

# The National CASA Association

## Annual Local Program Survey Report

2012



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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 and 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 and operation of programs across the country. In 2012, the CASA/GAL network consisted of 933 local and state programs. The valid response rate this year for key indicator data was 91% for children and 88% 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. 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 passed on to the appropriate teams at National CASA for review.

Lastly, survey questions concerning race and ethnicity have been modified this year to refine racial categories and separate out Latino/Hispanic ethnicity from racial categories. This may affect comparisons to previous years' findings on race and ethnicity data.

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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 average. 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%.
- 3) Local programs in North Carolina, South Carolina, Utah and Florida reported their data cumulatively through their state organization, which may affect findings based on medians or findings where the data has been divided to compare subgroups such as urban, rural and suburban/mixed comparisons. This is the first year that Florida programs have done so and this in particular may affect some comparisons to previous years' reports.

## Finding Highlights

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### Children Served in 2012

CASA/GAL programs served an estimated 234,098 children in 2012 with 77,355 volunteers and 4,478 staff. Over 197,000 children were served by volunteers and over 36,000 were served by program staff. Volunteers were assigned an average of 1.5 cases and an average of 2.5 children at one time. The average length of time a volunteer was assigned to a child was 18.9 months.

### Volunteers in 2012

An estimated 77,355 volunteers served in 2012, and 27,921 new CASA/GAL volunteers were trained in 2012. A median of 11 new volunteers were trained in each program. Among those trained, higher percentages were African American, Hispanic/Latino, and Native Hawaiian/Other Pacific Islander than in the total volunteer pool.

### FTE gains and losses

One in five (21%) programs gained staff positions in 2012; 65% reported no change; 15% reported losing positions. Of the programs reporting a gain, the *average* increase was 1.0 FTE. Of those experiencing a loss, the average decrease was 1.2 FTE.

### Program Revenue and Costs per Child and Volunteer

For the fiscal year ending no later than December 31, 2012, median total revenue increased compared to 2011. Median program revenue for 2012 was \$135,130 compared to \$132,950 in 2011. The percentage of programs experiencing revenue change varied depending on administrative structure: 87% of nonprofit programs had revenue changes, with 58% increasing revenue and 29% decreasing. A lower percentage (67%) of publicly administered programs had revenue changes, with 45% experiencing increased revenue and 21% experiencing declines. Programs under umbrella organizations were most likely to experience declines in revenue (43%).

Median cost per volunteer increased slightly from last year to \$3,050, and median cost per child served also increased slightly to \$1,120.

### Technology Support Needed

The type of technology support most needed by programs was technical system support (26%), followed closely by technology strategy planning (22%), and support for programs' web presence (18%) and infrastructure (18%). Comments on "other" types of support needed focused on acquiring case management software and accessing technical support for using it.

## Typical\* Local Program Snapshots

	All programs	Urban	Rural	Mixed/ suburban
<b>Number (Percentage)</b>	744 (100%)	87 (12%)	366 (50%)	280 (38%)
<b>Program age</b>	17 years	25 years	13 years	20 years
<b>Paid employees</b>	3	6	2	4
<b>Full-time employees</b>	2	5	1	3
<b>Part-time employees</b>	1	2	1	1
<b>Active volunteers</b>	43	108	27	68
<b>New volunteers trained</b>	11	30	6	20
<b>Volunteers departing</b>	9	22	4	13
<b>Volunteer hours/program</b>	3,021	8,700	1,850	4,450
<b>Children served (total)</b>	123	246	72	179
<b>New children</b>	48	99	30	68
<b>Cases closed</b>	43	105	29	64
<b>Children provided advocacy by paid staff (if one or more)</b>	10	9	8	11
<b>Children monitored by program (if one or more)</b>	33	46	21	40
<b>Children unserved</b>	60	621	28	90
<b>Total revenue</b>	\$135,130	\$360,480	\$87,570	\$189,400
<b>Expenses</b>	\$133,960	\$337,540	\$85,940	\$192,720
<b>Costs per volunteer</b>	\$3,050	\$3,000	\$3,160	\$2,980
<b>Costs per child</b>	\$1,120	\$1,160	\$1,110	\$1,110

\* These numbers are based on the median values, meaning that half of the programs had more than the median 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 Advocated for in 2012:  
Estimated 234,098 children received advocacy services by all  
CASA/GAL programs**

**Total Number of Volunteers in 2012:  
Estimated 77,355 volunteers in all programs**

In 2012, the estimated numbers of children served and volunteers were statistically unchanged from 2011. The table below shows changes over the past 13 years in the estimated total numbers of volunteers and children served. The estimates are projections based on actual data reported by local programs. Over the past five years, key indicator data for children and volunteers has been received from an average of 93% of programs.

For the second year, programs were asked to report the number of children receiving advocacy services by paid staff separately from those children monitored by the program. Only the former are included in the total number of children served. The estimated total number of new volunteers trained in 2012 was 27,921. Volunteers contributed an estimated total of over 5.3 million hours in 2012, a median of 3,021 hours per program.

<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
2009	70,919	237,095
2010	75,087	240,164
2011	77,012	234,238*
2012	77,355	234,098

\* Numbers prior to this year included cases monitored by staff.



# Program Operations and Resources

## Program Type and Service Area

Programs were asked to identify themselves as serving a primarily rural, suburban/mixed or urban geographic area. Fifty percent responded that they served a primarily rural area; 38% served a suburban or mixed area; and 12% an urban area. Breakdowns by population are as follows: 46% of responding programs served populations of less than 100,000; 35% served 100,000 to 400,000; 10% served 400,000 to 800,000; and 9% served more than 800,000.

The total number of children served reported by geographic area are as follows: 47,311 children were served by programs in urban areas; 34,698 by programs in rural areas; and 69,580 children by programs in mixed or suburban areas.

The majority (60%) of programs served one county; 15% served two, and 25% served more than two. Overall, local programs served an estimated 1,935 counties nationwide. More than three-fourths (79%) of responding programs served a single court district, 11% served two, and 10% served more than two. In 83% of cases, the program served the entire court district or jurisdiction in which it was located. Seventeen percent operated at least one remote or satellite office in other counties or courts within the jurisdiction. In most cases, one (68%) or two (18%) satellites were operated. In addition, 1.9% of programs served in a tribal court, a court operated by an American Indian/Alaska Native tribe for tribal members.

Sixty-one percent of programs were independent nonprofits, with an additional 19% as part of a non-profit umbrella organization or other type of administrative structure. Twenty-one percent were part of a government agency.

Programs employed various model types with regard to the role that CASA/GAL volunteers play in the courts: 51% of the programs followed a friend of the court model, while 26% used a guardian ad litem model, and 19% used a friend of the court/GAL Attorney team.

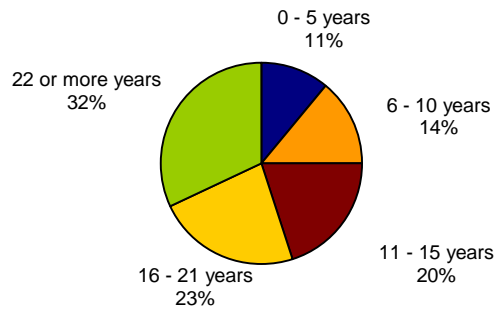
## Board of Directors

Eighty-three percent of programs reported having a board of directors. The majority of board members were female (58%). The majority were also Caucasian (88%), followed by Black/African American (8%), American Indian/Alaska Native (1%), Asian (1%), multiracial (1%), Native Hawaiian/Other Pacific Islander (<1%), and other race (1%) (N=7,174). Additionally, 5% were Latino/Hispanic (N=6,198).

## Program Age

The median age of responding programs was 17 years, ranging from less than one year old to 36 years old. Figure 1 shows the distribution of program ages.

Figure 1. Age of CASA/GAL Programs



## Program Revenue

For the fiscal year ending no later than December 31, 2012, median total revenue increased compared to 2011. Median program revenue for 2012 was \$135,130, compared to \$132,950 in 2011. One-fourth of programs reported revenue at \$71,010 or less, and 25% reported over \$269,310 in revenue.

Median total revenue increased in programs of all types of geographic areas. Rural programs had a median total revenue of \$87,570, and urban programs had revenue of \$360,480. Suburban and mixed area programs were in between at \$189,400.

Slightly more than half (53%) of responding programs reported an increase in revenue from 2011 to 2012. Sixteen percent reported that their revenue remained the same, and 31% reported a decrease. Changes were fairly consistent across geographic types.

However, the percentage of programs experiencing revenue change varied depending on administrative structure: 87% of nonprofit programs had revenue changes, with 58% increasing revenue and 29% decreasing. A lower percentage (67%) of publicly administered programs had revenue changes, with 45% experiencing increased revenue and 21% experiencing declines. Programs under umbrella organizations were most likely to experience declines in revenue (43%).

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

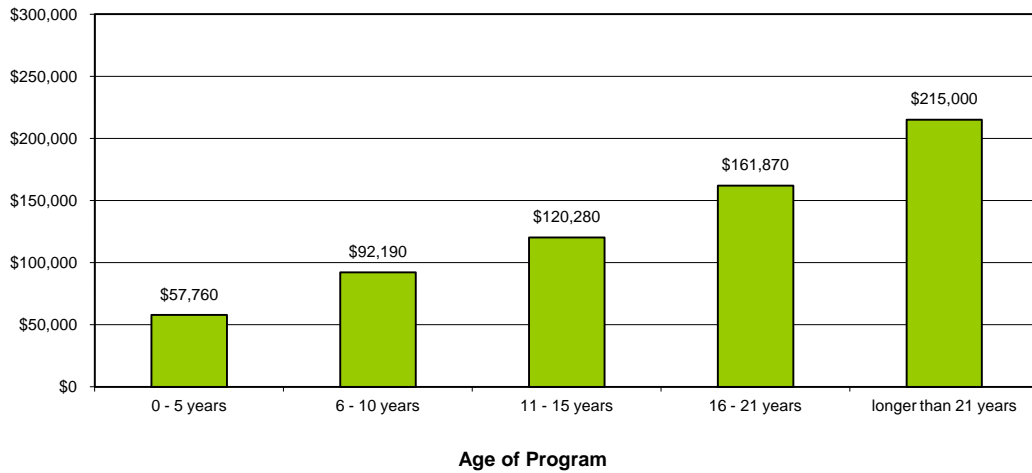


Table 1 (on the following page) shows the range of sources from which funding was received. The most frequently reported sources of revenue were states, fundraising events, individual donors, foundation grants, in-kind contributions, United Way, counties, and corporate contributions—all received by at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

State funding was the largest funding source overall, when combining the state funding provided directly and via the state CASA organization. Other funding sources included, in descending order of total reported funding amount, corporate contributions, fundraising events, courts, counties, foundations, in-kind contributions, and individual donors—each contributing a total of more than \$14 million. The funding sources providing median revenue of at least \$20,000 per program were, in descending order of median funding amount: Temporary Assistance to Needy Families (TANF)—although available to only 2% of programs; Victims of Crime Act (VOCA); funding directly from states; other federal funding; courts; funding from states via state organizations; counties; fundraising events; National CASA grants; and foundation grants.

Public funding sources accessed by at least 30% of programs were states, counties, and VOCA. Private support for at least 30% of CASA programs came from fundraising events, individual donors, foundations, United Way, corporations, and community organizations.

Table 1. Revenue data for 2012\*

<b>Funding Source</b>	<b>Percentage of programs receiving in 2012</b>	<b>2012 Median funding amount</b>	<b>Total 2012 contributions for responding programs</b>
<b>Public Categories and Subtotal</b>			<b>\$151,327,682</b>
Court	23%	\$33,910	\$25,147,309
State – direct from state	37%	\$36,000	\$49,460,275
State – via state CASA/GAL org	44%	\$27,950	\$23,002,679
County	45%	\$23,880	\$24,875,822
City	12%	\$6,380	\$1,105,371
Court Improvement Prog. (CIP)	4%	\$8,990	\$416,231
National CASA grant	24%	\$21,000	\$4,145,807
VOCA (Victims of Crime Act)	34%	\$37,140	\$11,226,053
Children’s Justice Act (CJA)	3%	\$2,900	\$253,916
CDBG (Community Dvlpmnt. Block Grant)	5%	\$15,000	\$1,162,799
TANF	2%	\$272,560	\$5,827,007
Title IV-E	8%	\$8,060	\$1,503,403
Other federal	8%	\$35,360	\$3,201,010
<b>Private Categories and Subtotal</b>			<b>\$120,447,819</b>
Corporate contributions	43%	\$5,420	\$55,248,583
Individual donors	64%	\$9,510	\$14,920,446
Membership dues	2%	\$1,420	\$65,279
United Way	47%	\$11,910	\$7,089,364
Foundation grants	49%	\$20,000	\$21,146,961
Kappa Alpha Theta	10%	\$3,000	\$499,471
IOLTA (Interest on Lawyers’ Trust Acct)	9%	\$3,350	\$488,891
Church donations	26%	\$1,470	\$558,038
Community service orgs/clubs	32%	\$2,000	\$1,323,957
In-kind contributions	43%	\$12,000	\$19,106,829
<b>Fundraising Categories and Subtotal</b>			<b>\$39,874,297</b>
Fundraising events	66%	\$22,110	\$28,742,539
Product sales	8%	\$690	\$181,085
Other sources	45%	\$3,960	\$10,950,673
<b>Total Revenue</b>		<b>\$135,130</b>	<b>\$311,649,798</b>

\* Data reflects actual numbers submitted by respondents. Not all programs were able to provide categorical breakdowns.

## Costs per Child and Volunteer

Costs per child and volunteer were based on expenses (Table 2). Median cost per volunteer increased slightly from last year to \$3,050, and median cost per child served also increased slightly to \$1,120.

Demographic variation in median costs per volunteer ranged from \$2,980 per volunteer in mixed/suburban programs to \$3,160 in rural programs. Median costs per child were nearly identical at \$1,110 in rural and mixed/suburban programs and \$1,160 in urban programs.

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

<b>Primary type of area served</b>	<b>Total Expenses</b>	<b>Median cost per volunteer</b>	<b>Median cost per child served</b>
Rural	\$85,940	\$3,160	\$1,110
Mixed/suburban	\$192,720	\$2,980	\$1,110
Urban	\$337,540	\$3,000	\$1,160
<b>Age of Program</b>			
0 – 5 years	\$55,730	\$3,010	\$1,110
6 – 10 years	\$100,100	\$3,030	\$1,220
11 – 15 years	\$119,920	\$3,000	\$1,120
16 – 21 years	\$163,000	\$3,200	\$1,190
Over 21 years	\$210,000	\$3,010	\$1,020
<b>All programs</b>	<b>\$133,960</b>	<b>\$3,050</b>	<b>\$1,120</b>

# CASA/GAL Staff

## Staff Positions

Of the 4,139 staff reported working in local CASA/GAL program offices in 2012, 74% were full-time and 26% were part-time. There was a median of 3 staff persons per program: two full-time positions and one part-time position. In terms of FTEs, programs had a median of 2.5 FTE. One in five (21%) programs gained staff positions in 2012, 65% reported no change, and 15% reported losing positions. Of the programs reporting a gain, the average increase was 1.0 FTE. Of those experiencing a loss, the average decrease was 1.2 FTE. Overall, 145 FTE were reported to be added in programs, and 120 FTE were lost.

Respondents were asked to report the FTEs of all staff positions within each program (Table 3). Directors and volunteer coordinators were the most common positions. Most of the average FTEs for each position declined slightly when compared to last year. A wide range of “other” staff positions were identified by respondents; examples included assistant or associate directors, social workers in various roles, staff GALs, community liaisons or community relations staff, special project coordinators, office and operations managers, development staff, grants writers and managers, data-related staff, other legal staff, and Vista volunteers. Fifty-nine percent of programs reported that at least one paid staff person was assigned to children’s cases in an advocacy role in 2012.

This year, programs were asked if they utilize peer coordinators: seasoned volunteers who support, coach, and supervise advocate volunteers. Ten percent responded that they do. Among those, a median of 4 peer coordinators were actively supporting volunteer advocates. The median peer coordinator-to-volunteer ratio was 1:4.

Table 3. Average Full-Time Equivalents (FTE) by staff position

Staff Position	Percentage of programs with staff position*	Average FTE
Director	87%	0.9
Volunteer coordinators/supervisors	68%	2.4
Administrative Assistants	39%	0.8
Program manager	39%	0.9
Recruiting/training coordinator	31%	0.7
Development director	18%	0.5
Accountant	15%	0.3
Attorney	11%	0.7
Other	22%	1.2
<b>Total for all staff</b>		<b>3.9</b>

\* Having the staff position is determined by a program reporting FTE greater than 0 for each respective position. FTEs are as reported by respondents. Skips were counted as zeroes so the actual percentages would likely be different if the response rate for the question were 100%.

## Staff Demographics

As shown in Table 4, the majority (81.9%) of staff was Caucasian, 11.6% were Black/African American, and 7.5% were Hispanic/Latino. Eighty-nine percent of all staff were female. Over one-fourth (27%) of staff completed post-graduate education, an additional 50% of staff had a college degree, 17% had at least some college education, and 5% had only a high school diploma. (N=3,571)

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

Percent in each racial/ethnic group					
Race/ethnicity	All Staff	All Volunteers	New Volunteers	All Children	New Children
American Indian/Alaska Native	1.0%	0.6%	0.6%	2.1%	1.8%
Asian	1.4%	1.5%	1.7%	0.5%	0.4%
Black/African American	11.6%	11.9%	13.8%	26.5%	25.3%
Caucasian	81.9%	81.5%	77.5%	58.5%	60.3%
Multiracial	1.6%	1.5%	1.9%	6.8%	7.0%
Native Hawaiian/Other Pacific Islander	0.2%	0.2%	0.5%	0.4%	0.1%
Other	2.3%	2.8%	4.0%	5.2%	5.1%
<i>Number</i>	<i>4,127</i>	<i>68,128</i>	<i>18,775</i>	<i>199,461</i>	<i>76,175</i>
Hispanic/Latino	7.5%	6.0%	8.8%	13.3%	12.4%
Non-Hispanic/Latino	92.5%	94.0%	91.2%	86.7%	87.6%
<i>Number</i>	<i>3,804</i>	<i>61,347</i>	<i>15,714</i>	<i>178,937</i>	<i>71,380</i>

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

## Staff to Volunteer Ratio

The median supervisory staff-to-volunteer ratio was 1:23, meaning there was one paid supervisory staff position for every 23 volunteers. Ratios varied from 1:30 in urban programs to 1:26 in mixed/suburban programs and 1:18 in rural programs.

## Volunteers Becoming Staff

Many volunteers go on to become paid staff in CASA/GAL programs. Over two-thirds (70%) of programs had at least one staff person who had previously been a CASA/GAL volunteer. Twenty-one percent of programs had three or more staff who had previously been volunteers. Among programs with such staff, an average of two staff per program had been volunteers. Programs reported a total of 1,158 staff who had previously been volunteers.

## Executive Director Position

Seventy-nine percent of executive directors (*also known as EDs, program directors or program coordinators*) worked full-time, and 21% part-time. Full-time directors reported working an average of 40 hours per week, and part-time directors an average of 22 hours/week.

Eighteen percent of programs had at least one executive director leave his or her position during 2012. Eleven percent of programs had more than one person serve as executive director in 2012. The average length of time current EDs have spent in their positions was 4.2 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

Type of program	Average number of years
Urban	4.4 years
Suburban/mixed	4.4 years
Rural	3.9 years
Age of program	
0 to 5 years old	1.9 years
6 to 10 years old	3.4 years
11 to 15 years old	4.0 years
16 to 21 years old	4.0 years
Over 21 years old	5.5 years
All Programs	4.2 years

The median salary for *full-time* executive directors for all programs was \$45,000 per year, and \$22,040 for *part-time* directors. Median full-time salaries ranged from \$39,000 in rural programs to \$58,830 in urban programs (Table 6).



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

Type of Area	Full-Time Directors Median Salary	Part-Time Directors Median Salary
Urban	\$58,830	\$55,660
Suburban/Mixed	\$50,740	\$25,010
Rural	\$39,000	\$19,350
Program Age		
0 to 5 years	\$36,500	\$20,280
6 to 10 years	\$39,950	\$20,000
11 to 15 years	\$40,170	\$19,420
16 to 21 years	\$45,000	\$24,600
22 or more years	\$51,000	\$26,600
<b>All Programs</b>	<b>\$45,000</b>	<b>\$22,040</b>

N = 533 for full-time directors; 142 for part-time directors.

## Volunteer Coordinator Position

Three-fourths (76%) of programs reported having a volunteer coordinator (*also known as volunteer managers, case managers or supervisors*); 72% of these staff were full-time and 28% were part-time. Part-time volunteer coordinators worked a median of 23 hours/week. The median salary for *full-time* volunteer coordinators was \$32,750 per year (n=389), and \$16,870 for part-time volunteer coordinators (n=151). Median salaries for full-time volunteer coordinators showed less disparity by type of geographic area than did executive directors' salaries: urban volunteer coordinators earned \$35,000 compared to \$30,600 in rural programs, and \$34,000 in mixed/suburban programs.

## Benefits

Health insurance was the most frequently offered employment benefit with approximately half of programs offering health benefits to directors and volunteer coordinators (Table 7). Dental insurance and retirement benefits were offered in over one-third of programs. Just over 20% also offered additional benefits, most commonly life insurance, vision plans, AD&D or disability insurance, flex plans, or HRAs/HSAs.

Table 7. Benefit offerings

Benefits offered to...	Executive Director*	Volunteer Coordinator**
Health insurance	52%	50%
Dental insurance	38%	36%
Retirement	39%	36%
Other	21%	22%

\* Percentages are of all responding programs.

\*\* Percentages are only of those programs indicating they had at least one volunteer coordinator on staff (N=566).

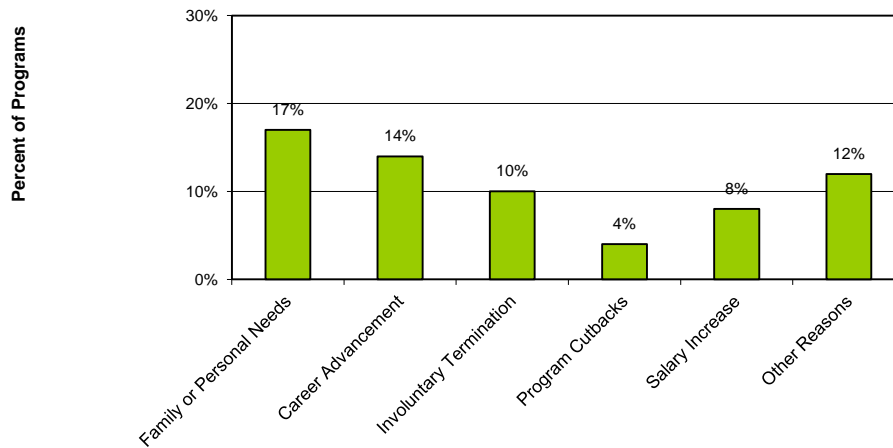
## Staff Turnover

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. The primary “other” reasons for staff leaving their positions were retirement or moving out of the area.

Table 8. Total numbers of staff leaving for each reason

Staff departing due to...	Number of staff
Family or personal needs	188
Career advancement	125
Involuntary termination	104
Salary increase in new job	76
Program cutbacks	28
Other	197

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



# CASA/GAL Volunteers

## Number of Volunteers

An estimated 77,355 volunteers participated in all programs in 2012. Responding programs reported a median of 43 CASA/GAL volunteers who were active on cases, ranging from 27 volunteers in rural programs to 68 in mixed/suburban programs and 108 in urban programs.

## Volunteer Hours Contributed

Volunteers contributed over 5.3 million hours in 2012—a median of 3,021 hours per program. As in past years, volunteer hours were most frequently (58%) tracked by entering hours into the computer from timesheets provided by volunteers (Table 9). One-third of programs manually tracked hours reported on timesheets. Sixteen percent of programs reported only an estimate of hours, and 4% did not track or report hours at all.

Among programs that tracked and reported volunteer hours, 85% did so monthly, 11% quarterly, 2% annually, 1% only at case closure, and 5% on some other schedule (respondents could check more than one option).

Table 9. Ways in which programs track volunteer hours

	Percentage of programs*
Timesheets from volunteers, input into a computer program	58%
Timesheets from volunteers and hours tracked manually	33%
Hours are estimate only, based on previous reporting	16%
Volunteer time is not tracked	4%**
Other	10%

\* Respondents could select more than one option.

\*\* This percentage does not include programs that report through their state organizations.

## Volunteer Demographics

Where gender was reported, the majority (82%) of volunteers were women. The majority of volunteers were Caucasian, followed by African American, and Hispanic/ Latino (Table 10).

Of volunteers for whom age was known, over half (57%) 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, 18% in their 40s, 23% in their 50s, and 34% were 60 and older (N=67,438).

Table 10. Percentage of volunteers in each racial or ethnic group\*

<b>Race/ethnicity</b>	<b>Percentage</b>
Caucasian	81.5%
Black/African American	11.9%
Asian	1.5%
Multiracial	1.5%
American Indian/Alaska Native	0.6%
Native Hawaiian/Other Pacific Islander	0.2%
Other	2.8%
<i>Number</i>	<i>68,128</i>
Hispanic/Latino	6.0%
Non-Hispanic/Latino	94.0%
<i>Number</i>	<i>61,347</i>

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

The majority of CASA/GAL volunteers were college educated—41% had earned a bachelor’s degree, and an additional 25% had completed post-graduate education. Another 19% had some college education, and 15% had only a high school diploma (N=59,481).

More than half of volunteers worked at least part-time in addition to being a CASA/GAL volunteer. In 2012, 43% were employed full-time and 13% part-time. Retirees constituted 25% of volunteers, while students were 5%. The remaining 14% were not employed (N=52,282). A count of volunteers with careers in specific fields is shown in Table 11. More volunteers were known to be teachers or other educational professionals than any other career type.

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

	Number reported	Percentage of all volunteers*
Teacher	2,856	5.0%
Medical professional	2,062	3.6%
Other educational professional	1,980	3.4%
Government/military	1,470	2.6%
Other legal	998	1.7%
Attorney	831	1.4%
Other profession	19,696	34.2%
Unknown	27,741	48.1%

\* Percentages based on a total of 57,634 volunteers.

## New Volunteers Trained

An estimated 27,921 new CASA/GAL volunteers were trained in 2012. A median of 11 new volunteers were trained in each program. The median numbers trained ranged by program type: 30 new volunteers in urban programs, 20 in suburban/mixed, and 6 in rural. Among those trained, higher percentages were African American, Hispanic/Latino, and Native Hawaiian/Other Pacific Islander than in the total volunteer pool (Table 4, page 14). Racial/ethnic representation was as follows: Caucasian (77.5%), Black/African American (13.8%), multiracial (1.9%), Asian (1.7%), American Indian/Alaska Native (0.6%), Native Hawaiian/Other Pacific Islander (0.5%), and other race (4.0%). Additionally, 8.8% were Latino/Hispanic. Eighty-two percent of new volunteers were women.

## Targeted Recruitment Campaigns

Several types of targeted recruitment campaigns were undertaken by programs in order to diversify their volunteer pool in certain aspects. Table 12 shows the types of campaigns and the percentage of programs undertaking them in 2012. Most common were campaigns focusing on increasing the number of male volunteers and increasing racial/ethnic diversity among volunteers. “Other” types of campaigns that were described were most often recruitment of professionals in education, particularly retired educators; bilingual persons; college students or other young persons; and members of faith communities.

Table 12. Targeted recruitment campaigns

Type of campaign	Percentage of programs
Male volunteers	44%
Racial/ethnic diversity	39%
Specific geographic area	27%
Age diversity	17%
Other	8%

Over one-third (39%) of programs reported undertaking a targeted recruitment campaign aimed at increasing the racial/ethnic diversity in their pool of volunteers. For the 287 programs doing so, new volunteers were slightly more diverse, with higher percentages of Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander, and multiracial volunteers than those programs’ overall pool of volunteers (Table 13).

Table 13. Percentages of total and new volunteers of each race/ethnicity in programs with targeted recruitment campaigns

Race/ethnicity	Percentage in each racial/ethnic group	
	All Volunteers	New Volunteers
American Indian/Alaska Native	0.7%	0.8%
Asian	2.4%	2.5%
Black/African American	11.3%	13.5%
Caucasian	81.2%	77.1%
Multiracial	2.2%	2.9%
Native Hawaiian/ Other Pacific Islander	0.2%	0.5%
Other	1.9%	2.8%
<i>Number</i>	<i>26,831</i>	<i>7,541</i>
Hispanic/Latino	7.2%	9.6%
Non-Hispanic/Latino	92.8%	90.4%
<i>Number</i>	<i>23,603</i>	<i>6,764</i>

N=287 programs.

## Volunteer Departure

The average length of time served by volunteers was 3.0 years (35.9 months), an increase of nearly 3 months since last year. Respondents reported 14,105 volunteers either resigning or being asked to leave in 2012. A median of 9 volunteers departed from each program. The most commonly cited reasons for volunteers leaving a CASA/GAL program are listed in Table 14. “Family needs” was the most frequently noted reason for departure and received the most #1 rankings. Among the “other” reasons frequently mentioned were inactivity or lack of involvement in the program, death, undefined personal reasons, or becoming foster parents.

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

Reason for leaving	Percent mentioning in top 3	Percent ranking it #1
Family needs	46%	21%
Move from area	39%	16%
Employment situation	39%	14%
Health issues	32%	13%
Time commitment	24%	12%
Frustration with system	19%	8%
Case satisfactorily completed	19%	8%
Asked to leave	15%	7%
Burnout/stress	13%	6%
Not a good volunteer position match	11%	5%
Other reason	11%	5%

# Children and Cases Served

## Children Served

CASA/GAL programs served an estimated 234,098 children in 2012. For the second year, programs were asked to report the number of children receiving advocacy services by paid staff separately from those children monitored by the program. Only the former were included in the total number of children served numbers. A median of 123 children per program, representing a median of 77 cases, were served by CASA programs in 2012. One-fourth of programs served 63 or fewer children while one-fourth served more than 237 children. Medians differed by type of geographic area served: 72 children were served in rural areas, 179 in mixed/suburban areas, and 246 in urban areas.

## Advocacy Services and Cases Monitored by Paid Staff

Fifty-one percent of programs reported that at least one child received advocacy services provided by a paid CASA/GAL staff person. Of the 379 programs providing staff advocacy to at least one child, a median of 10 children were served by staff. An estimated 36,574 children received advocacy services by paid staff. The average length of time paid staff acting in an advocacy capacity were assigned to children was 17.5 months. The survey also asked about children whose cases were monitored by programs separately from those who were provided services: 172 programs (23%) reported monitoring at least one case; the median monitored was 33 cases. An estimated 25,019 children's cases were monitored. (Table 15)

Table 15. Median number of children receiving advocacy services or having their cases monitored by paid staff\*

Type of Program	Received advocacy services	Monitored
Urban	9	46
Mixed/suburban	11	40
Rural	8	21
All programs	10	33

\* Only programs with one or more children served and/or monitored by staff were included in computing these medians (N=374 for served, N=172 for monitored).

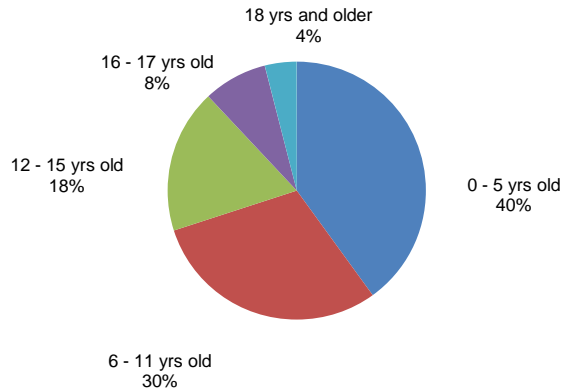
## New Children Served and Cases Closed

Respondents reported a total of 78,142 new children assigned to a volunteer in 2012, and a total of 84,137 children's cases closed. Programs reported assigning a median of 48 new children to a CASA/GAL volunteer and closing the cases of 43 children. Medians for new children served ranged from 99 in urban programs to 68 in mixed/suburban to 30 in rural. A median of 105 children's cases closed in urban programs, 64 in mixed/suburban, and 29 in rural programs.

## Children’s Demographics

Children for whom gender was reported were nearly evenly split between boys (50.6%) and girls (49.4%). Figure 4 shows the age breakdown of children served.

**Figure 4. Ages of Children Served**



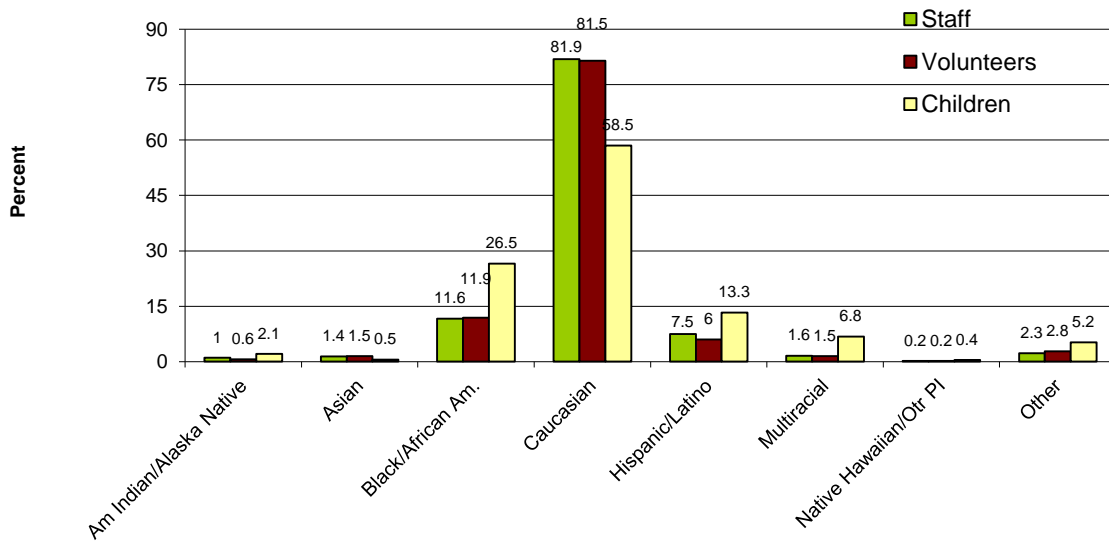
Forty-two percent of children served by CASA/GAL programs whose race was known were children of color (Table 15b). Among children *newly* served in 2011, forty percent were children of color (Table 15b). New children were nearly equally girls (49.9%) and boys (50.1%). Figure 5 shows how children in different racial/ethnic groups compared to the percentages of staff and volunteers of color representing them.

**Table 15b. Race/ethnicity of total and new children served**

Race/ethnicity	Percentage in each racial/ethnic group	
	All Children	New Children
American Indian/Alaska Native	2.1%	1.8%
Asian	0.5%	0.4%
Black/African American	26.5%	25.3%
Caucasian	58.5%	60.3%
Multiracial	6.8%	7.0%
Native Hawaiian/Other Pacific Islander	0.4%	0.1%
Other	5.2%	5.1%
<i>Number</i>	<i>199,461</i>	<i>76,175</i>
Hispanic/Latino	13.3%	12.4%
Non-Hispanic/Latino	86.7%	87.6%
<i>Number</i>	<i>178,937</i>	<i>71,380</i>



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



### Caseload Size and Time Volunteer Assigned

Overall, a median of 77 cases were served per program. Volunteers were assigned an average of 1.5 cases and an average of 2.5 children at one time. The average length of time a volunteer was assigned to a child was 18.9 months.

### Case Closure

Programs reported 84,137 children’s cases closing in 2012—a median of 43 cases per program. The number ranged from 105 in urban programs to 64 in mixed/suburban to 29 in rural. Projecting to all programs, an estimated 93,360 children’s cases were closed compared to an estimated 86,183 new cases assigned to a volunteer. Overall, programs closed a median of 37% of their caseloads; this proportion was consistent across types of areas served.

More than one-third (39%) 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 (16%) or placement with legal guardians (15%). Table 16 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 volunteer’s resignation, withdrawal, removal, or dismissal from a case; CASA/GAL no longer needed; custody or placement change; youth emancipation or independent living; no out-of-home placement occurred, and no volunteer available.

Table 16. 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)	39%	31,314	34
Adopted	16%	12,975	14
Placed with legal guardians	15%	12,045	14
Case removed from docket	5%	3,630	8
Child aged out of system	5%	3,879	5
Long-term kinship care	2%	1,606	6
Case transferred to another jurisdiction	2%	1,383	3
Long-term foster care	2%	1,203	4
Child ran away	1%	515	2
Family moved	<1%	246	1
Transferred to delinquency court	<1%	131	1
Death of child	<1%	74	<1
Other	13%	10,614	16

N= 79,615 cases

### Length of Cases from Assignment to Closure

The survey asks about length of time in two different ways; the first asks how long cases closed in 2012 were open since assignment to the CASA program (Table 17). The second asks specifically about the lengths of time children were in out-of-home care, both overall and since assignment to a volunteer (Table 18). Children can be assigned to a CASA program without being in an out-of-home placement.

The majority (89%) of closed cases had been open more than 3 months since assignment to a program—and 54% were open more than one year since assignment (Table 17). In a typical program, an *average* of 10 children’s cases closed in 0 to 3 months; 10 cases closed between 4 and 6 months; 20 cases closed between 7 and 12 months; 26 cases closed between 1 and 2 years; 12 cases closed between two and three years; 5 cases closed between 3 and 4 years; and 6 cases after 4 years. More cases were open longer than one year from assignment to a CASA program than in past years.

Table 17. Length of time children's cases closed in 2012 were open from assignment of children to the program

	% of cases
0 – 3 months	11%
4 – 6 months	11%
7 – 12 months	24%
1 – 2 years	31%
2 – 3 years	13%
3 – 4 years	5%
Longer than 4 years	5%

N=54,875

### Length of Time Children are in Out-of-Home Care

Table 18 shows the lengths of time children whose cases closed in 2012 were in out-of-home care overall and since assignment to a volunteer. Two-thirds (67%) of children had been in out-of-home care for one year or longer; over half (57%) had been in placement at least one year since assignment to a volunteer. Both of these percentages represent increases over the previous year for children in care longer than twelve months.

Table 18: Length of time children were in out-of-home care (of those whose cases closed in 2012)

	Total time in out-of-home care*	In out-of-home care since assignment to a volunteer**
Less than one month	3%	5%
1 – 5 months	11%	15%
6 – 11 months	19%	23%
12 – 17 months	20%	20%
18 – 23 months	17%	14%
24 – 29 months	10%	9%
30 – 35 months	6%	5%
3 to 4 years	6%	5%
Over 4 years	8%	4%

Of children whose cases closed in 2012. \* N=21,782 \*\* N=20,415

## Other Types of Cases Accepted

In addition to child abuse and neglect cases, 14% of programs accepted at least one other type of case, most often divorce custody and delinquency cases, as shown in Table 19. “Other” types of cases not specified in the table that were most frequently mentioned included Child in Need of Services (CHINS), guardianships, adoptions, paternity cases, dependencies, custody cases, protection orders, criminal cases, courtesy cases, termination of parental rights and truancy.

Table 19. Other types of cases accepted

	Percent of programs accepting	Average number of children*	Total number of children
Delinquency	14%	6	592
Divorce custody	10%	16	1,116
Private petition	5%	18	623
Supervised visitation	3%	51	1,012
Probate	2%	12	124
Mediation	1%	74	443
Other type	11%	36	3,126

\* If such cases were accepted.

# Technology

## Case Management Systems

Programs were asked which systems they use for case management. CASA Manager and COMET were the two most common responses (Table 20). “Other” systems receiving mention included Court Process Reporting System, Case Plan Reporting System, OPTIMA!, and MS Access. Some programs also reported being in transition between systems or in the process of starting a new system.

Table 20. Systems used for case management

Program	Percentage
CASA Manager	29%
COMET	24%
Spreadsheet	18%
ETO	9%
Paper	7%
CASA Tracker	6%
Custom database	3%
System provided by umbrella org, court or county	2%
Other	7%

## Technology Staffing and Types of Support Needed

The survey asked about the type of staffing that programs employ for information technology services. Eight percent of organizations reported having one or more full-time IT employees. Nearly five times as many (37%) reported using at least one IT consultant in 2012.

The type of technology support most needed by programs (Table 21) was technical system support (26%), followed closely by technology strategy planning (22%), and support for their web presence (18%) and infrastructure (18%). Comments on “other” types of support needed focused on acquiring case management software and accessing technical support for using it. A need for unspecified databases or data management was also expressed along with a need for funding to acquire such software. Some respondents mentioned needing support with effectively using social media, and a few comments noted a need for support with “everything” or general ongoing technical support.

Table 21. Technology support needed

Program	Percentage
Technical system support	26%
Technology strategy planning	22%
Web presence	18%
Infrastructure (network, hardware, security)	18%
IT project management	10%
Other	6%

## Training

This year, the survey also asked about specific trainings offered by the programs and the number of volunteers who completed them. Table 22 lists the trainings. The National CASA volunteer pre-service training was most frequently offered and had the highest number of volunteers completing it.

Table 22. Trainings offered and volunteers completing

Type of Training	Percent offering training	Total trainings offered	Number of volunteers completing
National CASA volunteer pre-service training	63%	1678	11,237
Independent study edition of volunteer pre-service training	-	-	1,259
Flex-learning: volunteer pre-service training	8%	134	640
<i>Fostering Futures</i> training curriculum	7%	95	809
Modules from <i>Continuing Education Cookbook</i>	7%	157	776
<i>Knowing Who You Are</i> training curriculum	3%	29	292