

Profile of New York CASA Programs

2002

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INTRODUCTION

CASA:Advocates for Children of NYS (CASANYs) retained Jami M. Bodonyi, MSW, to compile the 2002 National CASA survey results from New York State's local CASA programs. CASANYs wishes to thank the National CASA Association (NCASAA) and the New York State Office of Children and Family Services for their support of this initiative.

FINDING SUMMARY

Twenty CASA programs existed in New York as of December 2002. All 20 responded to the National CASA Association's 2002 local program survey, which provided the data for this report. Two programs first assigned cases to volunteers in 2002. Their data was included in this year's report since they served a significant number of children despite 2002 being their first year of operation.

- ◆ The average age of responding programs was 12.2 years, ranging from less than one year old to 24 years old. Seventy percent of the programs in New York began operating more than 10 years ago.
- ◆ **4243 children** were served by CASA volunteers in New York in 2002.
- ◆ **623 volunteers** served these children in 2002.
- ◆ These volunteers contributed **43,757 volunteer hours** in 2002.
- ◆ Median total revenue in 2002 was \$70,750. Fifty-five percent of responding programs reported an increase in revenue in 2002 compared to 2001. Twenty-five percent reported a decrease in revenue.
- ◆ The median cost per child was \$600. The median cost per volunteer was \$3010.
- ◆ Cases were most often closed because the child was returned to his or her family. The next most common reasons for closure were achievement of permanency through adoption, case removed from docket, or legal guardianship.
- ◆ Ninety percent of programs currently utilize the NCASAA Volunteer Training Curriculum. Nearly 40% of programs have used the entire training curriculum. A majority of the remaining programs have used at least 80% of the curriculum.

A Note on Methods

Findings reported here are those of the New York respondents to the 2002 Local Program Survey administered by the National CASA Association. Medians represent the midpoint in values: Half of the values are higher than the median while half are lower. Using medians in place of averages eliminates the skewing of data by a small number of programs that might be significantly different from the others, especially when the total number of programs is low.

Figure 1

TYPICAL* NEW YORK PROGRAMS

ALL PROGRAMS

(N = 20, 100% of responding programs)
12 years old
1.5 FTE
25 volunteers
70 hours contributed annually per volunteer
106 children served
\$70,750 total revenue



INDEPENDENT NON-PROFIT PROGRAMS

(N = 8, 40% of responding programs)
14 years old
1.75 FTE
30 volunteers
106 hours contributed annually per volunteer
175 children served
\$72,080 total revenue



PROGRAMS UNDER UMBRELLA ORGANIZATIONS

(N = 12, 60% of responding programs)
12 years old
1.5 FTE
23 volunteers
31 hours contributed annually per volunteer
83 children served
\$70,750 total revenue

* Numbers are based on the median values, meaning that half of the programs had more than the median amount and half had less. Numbers for typical programs are medians. FTE = full-time equivalent for staff positions.

TRENDS IN 3 KEY MEASURES

Number of Children Served

- 2.5% median increase among programs since 2001.
- A total of 4243 children were served by New York CASA programs in 2002.

Number of Volunteers

- 2.0% median increase over 2001.
- 623 individuals volunteered as New York CASAs in 2002.

Number of Volunteer Hours

- 2.8% median increase over 2001.
- 43,757 volunteer hours were reported for all New York programs in 2002.

Table 1. Median percent changes from 2001 to 2002 based on type of program structure.

Type of Program	Children Served	Volunteers	Volunteer Hours
Independent Non-Profit	2.4%	0%	2.8%
Part of an Umbrella Organization	4.3%	18.4%	23.5%
All NY programs	2.5%	2.0%	2.8%

PROGRAM OPERATIONS AND RESOURCES

SERVICE AREA AND STRUCTURE

Programs were asked to identify themselves as serving a primarily urban, rural or mixed/suburban geographic area. One-fifth (20%) responded that they serve a primarily rural area; 15% serve an urban area; and 65% a suburban or mixed region. Nationally, 46% of programs are rural; 40% are mixed/suburban; and 13% are urban. Fifteen percent of responding programs serve populations of less than 100,000; 55% serve 100,000 to 400,000; and 30% serve populations over 400,000.

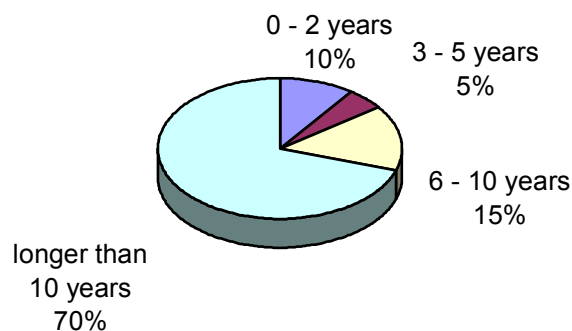
Eighty percent of programs serve one county; 10% serve two and 10% serve more than two. The majority (85%) of responding programs served a single court jurisdiction, and 15% served two. In 83% of cases, the program served the entire court district or jurisdiction in which it was located. Ten percent operated at least one satellite office in other counties or courts within the jurisdiction. In one case, 3 satellites were operated and in the other, 4 satellites. No programs had another CASA program in their court district or jurisdiction.

Over half (60%) of programs are part of an umbrella agency, while 40% are independent non-profits.

PROGRAM AGE

The average age of responding programs was 12.2 years, ranging from less than one year old to 24 years old. Seventy percent of the programs in New York began operating more than 10 years ago (Figure 2); only 49% of programs nationally are as old.

Figure 2. Age of NY CASA Programs (N=20)



PROGRAM REVENUE

Fifty-five percent of responding programs reported an increase in revenue in 2002 compared to 2001. Twenty-five percent reported a decrease in revenue; and 20% reported that revenue remained the same. Median total revenue for 2002 was \$70,750. Revenue ranged from \$16,000 to \$1,057,600. Total revenue did not vary significantly by type of program structure. As would be expected, older programs had the highest median revenue (\$82,480), though not by a large amount.

FUNDING SOURCES

Table 3 gives an indication of the range of sources from which funding is received. Eighty-five percent of New York programs indicated that they receive funding from TANF funds and IOLA (Interest on Lawyers Accounts). The next most common sources were unspecified fundraising events, United Way, New York State, and foundation grants. Overall, median contributions were not large sums, indicating that most programs piece together their funding from a number of sources. Those sources contributing more than \$10,000 per program were, in order of contribution size: courts, counties, the state of New York, United Way and TANF.

COSTS PER CHILD AND VOLUNTEER

Overall, the median cost per volunteer was \$3,010 in 2002. Median costs per volunteer were lower for independent non-profit programs (\$2430) compared to umbrella organizations (\$3090).

Median costs per child ranged from \$300 to \$2940 for individual programs. The overall median was \$600, lower than that reported by programs across the country (\$750).

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

Type of Program Structure	Total Expenses	Cost per Volunteer	Cost per Child Served	Number of Programs*
Independent on-profit	\$88,160	\$2430	\$530	7
Part of an umbrella org.	\$70,750	\$3090	\$750	11
All NY programs	\$73,980	\$3010	\$600	18

* Number of programs with valid data.

Table 3. Percent of programs receiving funding from each source in 2002; 2002 median dollar amount; and total contributions in 2002 as reported by the responding programs.

Funding Source	Percent of programs in 2002	2002 Median funding amount	Total 2002 contributions for responding programs
Public			
Court	10%	\$94,460	\$188,913
State	50%	\$16,500	\$260,539
County	45%	\$20,000	\$258,798
City	5%	\$5,000	\$5,000
NCASAA grant	30%	\$9,500	\$105,699
VOCA (Victims of Crime Act)	-	-	-
Children's Justice Fund	-	-	-
TANF	85%	\$11,500	\$239,492
Title IV-E	-	-	-
Other federal	-	-	-
Private			
Corporate contributions	15%	\$1,450	\$158,670
Individual donors	45%	\$5,000	\$161,929
Membership dues	-	-	-
United Way	55%	\$13,000	\$123,870
Foundation grants	50%	\$5,000	\$653,175
Kappa Alpha Theta	5%	\$150	\$150
IOLTA (Interest on Lawyers' Trust Acct)	85%	\$5,000	\$76,526
Church donations	15%	\$4,340	\$33,875
Community service orgs/clubs	20%	\$700	\$3,505
In-kind donations	10%	\$4,250	\$8,500
Fundraising			
CASA Playhouse event	-	-	-
Light of Hope event	-	-	-
Other fundraising events	60%	\$2,340	\$49,907
Product sales	15%	\$260	\$5,067
Other sources	20%	\$1,020	\$5,281
Total Revenue	-	\$70,750	\$2,443,629

CASA STAFF

NUMBER OF POSITIONS

CASA programs reported a median of 2 staff persons: 1 full-time positions and 1 part-time position. Programs reported a median of 1.5 total FTE, ranging from 0 to 10.75 FTE in individual programs. Just one-fourth (25%) of programs gained staff positions in 2002, 70% reported no change, and 5% reported losing positions. Of the programs reporting a gain, 3 gained one FTE; 1 gained 0.5 FTE. One program lost 0.1 FTE.

Nearly two-thirds (60%) of programs had at least one staff person who had previously been a volunteer. Half of these programs had two or more staff who were first volunteers. A total of 20 staff had been volunteers.

DEMOGRAPHICS

As shown in Table 4, the majority (85%) of staff are Caucasian; 3% are Hispanic/Latino; and 10% are African American. Fifty-six percent of all staff are female; 44% are male. Nearly 90% of the programs have at least one staff member with a college degree, and 46% have at least one staff with post-graduate education. Among all CASA staff, 5% have a high school diploma, 8% have some college experience, 41% have a college degree, and 46% have a graduate degree.

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

Race/ethnicity	Percent in each racial/ethnic group		
	Staff	Volunteers	Children Served
African American	10	11	49
Asian American	2	1	<1
Caucasian	85	82	30
Hispanic/ Latino	3	2	18
Native American	0	4	<1
Biracial/ Other	0	<1	2
<i>Number</i>	<i>60</i>	<i>620</i>	<i>4,074</i>

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

EXECUTIVE DIRECTOR POSITION

Only 3 programs (15%) had their executive directors (*also known as program directors or program coordinators*) leave in 2002. In all, 90% of programs had only one person hold the ED position during 2002; 10% had two persons.

The average length of time current Executive Directors have spent in their positions was 5.9 years. One-third (35%) of all New York ED's have been in their positions *6 years or longer*, and 20% of all ED's have been in their positions *longer than 10 years*. Length of tenure for ED's of independent non-profits is nearly twice that of ED's in umbrella organizations (Table 5), likely due in part to non-profits on average being older than the other programs.

Table 5. Average length of time ED has held position by type and age of program.

Type of program	Average number of years
Independent non-profit	8.4 years
Part of an umbrella organization	4.2 years
Age of program	
0 to 5 years old	3.5 years
6 to 10 years old	4.8 years
Over 10 years old	6.5 years

The median salary for Executive Directors based on one full-time equivalent for all programs was \$30,000 per year. This ranged from \$30,000 in umbrella programs to \$36,220 in non-profit programs (Table 6).

Table 6. Annual Executive Director salary* by type and age of program.

Type of Program	Median Salary
Independent non-profit	\$ 36,220
Part of an umbrella organization	\$ 30,000
Program Age	
0 to 5 years	\$ 31,000
6 to 10 years	\$ 25,000
11 or more years	\$ 35,000
<i>All Programs</i>	\$ 30,000

* Salary amounts are based on one full-time equivalent.

Seventy percent of programs provide benefits to the executive director. Executive directors work an average of 30 hours/week, with 40% working 40 hours/week.

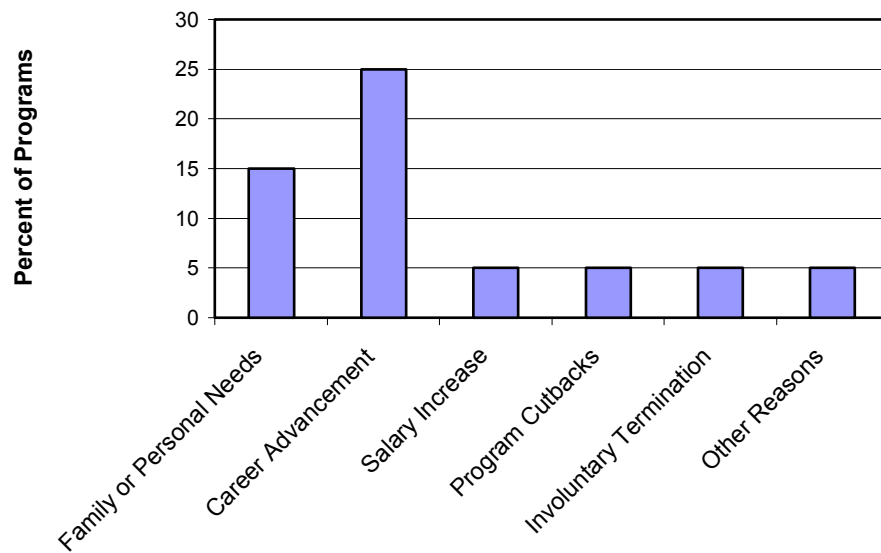
VOLUNTEER COORDINATOR POSITION

Over half (65%) of programs had at least one volunteer coordinator (*also known as volunteer managers, case managers or supervisors*) in 2002. The median salary for volunteer coordinators based on one full-time equivalent was \$27,040 per year, slightly higher than that nationally. Fifty percent of volunteer coordinator positions came with benefits. Median salaries for volunteer coordinators showed similar disparity to executive directors depending on type of program structure: Umbrella programs paid \$22,090 compared to \$30,140 in independent non-profits.

STAFF TURNOVER

One-fourth (25%) of programs with a training coordinator (only 20% of programs had a training coordinator) had the coordinator leave during 2002. Roughly the same percent (23%) of programs with a volunteer coordinator had at least one volunteer coordinator leave in 2002. Fifteen percent of programs lost their executive director in 2002. Figure 4 shows the percentage of programs that lost at least one staff person for each of several reasons. Staff persons were most often lost due to career advancement and for family or personal reasons. In addition to the reasons on the chart, the other reasons staff left their positions: staying home with a new baby and internal promotion.

Figure 4. Percent of Programs Losing at Least One Staff Person for Each Reason



CASA VOLUNTEERS

NUMBER AND HOURS CONTRIBUTED

Responding programs reported a median of 25 volunteers active on a case, ranging from a median of 23 in umbrella organizations to 30 volunteers in independent non-profits. Approximately 70 hours were contributed by each volunteer. The hours varied significantly by program structure (106 hours volunteer in independent non-profits and 31 hours in umbrella organizations). The number of hours contributed remains a difficult indicator to track reliably so the difference in these numbers must be interpreted cautiously.

CASA volunteers in New York operate as Friends of the Court.

DEMOGRAPHICS

The majority (87%) of volunteers were women. The race/ethnicity breakdowns were similar to those for CASA staff (see Table 3 on page 12). The majority (82%) were Caucasian, followed by African American (11%), Native American (4%), and Hispanic/Latino (2%).

Of volunteers for whom age was known, half were at least 40 years old. Age breakdowns were as follows: 11% were under 30; 14% were 30 to 39; 23% were 40 to 49; 25% were 50 to 59; and 26% were 60 and older. (N=531, excluding those for whom age was not known.)

Nearly half of the volunteers (43%) worked full-time in addition to being a CASA, and an additional 13% worked part-time. Retirees constituted 27% of the volunteers while students were 6%, and 12% were not employed. (N=533, excluding unknowns.)

New York CASA volunteers have higher education levels than volunteers nationally: 44% were college graduates and an additional 29% completed post-graduate education. Another 20% had some college education, and 6% had a high school diploma. (N=603, excluding unknowns.)

VOLUNTEER DEPARTURE

The average length of time served by volunteers, of those programs reporting this figure, is 2 years (24 months). One-fourth of programs have volunteers who served for an average of 15 months and one-fourth for 32 months.

The most commonly cited reasons for volunteers leaving a CASA program are listed in Table 7. Family needs and employment situation were most frequently noted as one of the top 3 reasons. Family needs also received the most #1 votes. One-third of programs noted that volunteers depart because they are moving from the area or the case has been satisfactorily completed. These findings are in roughly the same order as those nationally, with the exceptions of a much higher percent in New York of departures due to cases satisfactorily completed and a lower percent due to burnout/stress.

Table 7. Primary reasons CASA volunteers leave the program.

Reason for leaving	Percent of programs mentioning in top 3	Percent of programs ranking it #1
Family needs	75	35
Employment situation	50	20
Move from area	35	15
Case satisfactorily completed	30	5
Time commitment	25	20
Health needs	20	0
Frustration with system	20	5
Burnout/stress	15	0
Asked to leave	5	0

Children Served

A median of 106 children per program were served by CASA programs in 2002; 25% of programs served 56 or fewer children while 25% of programs served more than 193 children. Medians differed by type of program structure: 175 children were served in independent non-profits while 83 were served in umbrella organizations. The 106 children represent a median of 39 cases.

Three-quarters of programs (75%) reported that paid staff serve children directly and all programs had volunteers serving children. Nationally, only half of programs have paid staff serving children. Of those using paid staff, a median of 11 children were served by staff (compared to 84 served by volunteers).

Caseload Size

In 2002, programs reported assigning a median of 31 new children to a CASA volunteer and closing the cases of 28 children. 65% of volunteers only have one case at a time; 25% of volunteers are appointed two cases at a time; and 10% are appointed an average of 3 or more cases simultaneously. Nearly all volunteers are appointed to more than one child at a time: 20% are assigned to 2 children, 35% to 3, and 30% to 4 to 10 children (15% unknown).

Reasons for Case Closure

Cases were most often closed because the child was returned to his or her family. The next most common reasons for closure were achievement of permanency through adoption, case removed from docket, or legal guardianship. Table 8 shows the total number of children whose cases were closed for each reason and the average number of children per program whose cases were closed for each reason.

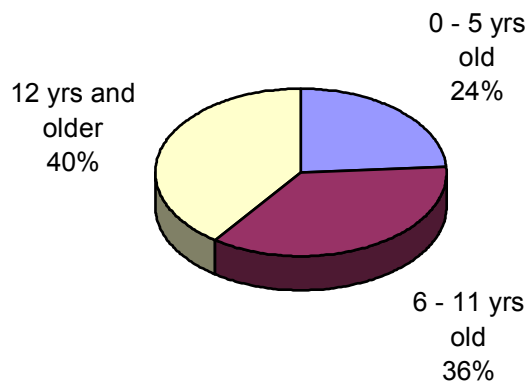
Table 8. Number of children whose cases closed for the following reasons and the average number of children whose cases closed for each reason per program.

Reason for case closure	Total number of children whose cases closed for this reason	Average number of children per program
Returned to family	234	14
Adopted	105	6
Case removed from docket	100	13
Placed with legal guardians	86	6
Case transferred	41	5
Child turned 18/21	38	3
Family moved	7	1
Child ran away	4	1
Death of child	0	0
Other	127	21

Children's Demographics

Children for whom gender was reported were nearly evenly divided between boys (52%) and girls (48%). Figure 5 shows the age breakdown of children served; a higher percentage of very young children were served in New York compared to other states.

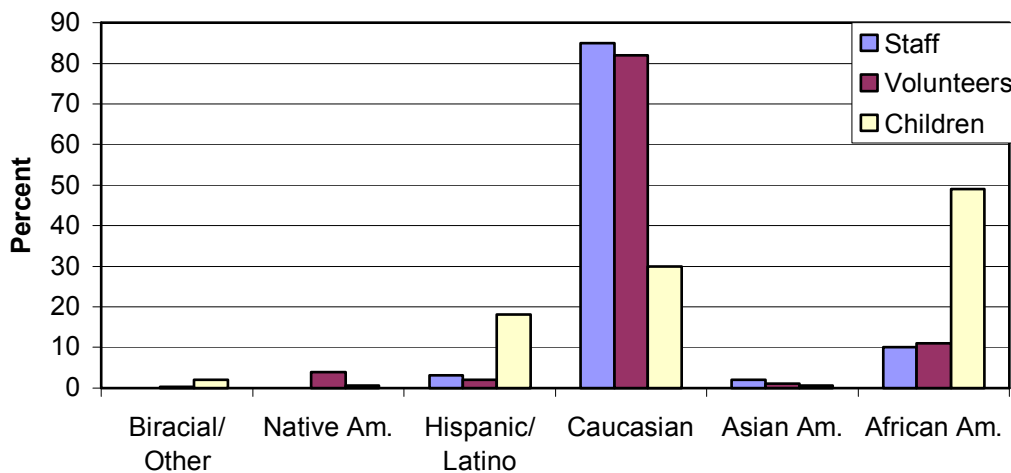
Figure 5. Ages of Children Served (N=4,116)



Indicative of the continued disproportionality of children of color in the child welfare system throughout the country, nearly three-fourths (70%) of the children served by

CASA volunteers were children of color, predominantly African American (49%) and Hispanic/ Latino (18%) (Table 4, p.11). Figure 6 demonstrates how these children are over-represented with regard to the percentages of staff and volunteers of color representing them.

Figure 6. Comparison of Race/Ethnicity among Staff, Volunteers and Children



Case Characteristics

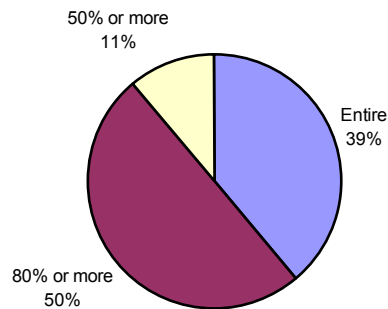
Cases tend to last more than 6 months. In a typical program, an average of 49 cases closed after one year; 17 cases closed between 7 and 12 months; 12 closed between 4 and 6 months; and 7 closed in less than 4 months.

In addition to child abuse and neglect cases, many programs accepted other types of cases: 40% of respondents accepted delinquency cases; 35% accepted divorce custody cases; 15% accepted supervised visitation cases; and 15% accepted mediation cases. Additionally, 15% of programs accepted other types of cases, primarily PINS.

Volunteer Training

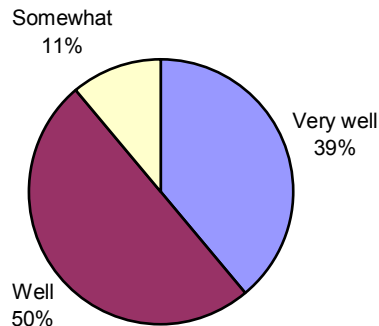
Ninety percent of programs currently utilize the NCASAA Volunteer Training Curriculum. Nearly all (95%) have had a volunteer trainer or staff person attend a Training of Facilitators on the use of the curriculum. An average of 20 volunteers were trained for CASA services during 2002, ranging from 6 to 120 volunteers per program. Nearly 40% of programs have used the entire training curriculum (Figure 7). A majority of the remaining programs have used at least 80% of the curriculum.

Figure 7. How much of the training curriculum have you used? (N=18)



Most respondents felt the NCASAA Volunteer Training prepared their CASA volunteers well or very well (Figure 8).

Figure 8. How well did the training curriculum prepare your volunteers? (N=18)



Nearly all programs (95%) offered continuing education opportunities for volunteer education hours. None of the programs have utilized the NCASAA web-based audio-stream as part of continuing volunteer education hours.

NCASAA Assistance to Local Programs

Half of the programs responded to the question concerning ways in which the National CASA Association can provide further assistance to local programs. There was very little overlap among the comments so they are listed individually below:

- *Additional COMET training.*
- *Videos for training.*
- *More train the trainer opportunities and COMET training in our area.*
- *We need to provide a great deal of continued training as the new advocates begin their assignments.*
- *Templates for procedures, policies and funding (grants); case supervisor specific training; marketing material and cost effectiveness workbook for local programs. Also, set scheduled education opportunities for the mandatory 12 hours of service.*
- *Funding, diversity, board responsibilities.*
- *Please stop changing the CASA slogan.*
- *The new curriculum is great!*
- *NCASA provides lots of assistance. Thanks.*

Appendix

Program respondents, 2002 (N=20).

Program Name	City
Albany County CASA	Albany
CASA of Fulton & Montgomery Counties	Amsterdam
Genesee County CASA for Children	Batavia
Voices For Children/CASA Program	Binghamton
CASA - Voices For Children, Inc.	Buffalo
EAC, Inc. Suffolk CASA Program	Central Islip
CASA of Chemung & Schuyler Counties	Elmira
Westchester County CASA	Elmsford
Orange County CASA Program	Goshen
Nassau County CASA	Hempstead
CASA of Ulster County, Inc.	Kingston
Sullivan County CASA, Inc.	Monticello
CASA of Rockland County	New City
New York City Court Appointed Special Advocates	New York
CASA of Dutchess County	Poughkeepsie
CASA of Monroe County	Rochester
CASA of Schenectady County	Schenectady
Onondaga CASA	Syracuse
Tri-County CASA	Utica
CASA of Jefferson County	Watertown