



The National CASA Association

Annual State Organization Survey Report 2008



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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 11 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 2008, the CASA/GAL network consisted of 1,018 program offices, including state, local, and remote offices, of which 880 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 total number (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 = 44)

16 years old
16.5 local offices
Served 34 counties
Total revenue of \$355,440
Passed through 35% of revenue to 15 local programs
2.2 FTE
Full-time state director earned \$59,000

Typical Nonprofit Organization (N = 25)

12 years old
17 local program offices
Served 34 counties
Total revenue of \$179,690
Passed through 25% of revenue to 14 local programs
2 FTE
Full-time state director earned \$50,000



Typical State-Administered Organization (N = 16)

23 years old
12.5 local program offices
Served 33 counties
Total revenue of \$1,331,000
Passed through 91% of revenue to 24 local programs
6 FTE
Full-time state director earned \$66,760

* 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-nine percent of organizations reported an increase in revenue in 2008 compared to 2007, about the same as the previous year. Nine percent reported that revenue remained the same; and 32% reported a decrease.

When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in a several sources of income, dominated by increases in grants or state funding, and often a combination of both. Increased private donations, fundraising and contracting for services were also mentioned at least once. Organizations that experienced a *decline* in funding identified a wide range of reasons, most often from the loss or closure of grants. Decreases in private donations and fundraising were noted several times, as were 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 2.2 full-time equivalents (FTE) in 2008, an increase of 0.2 FTE from 2007.

Conferences and Trainings

Seventy-one percent of state organizations reported that they host statewide conferences. Among those hosting conferences, 77% do so once per year; 19% every other year; and 3% twice per year. The number of participants ranged from 70 to 600, with an average of 213 in attendance.

In addition, 93% of organizations provided some other type of statewide training. Fewer trainings of each type were offered in 2008 compared to the previous year. Categories seeing the largest declines were board training, volunteer retention training, and local program management training.

Evaluation of Services

Respondents were asked how they evaluate the services they provided to local programs. Half implement some type of annual survey with local program managers and/or other staff and occasionally volunteers. A number of others conduct satisfaction or other types of surveys on a less frequent basis. Numerous mentions were made of a less formal evaluation process involving in-person discussions soliciting feedback on services provided. Several respondents also noted that they conduct evaluations following each training, and several more use the annual staff performance review process to conduct some assessment of their work.

Program Operations and Resources

Organization Age and Structure

The median age of responding programs was 16.4 years, ranging from 2 years to 30 years old at the end of 2008. Three-fourths of organizations were more than 11 years old, and one-fourth of organizations were more than 21 years old. State-administered organizations tended to be older (median of 23 years) compared to nonprofit organizations (12 years).

Sixty percent of responding state CASA/GAL organizations were nonprofits, 38% were administered by their respective state governments, and 2% were a network of organizations or individuals. Some organizations (21%), most of them state-administered, included a volunteer program administered by the state organization. Two-thirds (66%) of organizations did not administer programs statewide, while the remainder (34%) did.

Nearly 90% of organizations had more than one office within their respective state. The number of local program offices in each state ranged from 1 to 68, with a median of 16.5, one less office than in 2007. State-administered organizations had a median of 12.5 local offices, while nonprofits had a median of 17 such offices. Additionally, 66% of states had local remote offices. Among those with remote offices, there was a median of 5.0 offices. State-administered organizations had more remote offices (median of 13.5) compared to nonprofits (median of 4.5).

A median of 34 counties were served by each state organization, the same as in 2007. The number of counties served ranged from 3 to 202. State-administered and nonprofit organizations served approximately the same median number of counties in their respective states. Thirty percent of organizations had a local program in every county in their respective state, though most were state-administered (81% had a program in every county compared to 4% of nonprofits). 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

	Local CASA/GAL program offices	Local CASA/GAL remote offices*	Counties served	Counties without a local program*
All organizations	16.5	5.0	34	28
State-administered	12.5	13.5	33	25
Nonprofit	17	4.5	34	31

* Includes only those reporting at least one county without a local program

All survey respondents reported that all CASA/GAL programs were members of or affiliated with the state organization. Forty-three percent of state organizations required local programs to pay a membership fee. The average fee was \$82.

Six state organizations (15%) reported a separate fundraising arm, which raised varying amounts (\$2,500 to \$40,000) for the state organization.

Program Revenue (for FY ending no later than 12/31/08)

Fifty-nine percent of organizations reported an increase in revenue in 2008 compared to 2007, about the same as the previous year. Nine percent reported that revenue remained the same; and 32% reported a decrease, up each of the previous two years. When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in a several sources of income, dominated by increases in grants or state funding, and often a combination of both. Increased private donations, fundraising and contracting for services were also mentioned at least once. Organizations that experienced a *decline* in funding identified a wide range of reasons, most often from the loss or closure of grants. Decreases in private donations and fundraising were noted several times, as were earmarked sources such as lottery revenues and license plate sales. Also mentioned were investment losses and declines in federal revenue.

Median total revenue for all organizations in 2008 was \$355,440, a significant 42% increase compared to 2007. Median revenue was substantially higher in state-administered organizations at \$1,331,000 compared to \$179,690 for nonprofit organizations. Fiscal years were most often (82%) July 1, 2007, through June 30, 2008, though 16% of organizations used the calendar year as their fiscal year, and 2% used some other schedule.

Among all organizations, median *expenses* in FY 2008 were \$319,060, a decrease from last year. Median expenses varied by type of organization: Among state-administered organizations, median expenses were \$1,516,220, and among nonprofits, \$174,920.

Revenue Pass-Through

Fifty-nine percent of organizations reported that they passed revenue through to a median of 15 local programs (Table 2). Among the organizations passing revenue through, the median amount was 35% of total revenue. The percent passed through varied significantly by administrative structure. Among the 17 nonprofits that passed revenue through to local programs, a median of 25% of the state organization's total revenue was passed through (median amount = \$40,000) to a median of 14 programs. Among the 8 state-administered organizations that did so, a median of 91% of the state organization's total revenue (median pass-through = \$1,179,940) went to a median of 24 local offices.

Table 2. Revenue passed through to local programs (N=26)

	Percent passing through revenue	Median percent of total revenue	Median amount of pass-through funding
State-administered	50%	91%	\$1,179,940
Nonprofit	68%	25%	\$40,000
All organizations	59%	35%	\$59,380

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 (95%), foundation grants (59%), individual donors (48%), state governments (43%), membership dues (41%), and fundraising events (41%). Revenue from the state was the highest median amount again this year as well as the highest total amount, exceeding \$51 million provided to 19 organizations. Courts yielded the second highest overall total revenue source at over \$19 million as well as the second highest median amount.

Table 3. Revenue by source, 2008

Funding Source	Number of programs reporting receiving	Percent of programs reported receiving	2008 median amount*	2008 total amount reported
Public				
Court	13	30%	\$114,400	\$19,880,805
Court Improvement Program (federal)	10	23%	\$20,300	\$382,995
State	19	43%	\$720,290	\$51,309,716
Designated state fees	3	7%	\$99,270	\$233,082
City	1	2%	-	\$19,325
Federal (not in other categories)	7	16%	\$92,050	\$625,125
National CASA grant**	42	95%	\$50,000	\$2,382,114
VOCA (Victims of Crime Act)	8	18%	\$14,080	\$4,565,914
Children's Justice Act funds	8	18%	\$30,480	\$554,638
TANF	4	9%	\$364,610	\$2,436,800
Title IV-E	1	2%	-	\$400,000
Private				
Corporate contributions	16	36%	\$9,880	\$229,338
Individual donors	21	48%	\$7,230	\$425,065
Membership dues	18	41%	\$2,150	\$84,079
United Way	4	9%	\$2,440	\$15,840
Foundation grants	26	59%	\$11,990	\$2,511,814
Kappa Alpha Theta	6	14%	\$2,010	\$11,610
IOLTA (Interest on Lawyers' Trust Account)	5	11%	\$20,000	\$206,996
Church donations	4	9%	\$3,000	\$14,000
Community service organizations or clubs	7	16%	\$2,360	\$46,464
In-kind goods and services	16	36%	\$4,820	\$185,873
Fundraising				
Fundraising events	18	41%	\$10,750	\$506,640
Product sales	8	18%	\$1,100	\$18,479
Other sources	24	55%	\$7,020	\$2,933,431
Total revenue	44	100%	\$355,440	\$89,594,731

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

** Actually, 46 organizations received National CASA grants, though only 42 reported receiving them. Some respondents may have included these funds in the "federal sources" category.

Note: The sum of individual category totals = \$89,980,143, slightly higher than the sum of all total revenues provided by respondents (\$89,594,731).

Boards of Directors

Seventy-five percent of state organizations reported having a board of directors. All nonprofit organizations had boards, while 31% of state-administered organizations had a board. Of those with boards, 67% met quarterly; 18% every other month; 3% monthly; and 12% on some other schedule.

Two-thirds (66%) of board directors were women; 34% were men. The majority were Caucasian (81.2%), followed by African-American (11.1%), Latino/Hispanic (3.6%), Native American (2.0%), Asian/Pacific Islander (0.2%), multiracial (0.9%), and other (0.9%). (N=441)

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 the financial sector.

Table 4. Expertise brought by board members

Area of expertise	Percent of organizations
Legal	94%
Business/corporate	88%
Local CASA/GAL program staff	82%
Financial	73%
Social services	73%
Judicial	61%
CASA/GAL volunteer	57%
Legislative	46%
Public relations	46%
Government representative	39%
Medical/therapeutic	30%
Insurance	27%
Education	18%
Law enforcement	9%
Other*	42%

N=33

*Other includes expertise in real estate, human resources, media and fund development; experience in nonprofit and public agency management; community volunteers and representatives from Kappa Alpha Theta.

Statewide Conferences and Trainings

Seventy-one percent of state organizations reported that they host statewide conferences. Among those hosting conferences, 77% do so once per year; 19% every other year; and 3% twice per year. The number of participants ranged from 70 to 600, with an average of 213 in attendance. Sources of funding to support the conferences are shown in Table 5. The percentage receiving state funding increased for the second year in a row, this year from 56% to 68%. The percentage receiving National CASA grant funds also increased, from 29% in 2007 to 42% in 2008.

Table 5. Sources of funding for statewide conferences

Source	Percent
State funds	68%
National CASA grant funds	42%
Foundation grants	39%
Corporate sponsorships	35%
Other	74%

N=31

In addition, 93% of organizations provided some other type of statewide training (Table 6). Fewer trainings in each category were offered last year compared to the previous year. Categories seeing the largest declines were board training, volunteer retention training, and local program management training.

Table 6. Other types of statewide trainings

Training	Percent
Program management of local programs	71%
Facilitator training for volunteer trainings	66%
Board training	54%
Strategic volunteer retention training	51%
Diversity training	49%
Resource development	46%
Strategic planning	37%
Other	77%

N=41

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	96%
Represent CASA/GAL on state policy commissions, boards, panels, etc.	96%
Increase awareness of CASA/GAL work among legislators	96%
Increase public awareness of CASA/GAL work	91%
Collect and maintain data for National CASA surveys and other purposes	86%
Provide information and assistance to support local program fundraising	82%
Support new program development in the state	73%
Host a statewide conference	71%
Other*	34%

* Other functions reported include: administration of state funding; financial, budgeting and accounting assistance; grants management; resource development; monitoring or local program standard compliance and assistance in a self-assessment process; new director training; staff training; production of a state newsletter; and general administrative support.

Program Staff

Overall, state organizations employed a median of 2.2 full-time equivalents (FTE) in 2008, an increase of 0.2 FTE from 2007. Staffing levels varied significantly by type of administration: Nonprofits had a median of 2 FTE, while the typically older and larger state-administered organizations had a median of 6 FTEs.

State organizations reported a median of 2 full-time paid staff persons, ranging from 0 to 152 full-time staff. Two percent of organizations did not have a single full-time staff person, and 34% of organizations had only one full-time staff person. Conversely, 18% had more than 10 full-time staff. In addition, organizations reported a median of one part-time staff person, ranging from 0 to 38 part-time staff.

A majority (86%) of staff were female, and most were Caucasian (83%) followed by African-American (13%), Hispanic/Latino (2%), Native American (1%), and less than one percent each Asian/Pacific Islander and multiracial. (N=546)

State Director Position*

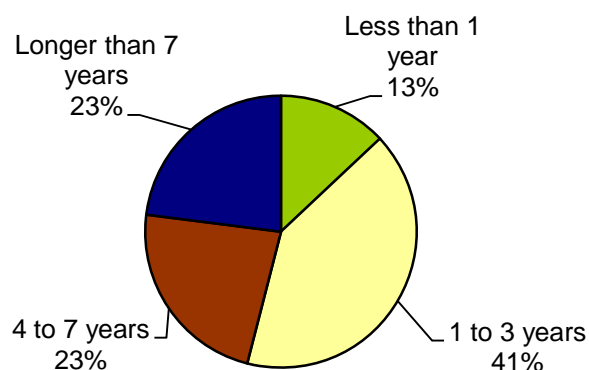
** Please note that the title “state director” is used for simplicity in describing this position, but actual job titles may vary by organization to include titles such as executive director, program manager, state coordinator, etc.*

The state director most typically worked full time (93%). The state directors’ highest completed education levels were post-graduate degree (39%), graduate degree (36%), and college degree (23%); 2% had completed some college. The majority were Caucasian (93%); 5% were African-American; and 2% were Native American. Eighty percent were women, and 20% were men.

State directors’ salaries ranged from \$32,000 to \$108,700. The median annual salary for full-time directors was \$59,000 per year, \$1,000 more than in 2007. Salaries in nonprofit organizations were lower than in those administered by the state (\$50,000 compared to \$66,760 for full-time directors).

Less than half (45%) of state directors had been in their positions longer than three years. One in eight had been director less than one year (Figure 1). State-administered organizations had a higher percentage (63%) of directors who had been in their positions less than four years than did nonprofits (48%).

Figure 1. Length of Time in State Director Position



Benefits

Health insurance was the most frequently offered benefit with 77% of all organizations offering health benefits to at least some employees (Table 8). All state-administered organization employees were offered health benefits compared to 60% of nonprofit employees.

Retirement benefits were offered to employees of nonprofits less often, and only 36% of employees were offered this benefit, compared to 94% of employees in state-administered organizations.

Table 8. 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%	52%	55%	88%	32%
Other full-time staff	66%	94%	48%	52%	88%	28%
Other part-time staff	27%	44%	20%	27%	44%	16%
No one	23%	0%	40%	41%	6%	64%

Assistance from National CASA

Sixteen organizations described ways in which National CASA can further assist their state organizations. Respondents suggested additional ways that National CASA could support state organizations and endorsed the continuation of existing means of support. Public relations, including national partnerships and media exposure received multiple mentions, as did assistance with training issues and providing opportunities for networking and communication. Distribution of information in areas including nationwide trends, legislative education and legal issues was also suggested.

This year, respondents were also asked how they evaluate the services they provided to local programs. Twenty-seven respondents described a range of evaluation techniques: Half implement some type of annual survey with local program managers and/or other staff and occasionally volunteers. A number of others conduct satisfaction or other types of surveys on a less frequent basis. Numerous mentions were made of a less formal evaluation process involving in-person discussions soliciting feedback on services provided. Several respondents also noted that they conduct evaluations following each training, and several more use the annual staff performance review process to conduct some assessment of their work.

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

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
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