



ANNUAL PERFORMANCE REPORT

2014-2015

Message from the Advocate for Children and Youth



I am pleased to present the Annual Performance Report for 2014-2015 for the Office of the Advocate for Children and Youth. It reflects the Office's values, missions and goals for this planning cycle.

The past year has been a year of significant progress, which included the completion of the first annual *Advocate's Report on the Status of Recommendations 2014* which was released on February 18, 2015. There was also significant work towards my request to Cabinet that the *Child and Youth Advocate Act* be amended to include mandatory notification from government departments and agencies when a child or youth receiving services is involved in a critical incident or when a death of a child or youth occurs. This proposed amendment, if approved, could result in this office having one of the most progressive legislations in Canada and allow me, as the Advocate for Children and Youth, to further fulfill my mandate. We remain committed to further enhancing the ability of the office to ensure that the advocacy needs of children and youth of this province are consistently met in the coming years.

This Annual Performance Report has been prepared in accordance with the *Transparency and Accountability Act* provisions for a Category Two entity. As the Advocate for Children and Youth I recognize my obligation under the Act and I am accountable for the results reported herein.

Carol A. Chafe

Carol A. Chafe
Advocate for Children and Youth

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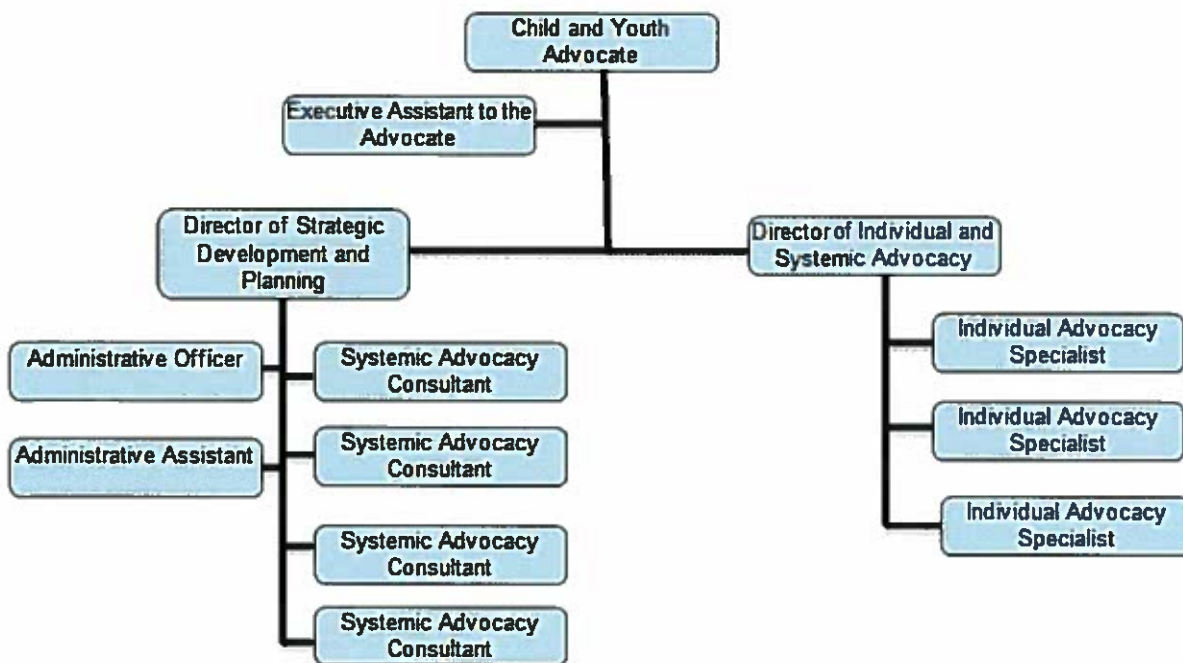
1.0 OVERVIEW

The Office of the Child and Youth Advocate (OCYA) opened on November 18, 2002. The Office was established by statute, *The Child and Youth Advocate Act*, which was proclaimed on May 12, 2002.

The current Advocate for Children and Youth, Carol A. Chafe was appointed to the position of Child and Youth Advocate on September 27, 2010 and confirmed by resolution of the House of Assembly on December 16, 2010.

The Advocate is a Statutory Officer of the House of Assembly and reports directly to the Legislature through the Speaker of the House. The staff of the Advocate for Children and Youth are members of the Public Service of Newfoundland and Labrador.

Advocacy services are provided to children and youth through a central office located in St. John's with outreach to all areas of the province. Services can be accessed by visiting our office and by telephone (toll-free number and telephone for the hearing impaired available), email, fax and the website.



The Office has a total of 12 staff working with the Advocate for Children and Youth; including the Director of Strategic Development and Planning and Director of Individual and Systemic Advocacy; 3 Individual Advocacy Specialists (IAS); 4 Systemic Advocacy Consultants (SAC); 1 Executive Secretary; 1 Administrative Officer; and 1 Administrative Assistant/Receptionist.

The House of Assembly Management Commission approved a budget of \$1,297,200.00 for the Advocate for Children and Youth for Fiscal Year 2014-2015

The details are noted below:

| | |
|-------------------------------------|-------------|
| Salaries | \$1,027,400 |
| Employee Benefits | \$3,500 |
| Transportation and Communications | \$65,400 |
| Supplies | \$6,000 |
| Professional Services | \$25,000 |
| Purchased Services | \$165,900 |
| Property, Furnishings and Equipment | \$4,000 |
| TOTAL | \$1,297,200 |

Contact Information:

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Web Site: www.ChildAndYouthAdvocate.nl.ca

2.0 MANDATE

The Mandate of the ACY is stated in Section 3 of the *Child and Youth Advocate Act*.

The ACY was established with a mandate to:

- Protect and advance the rights and interests of children and youth through the provision of advocacy services.
- Ensure that children and youth have access to services and that their complaints receive appropriate attention.
- Inform the public about the needs and rights of children and youth.
- Provide information and advice to government, agencies of the government and to communities about the availability, effectiveness, responsiveness and relevance of services to children and youth.
- Make recommendations to government regarding legislation, policies, programs and services designed to meet the needs of children and youth.
- Conduct independent reviews and investigations.

In carrying out her duties, the Advocate may:

- Receive and review matters related to individuals or groups of children and youth.
- Advocate or use alternative dispute resolution mechanisms to resolve issues.
- Initiate and participate in case conferences, administrative reviews, mediation or other processes where decisions are being made regarding children and youth either individually or collectively.
- Meet and interview children and youth.
- Engage in public education.
- Make recommendations to government, agencies of government or communities regarding legislation, policies and practices respecting services or the rights of children and youth.
- Where alternative dispute processes are ineffective or inappropriate, conduct an independent investigation.
- Access information respecting a child or youth which is held by a government department or agency which is determined necessary to conduct the work of the Advocate.

- Enter a government or agency premises for the purpose of conducting a review or investigation.
- Publish reports related generally to the exercise and performance of his/her functions under the Act or to a particular case investigation by him/her.
- Submit an Annual Report to the House of Assembly.

Scope of the Office:

Section 2. (g) of the *Child and Youth Advocate Act*

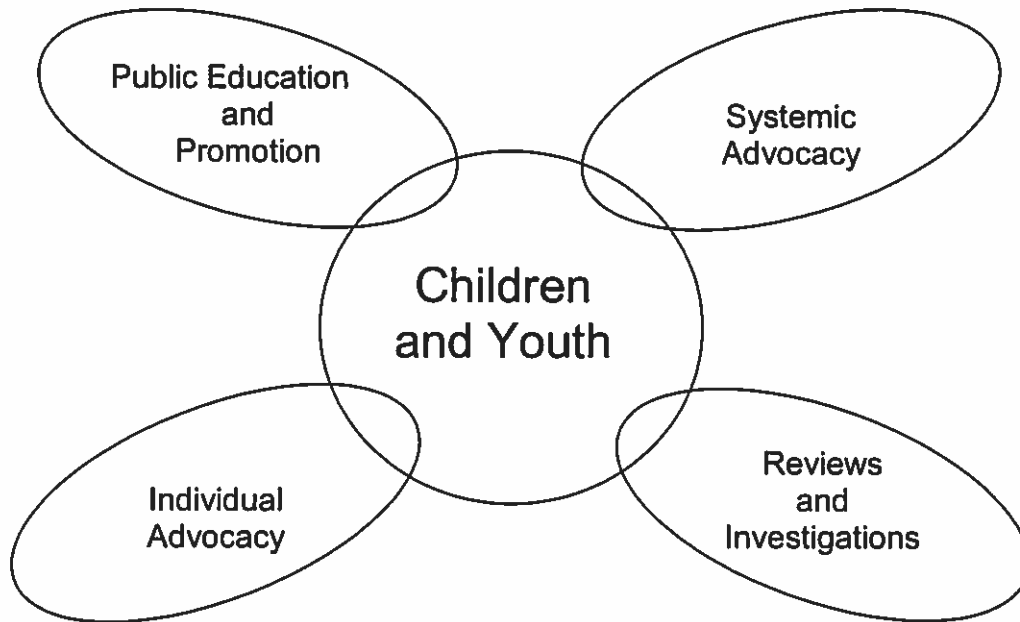
The Office provides services to any child or youth under the age of 19 years old who is entitled to receive services from a department, agency or board of government. The age is extended to youth up to their 21st birthday where they are in a care or custody arrangement. The Advocate engages in both individual and systemic advocacy, public education and reviews and investigations on behalf of children and youth in the Province.

The Office operates from a rights-based perspective and applies the *United Nations Convention on the Rights of the Child* as the basis for its advocacy work. Canada has ratified the Convention and as a result, legislation, policies and procedures that govern services and programs for children and youth should be reflective of those rights.

Principles:

- Children and youth are our primary clients.
- Advocacy services must remain child focused.
- Children and youth must be treated with respect and their inherent dignity as human beings recognized.
- The right of privacy of the child, as well as all parties involved, must be respected in the advocacy process.
- Children and youth have the right to information and access to government services and programs.
- Children and youth have a right to speak, be heard and to participate in decision-making processes.
- Parents, extended family and significant others are natural advocates for children and youth.
- Actions are based on empowerment.
- Information is confidential unless there is risk of harm.
- Interventions are respectful, understanding and compassionate.
- Cultural diversity is recognized and respected.

3.0 LINES OF BUSINESS



Provision of Services:

The ACY provides advocacy services to children and youth in four main capacities:

- **Individual Advocacy**
- **Systemic Advocacy**
- **Education and Promotion**
- **Reviews and Investigations**

Individual Advocacy

Individual Advocacy includes the provision of information, self-advocacy, basic and comprehensive advocacy services. Individual Advocacy differs depending upon the type of intervention provided.

- **Information** - involves the provision of information and/or referral to another government department, board, or agency. These types of calls are usually opened and closed on the same day and involve very little action by the Advocacy Specialist.

- **Self-Advocacy Assistance** - involves the provision of information regarding programs, services, appeal procedures, options, and strategies, and may include coaching. These types of cases are usually very short term and can be opened and closed on the same day. Information may be mailed or e-mailed to assist the caller further, such as a copy of a policy or information regarding services and supports.
- **Basic Advocacy Intervention** - involves the provision of advocacy services requiring consultation and/or referral to other agencies and is usually completed within a short time frame. Advocacy staff engage in problem-solving strategies; make initial calls to service providers; and provide self-advocacy assistance. The cases usually require phone contact with service providers, referrals to Child, Youth and Family Services and other agencies and are short term in nature.
- **Comprehensive Advocacy Intervention** - involves the provision of intensive advocacy intervention when basic advocacy intervention and/or self-advocacy assistance is not sufficient. Comprehensive Advocacy Intervention may involve in-depth self-advocacy coaching; meetings with multiple service providers; meetings with the child or youth and/or his or her natural advocate; attending/arranging case conferences/ meetings; and engaging in alternate dispute resolution processes.

Systemic Advocacy

The Advocate for Children and Youth regularly monitors issues that appear to be impacting a group(s) of children and youth. These issues may require further research to determine if they are of a systemic nature. Often, individual files highlight issues which require further advocacy work. At the call of the Advocate for Children and Youth, issues that are presently being assessed as possible systemic matters, may require systemic files be opened and assigned to a Systemic Advocacy Consultant for more comprehensive involvement.

Systemic issues files are opened when issues presented to the ACY impact a group or groups of children and youth and, therefore, require advocacy from a systemic perspective. Systemic issues occur when policies and practices of government departments and agencies interfere with the delivery of services and programs intended to support the quality of life for children and youth.

A systemic approach is used to influence programs and services, identify gaps, and determine the impact of the delivery of services and programs on children and youth in the Province. This is accomplished by providing recommendations to government regarding the challenges and changes needed to practices, policies and procedures.

Education and Promotion

Section 3 of the Act requires the Advocate to “protect and advance the rights of children and youth.” The education and promotion role of the Office is inclusive to all regions of the province through Advocacy Outreach.

Advocacy Outreach provides opportunities for in-person contact with individuals, groups and agencies throughout the province as well as the opportunity to promote the Office and educate the public about the ACY’s role, mandate and about children’s rights. This is accomplished through outreach, by developing relationships with service providers and engaging children and youth in their environment. This includes proactively finding opportunities to engage individuals at all levels by community capacity building, regional visits, volunteer initiatives and discussions and consultations regarding issues affecting children and youth in Newfoundland and Labrador.

In 2012-2013 the Office implemented its Organizational Liaison program. This program is a proactive program whereby both Individual Advocacy Specialists and Systemic Consultants are assigned as liaison to a specific youth serving centre throughout the province. This staff person is dedicated to the facility to ensure consistent communications and advocacy for youth. This program increases the knowledge staff and youth in these homes have of the Office and provides them with a dedicated contact person to connect with if they feel that there is an issue or concern that our Office may be able to assist them to address.

Reviews/Investigations

Reviews and investigations are carried out pursuant to Section 15 (1) sub-section (c) of the *Child and Youth Advocate Act*. The Advocate for Children and Youth may review or investigate a matter on behalf of a child or youth, or group of them, whether or not a complaint has been made and may conduct an investigation if advocacy, mediation, or another dispute resolution process has not resulted in an outcome satisfactory to the Advocate.

The process for reviews and investigations is based on a comprehensive framework that may include review of documents, interviews of individuals, analysis of facts, and release of findings and recommendations to government and agencies and follow up respecting the recommendations. As necessary, the Advocate can subpoena individuals to be interviewed.

4.0 VALUES

The values expressed in this plan are intended to reflect values for the operation of the Advocate for Children and Youth and the conduct of its staff.

| Value | Action Statement |
|-----------------|---|
| Respect | Each employee performs his or her duties in a manner that respects the rights of other employees, the public and children and youth. |
| Integrity | Each employee performs his or her duties honestly, ethically and free of personal interests and activities which may appear to interfere with his or her duties. |
| Independence | Each employee performs his or her duties in an open, unbiased and independent manner |
| Confidentiality | Each employee exercises due care and control of records created or collected in the exercise of his or her responsibilities, ensuring that records are organized, secured and managed according to applicable policy and legislation. |
| Quality Service | Each employee builds and sustains relationships by assessing, anticipating, and fulfilling the needs of our clients. |

5.0 PRIMARY CLIENTS

Children (under 16 years of age) and youth (16 years of age, but under 19 years of age and, in the case of extended care or a custodial sentence, up to age 21) are the primary clients of the Advocate for Children and Youth.

Sections 3 and 15 of the *Child and Youth Advocate Act* mandate/authorize the Advocate for Children and Youth to provide recommendations to government regarding the overall effectiveness of services for children and youth, including recommendations regarding changes to existing legislation, policy and service delivery.

Also, pursuant to Section 28 of the *Act*, the Advocate must report annually to the House of Assembly through the Speaker on the exercise and performance of her functions and duties under this *Act*. Both requirements reflect government and the House of Assembly as primary clients of the Office.

6.0 Vision

Our vision is that the rights and interests of every child and youth are protected and respected and each child and youth has access to all the government services they require in Newfoundland and Labrador.

7.0 MISSION

Mission:

The Mission of the Advocate for Children and Youth is to protect and advance the rights and interests of children and youth through the provision of advocacy services.

By March 31, 2017 the Advocate for Children and Youth will have enhanced the ability of the office to ensure that the advocacy needs of children and youth of the Province are consistently met.

8.0 ISSUES

Issue 1: Public Education and Promotion

While public education and promotion and communication have been ongoing initiatives of the office, there is a recognized need to enhance these areas of our mandate. This will be achieved by evaluating current initiatives (website, newsletters, organizational liaison program) for their effectiveness in connecting with the public, organizations we currently engage with as well as potential new child and youth serving organizations.

Currently the office has minimal promotional materials and/or initiative to engage youth in the work of the office. We seek to find new initiatives to enhance the level of youth participation and raise the profile of the office with this population.

Goal:

By March 31, 2017, the Advocate for Children and Youth will have enhanced public education, promotion and communication.

Objective 1:

By March 31, 2015 the Advocate for Children and Youth will have established a process to evaluate public education and promotional efforts.

Measure:

Established a process to evaluate both its public education, promotion and communication initiatives including its current organizational liaison program for their effectiveness.

Indicators:

| Indicators | Accomplishments |
|--|--|
| Evaluation tools researched and identified | <ul style="list-style-type: none">• Reviewed current feedback forms used during provincial outreach to determine if information gathered from forms was valuable.• Additional progress on the evaluation of other public education, promotion and communication initiatives remains outstanding due to a leave of absence; which resulted in resources being reassigned to other priorities during this time. |
| Evaluation tools developed and implemented | <ul style="list-style-type: none">• Additional progress on development of the evaluation tools remains outstanding due to a leave of absence; which resulted in resources being reassigned to other priorities during this time. |

Discussion of Results:

The office was unable to implement a process as per the objective due to a leave of absence; which resulted in resources being reassigned to other priorities during this time. Further work towards achieving this objective will continue in 2015-2016.

Objective 2:

By March 31, 2016 the Advocate for Children and Youth will have reviewed and researched new communication initiatives including the application of social media.

Measure:

Reviewed and researched new communication initiatives including the application of social media.

Indicators:

- New communication initiatives researched including the application of social media
- New communication initiatives evaluated including the application of social media
- New communication initiatives implemented.

Issue 2: Enhanced Reviews/Investigation Protocol and Process

Over the course of the previous planning period, 2011-2014, significant work too place to refine and enhance the investigation process, including the completion of a policy and procedure manual. There, however remains a need to establish a formal process to follow up on the status of recommendations to government generated in reports. This report would be released publically to ensure the office is transparent and accountable.

Goal:

By March 31, 2017 the Advocate for Children and Youth will have further enhanced the reviews/investigation protocol and processes.

Objective 1

By March 31, 2015 the Advocate for Children and Youth will have developed a process to report to Government and the public on the status of all recommendations of all reports generated by this office.

Measure:

Reporting process on the status of recommendations of all reports developed for Government and the public.

Indicators:

| Indicators | Accomplishments |
|--|---|
| Report template options researched | <ul style="list-style-type: none">• Reviewed comparable report produced by another advocacy office in Canada in June/July 2014.• Initial meetings with graphic artist to discuss report design options in October 2014.• Continued work with graphic artist to finalize layout/style of report throughout September 2014- November 2014.• First draft report provided to Advocate for feedback in October 2014 |
| Identified reporting process and structure for recommendations | <ul style="list-style-type: none">• Ongoing consultation with applicable government departments regarding status of recommendations with last correspondences taken into consideration in November 2014.• Draft report(s) for Advocates feedback and revisions from October 2014 to November 2014.• Final <i>Advocate's Report on the Status of Recommendations 2014</i> completed and provided to all applicable government departments in February 2015.• Press conference announcing first public <i>Advocate's Report on the Status of Recommendations 2014</i> on February 18, 2015 |

Discussion of Results:

A significant amount of work went into developing the first *Annual Advocate's Report on the Status of Recommendations* involving in-depth consultation with the applicable government departments regarding the status of all 173 recommendations, meetings with the graphic artist regarding design and layout to ensure the report was visually appealing, organized and reader friendly, to the intensive editing process with the Advocate to arrive at the final product. This report will be produced on an annual basis and provided to applicable departments and publically released. It not only keeps each department accountable to ensuring recommendations are implemented, it keeps our office accountable and transparent in carrying out the responsibility of monitoring government and ensuring recommendations are implemented.

Objective 2:

By March 31, 2016 the Advocate for Children and Youth will have reviewed and revised its investigation protocol and process, including further development of its investigative report template.

Measure:

Reviewed and revised investigative protocol and process, including further development of investigative report template.

Indicators:

- Investigative protocol and process reviewed, including review of current ACY policies:
- Investigation and review policies amended as necessary
- Investigative report template further developed, including refinement of design/layout and content.

Issue 3: Systemic Advocacy Protocol and Processes

The overall focus of the systemic work of the office has been mainly on reactive investigation of cases and systemic issues. There is also a need to enhance the systemic advocacy to include more proactive work. This would allow the office to fulfill the mandate of being the voice for children and youth to ensure their anticipated needs are met with a goal to decrease poor outcomes. Proactive work includes the monitoring of systemic issues relation to children and youth, position statements and reports.

Goal:

By March 31, 2017 the Advocate for Children and Youth will have further enhanced overall systemic advocacy.

Objective 1:

By March 31, 2015 the Advocate for Children and Youth will have identified initiatives for proactive systemic advocacy.

Measure:

Proactive initiatives for systemic advocacy identified

Indicators:

| Indicators | Accomplishments |
|---|---|
| Proactive initiatives researched and identified | <p>The Advocate researched and identified several proactive systemic initiatives including:</p> <ul style="list-style-type: none"> • Partial school day programming. This is program whereby school age children attend partial days at school as a result of behavioural and developmental challenges. • The health and safety needs of Aboriginal children and youth • Impact of court delays on permanency planning • Secure treatment and secure withdrawal management in preparation for reviewing and providing feedback on the draft legislation <i>"An Act Respecting Secure Care and Secure Withdrawal Management for Young Persons"</i>. This Act will pertain to the two residential youth treatment centres in <i>Paradise and Grand Falls-Windsor</i> • Publication bans and what is included • In June 2014 the Advocate announced she is seeking legislative change that will require mandatory reporting by government departments and agencies to the Child and Youth Advocate when a child or youth receiving services dies or is involved in a critical incident. This will also enhance the ability to identify proactive systemic issues. • In the fall of 2014 the Advocate requested and received information on all deaths (45) and critical incidents (43) involving children and youth receiving services from the Department of Child, Youth and Family Services from 2009-2014. The Advocate is currently reviewing all information and identifying potential investigations as well as systemic issues. |

| | |
|--|---|
| <p>Strategy for implementing proactive initiatives developed</p> | <p>The Advocate developed a strategy to enable implementation of identified proactive initiatives, which included the utilization of permanent SAC resources to focus on identified systemic issues versus investigative work, specifically, work was completed in the areas of:</p> <ul style="list-style-type: none"> • Request for legislative changes that will require mandatory reporting by government departments and agencies to the Child and Youth Advocate when a child or youth receiving services dies or is involved in a critical incident, including background research and a cross jurisdictional scan commenced spring 2014. • In respect to the above point, a legislative changes working group was established in winter 2015 with a SAC representative sitting on that committee to represent the Advocate. • Proactive position statement titled <i>The Health and Safety Needs of Children and Youth in Newfoundland & Labrador</i> released June 18, 2014 <p>The Advocate also hired a contractual consultant to conduct systemic research in the area of partial school day programming for the period of January 2015-March 31, 2015.</p> <p>Additional potential systemic issues may be identified with the completion of 1 new review, called by the Advocate in November 2014 and 4 new investigations called in May 2014.</p> |
|--|---|

Discussion of Results:

While work in the area of proactive systemic initiatives did commence in 2014-2015, due to the increasing investigative workload demands systemic work continues to stagnate.

In 2014-2015 a significant undertaking occurred for follow up with applicable departments of all 173 recommendations from reviews and investigations. The ACY developed an annual public report on the status of all recommendations which was publically released in February 2015. Follow-up of all recommendations is an on-going process and assigned to the SAC staff. In addition, SAC are responsible for monitoring of seventeen (17) systemic files; there are two (2) ongoing investigations and four (4) additional investigations called in May 2014 and one (1) review called in November 2014. In 2014 the Advocate announced she is seeking legislative change that will require mandatory reporting by government departments and agencies to the Child and Youth Advocate when a child or youth receiving services dies or is involved in a critical incident. In addition, in the fall of 2014 the Advocate requested and received information on all deaths (45) and critical incidents (43) involving children and youth receiving services from the Department of Child, Youth and Family Services from 2009-2014. The Advocate is currently reviewing all information and identifying potential investigations as well as systemic issues.

Objective 2:

By March 31, 2016 the Advocate for Children and Youth will have implemented initiatives for proactive systemic advocacy

Measure:

Implemented initiatives for proactive systemic advocacy

Indicators:

- Reviewed proactive systemic advocacy initiatives identified as a result of research
- Determined which proactive initiatives to be implemented
- Planned and developed timelines for implementation of identified proactive systemic initiatives.
- Proactive systemic initiatives implemented

9.0 HIGHLIGHTS AND ACCOMPLISHMENTS

During the reporting period of April 1, 2014 to March 31, 2015, the Advocate for Children and Youth continued to provide advocacy services for children and youth in Newfoundland and Labrador. This included the handling of 632 individual advocacy files (542 new requests for advocacy services and 90 requests carried forward from the previous fiscal year), and monitoring of 17 systemic files. In addition to on-going work on two (2) outstanding investigations, in May 2014 the Advocate gave notice of the commencement of four (4) new investigations and one (1) case review called in November 2014. In addition to the above referenced work, the Office also responded to 80 calls for general information. The ACY developed the *Advocate's Report on the Status of Recommendations 2014*, which required follow up with applicable departments of all 173 recommendations from reviews and investigations. This report was publically released in February 2015.

Throughout 2014-2015, the Advocate participated in several conferences, media-related activities and speaking events. The Advocate:

- Attended meetings of the Canadian Council of Child and Youth Advocates (CCCYA) in April 2014 and October 2014.
- Issued a Position Statement regarding The Health and Safety Needs of Children and Youth in Newfoundland & Labrador in June 2014 and completed several media interviews on this subject;
- Attended the Canadian Youth Justice Conference in June 2014.
- Media interviews in August and September 2014 re: issue of child deaths.
- Presented to MUN's Interprofessional Education Working Group In Feb 2015.
- Presented to Cabinet re legislative changes December 2014.
- Issued a Press Statement on the public release of *The Advocate's Report on the Status of Recommendations 2014* in February 2015, held a news conference regarding the release, coverage of release by all local media outlets including an interview with NTV News and CBC Radio Noon.
- Consultation session – Secure treatment and secure withdrawal management, July 2014 by the Department of Health and Community Services. Advocate and staff attended.

The Calendar Project was a great success with 265 children submitting their artwork to the ACY. The top twelve (12) winners were picked and the resulting calendar printed and distributed.

The Outreach Program included three (3) multi-day regional outreach visits, one to the south coast of Labrador, one to Central Newfoundland, including Conne River and one in Eastern Newfoundland. Several different professionals were met with during these

visits, including RCMP, Health Authorities, CYFS, School Boards, local schools, and family resource centers. Several education sessions were also held with local schools and various children and youth serving agencies. All outreach visits proved to be very educational and information gathered from these trips continues to be compiled to identify any common issues and/or trends across regions of the province.

10.0 OPPORTUNITIES AND CHALLENGES

This past fiscal year was one of significant forward movement for the Office with the release of the first annual *Advocate's Report on the Status of Recommendations 2014* and the proposed amendment to the *Child and Youth Advocate Act* to include mandatory notification from government departments and agencies when a child or youth receiving services is involved in a critical incident or when a death of a child or youth occurs. This amendment, if approved, could result in this office having one of the most progressive legislations in Canada and would allow the Advocate for Children and Youth to further fulfill its mandate.

The announcement regarding proposed legislative changes also generated increased public contact with the office resulting in an additional twelve (12) requests from families to investigate their story. These requests are being reviewed by the Advocate and have potential of becoming investigations in addition to the on-going six (6) investigations. The Advocate continues to review a total of 45 deaths and 43 critical incidents which involved children and youth receiving services from the Department of Child Youth and Family Services from 2009-2014. This intensive review process provides the office with an opportunity to further identify deficiencies within government systems and to make recommendations to address those deficiencies.

While work in the area of proactive systemic initiatives was initiated in 2014-2015, due to limited staff resources required for investigative work, a more focused approach on proactive systemic advocacy and other research initiatives continues to be impeded. The ability of the office to better focus on proactive systemic work will continue to be challenged with the increasing demands on investigations and individual advocacy.

11.0 Financial Statements

Expenditure and revenue figures included in this document are based on information provided in the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2015 (Unaudited)**.

OFFICE OF THE CHILD AND YOUTH ADVOCATE

OFFICE OF THE CHILD AND YOUTH ADVOCATE

CURRENT

5.1.01. OFFICE OF THE CHILD AND YOUTH ADVOCATE

| | | | |
|--|----------------------|----------------------|----------------------|
| 01. Salaries | 1,030,594 | 1,030,900 | 1,027,400 |
| Operating Accounts: | | | |
| <i>Employee Benefits</i> | 2,875 | 3,500 | 3,500 |
| <i>Transportation and Communications</i> | 33,762 | 60,700 | 65,400 |
| <i>Supplies</i> | 5,658 | 6,000 | 6,000 |
| <i>Professional Services</i> | 9,936 | 25,000 | 25,000 |
| <i>Purchased Services</i> | 163,280 | 165,900 | 165,900 |
| <i>Property, Furnishings and Equipment</i> | 8,686 | 8,700 | 4,000 |
| 02. Operating Accounts | <u>224,197</u> | <u>269,800</u> | <u>269,800</u> |
| Total: Office of the Child and Youth Advocate | <u>1,254,791</u> | <u>1,300,700</u> | <u>1,297,200</u> |
| TOTAL: OFFICE OF THE CHILD AND YOUTH ADVOCATE | <u>1,254,791</u> | <u>1,300,700</u> | <u>1,297,200</u> |
| TOTAL: OFFICE OF THE CHILD AND YOUTH ADVOCATE | <u>1,254,791</u> | <u>1,300,700</u> | <u>1,297,200</u> |