: Local programs will have sufficient resources to serve all referred children.

Goal #4: Develop statewide and/or regional marketing and PR plans.

Action Steps	Responsible Parties	Time Frame	Resources Needed	Progress/Outcomes
Implement Statewide Branding Campaign "Change a Child's Story" using funding from National CASA	Allison Stronza	October-November 2019	NCASAA grant	Grant awarded. Contracts signed. Payments will be made by Aug. 31 and campaign will run Oct-Nov, 2019. <b>Completed December 2019</b>
Analyze results from statewide branding campaign, determine most successful methods, and seek funding for continued statewide campaigns.	Allison Stronza	December 2019 – March 2020	Google analytics, data from programs in two target DMAs, grant funding	<b>Completed December 2019</b>
Work with training committee to create series of marketing/recruiting based training workshops or webinars. Topics could include social media (primarily Facebook), basic graphic design, working with the media, male recruitment, etc.	Allison Stronza	January 2020	Funding for speakers for certain topics.	<b>Completed August, 2020</b>
Research cost and create strategy for statewide NPR ads and determine best time(s) of year for ads to run (i.e. April and September)	Darcy Cunningham	April 2019	Survey Results Launched Website Pricing/Cost estimates Funding	<b>Research completed. Strategies for securing funding will need to be completed to execute marketing plan.</b>
Create Virginia CASA Facebook page and <b>recruit team</b> to maintain. Research <b>funding</b> for ads/boosts.	TBD	Post Website Launch	Launched State Website	Completed - Virginia CASA Facebook Page launched. Working to determine

			Intern – Communications Funding for summer interns \$200/month	plan for posting (schedule, capacity, possible intern) and <b>creating content.</b>  <b>Completed research for funding, need to establish a strategy for accomplishing implementation (need financial and human resources).</b>
Add Constant Contact Premium for email marketing, event sign ups (for training, etc.)	Jeannine Panzera	Summer 2019	\$1000/year	<b>Not yet determined if Constant Contact Premium is the best platform for Network needs.</b>
Develop content for statewide VA CASA website – Stories – Map (or link to DCJS map/program contact list) – <a href="http://www.VirginiaCASA.org">www.VirginiaCASA.org</a> – Training (see training team goals) – Videos – Calendar of Events – About CASA – Donation page to help offset costs	Season Roberts – Team Lead	March 2019	Array Digital CASA Program Contacts	Completed - Website Competition Won! Website launched in May 2019  <b>SLT members worked to ensure site security, streamline process and content updates.</b>
Send Statewide Recruitment Survey out to active volunteers to determine best ways to reach new advocates	Allison Stronza – Team Lead	October 2018 – Feb 2019	Survey Monkey	Survey created in October 2018, sent to Network in November 2018 and results were compiled and presented to SLT in February 2019.

Approved February 8, 2019  
Updated October 11, 2019  
**Updated January 22, 2021**