



# National CASA Association

## Annual State Organization Survey Report

2009



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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 for abused and neglected children so that they can thrive in safe, permanent homes. National CASA, 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 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 12 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 2009, the CASA/GAL network consisted of 1,055 program offices, including state, local and remote offices, of which 904 were local programs and 46 were state organizations. The balance consists of remote offices of state or local programs.

The numbers illustrated by these survey results are critically important to tracking growth and development among state organizations, securing funding from diverse sources as well as helping National CASA to better serve state and local organizations. The 100% response rate helps ensure an accurate reflection of our network of state CASA/GAL organizations. Thank you to all 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 “N” would result in findings that are significantly skewed toward the higher end. A median means that half of the organizations reported more than the median number and half less.

## Typical\* State Organizations

### Typical State Organization (N = 46)

17 years old  
17 local offices  
Served 35 counties.  
Total revenue of \$472,490  
Passed through 36% of revenue to 21 local programs.  
2.25 FTE  
Full-time state director earned \$58,000.

### Typical Not-for-Profit State Organization (N = 29)

15 years old  
19 local offices  
Served 34 counties.  
Total revenue of \$173,530  
Passed through 24% of revenue to 21 local programs.  
2 FTE  
Full-time state director earned \$50,000.



### Typical State-Administered Organization (N = 17)

22 years old  
10 local offices  
Served 45 counties.  
Total revenue of \$1,653,170  
Passed through 87% of revenue to 26 local programs.  
4.75 FTE  
Full-time state director earned \$64,650.

\* These numbers are median values, meaning that half of the organizations reported more than the median number and half less.

# Finding Highlights

## Revenue

Fifty-three percent of organizations reported an increase in revenue in 2009 compared to 2008; 16% reported that revenue remained the same; and 31% reported a decrease. Slightly fewer programs reported an increase in revenue this year compared to last, but nearly twice as many reported flat revenue levels, and the same number reported decreases. When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in numerous sources of income, including grants, other foundation support, individual donations, fundraising efforts, funding from National CASA and state funding. Organizations that experienced a *decline* in funding most often identified state budget cuts, decreased revenue from fees and decreased grant funding.

Median total revenue for all organizations in 2009 was \$472,490, a 33% increase compared to 2008. Median revenue declined slightly among nonprofits while increasing 24% among state-administered organizations.

## Revenue Pass-Through

Fifty percent of organizations reported that they passed revenue through to a median of 21 local programs. Among the organizations passing revenue through, the median amount was 36% of total revenue. The percentage passed through varied significantly by administrative structure. Not-for-profits reported passing through a median of \$65,150, representing 24% of the state organization's total revenue. State-administered organizations reported passing through a median of \$1,428,130, or 87% of the state organization's total revenue.

## Staffing

Overall, state organizations employed a median of 2.25 full-time equivalents (FTE) in 2009. Staffing levels varied significantly by type of administration: Not-for-profits had a median of 2.0 FTE, while the typically older and larger state-administered organizations had a median of 4.75 FTE. The latter represents a decline in staffing from 6 FTE in 2008. More organizations had only one full-time staff person in 2009: 44% compared to 34% in 2008.

Almost half (48%) of state directors have been in their positions longer than three years. Nonprofit organizations had a higher percentage (55%) of directors who had been in their positions longer than three years than did state-administered organizations (35%). A lower turnover rate in 2009 was evident in that half as many directors had been in their positions less than one year compared to 2008 (6% in 2009 compared to 13% in 2008).

# Program Operations and Resources

## Organization Age and Structure

The median age of responding programs was 17 years, ranging from 1 to 32 years old at the end of 2009. Three-fourths of organizations were more than 11 years old, and one-fourth of organizations were at least 23 years old. State-administered organizations tended to be older (median of 22 years) compared to nonprofit organizations (15 years).

Sixty-three percent of responding state CASA/GAL organizations were not-for-profits, and 37% were administered by their respective state governments. One in five organizations (20%), most of them state-administered, included a volunteer component providing direct services administered by the state organization. Three-fourths (74%) of this subset of organizations did *not* administer programs statewide, while the remainder (26%) did.

Nearly 90% of organizations had more than one office within their respective states. The number of local program offices in each state ranged from 1 to 69, with a median of 17 offices. State-administered organizations had a median of 10 local offices, while not-for-profits had a median of 19 offices. Additionally, 69% of states had local remote offices. Among those with remote offices, there was a median of 5.0 offices. State-administered organizations had a median of 7.5 remote offices while nonprofits had a median of 5.

A median of 35 counties were served by each state organization. The number of counties served ranged from 3 to 204. State-administered organizations served a higher median number of counties (45) this year compared to last, and nonprofit state organizations covered the same median number of counties (34) as last year. Thirty percent of organizations had a local program in every county in their respective states, though all to do so were state-administered; 84% of all state-administered organizations had a program in every county. Among those states *without* a program in every county, there were a median of 27 counties without a program.

Table 1. Median local offices and counties served

	Local CASA/GAL program offices	Local CASA/GAL remote offices*	Counties served	Counties without a local program*
All organizations	17	5.0	35	27
State-administered	10	7.5	45	17
Nonprofit	19	5.0	34	28

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

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

Nearly all (96%) survey respondents reported that all CASA/GAL programs were members of or affiliated with the state organization. Forty-seven percent of state organizations required local programs to pay a membership fee. The average fee was \$101.

Six state organizations (14%) reported a separate fundraising arm, which raised varying amounts (\$3,000 to \$200,000) for the state organization.

## Program Revenue (for FY ending no later than 12/31/09)

Fifty-three percent of organizations reported an increase in revenue in 2009 compared to 2008; 16% reported that revenue remained the same; and 31% reported a decrease. Slightly fewer programs reported an increase in revenue this year compared to last, but nearly twice as many reported flat revenue levels, and the same number reported decreases. When asked to identify the most significant factor accounting for an *increase* in revenue, organizations identified increases in numerous sources of income, including increases in grants, foundation support, individual donations, fundraising efforts, funding from National CASA and state funding. Organizations that experienced a *decline* in funding most often identified state budget cuts, decreased revenue from fees and decreased grant funding. Also mentioned were decreases in membership dues, corporate donations, foundation support, VOCA funding and the absence of an annual fundraising campaign.

Median total revenue for all organizations in 2009 was \$472,490, a significant 33% increase compared to 2008. Median revenue was substantially higher in state-administered organizations at \$1,653,170 compared to \$173,530 for nonprofit organizations. Median revenue declined slightly among nonprofits while increasing 24% among state organizations. Fiscal years were most often (86%) July 1, 2008 through June 30, 2009; 9% of organizations used the calendar year as their fiscal year; and 5% used some other schedule.

Among 40 reporting organizations, median *expenses* in FY 2009 were \$466,830, an increase from last year. Median expenses varied by type of organization: Among state-administered organizations, median expenses were \$1,762,910, and among nonprofits \$198,780. Both types of organizations reported increases over median expenses in 2008.

### Revenue pass-through

Fifty percent of organizations reported that they passed revenue through to a median of 21 local programs (Table 2). Among the organizations passing revenue through, the median amount reported was 36% of total revenue. The percentage passed through varied significantly by administrative structure. Among the 15 not-for-profits that passed revenue through to local programs, a median of 24% of the state organization's total revenue was reported to be passed through to a median of 21 programs (median amount = \$65,150). Among the 8 state-administered organizations that did so, a median of 87% of the state organization's total revenue was reported to be passed through to a median of 26 local offices (median amount = \$1,428,130).

Table 2. Revenue passed through to local programs (N=21)

	Percentage passing through revenue	Median percentage of total revenue	Median amount of pass-through funding
State-administered	47%	87%	\$1,428,130
Not-for-profit	52%	24%	\$65,150
All organizations	50%	36%	\$114,350

Table 3. Revenue by source, 2009

<b>Funding Source</b>	<b>Number of programs reporting receiving</b>	<b>Percentage of programs reported receiving</b>	<b>2009 median amount*</b>	<b>2009 total amount reported</b>
<b>Public</b>				
Court	9	20%	\$114,000	\$17,025,507
Court Improvement Program (federal)	6	13%	\$14,640	\$369,597
State	23	50%	\$752,000	\$57,592,027
Designated state fees	3	7%	\$94,970	\$262,398
City	1	2%	\$22,280	\$22,279
County	3	7%	\$4,820	\$38,622
Federal (not in other categories)	4	9%	\$89,320	\$459,904
National CASA grant	43	93%	\$55,000	\$2,712,791
VOCA (Victims of Crime Act)	6	13%	\$23,620	\$3,967,824
Children's Justice Act Funds	11	24%	\$26,950	\$689,107
TANF (Temporary Assistance for Needy Families)	3	7%	\$322,690	\$2,247,690
Title IV-E	2	4%	\$252,210	\$504,412
<b>Private</b>				
Corporate contributions	18	39%	\$6,120	\$399,228
Individual donors	24	52%	\$4,830	\$691,497
Membership dues	17	37%	\$2,400	\$135,554
United Way	4	9%	\$8,030	\$27,006
Foundation grants	22	48%	\$11,950	\$1,582,628
Kappa Alpha Theta	5	11%	\$1,520	\$8,479
IOLTA (Interest on Lawyers' Trust Account)	3	7%	\$34,970	\$191,607
Church donations	2	4%	\$1,610	\$3,210
Community service organizations or clubs	3	7%	\$560	\$7,009
In-kind goods and services	14	30%	\$8,650	\$414,423
<b>Fundraising</b>				
Fundraising events	15	33%	\$6,650	\$375,953
Product sales	12	26%	\$1,410	\$29,354
Other sources	26	57%	\$7,960	\$3,611,812
<b>Total Revenue</b>	<b>44</b>	<b>96%</b>	<b>\$472,490</b>	<b>\$92,955,495</b>

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

Note: The sum of individual category totals = \$93,369,918, slightly higher than the sum of all total revenues provided by respondents (\$92,955,495).

## 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 (52%), state governments (50%), foundation grants (48%), corporate contributions (39%), membership dues (37%) and fundraising events (33%). There were moderate declines in the percentages of programs receiving foundation grants and holding fundraising events as well as slight increases in the percentages of programs receiving state funding and funding from individual donors. Revenue from the state represented the highest median amount again this year as well as the highest total amount, exceeding \$57 million provided to 23 organizations. Courts yielded the second highest overall total revenue source, accounting for over \$17 million.

## Boards of Directors

Seventy percent of state organizations reported having a board of directors. All not-for-profit organizations had a board, as did 18% of state-administered organizations. Of those with boards, 66% met quarterly; 22% every other month; 6% monthly; and 6% on some other schedule.

Two-thirds (68%) of board members were women; 32% were men. The majority were Caucasian (82.4%), followed by African American (11.3%), Hispanic/Latino (3.4%), American Indian/Alaska Native (1.6%), Asian/Pacific Islander (0.5%), multiracial/other (1.0%). (N=444)

Table 4. Expertise brought by board members

<b>Area of expertise</b>	<b>Percentage of organizations</b>
Legal	94%
Local CASA/GAL program staff	91%
Business/corporate	84%
Financial	75%
Social services	72%
CASA/GAL volunteer	59%
Public relations	47%
Legislative	44%
Government representative	44%
Judicial	41%
Insurance	25%
Medical/therapeutic	22%
Education	19%
Law enforcement	13%
Other*	25%

N=32

\* Other includes expertise in real estate, media, architecture, technology and training; experience in community development; community volunteers and representatives from Kappa Alpha Theta, DCFS and United Way.

Board members brought with them a range of expertise (Table 4), most frequently in the legal and business arenas. Nine in ten boards included a local program staff member—an increase over last year. Three-fourths of the boards also had at least one member from the financial sector and one from social services. The percentage with representation from the judicial field decreased from 61% to 41%; representation in other areas remained roughly the same as in 2008.

## Statewide Conferences and Trainings

Seventy-two percent of state organizations reported that they hosted statewide conferences. Among those that hosted conferences, 73% did so once per year; 15% every other year; and 9% twice per year. The number of participants ranged from 37 to 650, with an average of 221 in attendance. Sources of funding that supported the conferences are shown in Table 5. The percentage with state funding decreased from 68% in 2008 to 48% in 2009. The percentage with National CASA grant funds also decreased, from 42% to 30%.

Table 5. Sources of funding for statewide conferences

Source	Percentage
State funds	48%
National CASA grant funds	30%
Foundation grants	36%
Corporate sponsorships	33%
Other	70%

N=33

In addition, 93% of organizations provided some other type of statewide training (Table 6). Compared to 2008, fewer organizations offered training for program management, facilitator training and strategic volunteer retention.

Table 6. Other types of statewide trainings

Training	Percentage
Program management of local programs	59%
Facilitator training for volunteer trainings	57%
Board training	55%
Diversity training	45%
Strategic volunteer retention training	41%
Resource development	41%
Strategic planning	41%
Other	66%

N=44

## Program Services

State organizations also provided a wide range of important services and support functions to local CASA/GAL programs, as shown in Table 7.

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

<b>Service</b>	<b>Percentage of organizations</b>
Represent state at meetings sponsored by National CASA and other organizations.	96%
Provide current information regarding state and federal legislation and policy.	94%
Provide support and technical assistance.	94%
Facilitate communication, networking and information-sharing among programs in the state.	94%
Represent CASA/GAL on state policy commissions, boards, panels, etc.	94%
Increase awareness of CASA/GAL work among legislators.	91%
Increase public awareness of CASA/GAL work.	89%
Collect and maintain data for National CASA surveys and other purposes.	85%
Support new program development in the state.	76%
Provide information and assistance to support local program fundraising.	74%
Host a statewide conference.	72%
Other*	24%

\* Other functions reported included administration of public funding; financial, budgeting and accounting assistance; grants management; resource development; personnel support; monitoring local program standards compliance; IT support; director, staff, attorney and volunteer training; and incubation of start-up programs.

## Theta Chapter Involvement

Alumnae and collegiate Theta chapters were involved in a variety of ways: They held Theta-organized fundraisers (24%); provided board or committee service (20%); held Theta-organized awareness activities (15%); acted as special event volunteers for program-managed fundraising or awareness events (13%); volunteered as advocates (alumnae only—7%); or participated as office volunteers or interns who are not advocates (2%). Nine percent were involved in other ways such as providing Christmas gifts for children with CASA volunteers and being involved in public policy activities with the state legislature.

## Assistance from National CASA

Eleven organizations offered ways in which National CASA could further assist their state organizations. Requests were thoughtful and detailed and, for the most part, had little repetition. Requests were made for various types of ongoing education such as advanced workshops at the national conference, additional seminars and board modules. There were also requests for promoting a uniform national identity, strengthening national standards and developing national relationships with corporations. Providing more networking opportunities among state directors

was mentioned as was involving state organizations up front in planning services and programs. Comments have been passed on to the appropriate teams at National CASA for review.

## 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 2.25 FTE in 2009. Staffing levels varied significantly by type of administration: Not-for-profits had a median of 2.0 FTE, while the typically older and larger state-administered organizations had a median of 4.75 FTE. The latter represents a decline in staffing from 6 FTE in 2008.

State organizations reported a median of 2 full-time paid staff persons, ranging from 1 to 151 full-time staff. More organizations had only one full-time staff person in 2009: 44% compared to 34% in 2008. Fifteen percent had more than 10 full-time staff, a slight decrease when compared to 2008. Organizations reported a median of one part-time staff person, ranging from 0 to 20 part-time staff.

A majority (85%) of staff were female; most were Caucasian (82%), followed by African American (12%), Hispanic/Latino (3%), American Indian/Alaska Native (1%), multiracial (1%) and Asian/Pacific Islander (<1%). (N=558)

### State Director Position\*

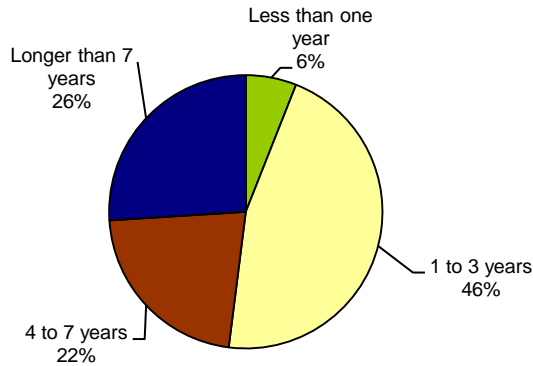
*\* Please note that the title "state director" is used for simplicity in describing this position, but actual job titles vary by organization, including executive director, program manager and state coordinator.*

The state director most typically worked full-time (96%). The state directors' highest completed education levels were post-graduate degree (36%), graduate degree (33%) and college degree (29%); 2% had completed some college. The majority were Caucasian (89%); 4% were African American; and 2% each were American Indian/Alaska Native, Hispanic/Latino and multiracial. Seventy-seven percent were women, and 23% were men.

State directors' salaries ranged from \$32,000 to \$110,000. The median annual salary for full-time directors was \$58,000 per year, \$1,000 less than in 2008. Salaries in not-for-profit organizations were lower than in those administered by the state (\$50,000 compared to \$64,650 for full-time directors).

Almost half (48%) of state directors have been in their positions longer than three years (Figure 1). Nonprofit organizations had a higher percentage (55%) of directors who had been in their positions longer than three years than did state-administered organizations (35%). A lower turnover rate in 2009 was evident in that half as many directors had been in their positions less than one year compared to 2008 (6% in 2009 compared to 13% in 2008).

**Figure 1. Length of Time in State Director Position**



## Benefits

Health insurance was the most frequently offered benefit, with 83% of all organizations offering health benefits to at least some employees (Table 8). All state-administered organization employees were offered health benefits compared to 72% of nonprofit employees. Retirement benefits were offered less often; only 41% of employees in nonprofits were offered this benefit compared to 94% of employees in state-administered organizations.

Table 8. Benefit offerings

Benefits offered to...	Health Benefits			Retirement Benefits		
	All organizations	State-administered	Non-profit	All organizations	State-administered	Non-profit
State directors	70%	88%	59%	57%	88%	38%
Other full-time staff	65%	94%	48%	46%	88%	21%
Other part-time staff	22%	47%	7%	22%	47%	7%
No one	17%	0%	28%	39%	6%	59%

**Appendix: State CASA/GAL Organizations Responding to the 2009 Survey**

Alaska CASA Program	Anchorage	AK
Alabama CASA Network, Inc.	Irondale	AL
Arkansas State CASA Association	Little Rock	AR
Arizona CASA Program / Arizona Supreme Court	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
Maine CASA Program	Augusta	ME
Michigan CASA (MO CASA)	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
New Mexico CASA Network	Albuquerque	NM
Nevada CASA Association, Inc.	Reno	NV
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
Office of Court Appointed Special Advocate	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