



The National CASA Association

2011 State Organization Survey Report



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Introduction

The mission of the National Court Appointed Special Advocate (CASA) Association, together with its state and local members, is to support and promote court-appointed volunteer advocacy so that every abused or neglected child can be safe, establish permanence and have the opportunity to thrive. 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.

Every year the National CASA Association surveys both state organizations and local programs to get an accurate reflection of the structure, operation and services provided by programs across the country. In 2011, there were 46 statewide CASA/GAL organizations. The entire CASA/GAL network consisted of 946 local and state programs.

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. This year's state organization survey drew 42 responses for a 91% response rate. Last year the response rate was 100% so comparisons to last year's findings should be made with caution in some cases. 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 = 42)

18 years old
Served 19 local program offices
in 36 counties
Total revenue of \$431,680
Passed through 43% of revenue to 16 local programs
3.5 FTE
Full-time state director earned \$60,450

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

18 years old
Served 21 local program offices
in 36 counties
Total revenue of \$283,900
Passed through 38% of revenue to 16 local programs
3.5 FTE
Full-time state director earned \$58,000



Typical State-Administered Organization (N = 16)

21 years old
Supported 10 local program offices
in 34 counties
Total revenue of \$1,201,300
Passed through 82% of revenue to 18 local programs
4.0 FTE
Full-time state director earned \$63,500

* These numbers are median values, meaning that half of the organizations had more than the median amount and half had less.

Finding Highlights

Revenue

Median total revenue decreased to \$431,680 from \$476,000 in 2010. While less than in 2010, median revenue remained substantially higher in state-administered organizations at \$1,201,300 compared to \$283,900 for nonprofit organizations. This is the second year in a row that median revenue decreased among state-administered organizations.

Forty-four percent of organizations reported an increase in revenue in 2011 compared to 2010. Twelve percent reported that revenue remained the same; and 44% reported a decrease. When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in grant funding and donations, additional resource development and an increase in state funding. Organizations that experienced a *decline* in funding most often identified reductions in state funding, closure or loss of grants, a decrease in private fundraising, or a decline in fee-generating sources such as lotteries.

Staffing and Benefits

State organizations employed a median of 3.5 full-time equivalents (FTE) in 2011. Staffing levels varied by type of administration: Not-for-profits had a median of 3.5 FTE, while the typically older and larger state-administered organizations had a median of 4.0 FTE. All median FTEs increased compared to 2010.

Eighty percent of state directors have been in their positions longer than three years, an increase over 2010 in which 66% were in their positions longer than three years. There were fewer new directors—decreasing from 13% to 3% of directors who had been in their positions less than one year.

At least some employees received health insurance benefits in 79% of all organizations. At least some employees in 100% of state-administered organization employees were offered health benefits compared to 65% of nonprofit organizations. Retirement benefits were offered less often: only 38% of nonprofits offered retirement benefits to at least some employees compared to 93% of state-administered organizations.

Program Operations and Resources

Organization Age and Structure

The median age of responding programs was 18 years, ranging from less than one year to 33 years old at the end of 2011. Three-fourths of organizations were more than 12 years old, and one-fourth of organizations were at least 23 years old. State-administered organizations tended to be slightly older (median of 21 years) compared to nonprofit organizations (18 years).

Sixty-three percent of responding state CASA/GAL organizations were not-for-profits, and 37% were administered by their respective state governments. Eleven organizations (27%), the majority of them state-administered, included a volunteer component providing direct services administered by the state organization. Nearly one-third (31%) of organizations administered programs statewide, while the remainder (69%) did not.

Ninety-three percent of organizations had more than one local program office within their respective state. The number of local program offices in each state ranged from 1 to 69, with a median of 19 offices. State-administered organizations had a median of 10 local offices, while not-for-profits had a median of 21 such offices. Additionally, 67% of states had local remote offices. Among those with remote offices, there was a median of 5 offices. State-administered organizations had a median of 7 remote offices while non-profits had a median of 5.

A median of 36 counties were served by each state organization. The number of counties served ranged from 3 to 206. State-administered organizations served a median of 34 counties and non-profit state organizations served 36. Thirty-two percent of all organizations had a local program in every county in their respective state; 71% of state-administered organizations had a program in every county, as did 12% of non-profits. Among those states *without* a program in every county, a median of 28 counties were 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	19	5	36	28
State-administered	10	7	34	24
Nonprofit	21	5	36	33

* Includes only those reporting at least one remote program.

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

Nearly all (98%) survey respondents reported that all local CASA/GAL programs were members of or affiliated with the state organization. Forty-four percent of state organizations required local programs to pay a membership fee. The average fee was \$88.

Nine state organizations (23%) reported a separate fundraising arm, which raised varying amounts (\$5,000 to \$200,000) for their state organization; the median amount raised was \$18,000.

Program Revenue

For the fiscal year ending no later than December 31, 2011, median total revenue decreased to \$431,680 from \$476,000 in 2010. While less than in 2010, median revenue remained substantially higher in state-administered organizations at \$1,201,300 compared to \$283,900 for nonprofit organizations. This is the second year in a row that median revenue decreased among state-administered organizations. Fiscal years were most often (82%) July 1, 2010 through June 30, 2011; 13% of organizations used the calendar year as their fiscal year; and 5% used some other schedule.

Forty-four percent of organizations reported an increase in revenue in 2011 compared to 2010. Twelve percent reported that revenue remained the same; and 44% reported a decrease. When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in grant funding and donations, additional resource development and an increase in state funding. Organizations that experienced a *decline* in funding most often identified reductions in state funding, closure or loss of grants, a decrease in private fundraising, or a decline in fee generating sources such as lotteries.

Median *expenses* in FY 2011 were \$538,600, an increase over last year. Median expenses varied by type of organization: Among state-administered organizations, median expenses were \$1,568,110, and among nonprofits, \$309,690.

Revenue Pass-Through

Fifty-seven percent of organizations (24) reported that they passed revenue through to a median of 16 local programs (Table 2). Among the organizations passing revenue through, the median amount reported was 43% of their total revenue. The percent passed through varied significantly by administrative structure. Among the 16 not-for-profits that passed revenue through to local programs, a median of 35% of the state organization's total revenue was reported to be passed through to a median of 16 programs (median state not-for-profit pass through = \$114,540). Among the 8 state-administered organizations that did so, a median of 82% of the state organization's total revenue was reported to be passed through to a median of 18 local offices (median state-administered pass-through = \$818,000).

Table 2. Revenue passed through to local programs (N=24).

	Percentage passing through revenue	Median percentage of total revenue	Median amount of pass-through funding
State-administered	53%	82%	\$818,000
Not-for-profit	62%	38%	\$114,540
All organizations	57%	43%	\$133,730

Table 3. Revenue by source, 2011.

Funding Source	Number of organizations reporting receiving	Percentage of organizations reported receiving	2011 median amount*	2011 total amount reported
Public Categories and Subtotal				\$78,158,585
Court	8	19%	\$409,100	\$19,612,752
Court Improvement Program (federal)	10	24%	\$12,950	\$445,851
State	22	52%	\$593,300	\$48,497,299
Designated state fees	3	7%	\$31,590	\$152,539
City	1	2%	\$49,400	\$49,400
County	0	-	-	-
Federal (not in other categories)	8	19%	\$40,520	\$570,791
NCASA grant	39	93%	\$57,450	\$2,735,557
VOCA (Victims of Crime Act)	6	14%	\$39,830	\$4,838,330
Children's Justice Act Funds	10	24%	\$31,760	\$519,211
TANF	2	5%	\$151,080	\$302,161
Title IV-E	4	10%	\$72,680	\$434,694
Private Categories and Subtotal				\$3,320,709
Corporate contributions	15	36%	\$15,000	\$450,614
Individual donors	24	57%	\$9,990	\$664,762
Membership dues	16	38%	\$2,950	\$122,449
United Way	6	14%	\$1,970	\$21,469
Foundation grants	18	43%	\$23,640	\$1,650,560
Kappa Alpha Theta	3	7%	\$2,000	\$13,952
IOLTA (Interest on Lawyers' Trust Account)	4	10%	\$14,530	\$152,760
Church donations	3	7%	\$900	\$2,062
Community service organizations or clubs	5	12%	\$1,550	\$28,991
In-kind goods and services	13	31%	\$7,200	\$213,090
Fundraising Categories and Subtotal				\$4,156,644
Fundraising events	14	33%	\$19,240	\$546,731
Product sales	6	14%	\$2,040	\$26,571
Other sources	24	57%	\$5,660	\$3,583,342
Total Revenue	40		\$431,680	\$85,635,938

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

Note: The sum of individual category totals, \$85,635,938, is slightly higher than the sum of all total revenues provided by respondents (\$85,422,848)

Revenue Sources

Table 3 shows the range of sources from which funding was received. The most frequently received sources of revenue were the National CASA Association (93%), individual donors (57%), state governments (52%), foundation grants (43%), membership dues (38%), and corporate contributions (36%). Revenue from the state had the highest median amount, as well as the highest total amount, over \$48 million provided to 22 organizations. Courts yielded the second highest overall total revenue source accounting for nearly \$20 million to 8 organizations.

Boards of Directors

Sixty-nine percent of state organizations reported having a board of directors. All not-for-profit organizations had a board, while 20% of state-administered organizations had one. Of those with boards, 52% met quarterly; 26% every other month; 15% monthly; and 7% on some other schedule.

Nearly two-thirds (65%) of board directors were women; 35% were men. The majority were Caucasian (81.5%), followed by African American (11.9%), Latino/Hispanic (3.4%), Native American (0.9%), Asian/Pacific Islander (0.3%), multiracial/other (2.0%). (N=352)

Table 4. Expertise brought by board members.

Area of expertise	Percentage of organizations
Business/corporate	97%
Financial	86%
Legal	86%
Local CASA/GAL program staff	83%
CASA/GAL volunteer	66%
Social services	62%
Public relations	55%
Legislative	48%
Government	45%
Medical/therapeutic	38%
Judicial	35%
Insurance	24%
Education	14%
Law enforcement	10%
Other*	31%

N=29

* Other includes expertise in marketing, research, agriculture and information technology; experience in resource development; community leaders, former foster youth and representatives from United Way.

Board members brought with them a range of expertise (Table 4), most frequently in the business, legal and financial arenas. Eight in ten boards included a local program staff member. Nearly half or more had expertise in the social service, public relations, or legislative fields. Two-thirds also had a CASA/GAL volunteer serving on the board.

Statewide Conferences and Trainings

Sixty-nine percent of state organizations reported that they hosted statewide conferences. Among those that hosted conferences, 68% did so once per year; 10% every other year; 3% twice per year; and 20% on some other schedule. The number of participants ranged from 24 to 625, with an average of 228 in attendance. Sources of funding that supported the conferences are shown in Table 5. State funds and corporate sponsorships were the most common sources.

Table 5. Sources of funding for statewide conferences.

Source	Percentage
State funds	45%
Corporate sponsorships	41%
Foundation grants	21%
National CASA grant funds	17%
Other	76%

N=29

In addition, 86% of organizations provided some other type of statewide training (Table 6). Compared to 2010, a higher percentage of organizations offered training for program management of local programs and a lower percentage offered facilitator training for volunteer trainings.

Table 6. Other types of statewide trainings.

Training	Percentage
Program management of local programs	75%
Board training	56%
Facilitator training for volunteer trainings	55%
Diversity/cultural competence/inclusion training	53%
Strategic volunteer retention training	47%
Strategic planning	44%
Resource development	28%
Other	64%

N=36

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. There was no significant change from past years in terms of the services state organizations reported providing to local programs.

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

Service	Percentage of organizations
Provide support and technical assistance	100%
Represent your state at meetings sponsored by National CASA and other organizations	98%
Provide current information regarding state and federal legislation and policy	98%
Increase public awareness of CASA/GAL work	98%
Represent CASA/GAL on state policy commissions, boards, panels, etc.	98%
Facilitate communication, networking and information-sharing among programs in the state	98%
Increase awareness of CASA/GAL work among legislators	93%
Collect and maintain data for NCASA surveys and other purposes	88%
Support new program development in the state	76%
Provide information and assistance to support local program fundraising	74%
Host a statewide conference	69%
Other*	38%

* Other functions reported included: administration of public funding; grants management; personnel and technical assistance; monitoring quality assurance and local program standard compliance; IT support; data management; CIP involvement; and staff, attorney and volunteer training.

Assistance from National CASA

Fourteen organizations offered ways in which National CASA could further assist their state organizations. Requests were fairly specific and offered little redundancy. Requests or suggestions were made concerning training resources, public awareness efforts and resources, national partnerships and grant money. Requests were made to reduce duplication of efforts (such as in quality assurance) and to increase the sharing of resources and information. Comments have been collected and passed on to the appropriate team at National CASA for review.

Program Evaluation

One-third of programs responding to the question (n=33) reported that their programs were currently engaged in conducting an outcomes evaluation or were planning to do one within the next 12 months. One-third also reported having completed an outcomes evaluation since 2006. Based on the comments to these questions, there seemed to be quite a bit of variability in the interpretation of “outcomes evaluation” so these numbers should be taken in a broad sense of assessment of child or volunteer outcomes or overall program performance.

Program Staff

Staffing questions were asked in two different ways: by FTE (full-time equivalents) and by the actual number of paid staff persons. Slightly different results are thus expected from each question since a part-time staff person counts as 0.5 FTE (as an example) and, at the same time, as one paid staff person.

Overall, state organizations employed a median of 3.5 full-time equivalents (FTE) in 2011. Staffing levels varied by type of administration: Not-for-profits had a median of 3.5 FTE, while the typically older and larger state-administered organizations had a median of 4.0 FTE. All median FTEs increased compared to 2010.

State organizations reported a median of 2 full-time paid staff persons, ranging from 0 to 138 full-time staff. Just over one-third (36%) had only one full-time staff person while 17% had more than ten full-time staff persons. Organizations reported a median of one part-time staff person, ranging from 0 to 8 part-time staff.

A majority (85%) of staff were female; most were Caucasian (81%) followed by African American (15%), Hispanic/Latino (3%), Native American (1%), multiracial (1%), and Asian/Pacific Islander (<1%). (N=474)

State Director Position*

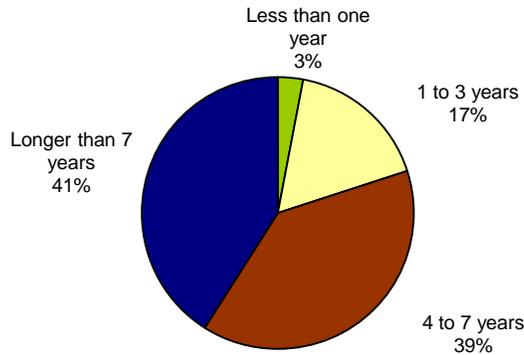
** Please note that the title “state director” is used for simplicity in describing this position, but actual job titles may vary by organization to include titles such as executive director, program manager, state coordinator, etc.*

The state director typically worked full time (97%). The state directors’ highest completed education levels were post-graduate degree (33%), graduate degree (41%), and college degree (23%); 3% had completed some college. The majority were Caucasian (90%); 5% were African American; and 3% each were Native American, Latino/Hispanic, and multiracial. Seventy-four percent were women, and 26% were men.

State directors’ salaries ranged from \$36,000 to \$122,230. The median annual salary for full-time directors was \$60,450 per year. Salaries in not-for-profit organizations were lower than in those administered by the state (\$58,000 compared to \$63,500 for full-time directors).

Eighty percent of state directors have been in their positions longer than three years (Figure 1), an increase over 2010 in which 66% were in their positions longer than three years. There were fewer new directors—decreasing from 13% to 3% of directors who had been in their positions less than one year.

Figure 1. Length of Time in State Director Position



Benefits

At least some employees received health insurance benefits in 79% of all organizations (Table 8). At least some employees in 100% of state-administered organization employees were offered health benefits compared to 65% of non-profit organizations. Retirement benefits were offered less often: only 38% of non-profits offered retirement benefits to at least some employees compared to 93% of 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	69%	100%	50%	55%	93%	31%
Other full-time staff	64%	73%	58%	50%	80%	31%
Other part-time staff	19%	47%	4%	26%	53%	12%
No one	21%	0%	35%	41%	7%	62%

Appendix: State CASA/GAL Organizations Responding to the Survey

Alaska CASA Program	Anchorage	AK
Arkansas State CASA Association	Little Rock	AR
CASA of Arizona	Phoenix	AZ
California CASA Association	Oakland	CA
Colorado CASA	Denver	CO
CIP / CASA	New Haven	CT
CASA Program/Family Court of Delaware - Wilmington	Wilmington	DE
Florida State Guardian Ad Litem Program	Tallahassee	FL
Georgia CASA	Atlanta	GA
Iowa CASA Program	Des Moines	IA
The State Guardian Ad Litem Program	Boise	ID
Illinois CASA	Peoria	IL
Indiana State Office of GAL/CASA	Indianapolis	IN
Kansas CASA Association	Hays	KS
Kentucky CASA, Inc.	Louisville	KY
Louisiana CASA Association	Baton Rouge	LA
Maryland CASA Association	Towson	MD
Michigan CASA, Inc.	Charlotte	MI
CASA Minnesota	Minneapolis	MN
Missouri CASA Association	Columbia	MO
CASA Mississippi, Inc.	Gulfport	MS
CASA of Montana	Helena	MT
North Carolina State GAL Program	Raleigh	NC
Nebraska CASA Association	Lincoln	NE
CASA of New Hampshire, Inc. - Manchester	Manchester	NH
CASA of New Jersey	Trenton	NJ
CASA: Advocates for Children of New York State	Albany	NY
Ohio CASA/GAL Association	Columbus	OH
Oklahoma CASA Association	Oklahoma City	OK
Oregon Commission on Children & Families	Salem	OR
Pennsylvania CASA Association	Summerdale	PA
Rhode Island CASA Program	Providence	RI
Office of the Governor - Guardian Ad Litem Program	Columbia	SC
South Dakota CASA Association	Brookings	SD
Tennessee CASA Association	Smyrna	TN
Texas CASA	Austin	TX
Utah Office of the Guardian Ad Litem and CASA	Salt Lake City	UT
Dept of Criminal Justice Services	Richmond	VA
Vermont GAL Program	Montpelier	VT
Washington State Association of CASA/GAL Programs	Seattle	WA
Wisconsin CASA Association	Madison	WI
West Virginia CASA Association	Charleston	WV