

The National CASA Association

Annual State Organization Survey Report 2014



CASA

Court Appointed Special Advocates
FOR CHILDREN

**THE NATIONAL COURT APPOINTED
SPECIAL ADVOCATE ASSOCIATION**

OJJDP

Office of Juvenile Justice and Delinquency Prevention

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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 Association, headquartered in Seattle, 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. National CASA Association provides training and technical assistance in a variety of areas, including program development, volunteer recruitment and training, quality assurance, best practices, public awareness, evaluation and resource development. National CASA Association 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 2014, there were 42 state CASA/GAL organizations. Two additional state organizations, in Kentucky and Nevada, were in the membership process in late 2014 and were granted membership in early 2015.

The entire CASA/GAL network consisted of 949 local and state programs.

Results from the survey are critically important to tracking the growth and development of state organizations, securing funding from diverse sources, and helping National CASA to better serve state and local member organizations. This year's state organization survey had a 100% response rate. Thank you to all state organizations for responding 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 number of respondents would result in findings that are skewed toward the higher end. By definition, a median expresses that half of the organizations had more than the median amount, and half had less.

Typical State Organizations

	All State Organizations	Not-for-Profit Organizations	State-Administered Organizations
Number (Percentage)	42 (100%)	28 (67%)	14 (33%)
Program age	23 years	22 years	29 years
Staff FTE	3.0	2.4	6.0
Local program offices	18	21	14
Number of counties served	36	36	45
Total revenue	\$490,160	\$265,650	\$2,934,520
Expenses	\$433,660	\$233,840	\$2,821,610
Percentage of state organizations passing revenue to local programs	55%	50%	60%
Median percent of revenue passed-through	66%	44%	92%
Number of programs receiving pass-through funding	20	20	20

Note: Except for the percentages of state organizations passing through revenue, these numbers are median values, meaning that half of the organizations had more than the median amount and half had less.

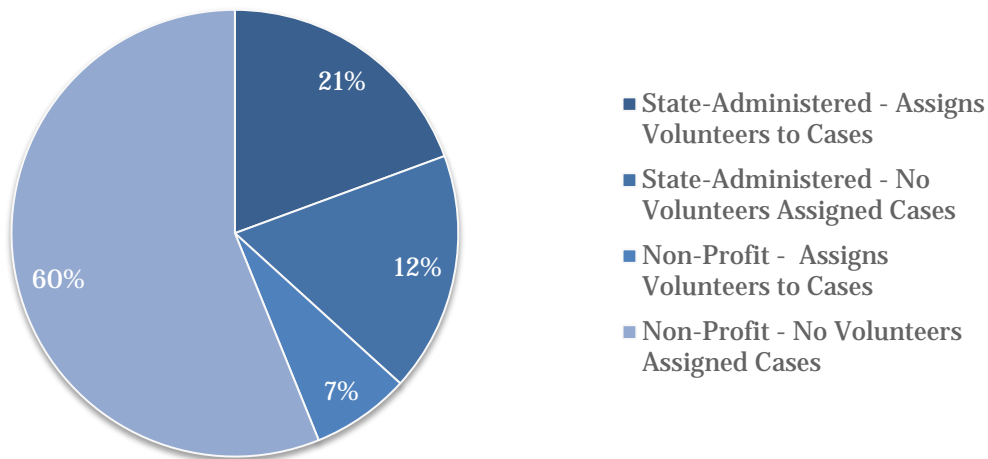
Program Operations and Resources

Organization Age and Structure

The median age of responding programs was 23 years, ranging from four years old to 36 years old at the end of 2014. Three-fourths of organizations were more than 17 years old, and one-fourth of organizations were at least 28 years old. State-administered organizations tended to be slightly older (median of 29 years) compared to non-profit organizations (22 years).

Sixty-seven percent of responding organizations were not-for-profits and 33 percent were administered by their respective state governments. Twenty-six percent of all organizations included a volunteer component providing direct services administered by the state organization.

Administrative Structure



The number of local program offices reported in each state ranged from 0 - 71, with a median of 18 offices and total of 860. State-administered organizations had a median of 14 local offices, while not-for-profits had a median of 21 local offices. Forty-three percent of state organizations directly administered local programs, while 57% did not.

A median of 36 counties were served by CASA programs in each state, ranging from three to 207. A total of 1,878 counties were served in all. One-third of states had a local program in every county in their state. Among those states without a program in every county, a median of 33 counties were without a program. Findings for state-administered and not-for-profit programs are detailed in the table below.

Median numbers of local offices and counties served

	Local CASA/GAL Program Offices	Counties Served	Counties without a Local Program**
State- Administered	14	45	16
Not-for-Profit	21	36	38
All Organizations	18	36	33

* Includes only those reporting at least one remote program office.

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

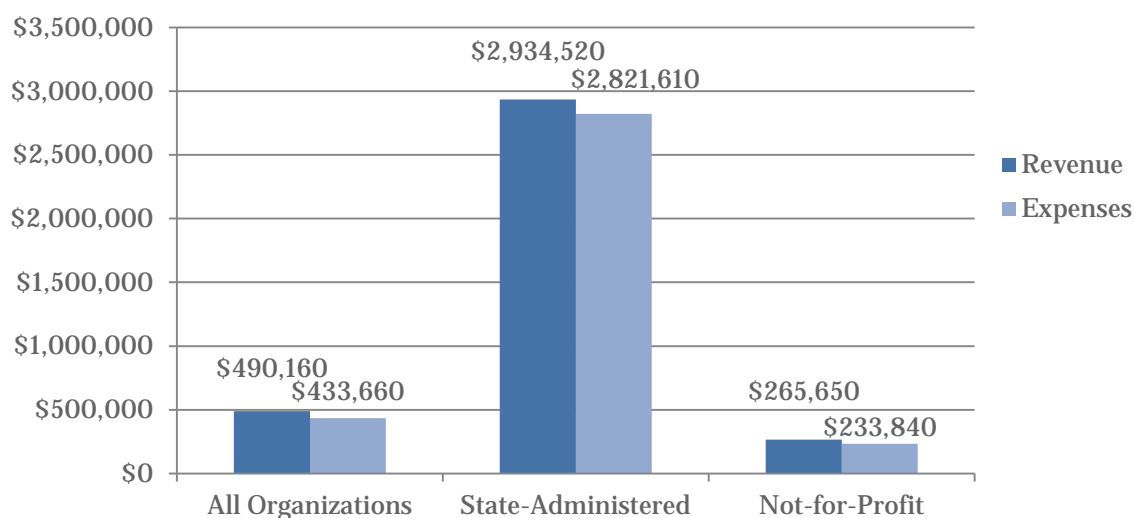
Nearly all (93 percent) survey respondents reported that all local CASA/GAL programs were members of or affiliated with the state organization. Forty-one percent of state organizations required local programs to pay a membership fee. While several organizations reported having a sliding scale, the average fee for the others was \$270.

Five state organizations (12 percent) reported an independent fund-raising arm. These auxiliary groups each raised between \$8,000 and \$50,000 for their state organization.

Revenue

For the fiscal year ending no later than December 31, 2014, median total revenue was \$490,160 compared to \$534,610 in 2013. Detailed revenue by source is found in the table on page 7. Detailed dollar amounts are found in Data Appendix Table A.

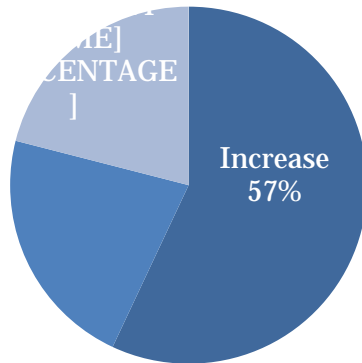
Median Revenue and Expenses



More than twice as many organizations reported that their revenues increased from FY 2013 to FY 2014. Additionally, more organizations reported an increase this year than last (57 percent compared to 45 percent), and half as many reported a decrease (21 percent compared to 41

percent). Reasons given for increases in revenue were most often new or increased grant funding; less frequently mentioned were funds from federal or state governments and private donations. Several respondents noted that their revenue increased due to new funding to cover increased staffing costs. Reasons for decreases in revenue were divided among a loss or reduction of grant funding and less successful fundraising efforts.

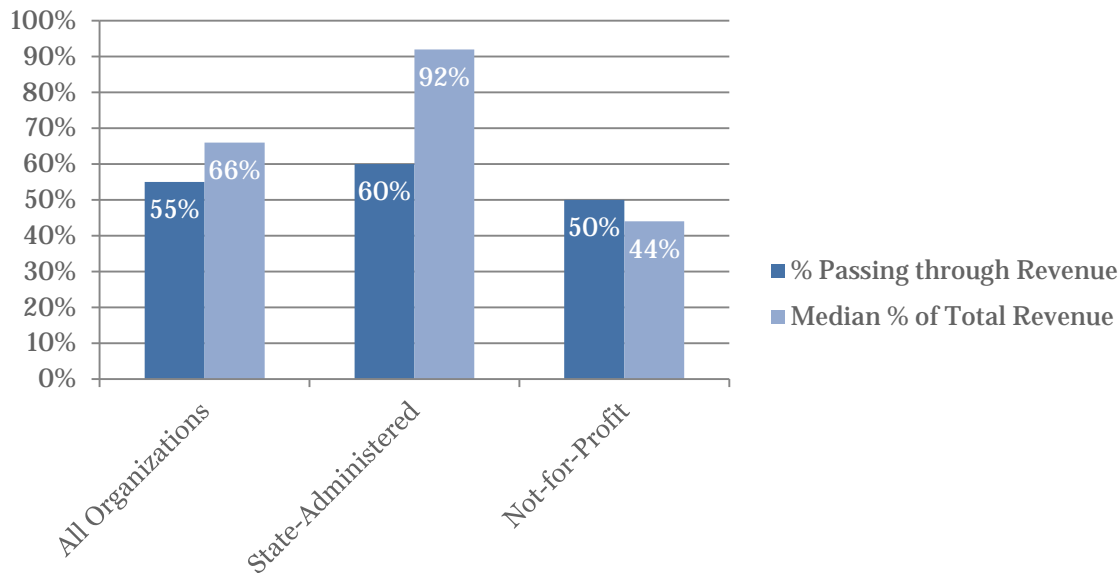
Change in Revenue, 2013 to 2014



Revenue Pass-Through

Just over half of state organizations (55 percent) passed revenue through to a median of 20 programs. Percentages of pass through dollars varied widely by type of organization, with the median being 66 percent of total revenue passed through. Detailed data is found in Data Appendix Table B.

Median Revenue Pass-Through



Revenue by Source, 2014

Funding Source	Number of Organizations Reported Received	Percentage of Organizations Reported Received	2014 Median Amount	2014 Total Amount Reported
Public Categories and Subtotal				\$109,236,498
Court	12	29%	\$302,240	\$22,369,573
Court Improvement Program	14	33%	\$17,660	\$5,476,630
State	19	45%	\$494,000	\$71,654,391
Community Development Block Grant (CDBG)	1	2%	n/a	\$35,282
City	1	2%	n/a	\$59,125
Federal (not in other categories)	6	14%	\$133,210	\$911,537
National CASA Association grant	31	74%	\$33,300	\$1,191,469
Victims of Crime Act (VOCA)	6	14%	\$100,780	\$5,166,408
Children's Justice Act funds	11	26%	\$36,200	\$440,387
Temporary Assistance for Needy Families (TANF)	1	2%	n/a	\$261,670
Title IV-E	7	17%	\$50,010	\$1,670,026
Private Categories and Subtotal				\$5,512,175
Corporate contributions	18	43%	\$10,000	\$363,522
Individual donors	19	45%	\$10,720	\$828,592
Membership dues	16	38%	\$5,760	\$192,293
Foundation grants	20	48%	\$48,280	\$2,491,257

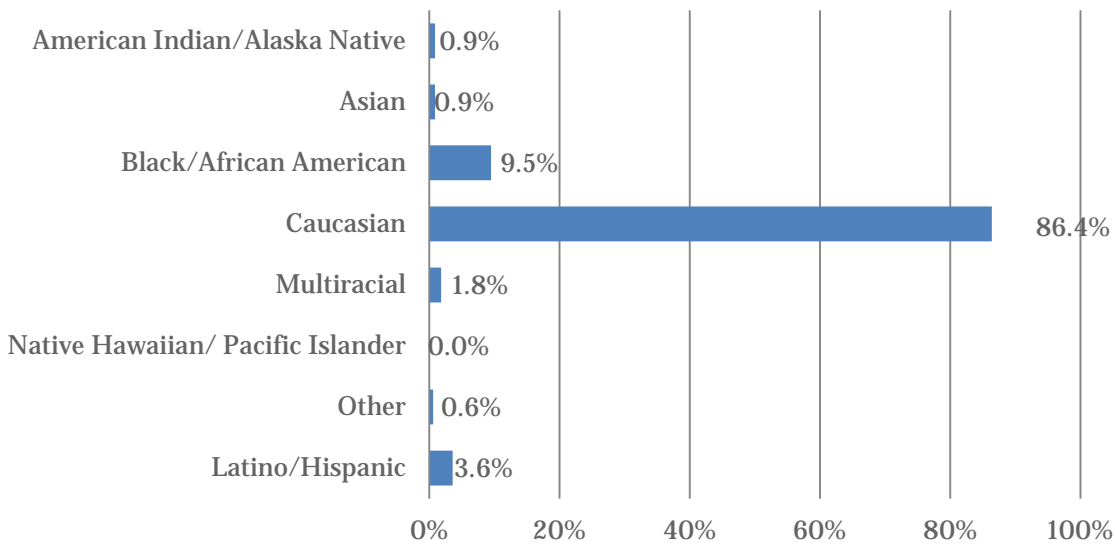
Kappa Alpha Theta	6	14%	\$5,810	\$35,697
Interest on Lawyers' Trust Accounts (IOLTA)	3	7%	\$14,000	\$37,545
Church donations	2	5%	\$1,490	\$2,980
United Way	6	14%	\$1,300	\$23,144
Community service orgs or clubs	3	7%	\$2,500	\$7,114
In-kind goods and services	15	36%	\$15,000	\$1,530,031
Fundraising Categories and Subtotal				\$8,705,308
Fund-raising events	18	43%	\$30,210	\$845,866
Product sales	4	10%	\$3,220	\$39,210
Other sources	31	74%	\$17,180	\$7,820,232
Total Revenue	41	98%	\$490,160	\$123,453,981

Boards of Directors

Sixty-seven percent of state organizations reported having a board of directors. All responding not-for-profit organizations had a board, while seven percent of state-administered organizations had one. Of those state organizations with boards, 46 percent met quarterly, 29 percent every other month, 21 percent monthly, and four percent on some other schedule.

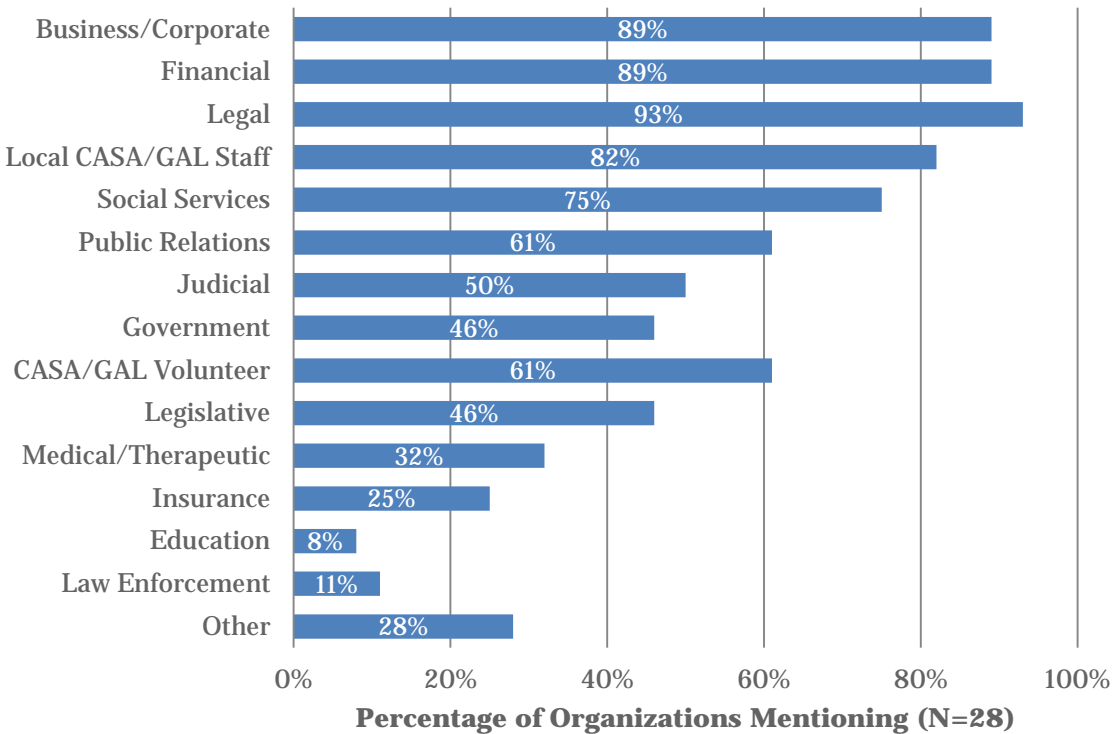
Nearly two-thirds (63 percent) of board directors were female; 37 percent were male. The majority of board members were Caucasian; complete racial breakdown is shown below (N=28 organizations). Detailed demographic data for board members and staff is found in Data Appendix Table C.

Board Members by Race/Ethnicity



Board members brought with them a range of expertise, most frequently in the business/corporate, financial and legal arenas. The majority of boards also included a CASA/GAL volunteer and local program staff member. “Other” areas of expertise included communication, marketing, media relations, research and evaluation, and non-profit management. Percentages are found in Data Appendix Table D.

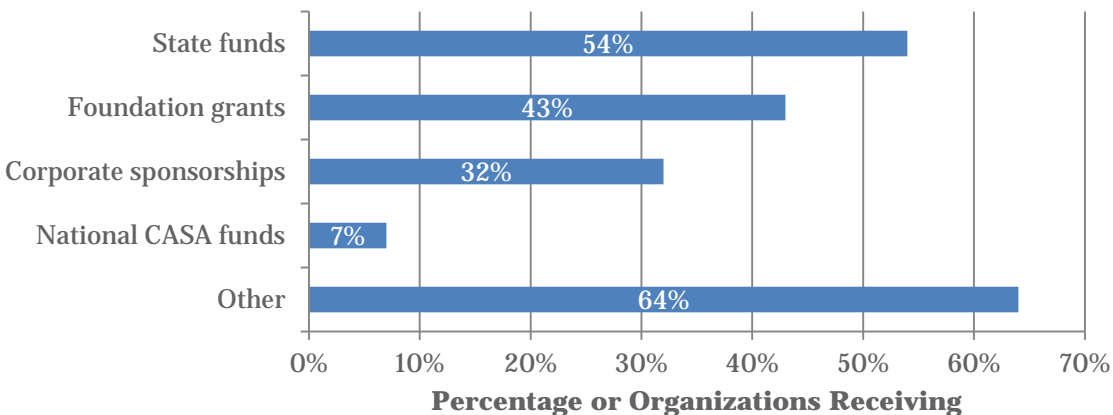
Board Member Expertise



Statewide Conferences and Trainings

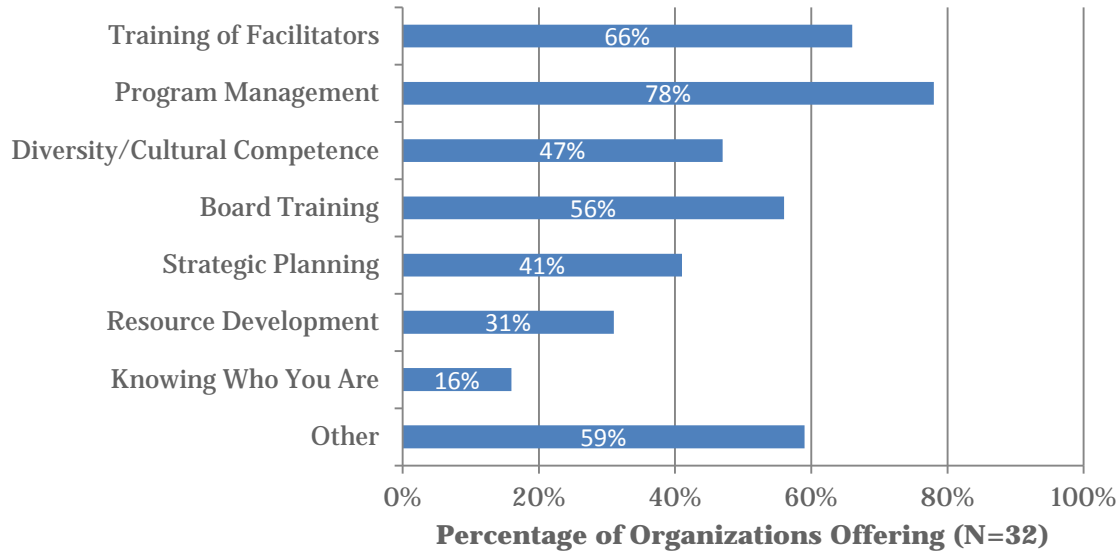
Twenty-eight state organizations (67 percent) reported that they hosted statewide conferences. Among those doing so, 71 percent hosted once per year; 11 percent every other year; seven twice per year; and 11 percent on some other schedule. The number of participants ranged from 30 - 625, with an average of 217 participants. Sources of funding for conferences are shown below; “other” sources included registration fees, a range of public funding sources, and private donations. Data are found in Data Appendix Table E.

Sources of Funding for Statewide Conferences



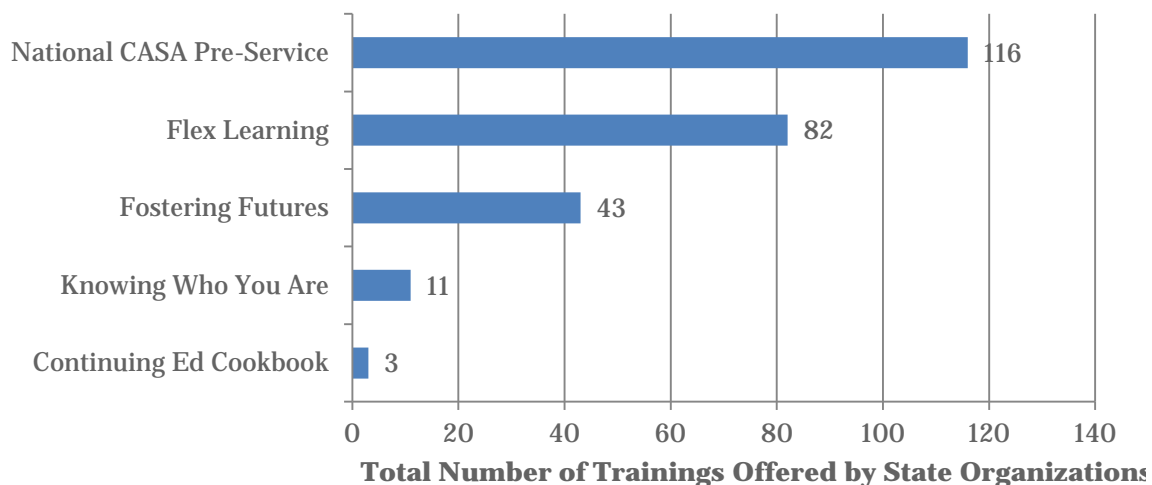
In addition to statewide conferences, 76 percent of organizations provided some other type of statewide training as shown below. Among organizations doing so, training on program management was most common. “Other” types of trainings included a wide range of practice, policy and management topics. Data are found in Appendix Table E.

Other Types of Statewide Trainings

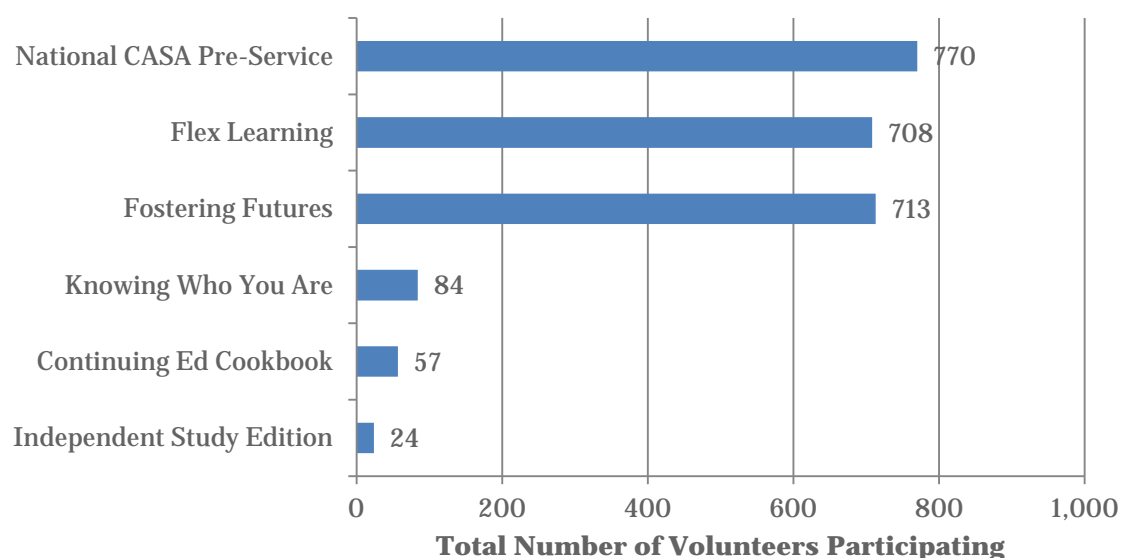


Optional survey questions asked how many of certain specific volunteer trainings were offered by the state organization, and how many volunteers participated. As shown below, the National CASA Association Pre-Service training and Flex Learning were the most commonly offered, and each had approximately 700 volunteers who participated in each. Total numbers are found in Data Appendix Table F.

Number of Trainings Offered



Number of Volunteers Participating



Program Services

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

Services Provided by State Organizations to Local CASA/GAL Programs

Service	Percentage of Organizations
Facilitate communication, networking, and info-sharing among programs	98%
Represent state at meetings sponsored by National CASA Association and other organizations	98%
Increase public awareness of CASA/GAL work	95%
Represent CASA/GAL on state policy commissions, boards, panels, etc.	93%
Provide current info regarding state and federal legislation and policy	91%
Increase awareness of CASA/GAL work among legislators	91%
Provide support and technical assistance	90%
Collect and maintain data for National CASA Association surveys and other purposes	86%
Support new program development in the state	74%
Provide information and assistance to support local program fundraising	55%
Other service	40%

Program Staff

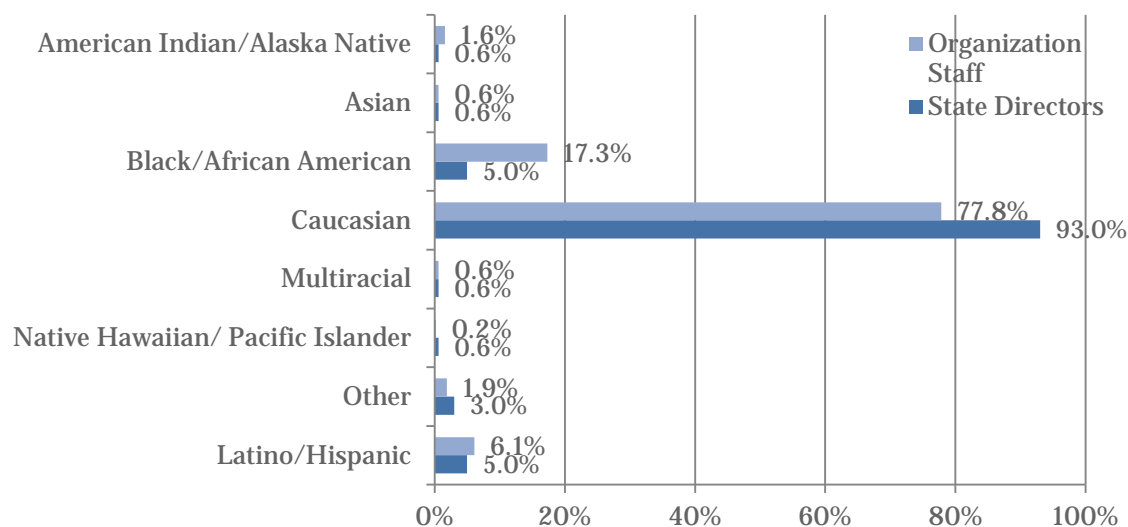
Staffing questions were asked in two different ways: by full-time equivalents (FTE) and by the actual number of paid staff persons. Slightly different results are thus expected from each question since a part-time staff person counts as 0.5 FTE (as an example) and, at the same time, as one paid staff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

Overall, state organizations employed a median of three full-time equivalents (FTE) in 2014. Staffing levels varied by type of administration: not-for-profits had a median of 2.4 FTE while state-administered organizations had a median of six FTE.

State organizations reported a median of two full-time paid staff persons, ranging from zero to 141 full-time staff. Twenty-nine percent 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 zero to nine part-time staff.

A majority (83 percent) of staff were female and Caucasian (77.8 percent); complete racial breakdowns are shown below. Detailed demographic data are found in Data Appendix Table C.

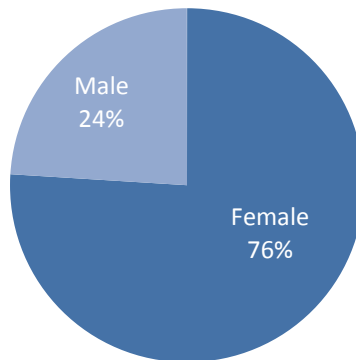
Race and Ethnicity of State Organization Staff and Directors



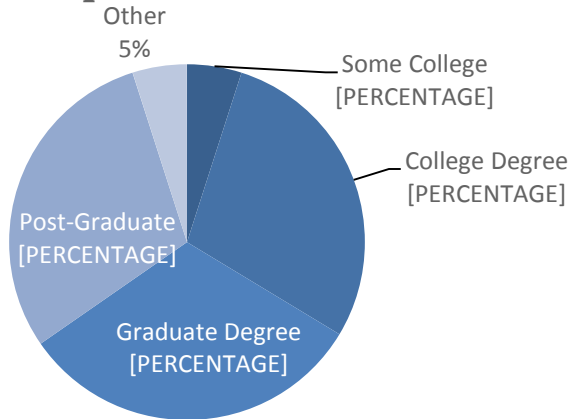
The State Director typically worked full-time (84 percent). The majority were female, Caucasian/non-Hispanic/non-Latino, and had at least a graduate degree. The complete demographics of directors are shown in the figures below.

Just over half of state directors have been in their positions more than three years. Median annual salary for full-time directors was \$71,090, ranging from \$45,000 to - \$136,000.

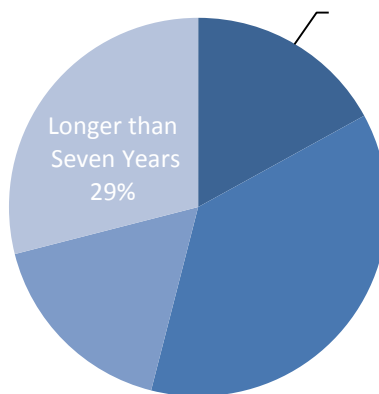
Gender of State Directors



Highest Completed Education Levels



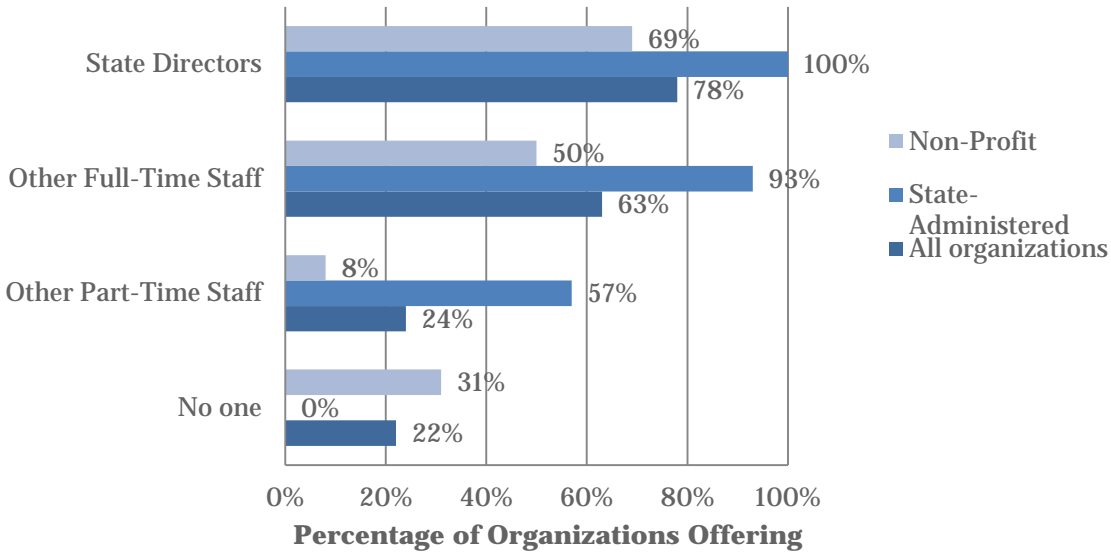
Length of Time in State Director Position



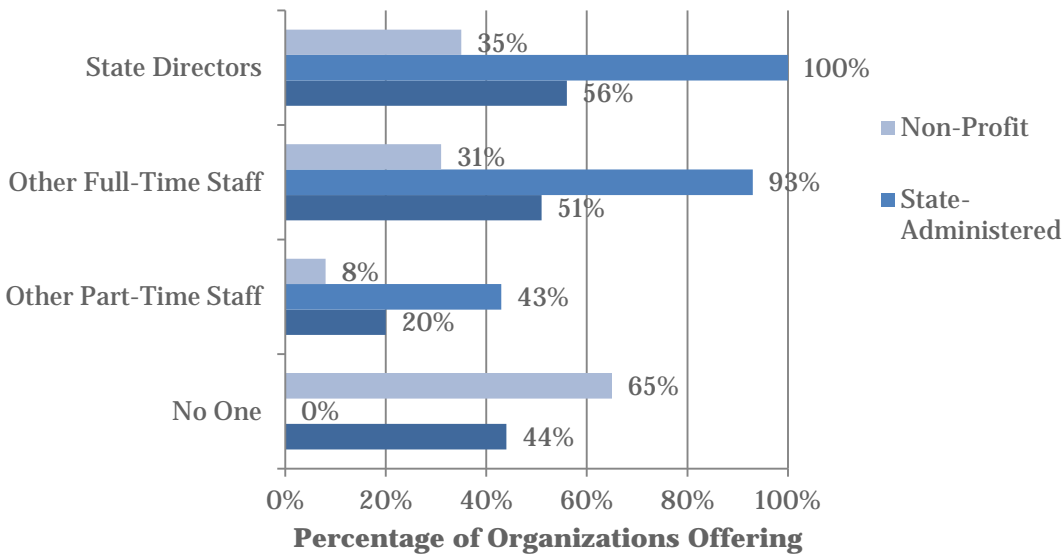
Benefits

State-administered organizations were more likely to offer health and retirement benefits to employees than were non-profit organizations. The two figures below show how the provision of health and retirement benefits vary by employment level and administrative structure. Data is found in Appendix Table G.

Health Benefits Offered to...



Retirement Benefits Offered to...



Appendix A: State CASA/GAL Organizations Responding to the Survey, 2014 (N=42)

State Organization Name	City	State
Alabama CASA Network	Birmingham	Alabama
Alaska CASA	Anchorage	Alaska
CASA of Arizona	Phoenix	Arizona
Arkansas State CASA Association	Little Rock	Arkansas
California CASA Association	Oakland	California
Colorado CASA	Denver	Colorado
CIP / CASA	New Haven	Connecticut
CASA Program/Family Court of Delaware - Wilmington	Wilmington	Delaware
State of Florida Guardian ad Litem Program	Tallahassee	Florida
Georgia CASA	Atlanta	Georgia
Illinois CASA	Peoria	Illinois
Indiana State Office of GAL/CASA	Indianapolis	Indiana
Iowa CASA Program	Des Moines	Iowa
Kansas CASA Association	Hays	Kansas
Louisiana CASA Association	Baton Rouge	Louisiana
Maine CASA Program	Augusta	Maine
Maryland CASA Association	Towson	Maryland
Michigan CASA	Ann Arbor	Michigan
CASA Minnesota	Minneapolis	Minnesota
CASA Mississippi	Gulfport	Mississippi
Missouri CASA Association	Columbia	Missouri
CASA of Montana	Helena	Montana
Nebraska CASA Association	Lincoln	Nebraska
CASA of New Hampshire	Manchester	New Hampshire
CASA of New Jersey	New Brunswick	New Jersey
New Mexico CASA Network	Albuquerque	New Mexico
CASA: Advocates for Children of New York State	Albany	New York
North Carolina State GAL Program	Raleigh	North Carolina
Ohio CASA/GAL Association	Columbus	Ohio
Oklahoma CASA Association	Oklahoma City	Oklahoma
Oregon CASA Network	Springfield	Oregon
Pennsylvania CASA Association	Summerdale	Pennsylvania
Rhode Island CASA Program	Providence	Rhode Island
Office of the Governor - Cass Elias McCarter GAL Program	Columbia	South Carolina
Tennessee CASA Association	Murfreesboro	Tennessee
Texas CASA	Austin	Texas
Utah Office of the Guardian Ad Litem and CASA	Salt Lake City	Utah
Vermont GAL Program	Montpelier	Vermont
Dept. of Criminal Justice Services	Richmond	Virginia
Washington State Association of CASA/GAL Programs	Seattle	Washington
West Virginia CASA Association	Wellsburg	West Virginia
Wisconsin CASA Association	Madison	Wisconsin

Data Appendix

Table A. Median Revenue and Expenses

	Median Revenue	Median Expenses
All organizations	\$490,160	\$433,660
State-administered	\$2,934,520	\$2,821,610
Not-for-profit	\$265,650	\$233,840

Table B. Median Pass-Through

	Percentage Passing through Revenue	Median Percentage of Total Revenue	Median Amount of Pass-Through Funding
All organizations	55%	66%	\$1,020,190
State-Administered	60%	92%	\$2,802,730
Not-for-profit	50%	44%	\$192,410

Table C. Board, Staff and State Director Demographics

Demographics	Board	Staff*	State Director
Female	63%	83%	76%
Male	37%	17%	24%
American Indian/Alaska Native	0.9%	1.6%	2.5%
Asian	0.9%	0.6%	-
Black/African American	9.5%	17.3%	5.0%
Caucasian	86.4%	77.8%	90.0%
Multiracial	1.8%	0.6%	2.5%
Native Hawaiian/Other Pacific Islander	-	0.2%	-
Other	0.6%	1.9%	-
<i>Total number for race</i>	<i>337</i>	<i>486</i>	<i>40</i>
Latino/Hispanic	3.6%	6.1%	2.6%
Non-Latino/Non-Hispanic	96.4%	93.9%	97.4%
<i>Total number for ethnicity</i>	<i>247</i>	<i>442</i>	<i>39</i>

* Includes state director or person in charge.

Table D. Board Expertise (N=28)

Area of Board Expertise	Percentage of Organizations
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Legal	93%
Business/Corporate	89%
Financial	89%
Local CASA/GAL Staff	82%
Social Services	75%
CASA/GAL Volunteer	61%
Public Relations	61%
Judicial	50%
Government	46%
Legislative	46%
Medical/Therapeutic	32%
Insurance	15%
Law Enforcement	11%
Education	8%
Other	28%

Table E. Statewide Conferences and Trainings

Sources of Funding for Statewide Conferences (N=28)	
State Funds	54%
Foundation Grants	43%
Corporate Sponsorships	32%
National CASA Funds	7%
Other	64%
Other Types of Statewide Training (N=32)	
Training of Facilitators	66%
Program Management for Local CASA Programs	78%
Diversity/Cultural Competence/Inclusion training	47%
Board Training	56%
Strategic Planning	41%
Resource Development	31%
Knowing Who You Are	16%
Other	59%

Table F. Specific Trainings Offered

	Number of Trainings Offered	Number of Volunteers Participating
National CASA Pre-Service	116	770
Flex Learning	82	708
<i>Fostering Futures</i>	43	713
<i>Knowing Who You Are</i>	11	84
Continuing Ed Cookbook	3	57
Independent Study Edition	n/a	24

Table G. Benefits Offered to Staff

Benefits Offered to...	Health Benefits			Retirement Benefits		
	All Organizations	State Administered	Non-Profit	All Organizations	State Administered	Non-Profit
State Directors	78%	100%	69%	56%	100%	35%
Other Full-Time Staff	63%	93%	50%	51%	93%	31%
Other Part-Time Staff	24%	57%	8%	20%	43%	8%
No One	22%	0%	31%	44%	0%	65%