



# National CASA Association

## Annual Local Program 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 program offices, of which 880 were local programs and 46 were statewide organizations. The valid response rate this year for key indicator data was 94% for children and for volunteers.

The findings illustrated by these survey results are critically important to tracking growth and development among state organizations and local programs, securing funding from diverse sources, and helping National CASA to better serve state and local organizations. The numbers are only as accurate as the information provided by each organization. Thank you to all organizations that responded to the survey this year.

In addition to the data presented in this report, respondents were asked to provide ways in which National CASA can provide further assistance to local programs. The responses to this question have been categorized and passed on to the appropriate teams at National CASA for review.

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### *Notes*

- 1) Median values are used frequently in this report because of the wide range of responses resulting from dramatically different CASA/GAL program sizes. Reporting the average of this wide range would result in a number that is less reflective of the whole because even a small number of high values can skew the mean. A median means that half of the programs had more than the median amount and half had less.
- 2) Due to rounding, some percentages may total 99% or 101% rather than exactly 100%.

## Finding Highlights

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### **Numbers of children served and volunteers**

The number of children served remained essentially the same as last year, and the number of volunteers increased 15%:

- ◆ An estimated **240,894 children were served** by all local CASA/GAL programs in 2008.
- ◆ An estimated **68,842 volunteers** participated in all programs in 2008.

### **Over 21,000 new volunteers trained in 2008**

An estimated 21,134 new CASA/GAL volunteers were trained in 2008—16% more than in 2007. This is a median of 13 new volunteers trained per program.

### **Nearly 80,000 new children assigned to a volunteer in 2008**

Respondents reported an estimated 79,418 children newly served in 2008. In 2008, programs reported assigning a median of 43 new children per program to a CASA/GAL volunteer.

### **More children's cases closed in 2008**

An estimated 91,439 children's cases were closed in 2008. This is a median of 41 cases per program, three more than in 2007.

### **Children without a volunteer advocate**

Nearly one-third of programs reported that all children needing a CASA/GAL volunteer advocate in their jurisdiction had one assigned to their cases. The remaining two-thirds of programs reported that 139,862 children were entitled to an advocate, but did not have one—a median of 34 children per program among all programs.

### **Median revenue**

Overall, the median total revenue in 2008 increased, reversing the trend of the past several years. Median program revenue for 2008 was \$116,190 compared to \$109,180 in 2007.

### **Costs per child and volunteer**

Costs per volunteer and child increased compared to 2007 costs. The median cost per volunteer was \$3,080, and per child served, \$1,070.

## Typical\* Program Snapshots

	All programs	Urban	Rural	Mixed/ suburban
<b>Number (Percent)</b>	750 (100%)	82 (11%)	346 (47%)	316 (43%)
<b>Program age</b>	14 years	20 years	12 years	16 years
<b>Paid employees</b>	3	7	2	4
<b>Staff: volunteer ratio</b>	1:22	1:28	1:16	1:25
<b>Active volunteers</b>	41	130	24	58
<b>New volunteers trained</b>	13	43	7	19
<b>Children served</b>	117	347	71	157
<b>New children</b>	43	107	27	60
<b>Cases closed</b>	41	121	28	57
<b>Total revenue</b>	\$116,190	\$411,290	\$76,630	\$152,140
<b>Expenses</b>	\$115,430	\$393,770	\$76,720	\$162,420
<b>Costs per volunteer</b>	\$3,080	\$3,540	\$3,160	\$2,970
<b>Costs per child</b>	\$1,070	\$1,170	\$1,030	\$1,070
<b>Children without a volunteer CASA/GAL</b>	34	401	14	71

\* These numbers are based on the median values, meaning that half of the programs had more than the median amount and half had less. The programs self-identified as serving a primarily urban, rural or suburban/mixed area.

## Trends in Key Indicators

**Total number of children served in 2008:  
Estimated 240,894 children served by all CASA/GAL programs**

**Total number of volunteers in 2008:  
Estimated 68,842 volunteers in all programs**

In 2008, there was a 1% decrease in the number of children served, and a 15% increase in the number of volunteers. The estimated total number of new volunteers trained in 2008 was 21,134. Volunteers contributed an estimated total of over 5.8 million hours in 2008—a median of 2,502 hours per program. The table below shows changes over the past nine years in the estimated total numbers of volunteers and children served.

<b>Year</b>	<b>CASA/GAL volunteers</b>	<b>Children served</b>
2000	47,062	174,137
2001	51,266	200,652
2002	48,578	182,869
2003	50,580	176,821
2004	50,801	188,620
2005	53,847	226,204
2006	57,938	220,129
2007	59,717	243,295
2008	68,842	240,894

# Program Operations and Resources

## Service Area

Programs were asked to identify themselves as serving a primarily rural, suburban or mixed, or urban geographic area. Forty-seven percent responded that they served a primarily rural area; 43% served a suburban or mixed area; and 11% an urban area. Breakdowns by population are as follows: 47% of responding programs served populations of less than 100,000; 35% served 100,000 to 400,000; 11% served 400,000 to 800,000; and 7% more than 800,000.

The majority (62%) of programs served one county; 14% served two, and 24% served more than two. Overall, local programs served an estimated 1,842 counties nationwide. More than three-fourths (81%) of responding programs served a single court district, 9% served two, and 9% served more than two. In 82% of cases, the program served the entire court district or jurisdiction in which it was located. Twenty percent operated at least one satellite office in other counties or courts within the jurisdiction. In most cases, one (69%) or two (16%) satellites were operated. In addition, 1.9% of programs served in a Tribal Court, a court operated by an American Indian tribe for tribal children.

Over half (57%) of programs were independent nonprofits; 19% were part of a nonprofit umbrella agency; 22% were part of a state or county agency; and 2% had some other administrative structure such as an independent agency or a combination of administrative structures.

Programs employed different model types with regards to the role that CASA/GAL volunteers play in the courts: 51% of the programs followed a Friend of the Court model, while 27% used a Guardian Ad Litem model, and 17% used a CASA/GAL Attorney team. The remaining 5% used another type of program model.

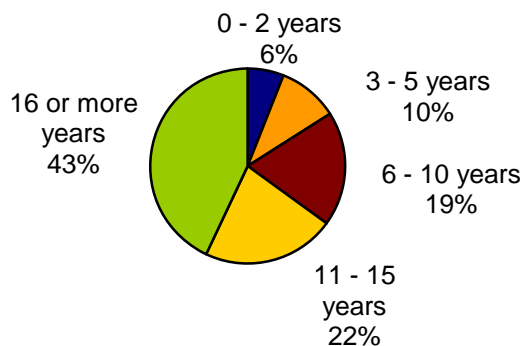
## Board of Directors

Eighty-one percent of programs reported having a board of directors. The majority of board members were female (59%) and Caucasian (86%). Other racial/ethnic groups were represented: 8% African-American, 3% Hispanic/Latino; 1% Native American, 1% Asian/Pacific Islander, and 1% multiracial or “other.” (N=7,278 board members)

## Program Age

The average age of responding programs was 14.2 years, ranging from less than one year old to 35 years old. Figure 1 shows the distribution of program ages.

**Figure 1. Age of CASA/GAL Programs**



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

Overall, the median total revenue in 2008 increased, reversing the trend of the past several years. Median program revenue for 2008 was \$116,190 compared to \$109,180 in 2007. One-fourth of programs reported revenue at \$57,840 or less, and 25% reported over \$242,430 in revenue.

Median total revenue increased significantly in both rural and urban programs when compared to 2007. Rural programs had a median total revenue of \$76,630. Urban programs had a median total revenue of \$411,290. Suburban and mixed area programs were in-between at \$152,140.

The majority of programs reported an increase in revenue in 2008 compared to 2007: 63% of responding programs reported an increase in revenue; 14% reported that their revenue remained the same; and 23% reported a decrease. Increases were consistent across program types: 61% of urban programs experienced increases in revenue, as did 63% of suburban/mixed programs and 62% of rural programs.

A majority of programs with each type of administrative structure also had increases in 2008: 60% of nonprofit programs experienced revenue increases as did 55% of agencies under umbrella organizations and 65% of publicly administered programs. Types of programs most likely to have experienced a *decline* in revenue compared to 2007 were umbrella organizations (26%), urban programs (27%), and publicly-funded programs (25%).

Programs followed a variety of fiscal years: 56% used July 1, 2007 – June 30, 2008; 36% January 1 – December 31, 2008; 4% October 2007 – September 2008, and 4% some other fiscal year.

Figure 2 shows median total revenue based on program age.

**Figure 2. Median Total Revenue by Age of Program**

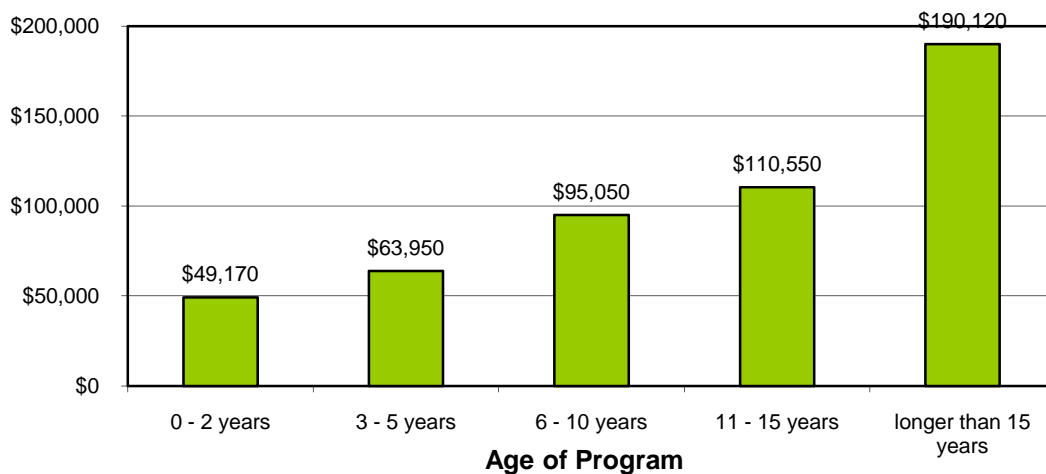


Table 1 (on the following page) shows the range of sources from which funding was received. The most frequently reported sources of revenue were states (either directly from the state or via the state CASA/GAL organization), individual donors, fundraising events, foundation grants, United Way, in-kind contributions, counties, and corporate contributions—all received by at least 40% of responding programs. These major sources of funding have remained consistent when compared with previous years.

The largest *overall* funding sources based on total reported contributions were states, counties, fundraising, foundations, courts, individual donors, Victims of Crime Act (VOCA), and in-kind contributions—each contributing a total of more than \$10 million. Median revenue amounts increased in most categories. The funding sources providing median revenue of at least \$17,000 per program were, in order of median funding amount: TANF, courts, Title IV-E, funding directly from states, VOCA, funding from states via state organizations, counties, National CASA grants, CDBG funds, fundraising events, and foundation grants.

Table 1. Revenue data for 2008

<b>Funding Source</b>	<b>Percent of programs receiving in 2008</b>	<b>2008 Median funding amount</b>	<b>Total 2008 contributions for responding programs</b>
<b>Public</b>			
Court	25%	\$40,320	\$16,303,950
State – direct from state	37%	\$31,820	\$27,166,430
State – via state CASA org.	42%	\$29,000	\$18,241,190
County	44%	\$22,410	\$22,846,670
City	11%	\$7,680	\$1,265,590
National CASA grant	28%	\$18,400	\$4,455,770
VOCA (Victims of Crime Act)	34%	\$31,310	\$10,140,560
Children’s Justice Act (CJA)	1%	\$4,000	\$63,860
CDBG (Community Dvlpmnt. Block Grant)	6%	\$17,320	\$1,160,810
TANF	3%	\$257,450	\$4,981,710
Title IV-E	1%	\$35,500	\$484,750
Other federal	9%	\$9,230	\$1,500,700
<b>Private</b>			
Corporate contributions	41%	\$5,500	\$4,961,750
Individual donors	62%	\$6,910	\$12,340,520
Membership dues	4%	\$980	\$142,900
United Way	47%	\$12,000	\$7,339,570
Foundation grants	48%	\$17,160	\$20,001,710
Kappa Alpha Theta	11%	\$2,000	\$344,880
IOLTA (Interest on Lawyers’ Trust Acct)	10%	\$6,000	\$1,081,930
Church donations	23%	\$1,050	\$383,490
Community service orgs/clubs	33%	\$1,960	\$1,120,120
In-kind donations	46%	\$9,490	\$10,840,460
<b>Fundraising</b>			
Fundraising events	60%	\$17,820	\$22,271,660
Product sales	13%	\$1,070	\$440,700
Other sources	48%	\$5,680	\$7,454,580
<b>Total Revenue</b>		<b>\$116,190</b>	<b>\$197,366,260</b>

## Costs per Child and Volunteer

Costs per child and volunteer were based on expenses (Table 2). Costs per child and volunteer served both increased compared to 2007. Expenses increased significantly in 2008, outpacing the growth in volunteers and children served, thereby accounting for much of the increase in costs. The median cost per volunteer was \$3,080, and per child served, \$1,070.

Demographic variation in median costs per volunteer ranged from \$2,970 per volunteer in mixed/suburban programs to \$3,540 in urban programs. Median costs per child ranged from \$1,030 in rural programs to \$1,170 in urban programs.

Table 2. Median dollar amounts for total expenses and costs per child and volunteer

Primary type of area served	Total Expenses	Median cost per volunteer	Median cost per child served
Rural	\$76,720	\$3,160	\$1,030
Mixed/suburban	\$162,420	\$2,970	\$1,070
Urban	\$393,770	\$3,540	\$1,170
Age of program			
0 – 2 years	\$45,400	\$3,150	\$1,220
3 – 5 years	\$65,030	\$2,860	\$1,240
6 – 10 years	\$97,910	\$3,130	\$1,120
11 – 15 years	\$112,210	\$2,880	\$1,040
Over 15 years	\$194,550	\$3,200	\$990
<b>All programs</b>	<b>\$115,430</b>	<b>\$3,080</b>	<b>\$1,070</b>

# CASA/GAL Staff

## Staff Positions

CASA/GAL programs reported a median of 3 staff persons: 2 full-time positions and 2 part-time positions. In terms of full-time equivalents (FTE), programs had a median of 2.5 FTE. Just over one-fourth (27%) of programs gained staff positions in 2008, 57% reported no change, and 15% reported losing positions. The percent losing positions nearly doubled from that in 2007. Of the programs reporting a gain, the average change was 0.9 full-time equivalents (FTE), less than the previous year. Of those experiencing a loss, the average change was 1.9 FTE—more than twice that in the previous year. Not only did more programs lose positions last year, but losses were also more severe.

Respondents were asked to report the full-time equivalents of all staff positions within each program (Table 3). Directors and volunteer coordinators were the most common positions, though when present, attorneys and volunteer coordinators had the highest average number of positions per program. A wide range of “other” staff positions were identified by respondents; examples include assistant directors, clinical staff (including case managers or supervisors), community liaisons, office managers, and development staff.

Table 3. Average full-time equivalents (FTE) by staff position

Staff Position	Percent of programs reporting FTE > 0*	Average FTE
Director	86%	0.9
Volunteer coordinators/supervisors	66%	2.8
Administrative Assistants	40%	1.1
Program manager	30%	1.1
Recruiting/training coordinator	26%	0.9
Development director	11%	0.8
Accountant	7%	0.9
Attorney	5%	4.2
Other	19%	2.5
<b>Total for all staff</b>		<b>4.9</b>

\* FTEs are as reported by respondents. Skips were counted as zeroes so the actual percents would likely be different if the response rate for the question were 100%.

## Paid Staff Assigned to Cases

Two-thirds of programs (67%) had one or more paid staff assigned to children’s cases. Of these programs, the majority (63%) had one or two staff assigned to cases, while at the upper end, 5% had more than 10 staff who were assigned to cases. Overall, a median of two staff were assigned to children’s cases.

## Staff-to-Volunteer Ratio

The median staff-to-volunteer ratio was 1:22, meaning there was one paid staff position for every 22 volunteers. Ratios varied from 1:28 in urban programs, 1:25 in mixed/suburban programs, and 1:16 in rural programs.

## Volunteers Become Staff

Many volunteers go on to become staff at CASA/GAL programs. Two-thirds (68%) of programs had at least one staff person who had previously been a CASA/GAL volunteer. Nineteen percent of programs had 3 or more staff who had initially been volunteers. Among programs with such staff, an average of 2.2 staff per program had been volunteers. Programs reported a total of 1,120 staff who had initially been volunteers.

## Demographics

As shown in Table 4, the majority (78.2%) of staff were Caucasian; 11.3% were African-American and 6.3% were Hispanic/Latino. Eighty-nine percent of all staff were female. One-fourth (24%) of staff completed post-graduate education; an additional 49% of staff had a college degree; 20% had at least some college education; and 7% had a high school degree.

Table 4. Percentage of staff, volunteers and children in each racial/ethnic group\*

Race/ethnicity	Percent in each racial/ethnic group				
	All staff	All volunteers	All children	New volunteers	New children
African-American	11.3%	11.9%	24.7%	14.1%	26.2%
Asian American	1.6%	1.7%	0.6%	1.8%	0.8%
Caucasian	78.2%	79.6%	46.2%	76.4%	52.7%
Hispanic/ Latino	6.3%	4.1%	10.2%	5.0%	11.9%
Native American	1.5%	0.9%	2.1%	0.9%	2.2%
Multiracial/ Other	1.2%	2.0%	16.2%	1.8%	6.1%
<i>Number</i>	<i>4,113</i>	<i>58,633</i>	<i>193,480</i>	<i>17,704</i>	<i>61,731</i>

\* Percents are based on the numbers for whom race has been reported (unknown and missing data has been excluded).

## Executive Director Position

Seventy-nine percent of executive directors (*also known as program directors or program coordinators*) worked full-time, and 21% worked part-time.

Eighteen percent of programs had at least one executive director leave his or her position during 2008. Fourteen percent of programs had more than one person serve as executive director in 2008. The average length of time current executive directors have spent in their positions was 6.0 years, an increase of eleven months compared to 2007. One-fourth of all EDs had been in their positions two years or less, and another one-fourth had been in their positions 8.5 or more years. Length of tenure based on type and age of program is shown in Table 5.

Table 5. Average length of time ED has held position by type and age of program

<b>Type of program</b>	<b>Average number of years</b>
Urban	7.3 years
Suburban/mixed	6.3 years
Rural	5.4 years
<b>Age of program</b>	
0 to 2 years old	1.7 years
3 to 5 years old	2.8 years
6 to 10 years old	4.3 years
11 to 15 years old	6.5 years
Over 15 years old	8.2 years
<b>All programs</b>	6.0 years

## Salaries

The median salary for full-time executive directors for all programs was \$42,000 per year, and \$19,350 for part-time directors. Median full-time salaries ranged from \$36,000 in rural programs to \$60,000 in urban programs (Table 6).

Table 6. Annual executive director salary\* by type and age of program

<b>Type of area</b>	<b>Full-time directors median salary</b>	<b>Part-time directors median salary</b>
Urban	\$ 60,000	\$ 51,730
Suburban/Mixed	\$ 46,000	\$ 24,180
Rural	\$ 36,000	\$ 17,150
<b>Program age</b>		
0 to 2 years	\$ 33,000	\$ 17,650
3 to 5 years	\$ 39,570	\$ 21,350
6 to 10 years	\$ 38,500	\$ 15,350
11 to 15 years	\$ 40,000	\$ 19,500
15 or more years	\$ 48,500	\$ 23,050
<b>All programs</b>	\$ 42,000	\$ 19,350

N = 544 for full-time staff; 135 for part-time staff.

## Volunteer Coordinator Position

The median salary for full-time volunteer coordinators (*also known as volunteer managers, case managers or supervisors*) was \$31,500 per year (n=415), and \$15,000 for part-time volunteer coordinators (n=148). Median salaries for volunteer coordinators showed less disparity than executive directors depending on type of area the program served: Urban program coordinators earned \$36,000 compared to \$29,020 in rural programs, and \$32,000 in mixed/suburban programs.

## Benefits

Health insurance was the most frequently offered employment benefit with over half of programs offering health benefits to directors and volunteer coordinators (Table 7). Roughly 40% also offered dental insurance and retirement benefits. Over 20% offered other benefits, such as life insurance, vision plans and disability insurance. The percentages of volunteer coordinators receiving benefits were higher than the directors because the programs not offering benefits to the executive director were not as likely to have a volunteer coordinator position. In all cases, when coordinators were offered benefits, directors received them as well.

Table 7. Benefit offerings

Benefits offered to...	Executive director*	Volunteer coordinator**
Health insurance	55%	56%
Dental insurance	39%	43%
Retirement	42%	43%
Other	23%	24%

\* Percentages are of all responding programs.

\*\* Percentages are only of those programs indicating they had at least one volunteer coordinator on staff (N=597).

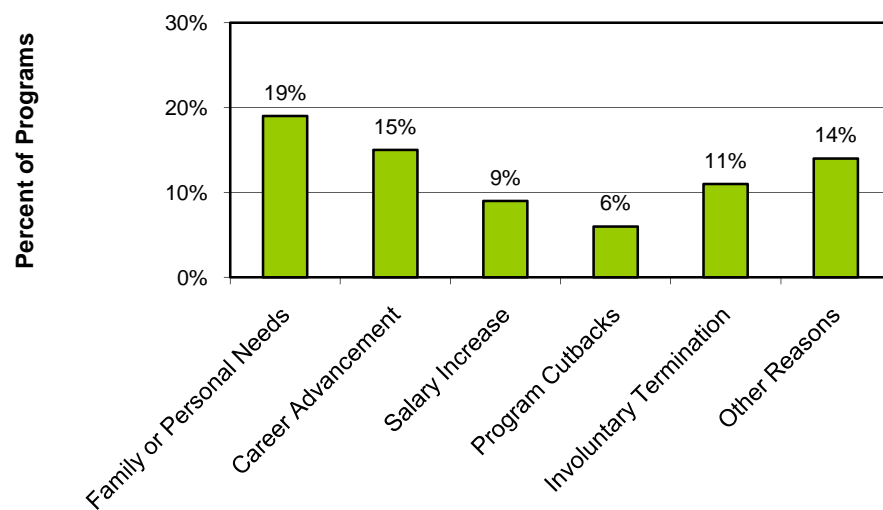
## Staff Turnover

Table 8 shows the total number of staff persons leaving for each of the five most common reasons. Figure 3 shows the percentage of programs that had at least one staff person leave for each reason indicated. Numbers of staff leaving were down in each case except for program cutbacks, increasing nearly eight-fold over the previous year (from 13 to 101 staff). This suggests less turnover in positions except where necessitated by layoffs. The most commonly cited “other” reasons for staff leaving their positions were retirement, choosing a different career path or seeking other types of opportunities, a return to education, and moving or relocating.

Table 8. Total numbers of staff leaving for each reason

Staff departing due to...	Number of staff
Family or personal needs	182
Career advancement	153
Involuntary termination	103
Salary increase	82
Program cutbacks	101

Figure 3. Percent of Programs with at Least One Staff Departing for Each Reason



# CASA/GAL Volunteers

## Number of Volunteers

An estimated 68,842 volunteers participated in all programs in 2008, a 15% increase over 2007. Responding programs reported a median of 41 CASA/GAL volunteers who were active on cases, ranging from 24 volunteers in rural programs to 58 in mixed/suburban programs and 130 in urban programs—higher than last year in each case. Approximately 83 hours were contributed by each volunteer during the year.

## New Volunteers Trained

An estimated 21,134 new CASA/GAL volunteers were trained in 2008. This is a median of 13 new volunteers trained per program. The median numbers trained ranged by program type: 43 in urban programs, 19 in suburban/mixed, and 7 in rural. Among those trained, a higher percentage were African-American than in the total volunteer pool (Table 4, page 14): 14.1% of new volunteers were African-American, 1.8% Asian/Pacific Islander, 76.4% Caucasian, 5.0% Hispanic/Latino, 0.9% Native American, and 1.8% multiracial/other. Eighty-three percent of new volunteers were women.

## Volunteer Hours Contributed

Volunteers contributed a total of over 5.8 million hours in 2008—a median of 2,502 hours per program. As last year, volunteer hours were most frequently tracked by entering hours into the computer from timesheets provided by volunteers (Table 9). Twenty-seven percent of programs manually tracked hours reported on timesheets. Nineteen percent of programs reported only an estimate of hours, and 7% did not track or report hours at all.

Table 9. Ways in which programs track volunteer hours

	Percent of programs*
Timesheets from volunteers, input into a computer program	58%
Timesheets from volunteers and hours tracked manually	27%
Hours are estimate only, based on previous reporting	19%
Volunteer time is not tracked	7%
Other	13%

\* Respondents could select more than one option. N=750.

The majority of the “other” responses were explanations of the volunteers’ inconsistency or lack of follow-through on reporting hours despite program efforts to support them in doing so. Among programs that tracked and reported volunteer hours, 83% did so monthly, 16% quarterly, 2% annually, and 2% only at case closure (some respondents checked more than one option).

## Demographics

Where gender was reported, the majority (82%) of volunteers were women. The majority (79.6%) were Caucasian, followed by African-American (11.9%) and Hispanic/ Latino (4.1%) (Table 10). Race/ethnicity percentages in 2008 were based on a total of 58,633 volunteers.

Table 10. Percentage of volunteers in each racial/ethnic group over the past eight years\*

Race/ethnicity	Percent of volunteers									
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
African-Am.	9.5	11.6	10.6	9.9	9.6	11.7	11.6	10.5	11.6	11.9
Asian Am/ P.Is.	1.6	1.2	1.5	1.4	1.4	1.5	1.7	1.8	1.3	1.7
Caucasian	82.2	80.1	82.1	82.9	82.5	80.7	80.1	80.2	79.9	79.6
Hispanic/Latino	3.8	4.7	3.2	3.5	4.2	3.8	4.1	5.0	4.4	4.1
Native Am.	1.3	1.0	0.9	1.0	0.9	0.8	0.8	0.7	1.1	0.9
Multiracial/Other	1.5	1.4	0.6	1.3	1.3	1.5	1.6	1.9	1.7	2.0

\* Percents are based on the numbers for whom race has been reported (unknown and missing data has been excluded).

Of volunteers for whom age was known, over half (55%) were over 50 years old. Age breakdowns were as follows: less than 1% were younger than 21; 11% were in their 20s; 14% in their 30s; 20% their 40s; 25% their 50s; and 30% were 60 and older (N=57,824). These percentages again reflect a slight increase in the percentage of the oldest volunteers.

More than half of the volunteers worked at least part-time in addition to being a CASA/GAL volunteer. In 2008, 48% were employed full-time and 12% part-time. Retirees constituted 24% of the volunteers, while students were 4%. The remaining 12% were not employed (N=41,792). A count of volunteers employed in specific fields is shown in Table 11.

Table 11. Selected career types for volunteers (employed or retired)

	Number reported	Percent of all volunteers*
Teacher	2,576	5.0%
Medical professional	1,529	3.0%
Other educational	1,489	2.9%
Government/military	1,209	2.3%
Attorney	605	1.2%
Other legal	155	0.3%

\* Percents are based on a total of 51,763 reported volunteers.

The majority of CASA/GAL volunteers were highly educated: 40% were college graduates and an additional 23% had completed post-graduate education. Another 23% had some college education, and 15% had a high school diploma (N=50,540).

### Targeted Recruitment Campaigns

Several types of targeted recruitment campaigns were undertaken by programs in order to diversify their volunteer pool in one way or another. Table 12 shows the types of campaigns and the percentage of programs undertaking them in 2008. Nearly half had campaigns focusing on increasing racial/ethnic diversity or increasing the number of male volunteers. “Other” types of campaigns included faith-based communities, retirees, teachers, and various other specific professions such as attorneys and corporate and government employees.

Table 12. Targeted recruitment campaigns

Type of campaign	Percent of programs
Race/ethnicity	47%
Male volunteers	45%
Specific geographic area	28%
Age diversity	16%
Other	4%

Nearly half (47%) of programs reported undertaking a targeted recruitment campaign aimed at increasing the racial/ethnic diversity in their pool of volunteers. Of the 354 programs doing so, new volunteers were more diverse, with higher percentages of African-American, Hispanic/Latino, and Asian/Pacific Islander volunteers than the respective programs’ overall pool of volunteers (Table 13).

Table 13. Percentages of total and new volunteers in programs with targeted recruitment campaigns

Race/ethnicity	Percent in each racial/ethnic group	
	All volunteers	New volunteers
African-American	10.8%	13.6%
Asian Am./Pac. Is.	2.0%	2.2%
Caucasian	79.6%	75.2%
Hispanic/ Latino	4.6%	5.9%
Native American	0.9%	1.0%
Multiracial/ Other	2.1%	2.0%
<i>Number</i>	<i>34,147</i>	<i>10,386</i>

N=354 programs.

## Volunteer Departure

The average length of time served by volunteers was 2.8 years (33.3 months). The most commonly cited reasons for volunteers leaving a CASA/GAL program are listed in Table 14. As in prior years, “family needs” was the most frequently noted reason for departure, and the one receiving the most #1 rankings. Among the “other” reasons frequently mentioned, undefined personal reasons, death, and inactivity or lack of involvement in the program were most often noted.

Table 14. Primary reasons CASA/GAL volunteers leave the program

<b>Reason for leaving</b>	<b>Percent mentioning in top 3</b>	<b>Percent ranking it #1</b>
Family needs	51%	25%
Employment situation	44%	15%
Move from area	35%	15%
Health issues	28%	10%
Time commitment	26%	9%
Frustration with system	19%	10%
Case satisfactorily completed	16%	7%
Burnout/stress	13%	4%
Asked to leave	13%	6%
Not a good volunteer position match	11%	5%
Other reason	11%	6%

# Children and Cases Served

## Children Served

An estimated 240,894 children were served by all local CASA/GAL programs in 2008, a less than 1% decrease from 2007. A median of 117 children per program, representing a median of 69 cases, were served by CASA/GAL programs in 2008. One-fourth of programs served 56 or fewer children while 25% of programs served more than 242 children. Medians differed by type of area served: 71 children were served in rural areas; 157 in mixed/suburban areas; and 347 in urban areas. Increases were seen in the median only in rural areas.

Over one-half of programs (55%) reported that paid staff directly served at least one child whereas all programs had volunteers who served at least one child. This is a decrease from last year in which 65% of programs reported staff serving children. Of programs with paid staff providing advocacy to children, a median of 12 children were served by staff compared to 115 served by volunteers in those same programs. There was a large range in the median number of children served by paid staff among program types: urban programs had the highest (37 children), followed by mixed/suburban (12), and rural (9) [Table 15]. Similar differences existed between nonprofit programs (median of 37 children served by paid staff), those that are part of a government agency (12 children), and those operating under an umbrella agency (7).

Table 15. Median number of children served by volunteers and paid staff in programs\*

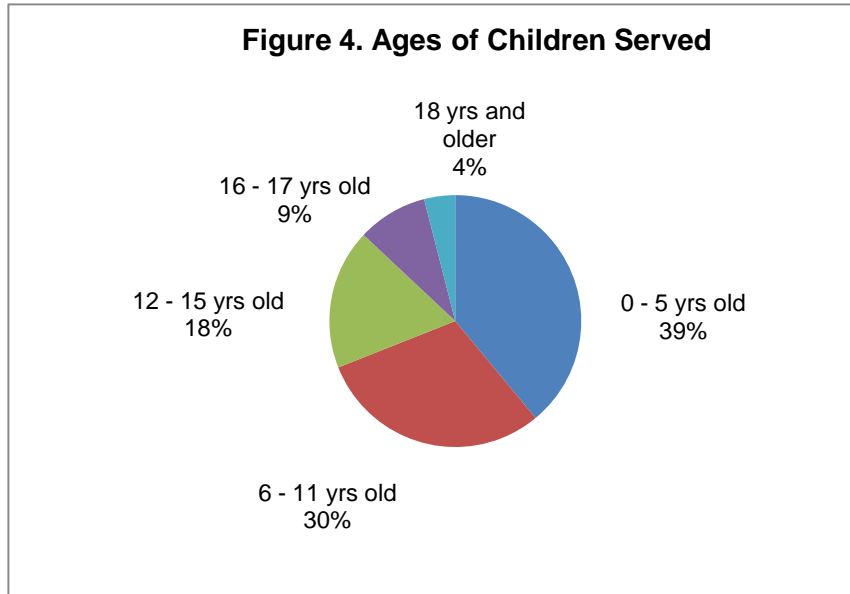
Type of program	Median Number of Children Served By	
	Volunteers	Paid staff
Urban	313	37
Mixed/suburban	156	12
Rural	71	9
All programs	115	12
<i>Number of children</i>	<i>90,725</i>	<i>43,254</i>

\* Only programs with one or more children served by staff were included in computing these medians (n=416 for all programs, 50 urban, 178 mixed/suburban, and 187 rural).

Respondents reported an actual total of 71,039 new children assigned to a volunteer in 2008. Programs reported assigning a median of 43 new children per program to a CASA/GAL volunteer and closing the cases of 41 children, both representing increases from the previous year. Medians for new children served ranged from 107 in urban programs to 60 in mixed/suburban to 27 in rural. Urban programs closed a much higher median number of cases (121) than they opened.

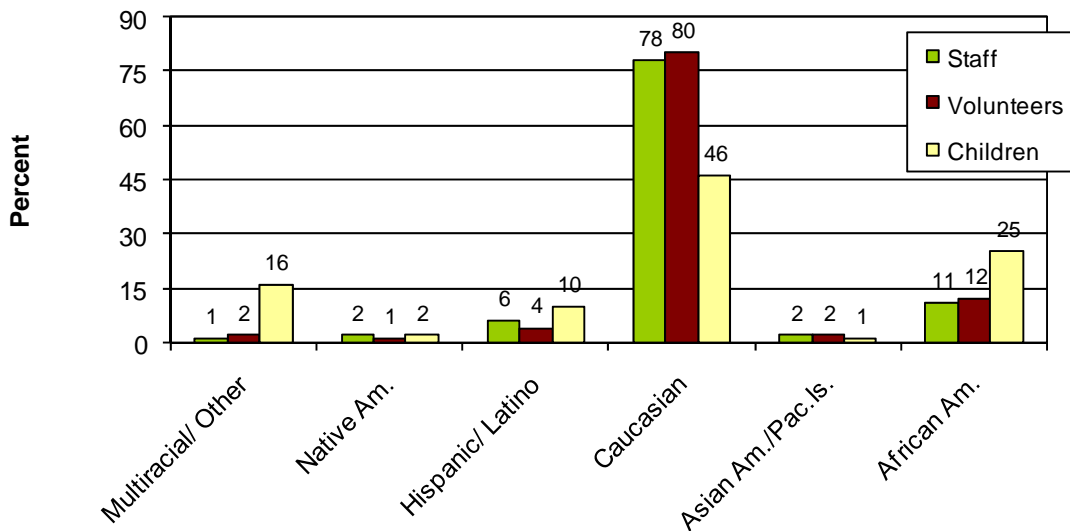
## Children's Demographics

Children for whom gender was reported were evenly divided between boys (50%) and girls (50%). Figure 4 shows the age breakdown of children served.



Over half (53.8%) of the children served by CASA/GAL volunteers whose race was known were children of color, predominantly African-American (24.7%) and Hispanic/ Latino (10.2%). This year, there were more children of color served, with a large increase of multiracial children (from 6% in 2007 to 16% this year) served. Figure 5 shows how children in different racial/ethnic groups compared to the percentages of staff and volunteers of color representing them. N(children)=193,480.

### Figure 5. Comparison of Race/Ethnicity among Staff, Volunteers and Children



Among children newly served in 2008, the racial/ethnic distribution was: 52.7% Caucasian, 26.2% African-American, 11.9% Hispanic, 6.1% multiracial/other, 2.2% Native American, and 0.8% Asian/Pacific Islander (N=61,731). Slightly more were girls (50.4%) than boys (49.6%).

## Caseload Size

Overall, a median of 69 cases were served per program. Volunteers were assigned an average of 1.3 cases and an average of 2.4 children at one time.

## Children Without a CASA/GAL Volunteer

Nearly one-third of programs reported that all children needing a CASA/GAL volunteer advocate in their jurisdiction had one assigned to their cases. The remaining two-thirds of programs reported that 139,862 children were entitled to an advocate, but did not have one—a median of 34 children per program among all programs, or 95 children in those programs with an unmet need in their jurisdiction.

Programs had various means of addressing this unmet need (Table 16), with over one-third placing children on a waitlist with the CASA/GAL program and 20% assigning children to staff who fully advocate for the child. Nearly one-fourth have no waitlist process at all.

Table 16. Procedures for children entitled to a CASA/GAL volunteer but not assigned one

	Percent of programs*
Children are on a waitlist with the CASA/GAL program	38%
No waitlist process—cases only come to the program if a volunteer is available	23%
Children are assigned to staff who fully advocate for the child	20%
Children are assigned to staff who attend hearings only	14%
Children are on a waitlist with the court	6%
Other	18%

\* Programs could select more than one option.

## Case Closure

Programs reported 82,408 children's cases closing in 2008—a median of 41 cases per program, three more than in 2007. The number ranged from 121 in urban programs to 57 in mixed/suburban to 28 in rural. Projecting to all programs, an estimated 91,439 children's cases were closed compared to an estimated 79,418 new cases opened.

As last year, one-third of closed cases were closed because the child was returned to his or her family. The next most common reasons for closure were achievement of permanency through adoption or placement with legal guardians. Table 17 shows the total number of children whose cases were closed for each reason and the average number of children per program.

“Other” reasons for case closure included a CASA/GAL’s resignation, removal, dismissal or withdrawal from a case, emancipation, placement in long-term foster care or a residential facility, insufficient resources, and CASA/GAL no longer needed.

Table 17. Reasons for case closure

Reason for case closure	Percent of cases closed for each reason	Total number of children whose cases closed for this reason	Average number of children per program
Returned to home of origin (reunification)	33%	26,026	38
Adopted	16%	12,821	19
Placed with legal guardians	13%	10,033	19
Case removed from docket	7%	5,652	14
Child aged out of system	5%	4,107	7
Long-term kinship care	4%	2,810	9
Case transferred to another jurisdiction	2%	1,797	4
Child ran away	1%	369	2
Family moved	<1%	240	1
Transferred to delinquency court	<1%	192	1
Death of child	<1%	122	< 1
Other	18%	13,899	27

N= 78,068

### Case Characteristics

As in past years, the majority of cases were open more than 6 months—and 52% were open more than one year (Table 18). In 2008, there was a slight increase in cases open more than one year. In a typical program, an *average* of 14 children’s cases closed in 0 to 3 months; 13 cases closed between 4 and 6 months; 23 cases closed between 7 and 12 months; 28 cases closed between 1 and 2 years; 14 cases closed between two and three years; 8 cases closed between 3 and 4 years; and 7 cases after 4 years.

Table 18. Length of time children's cases were open

	<b>% of cases</b>
0 - 3 months	12%
4 - 6 months	12%
7 - 12 months	24%
1 - 2 years	31%
2 - 3 years	12%
3 - 4 years	5%
Longer than 4 years	4%

N=56,645

Eighty-three percent of all children served by CASA/GAL programs were in out-of-home care, and 18% had court involvement but were living at home. Table 19 shows the lengths of time children were in out-of-home care overall and since assignment to a volunteer. More than half (64%) of children had been in out-of-home care for one year or longer; fewer (48%) had been in placement at least one year since assignment to a volunteer. Children in out of home care less than one month before assignment to a volunteer increased from 10% in 2007 to 17% in 2008.

Table 19. Length of time children were in out-of-home care (of those whose cases closed in 2008)

	<b>In out-of-home care*</b>	<b>Since assignment to a volunteer**</b>
Less than one month	3%	17%
1 - 5 months	11%	16%
6 - 11 months	20%	19%
12 - 17 months	20%	18%
18 - 23 months	15%	12%
24 - 29 months	10%	8%
30 - 35 months	6%	4%
3 to 4 years	7%	3%
Over 4 years	8%	3%

\* N=17,621 \*\* N=17,036

## Other Types of Cases Accepted

In addition to child abuse and neglect cases, some programs accepted at least one other type of case, such as divorce custody and delinquency, as shown in Table 20. “Other” types of cases not specified in the table included CHINS (Child in Need of Services), guardianships, paternity and a range of other situations.

Table 20. Other types of cases accepted

	Percent of programs accepting	Average number of children*
Divorce custody	10%	26
Delinquency	11%	8
Supervised visitation	3%	83
Private petition	3%	28
Probate	1%	63
Mediation	<1%	51
Other type	7%	18

\* If such cases were accepted.

Thirty-eight percent of programs reported that volunteers provided courtesy home visits for children either with in-state or out-of-state jurisdiction. Table 21 shows the number of children for whom these visits are conducted.

Table 21. Courtesy home visits provided\*

	In-state jurisdiction	Out-of-state jurisdiction
Total number of children	3,653 (91%)	367 (9%)
Average number	11.7	1.2
Median number	1	0
Range	0 – 626	0 – 25

\* Data are for the 248 programs that reported providing such visits.