

# The National CASA Association

## Annual State Organization Survey Report 2015



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# Introduction

The mission of the National Court Appointed Special Advocate Association (National CASA), together with its state and local members, is to support and promote court-appointed volunteer advocacy so that every abused or neglected child can be safe, establish permanence and have the opportunity to thrive. National CASA, headquartered in Seattle, 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 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 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 2015, there were 43 state CASA/GAL organizations. The entire CASA/GAL network consisted of a total 943 local and state programs.

These survey results 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 organizations. This year's state organization survey drew a 98 percent 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. A median means 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
<b>Number (Percentage)*</b>	42 (100%)	24 (60%)	14 (35%)
<b>Program age</b>	24 years	23 years	30.5 years
<b>Staff Full Time Equivalent (FTE)</b>	3.0	2.2	4.5
<b>Local program offices</b>	19	22	14
<b>Number of counties served</b>	37	39	45
<b>Total revenue</b>	\$491,190	\$320,660	\$1,712,400
<b>Expenses</b>	\$450,270	\$364,190	\$2,035,000
<b>Percentage of state organizations passing revenue to local programs</b>	50%	42%	57%
<b>Median percent of revenue passed-through</b>	65%	54%	84%
<b>Number of programs receiving pass-through</b>	17	21	14

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.

\* Two organizations (2 percent) identified themselves as having some “other” administrative structure and two organizations did not respond to the question.

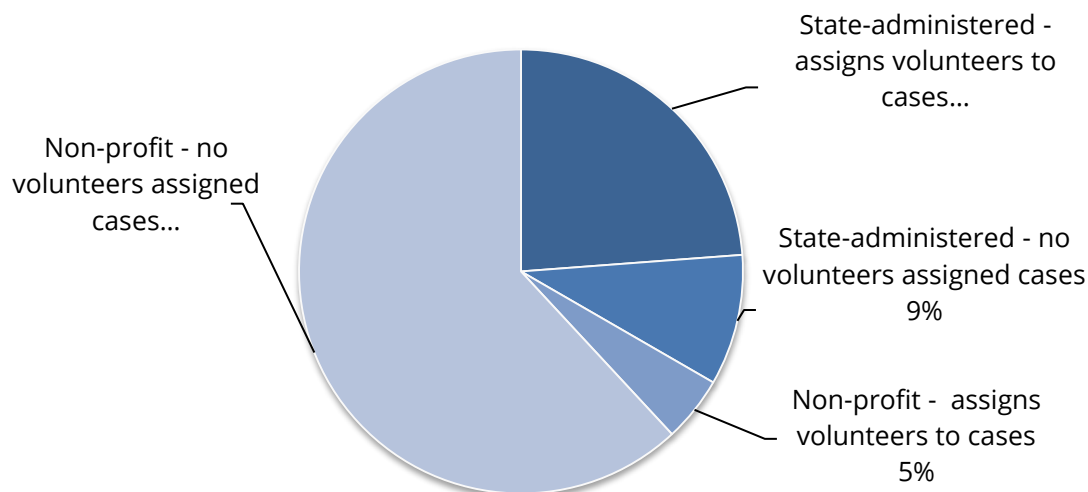
# Program Operations and Resources

## Organization Age and Structure

The median age of responding programs was 24 years, ranging from 1 year old to 37 years old at the end of 2015. Three-fourths of organizations were more than 18 years old, and one-fourth of organizations were at least 29 years old. State-administered organizations tended to be older (median of 30.5 years) compared to nonprofit organizations (23 years).

Sixty-five percent of responding organizations were nonprofits, while 33 percent were administered by their respective state governments. Twenty-seven 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 to 72, with a median of 19 offices and total of 851. State-administered organizations had a median of 14 local offices, while not-for-profits had a median of 22 local offices. Twenty-five percent of state organizations directly administered all local programs; 15 percent directly administered some; and while 60 percent did not administer any.

A median of 37 counties were served by CASA programs in each state, ranging from 0 to 213. A total of 1,781 counties were served in all. Thirty percent of states had a local program in every county in their state. Among those states without a program in every county, a median of 41 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	52
Nonprofit	22	39	35
All organizations	19	37	41

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

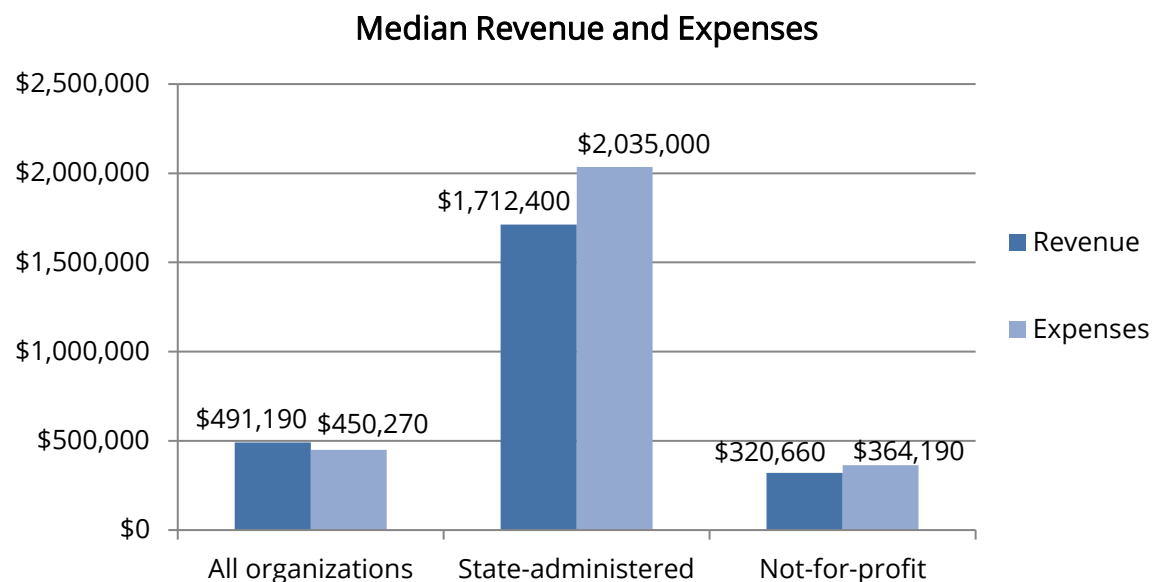
\*\* Includes only those reporting at least one county without a local program office.

Nearly all (95 percent) survey respondents reported that all local CASA/GAL programs were members of or affiliated with the state organization. Forty-four percent of state organizations required local programs to pay a membership fee. While four organizations reported having a sliding scale, the average fee for the others was \$114.

Seven state organizations (17 percent) reported an independent fundraising arm. These auxiliary groups each raised between \$600 and \$62,000 for their state organizations.

## Revenue

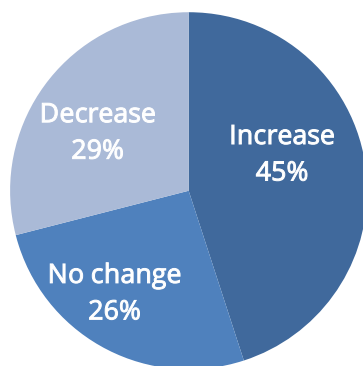
For the fiscal year ending no later than December 31, 2015, median total revenue was \$491,190 compared to \$490,160 in 2014. Detailed revenue by source is found in the table on page seven. Tables are found in Data Appendix Table A.



More organizations reported that their revenues increased as opposed to decreased or remain constant from FY 2014 to FY 2015. However, a smaller number of organizations reported an increase this year than last year (45% compared to 57%).

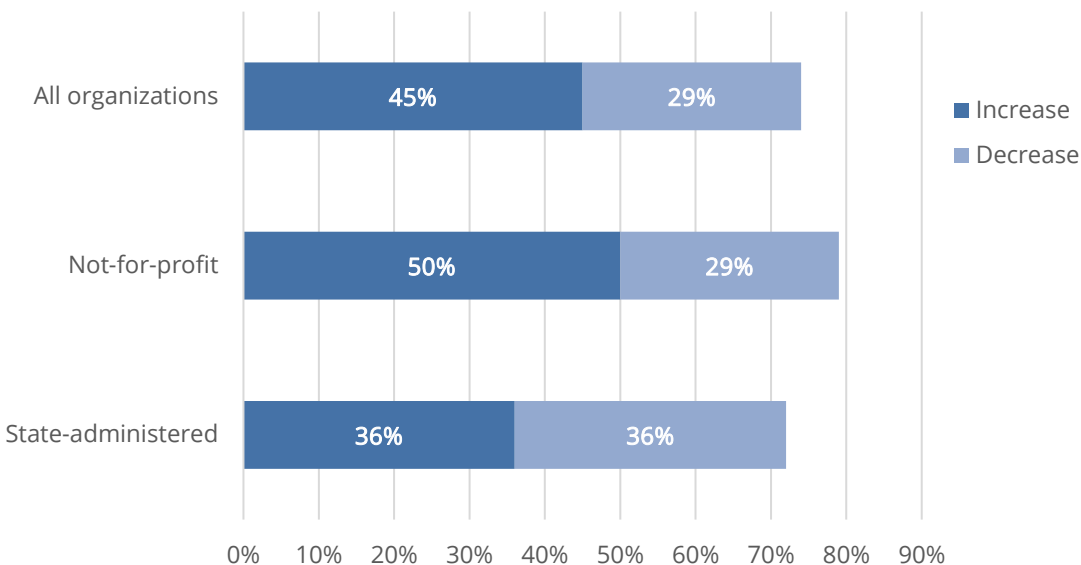
Reasons given for increases in revenue were divided almost equally between new or increased funding from grants and from public entities, including legislative appropriations. Less often mentioned were increases in private donations. Reasons for decreases in revenue were largely attributed to a loss of or reduction in grant funding.

### Change in Revenue, 2014 to 2015



Nonprofit organizations were more likely to have experienced revenue increases than state-administered organizations, which were also the most likely to have experienced decreases.

### Revenue Change by Administrative Structure



### Revenue by Source

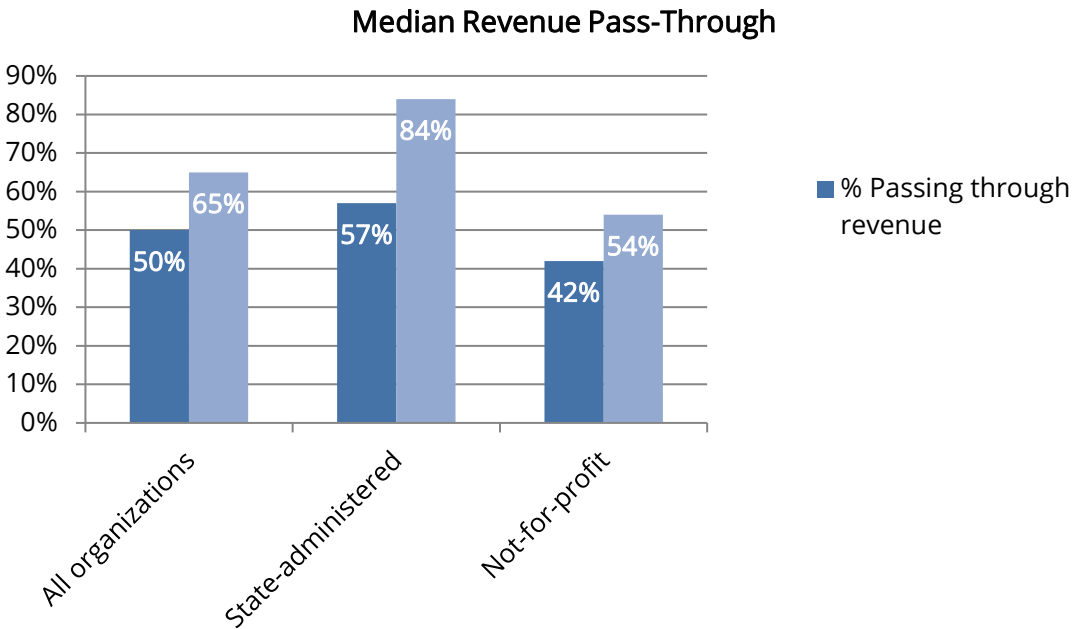
Funding Source	Number of orgs reported received	Percentage of orgs reported received	2015 median amount	2015 total amount reported
<b>Public Categories and Subtotal</b>				<b>\$104,484,006</b>
Court	11	26%	\$263,440	\$19,119,871
Court Improvement Program	9	21%	\$45,000	\$479,014
State	21	50%	\$539,000	\$72,404,280
CDBG (Community Development Block Grant)	2	5%	\$20,250	\$40,500
County	2	5%	\$18,250	\$36,500
City	1	2%	n/a	\$63,675
Federal (not in other categories)	4	10%	\$308,270	\$1,378,678
National CASA grant	26*	76%	\$40,000	\$1,388,556
VOCA (Victims of Crime Act)	7	17%	\$48,570	\$5,442,890
Children's Justice Act funds	12	29%	\$24,650	\$442,918
TANF	1	2%	n/a	\$1,621,308
Title IV-E	9	21%	\$34,580	\$2,065,816
<b>Private Categories and Subtotal</b>				<b>\$3,960,953</b>
Corporate contributions	18	43%	\$6,000	\$433,000
Individual donors	25	60%	\$10,940	\$757,582
Membership dues	16	38%	\$2,950	\$221,338
Foundation grants	17	40%	\$57,000	\$2,230,992
Kappa Alpha Theta	3	7%	\$4,700	\$18,310
IOLTA (Interest on Lawyers' Trust Acct)	3	7%	\$12,330	\$47,828
Church donations	4	10%	\$2,040	\$7,632
United Way	7	17%	\$550	\$80,238
Community service orgs or clubs	3	7%	\$3,910	\$164,033
<b>Fundraising Categories and Subtotal</b>				<b>\$5,683,591</b>
Fundraising events	16	38%	\$33,150	\$782,149
Product sales	5	12%	\$2,200	\$52,900
Other sources	22	52%	\$14,550	\$4,848,542
<b>Total Revenue</b>	<b>42</b>	<b>100%</b>	<b>\$491,190</b>	<b>\$114,128,550</b>

\*This number reflects actual value and not reported value.



## Revenue Pass-Through

Half of state organizations passed revenue through to a median of 17 programs. Dollar amounts varied widely by type of organization, with the median being 65 percent of total revenue. Tabled data are found in Data Appendix Table B.



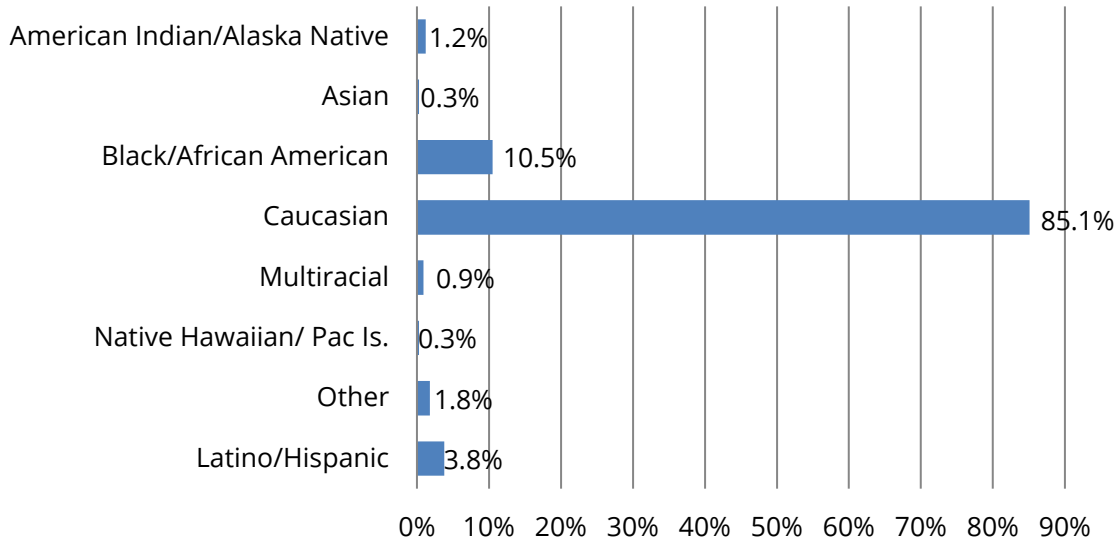
## Boards of Directors

Sixty-nine percent of state organizations reported having a board of directors. All responding not-for-profit organizations had a board. Of those with boards, 38 percent met quarterly, 21 percent every other month, 28 percent monthly, and 14 percent on some other schedule.

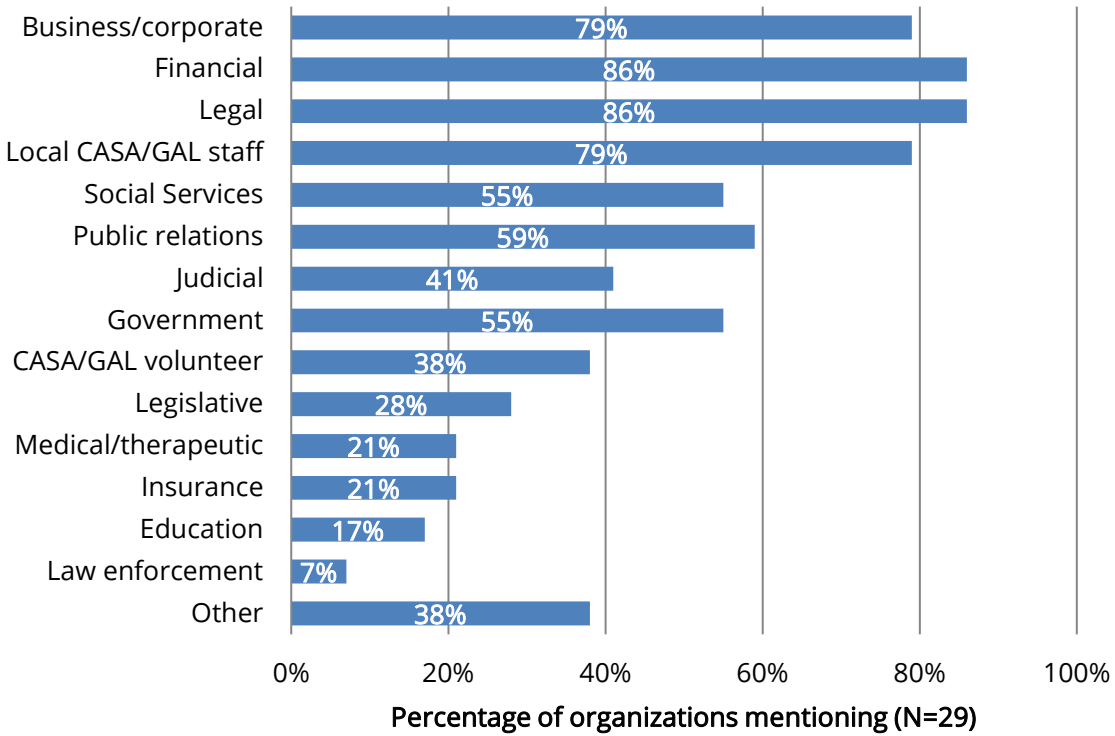
Nearly two-thirds (62 percent) of board directors were female; 38 percent were male. The majority of board members were Caucasian; complete racial breakdown is shown below. Detailed data is found in Data Appendix Table C.

Board members brought with them a range of expertise, most frequently in the financial and legal arenas. The majority of boards included a local program staff member (79 percent), but fewer than half (38 percent included a CASA/GAL volunteer. “Other” areas of expertise included media and communication, research, and human resources. Tabled data are found in Data Appendix Table D.

### Board Members by Race/Ethnicity



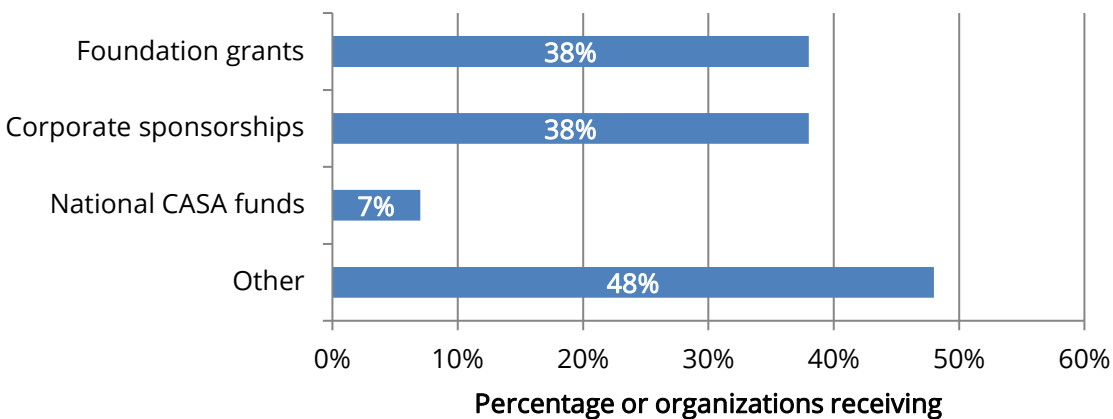
### Board member expertise



## Statewide Conferences and Trainings

Twenty-nine state organizations (69percent reported that they hosted statewide conferences. Among those doing so, 72percent hosted once per year; 17 percent every other year; 7 percent twice per year; and 3 percent on some other schedule. The number of participants ranged from 30 to 700, with an average of 241 participants. Sources of funding for conferences are shown below; “other” sources included registration fees, a range of public funding sources, and private donations. Tabled data are found in Data Appendix Table E.

Sources of funding for statewide conferences



In addition to statewide conferences, 83% 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. Tabled data are found in Data Appendix Table E.

Other types of statewide trainings



## Program Services

State organizations provided a wide range of important services and support functions to local CASA/GAL programs/offices, as shown below. “Other” services mentioned included administration of state funding and grant management. Several also noted overseeing or implementing QA processes, which were asked about in a separate question this year (see below for more findings).

### Services Provided by State Organizations to Local CASA/GAL Programs

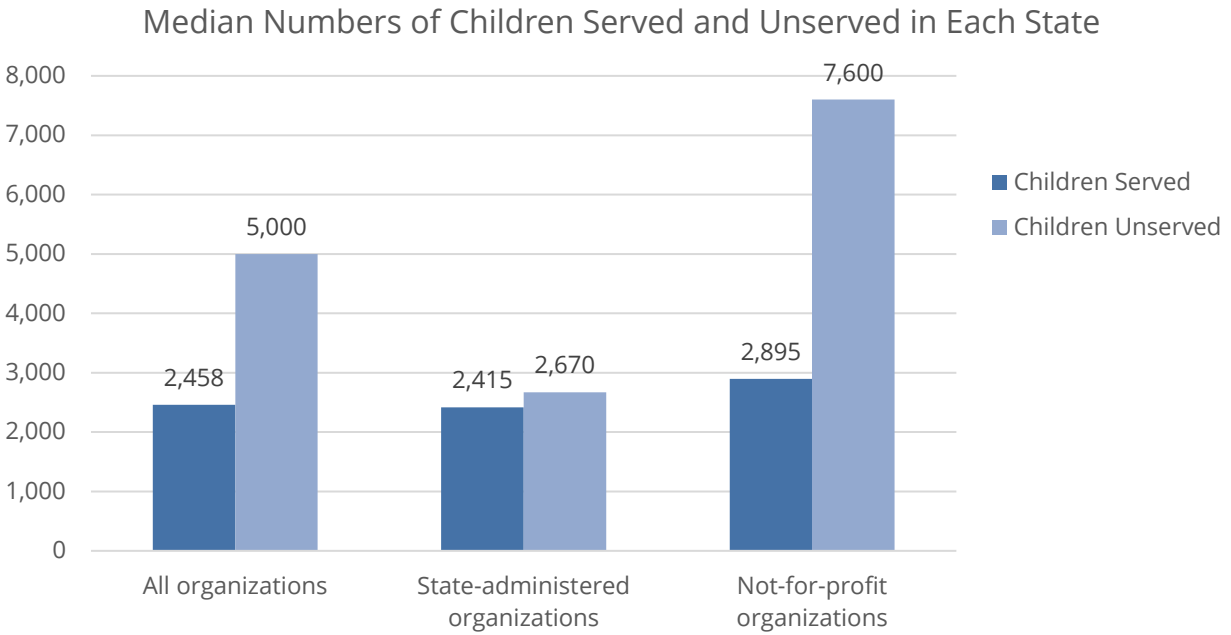
Service	Percentage of organizations
Represent your state at meetings sponsored by National CASA and other orgs	93%
Provide support and technical assistance	91%
Facilitate communication, networking and info-sharing among programs	88%
Provide current info regarding state and federal legislation and policy	86%
Represent CASA/GAL on state policy commissions, boards, panels, etc.	83%
Increase awareness of CASA/GAL work among legislators	79%
Collect and maintain data for National CASA surveys and other purposes	69%
Support new program development in the state	69%
Provide information and assistance to support local program fundraising	57%
Other service	43%

## Quality Assurance

In a new survey question, 41 percent of state organizations indicated that they administer a quality assurance (QA) process for local programs. Approximately one-third (35 percent) complete the QA process every 1 to 2 years; 35 percent do so every 3 or more years; and 29 percent have a varied schedule or have just begun undertaking the QA reviews.

## Children Served and Unserved

State organizations reported 202,436 children served in their states by CASA/GAL volunteers or paid program staff acting in a volunteer capacity (responses provided by 86 percent of state organizations). State organizations reported 218,867 children unserved in their states (responses provided by 71 percent of state organizations). Twelve percent of organizations reported that there were no children left unserved in their states. Medians are shown below.



## Program Staff

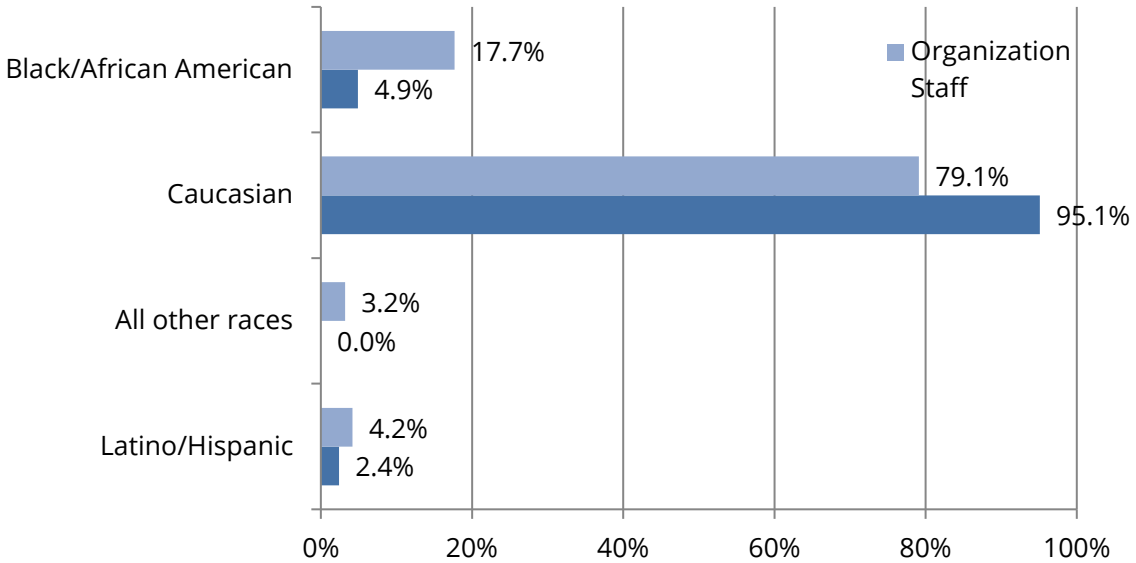
Staffing questions were asked in two different ways: by FTE (full-time equivalents) and by the actual number of paid staff persons. Slightly different results are thus expected from each question since a part-time staff person counts as 0.5 FTE (as an example) and, at the same time, as one paid staff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

Overall, state organizations employed a median of 3.0 full-time equivalents (FTE) in 2015. Staffing levels varied by type of administration: nonprofits had a median of 2.2 FTE while state-administered organizations had a median of 4.5 FTE.

State organizations reported a median of three full-time paid staff persons, ranging from 0 to 144 full-time staff. One-third of organizations had only one full-time staff person while 18 percent had more than ten full-time staff persons. Organizations reported a median of one part-time staff person, ranging from zero to seven part-time staff. In total, organizations reported employing 422 full-time staff and 58 part-time staff.

A majority (83 percent of staff were female and Caucasian (79.1 percent); complete racial comparisons are shown below. Detailed demographic data are found in Data Appendix Table C.

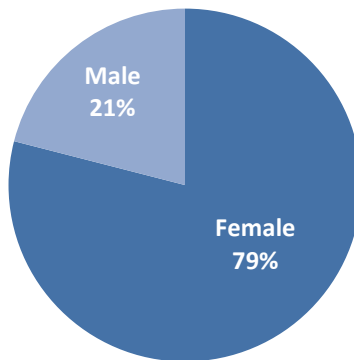
### Race and Ethnicity of State Organization Staff and Directors



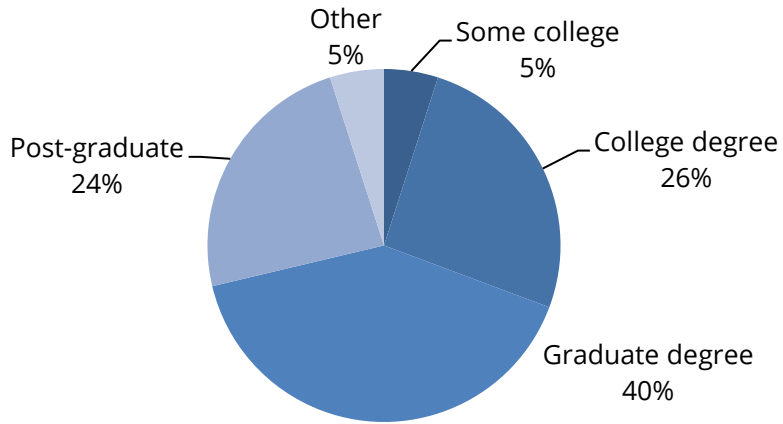
The State Director typically worked full-time (88 percent). The majority were female, Caucasian/non-Hispanic/non-Latino, and had at least a graduate degree. Additional demographic details of directors are shown in the figures below.

Just over one-third of state directors had been in their positions longer than three years. Median annual salary for full-time directors was \$71,090.

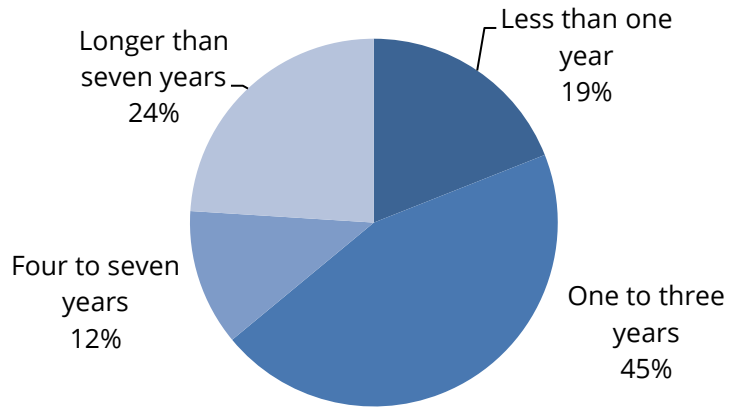
### Gender of State Directors



### Highest completed education levels

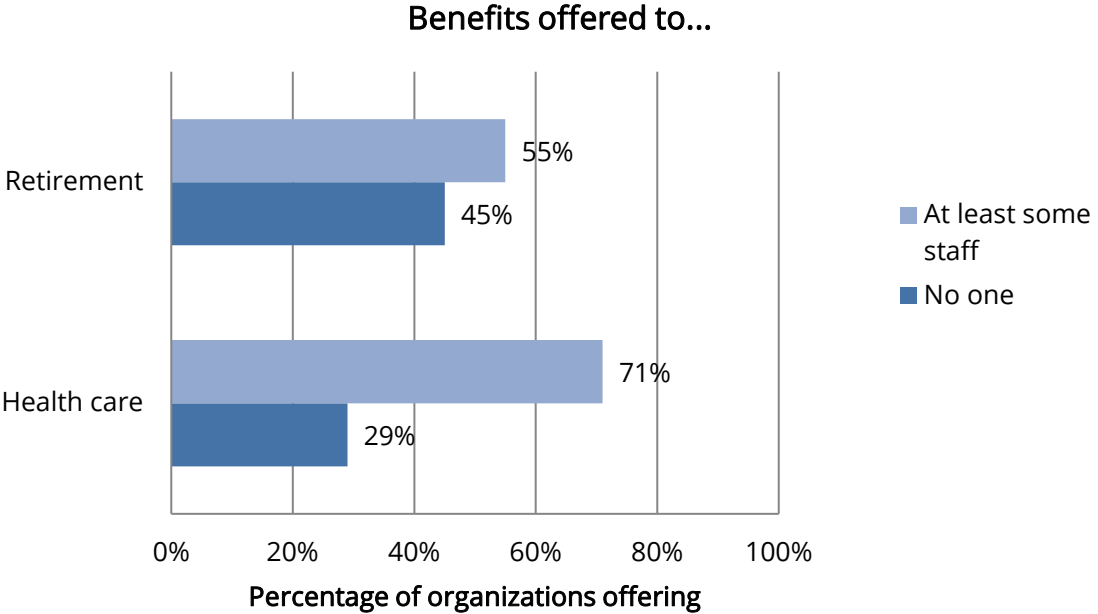


### Length of time in state director position



# Benefits

Phrasing of the benefits questions were changed in this year's survey, altering how the findings can be reported. Overall, more organizations offered health benefits to at least some employees than retirement benefits (71 percent compared to 55 percent).





## Appendix: State CASA/GAL Organizations Responding to the Survey, 2015 (N=42)

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
Kentucky CASA Network	Louisville	Kentucky
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, Inc.	Gulfport	Mississippi
Missouri CASA Association	Columbia	Missouri
CASA of Montana	Helena	Montana
Nebraska CASA Association	Lincoln	Nebraska
CASA of New Hampshire, Inc.	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
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
Department of Criminal Justice Services	Richmond	Virginia
Washington State Association of CASA/GAL Programs	Seattle	Washington

West Virginia CASA Association  
Wisconsin CASA Association

Wellsburg  
Madison

West Virginia  
Wisconsin

## Data Appendix

**Table A. Median Revenue and Expenses**

	Median revenue	Median expenses
All organizations	\$491,190	\$450,270
State-administered	\$1,712,400	\$2,035,000
Not-for-profit	\$320,660	\$364,190

**Table B. Median Pass-Through**

	Percentage passing through revenue	Median percentage of total revenue	Median amount of pass-through funding
All organizations	50%	65%	\$200,000
State-administered	57%	84%	\$1,103,690
Not-for-profit	42%	54%	\$176,340

**Table C. Board, Staff and State Director Demographics**

Demographics	Board	Staff*	State Director
Female	62%	83%	79%
Male	38%	17%	21%
American Indian/Alaska Native	1.2%	1.1%	-
Asian	0.3%	0.4%	-
Black/African American	10.5%	17.7%	4.9%
Caucasian	85.1%	79.1%	95.1%
Multiracial	0.9%	0.6%	-
Native Hawaiian/Other Pacific Islander	0.3%	-	-
Other	1.8%	1.1%	-
<i>Total number for race</i>	<i>342</i>	<i>464</i>	<i>41</i>
Latino/Hispanic	3.8%	4.2%	2.4%
Non-Latino/Non-Hispanic	96.2%	95.8%	97.6%
<i>Total number for ethnicity</i>	<i>289</i>	<i>430</i>	<i>41</i>

\* Includes state director or person in charge.

**Table D. Board Expertise (N=29)**

Area of board expertise	Percentage of organizations
Legal	86%
Financial	86%
Business/corporate	79%
Local CASA/GAL staff	79%
Public relations	59%
Social services	55%
Government	55%
Judicial	41%
CASA/GAL volunteer	38%
Legislative	28%
Medical/therapeutic	21%
Insurance	21%
Education	17%
Law enforcement	7%
Other	38%

**Table E. Statewide Conferences and Trainings**

Sources of funding for statewide conferences (N=29)	
Foundation grants	38%
Corporate sponsorships	38%
National CASA funds	7%
Other	48%
Other Types of Statewide Training (N=35)	
Program management for local CASA programs	74%
Training of facilitators	69%
Diversity/cultural competence/inclusion training	57%
Board training	43%
Strategic planning	43%
Resource development	29%
<i>Knowing Who You Are</i>	14%
Other	46%