



# **The National CASA Association**

## **Annual State Organization Survey Report 2007**



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# Introduction

The National CASA Association, together with its state and local members, supports and promotes court-appointed volunteer advocacy for abused and neglected children so that they can thrive in safe, permanent homes. National CASA, headquartered in Seattle, WA, functions as a resource to support and increase the capacities of state organizations and local programs so that they can serve more abused and neglected children and serve them better. National CASA provides state and local program representatives with training and technical assistance in a variety of areas including: program development, volunteer recruitment and training, quality assurance, program best practices, public awareness, evaluation and resource development. National CASA also provides grant funds to local and state programs to promote growth and quality.

For over ten years, the National CASA Association has conducted surveys of both state organizations and local programs to get an accurate reflection of the structure and operation of programs across the country. In 2007, the CASA/GAL network consisted of 987 program offices, including state, local, and remote offices, of which 865 were local programs and 46 were state organizations.

The numbers illustrated by these survey results are critically important to tracking growth and development among state organizations, securing funding from diverse sources, and helping National CASA to better serve state and local organizations. The nearly 100% response rate helps ensure an accurate reflection of our network of state CASA/GAL organizations. Thank you to all organizations that responded this year.

Median values are frequently used in this report rather than averages because of the wide range of responses resulting from dramatically different state organization sizes and budgets. Reporting the average for such a wide range with a small total “N” would result in findings that are significantly skewed toward the higher end. A median means that half of the organizations had more than the median amount and half had less.

## Typical\* State Organizations

### Typical State Organization (N = 45)

16 years old  
17.5 local offices  
Served 34 counties  
Total revenue of \$250,950  
Passed through 27% of revenue to 19 local programs  
2 FTE  
Full-time state director earned \$58,000

### Typical Not-for-Profit Organization (N = 26)

13 years old  
17 local program offices  
Served 34 counties  
Total revenue of \$163,960  
Passed through 20% of revenue to 19 local programs  
1.8 FTE  
Full-time state director earned \$46,250



### Typical State-Administered Organization (N = 16)

22 years old  
13.5 local program offices  
Served 32.5 counties  
Total revenue of \$1,350,000  
Passed through 89% of revenue to 22 local programs  
7 FTE  
Full-time state director earned \$70,000

\* With the exception of FTEs, the numbers are median values, meaning that half of the organizations had more than the median amount and half had less.

# Finding Highlights

## Revenue

Fifty-six percent of organizations reported an increase in revenue in 2007 compared to 2006, slightly more than in the previous year. Twenty-one percent reported that revenue remained the same; and 23% reported a decrease. Median total revenue for all organizations in 2007 was \$250,950, a 7.7% increase compared to 2006.

When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in a range of income sources from grants, state funding, and private donations or fundraising efforts. Also mentioned were increases in dues and salaries. Organizations that experienced a *decline* in funding identified decreases most often from the closure of grants followed by decreases in private donations and earmarked sources such as lottery revenues and license plate sales.

## Counties Served

A median of 34 counties were served by each state organization, two more than in 2006. Twenty-seven percent of organizations had a local program in every county in their state. Among those without a program in every county within their state, there was a median of 28 counties without one.

## Staffing

Overall, state organizations employed a median of 2 full-time equivalents (FTE), slightly less than last year.

## Conferences Hosted

Seventy-seven percent of state organizations reported that they host statewide conferences. Among those hosting conferences, 74% do so once per year. An average of 192 participants attended.

# Program Operations and Resources

## Organization Age and Structure

The average age of responding programs was 16.1 years, ranging from 2 years to 29 years old at the end of 2007. Three-fourths of organizations were more than 10 years old, and one-fourth of organizations were more than 20 years old.

Fifty-nine percent of responding state CASA/GAL organizations were not-for-profits, 36% were administered by their respective state governments and 5% were a network of organizations or individuals. Some organizations (18%), most of them state-administered, included a volunteer program administered by the state organization. The majority (71%) of organizations did not administer programs statewide, while the remainder (29%) did.

The number of local program offices in each state ranged from 1 to 68, with a median of 17.5, several more offices than in 2006. State-administered organizations had a median of 13.5 local offices, while not-for-profits had a median of 17 such offices. Additionally, 62% of states had local remote offices. Among those with remote offices, there was a median of 5.5 offices. State-administered organizations had more remote offices (median of 12.5) compared to nonprofits (median of 5).

A median of 34 counties were served by each state organization, two more than in 2006. State-administered and nonprofit organizations served approximately the same median number of counties in their respective states. Twenty-seven percent of organizations had a local program in every county in their state. Among those states without a program in every county, there was a median of 28 counties without a program.

Table 1. Median local offices and counties served

	<b>Local CASA/GAL program offices</b>	<b>Local CASA/GAL remote offices*</b>	<b>Counties served</b>	<b>Counties without a local program*</b>
All organizations	17.5	5.5	34	28
State-administered	13.5	12.5	32.5	21.5
Not-for-profit	17	5	34	42

\* Includes only those reporting at least one.

Ninety-three percent of organizations reported that all CASA/GAL programs were members of or affiliated with the state organization. Forty-five percent of state organizations required local programs to pay a membership fee. The average fee was \$83.

Six state organizations (14%) reported a separate fundraising arm, which raised varying amounts (\$1,500 to \$50,000) for the state organization. Four of these six organizations were state-administered.



## Program Revenue (for FY ending no later than 12/31/07)

Fifty-six percent of organizations reported an increase in revenue in 2007 compared to 2006, slightly more than in the previous year. Twenty-one percent reported that revenue remained the same; and 23% reported a decrease, also up from the previous year. When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in a range of income sources from grants (38%), state funding (33%) and private donations or fundraising efforts (21%). Also mentioned were increases in membership dues and salaries. Organizations that experienced a *decline* in funding identified decreases most often from the closure of grants followed by decreases in private donations and earmarked sources such as lottery revenues and license plate sales.

Median total revenue for all organizations in 2007 was \$250,950, a 7.7% increase compared to 2006, following a 6.7% decrease in 2005. Median revenue remained substantially higher, and increased significantly more, in state-administered organizations at \$1,350,000 compared to \$163,960 for nonprofit organizations. Fiscal years were most often (86%) July 1, 2006 through June 30, 2007, though 11% of organizations used the calendar year as their fiscal year, and 2% used some other schedule.

Among all organizations, median *expenses* in FY 2007 were \$386,640, higher than last year and higher than median revenue. Median expenses varied by type of organization as well. Among state-administered organizations, median expenses were \$1,236,380, and among not-for-profits, \$149,720. When compared to last year, reported expenses increased overall and for state-administered organizations but decreased for nonprofit organizations.

### Revenue pass-through

Fifty-six percent of organizations reported that they passed revenue through to a median of 19 local programs (Table 2). Among the organizations passing revenue through, the median amount was 27% of total revenue. The percent passed through varied significantly by administrative structure. Among the 17 not-for-profits that passed revenue through to local programs, a median of 20% of the state organization's total revenue was passed through (median amount = \$33,460) to a median of 19 programs. Among the 8 state-administered organizations that did so, a median of 89% of the state organization's total revenue (median pass-through = \$1,667,560) went to a median of 22 local offices.

Table 2. Revenue passed through to local programs (N=25)

	Percent passing through revenue	Median percent of revenue	Median amount of pass-through funding
State-administered	50%	89%	\$1,667,560
Not-for-profit	65%	20%	\$33,460
All organizations	56%	27%	\$61,000

### Revenue Sources

Table 3 shows the range of sources from which funding was received. The most frequently received sources of revenue, consistent with past years, were the National CASA Association (96%), individual donors (53%), state governments (47%), and foundations (42%), fundraising events (40%), membership dues (38%), and corporations (36%). Revenue from the state was the highest median amount as well as the highest total amount, topping \$54 million. Designated state fees brought in the next highest median amount for the four programs receiving it, and courts yielded the second highest overall total at \$14.5 million.

Table 3. Revenue by source, 2007

<b>Funding Source</b>	<b>Number of programs reporting receiving</b>	<b>Percent of programs reported receiving</b>	<b>2007 median amount*</b>	<b>2007 total amount reported</b>
<b>Public</b>				
Court	18	40%	\$51,760	\$14,529,023
State	21	47%	\$714,390	\$54,652,345
Designated state fees	4	9%	\$123,020	\$1,343,803
City	1	2%	-	\$13,000
Federal	9	20%	\$88,000	\$845,490
National CASA grant**	43	96%	\$50,000	\$2,392,166
VOCA (Victims of Crime Act)	8	18%	\$9,390	\$4,488,535
Children's Justice Act Funds	10	22%	\$26,420	\$561,378
TANF	1	2%	-	\$328,645
Title IV-E	0	-	-	-
<b>Private</b>				
Corporate contributions	16	36%	\$9,550	\$278,782
Individual donors	24	53%	\$6,080	\$497,527
Membership dues	17	38%	\$2,130	\$88,602
United Way	4	9%	\$140	\$10,192
Foundation grants	19	42%	\$38,000	\$2,154,410
Kappa Alpha Theta	5	11%	\$3,050	\$19,625
IOLTA (Interest on Lawyers' Trust Account)	7	16%	\$20,000	\$357,635
Church donations	0	-	-	-
Community service organizations/ clubs	4	9%	\$580	\$11,400
In-kind goods and services	14	31%	\$2,750	\$70,269
<b>Fundraising</b>				
Fundraising events	18	40%	\$18,450	\$540,079
Product sales	11	24%	\$1,420	\$44,663
Other sources	26	58%	\$10,440	\$2,973,241
<b>Total revenue</b>	<b>44</b>	<b>98%</b>	<b>\$250,950</b>	<b>\$86,200,810</b>

\* Medians are of those organizations reporting any amount greater than \$0.

\*\* Actually, 46 organizations received National CASA grants, though only 43 reported receiving them. Some respondents may have included these funds in the "federal sources" category.

## Boards of Directors

Seventy-one percent of state organizations reported having a board of directors. All not-for-profit organizations had boards, while 25% of state-administered organizations had a board. Of those with boards, 70% met quarterly; 18% every other month; 3% monthly; and 9% on some other schedule.

Nearly two-thirds (62%) of board directors were women; 38% were men. The majority were Caucasian (78.0%), followed by African-American (11.1%), Latino/Hispanic (4.0%), Asian/Pacific Islander (3.3%), Native American (2.7%), multiracial (0.5%) and other (0.5%). (N=451)

Board members brought with them a range of expertise (Table 4), most frequently in the legal and business arenas. Nearly three-fourths of the boards also included a local program staff member and had at least one member from both the social services and financial sectors. Though only four state organizations had boards, there were some differences in the expertise brought to state vs. nonprofit organizations: Boards for state-administered organizations were more likely to have expertise in the judicial, social service and government arenas. Nonprofit boards were more likely to have financial and insurance expertise and include a local program staff representative.

Table 4. Expertise brought by board members

Area of expertise	Percent of organizations
Legal	97%
Business/corporate	84%
Local CASA/GAL program staff	72%
Financial	72%
Social services	69%
CASA/GAL volunteer	63%
Legislative	56%
Judicial	56%
Medical/therapeutic	53%
Public relations	50%
Government representative	38%
Education	38%
Insurance	28%
Law enforcement	9%
Other*	28%

N=32

\* Other includes representatives from Kappa Alpha Theta, those with fundraising/development expertise, entrepreneurs and those from the human rights, media, nonprofit, and faith-based sectors.

## Statewide Conferences and Trainings

Seventy-seven percent of state organizations reported that they host statewide conferences. Among those hosting conferences, 74% do so once per year; 18% every other year; and 9% on some other schedule. The number of participants ranged from 50 to 550, with an average of 192 in attendance. Sources of funding to support the conferences are shown in Table 5. The percentage receiving state funding increased from 46% in 2006 to 56%, while those receiving corporate support for conferences decreased from 42% to 32%.

Table 5. Sources of funding for statewide conferences

Source	Percent
State funds	56%
Foundation grants	38%
Corporate sponsorships	32%
National CASA grant funds	29%
Other	79%

N=34

In addition, 88% of organizations provided some other type of statewide training (Table 6). More trainings were offered last year, as the percent in each category went up. Three types of training were offered much more frequently than last year: program management, board training and diversity training.

Table 6. Other types of statewide trainings

Training	Percent
Program management of local programs	84%
Board training	73%
Facilitator training for volunteer trainings	70%
Strategic volunteer retention training	65%
Diversity training	57%
Resource development	54%
Strategic planning	46%
Other	73%

N=37

## Program Services

State organizations also provided a wide range of important services and support functions to local CASA/GAL programs, as shown in Table 7.

Table 7. Services provided by state organizations to local CASA/GAL programs

Service	Percent of organizations
Represent your state at meetings sponsored by National CASA and other organizations	98%
Provide current information regarding state and federal legislation and policy	96%
Provide support and technical assistance	96%
Facilitate communication, networking and information-sharing among programs in the state	93%
Represent CASA/GAL on state policy commissions, boards, panels, etc.	93%
Increase public awareness of CASA/GAL work	91%
Increase awareness of CASA/GAL work among legislators	89%
Collect and maintain data for National CASA surveys and other purposes	84%
Support new program development in the state	78%
Host a statewide conference	77%
Provide information and assistance to support local program fundraising	76%
Other*	24%

\* Other functions reported include: administration of state funding; financial, budgeting and accounting assistance; grants management; statewide strategic planning and resource development; supervision and personnel services; certification of local programs and general administrative or COMET support.

## Program Staff

Overall, state organizations employed a median of 2 full-time equivalents (FTE) in 2007, a decrease of 0.25 FTE from 2006. Staffing levels varied significantly by type of administration: Not-for-profits had a median of 1.8 FTE, while the typically larger state-administered organizations had a median of 7 FTE.

State organizations reported a median of 2 full-time paid staff persons, ranging from 0 to 138 full-time staff. Nine percent of organizations did not have a single full-time staff person, and 28% of organizations had only one full-time staff person. Conversely, 20% had more than 10 full-time staff. In addition, organizations reported a median of one part-time staff person, ranging from 0 to 27 part-time staff.

A majority (83%) of staff were female, and most were Caucasian (81%) followed by African-American (11%), Hispanic/Latino (2%), other (4%), and less than one percent each Native American, Asian/Pacific Islander, and multiracial. (N=567)

### State Director Position\*

*\* Please note that the title “state director” is used for simplicity in describing this position, but actual job titles may vary by organization to include titles such as executive director, program manager, state coordinator, etc.*

The state director most typically worked full-time (86%). Of the six directors reported to work part-time, five worked at least 30 hours per week. The state directors’ highest completed education levels were post-graduate degree (29%), graduate degree (33%), and college degree (27%); another 7% had completed some college. The majority were Caucasian (96%); 2% were African-American; and 2% were biracial. Seventy-seven percent were women and 23% were men.

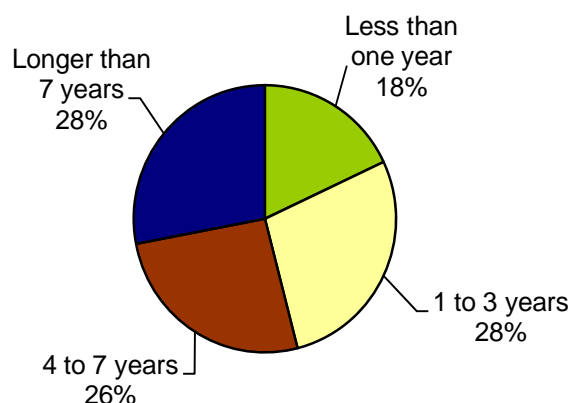
State directors’ salaries ranged from \$27,000 to \$119,530. Among part-time directors, the median annual salary was \$40,000, a significant increase compared to 2006 (Table 8). The median annual salary for full-time directors was \$58,000 per year. The salaries in not-for-profit organizations were lower than in those administered by the state (\$46,250 compared to \$70,000 for full-time directors).

Table 8. State director annual salaries

	Median salary	Number of directors
Part-time	\$ 40,000	6
Full-time	\$ 58,000	37
All directors	\$ 55,000	43

Just over half (54%) of state directors have been in their positions longer than three years. Nearly one in five had been director less than one year (Figure 1).

**Figure 1. Length of Time in State Director Position**



## Benefits

Health insurance was the most frequently offered benefit with 76% of all organizations offering health benefits to at least some employees (Table 9). All state-administered organization employees were offered health benefits compared to 61% of nonprofit employees.

More employees in nonprofit organizations were offered retirement benefits than last year. Among all organizations, retirement benefits were offered to at least some staff in 62% of workplaces, up from 55% last year.

Table 9. Benefit offerings

Benefits offered to...	Health Benefits			Retirement Benefits		
	All organizations	State administered	Non-profit	All organizations	State administered	Non-profit
State directors	71%	94%	58%	56%	94%	35%
Other full-time staff	60%	88%	46%	47%	88%	27%
Other part-time staff	20%	31%	15%	18%	31%	12%
No one	24%	0%	39%	38%	0%	58%

## **Assistance from National CASA**

Twenty-two organizations described ways in which National CASA can further assist their state organizations. Requests covered a wide range of needs and suggestions, most often specific technical assistance or training requests and suggestions for additional materials and resources. Other suggestions included support for strategic planning and guidance in program development, as well as data and funding related requests.

This year, respondents were also asked how the National CASA Association could best support their organization's strategic goals and make their organizations more effective and successful. Again, a range of ideas was expressed, and a few areas received multiple mentions: assistance with recruitment of more diverse volunteers, enhanced communication with both other state organizations and National CASA Association, and provision of resources (including data) relevant to their organization's decision-making.

Comments to both questions have been collected and passed on to the appropriate team at National CASA for review.



## **Appendix: State CASA/GAL Organizations Responding to the Survey, 2007**

Alaska CASA Program	AK
Alabama CASA Network, Inc.	AL
Arkansas State CASA Association	AR
Arizona CASA Program / Arizona Supreme Court	AZ
California CASA Association	CA
Colorado CASA	CO
CIP / CASA	CT
CASA Program/Family Court of Delaware - Wilmington	DE
Florida State Guardian Ad Litem Program	FL
Georgia CASA	GA
Iowa CASA Program	IA
Illinois CASA	IL
Indiana State Office of GAL/CASA	IN
Kansas CASA Association	KS
Kentucky CASA, Inc.	KY
Louisiana CASA Association	LA
Maryland CASA Association	MD
Maine CASA Program	ME
Michigan CASA Association - Children's Charter of the Courts	MI
CASA Minnesota	MN
Missouri CASA Association	MO
CASA Mississippi, Inc.	MS
CASA of Montana	MT
North Carolina State GAL Program	NC
Nebraska CASA Association	NE
CASA of New Hampshire, Inc. - Manchester	NH
CASA of New Jersey	NJ
New Mexico CASA Network	NM
Nevada CASA, Inc.	NV
CASA: Advocates for Children of New York State	NY
Ohio CASA/GAL Association	OH
Oklahoma CASA Association	OK
Oregon Commission on Children & Families	OR
Pennsylvania CASA Association	PA
Office of Court Appointed Special Advocate	RI
Office of the Governor - Guardian Ad Litem Program	SC
South Dakota CASA Association	SD
Tennessee CASA Association	TN
Texas CASA	TX
Utah Office of the Guardian Ad Litem and CASA	UT
Dept of Criminal Justice Services	VA
Vermont GAL Program	VT
Washington State Association of CASA/GAL Programs	WA
Wisconsin CASA Association	WI
West Virginia CASA Association	WV