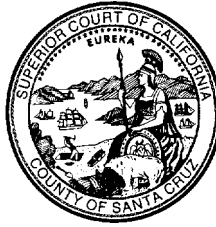


# Superior Court of California

COUNTY OF SANTA CRUZ

027

CHRISTINE E. PATTON  
Executive Officer and Clerk  
Superior Court



701 Ocean Street, Room 120  
Santa Cruz, CA 95060  
Phone: (631) 454-2012

December 4, 1998

Agenda: December 15, 1998

Board of Supervisors  
County of Santa Cruz  
701 Ocean Street  
Santa Cruz, CA 95060

## COURT APPOINTED SPECIAL ADVOCATE GRANT PROPOSAL

Dear Members of the Board:

The Court-Appointed Special Advocate (CASA) program is applying for a \$35,000.00 grant from the Judicial Council again this year, and, as a part of the application, must submit a letter from your Board approving the submittal of the grant proposal.

CASA is required to match the funds dollar for dollar with the county or other funds. CASA plans to use local private matching funds, therefore, no county funds will be necessary to meet the match requirement.

The CASA program is very successful and is of great benefit, not only to the children of our community, but to the court as well. This program has strong backing from many community members and volunteers and is worthy of your continued support. A copy of the grant proposal will be available for your review on or before December 11, 1998.

It is, therefore, recommended that your Board direct the Chair to send a letter to the Judicial Council of California approving the submittal of the Court-Appointed Special Advocate (CASA) grant proposal.

Very truly yours,

CHRISTINE E. PATTON  
Executive Officer and Clerk

RECOMMENDED:

SUSAN A. MAURIELLO  
County Administrative Officer  
cc: CASA Board of Directors

Judicial Council of California  
Administrative Office of the Courts  
303 Second Street, South Tower  
San Francisco, CA 94 107

RE: Court-Appointed Special Advocate Grant Program

Dear Members of the Judicial Council:

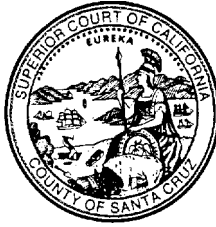
The Santa Cruz Board of Supervisors approves the submittal of the Judicial Council Court-Appointed Special Advocate Grant Proposal by the Superior Court and CASA of Santa Cruz. We understand that the match requirement has been satisfied through the allocation of private funds.

Very truly yours,

Jan Beautz, Chair  
Santa Cruz County  
Board of Supervisors

# Superior Court of California

COUNTY OF SANTA CRUZ



029

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CHRISTINE E. PATTON  
Executive Officer and Clerk

RECOMMENDED:

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SUSAN A. MAURIELLO  
County Administrative Officer  
cc: CASA Board of Directors

1010



A child's voice in court.®

Court Appointed Special Advocates  
of Santa Cruz County

### **Project Abstract**

1. Bidder Name: **Court Appointed Special Advocates**
2. Contact Person: **Gloria Irby, Executive Director** Phone (831) 427-2925  
Fax (831) 427-2984  
Email [casascrz@cruzio.com](mailto:casascrz@cruzio.com)
3. Target County: **County of Santa Cruz**
4. Presiding Juvenile Court Judge: **Hon. Kathleen Akao (408) 454-3880**
5. Director of Child Welfare Services: **Cecilia Espinola (408) 454-4130**
6. Amount Requested: **\$35,000**
7. Type of Funding Requested:  
☐ A. New/Start-up  
☒ B. Maintenance or expansion of existing program

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## 3.2 PROJECT DESCRIPTION-EXISTING PROGRAMS

### 1. STATEMENT- OF NEED:

#### a. Statement of Need/Benefits Expected

The human safety net, that array of basic services such as housing, medical care, jobs, and protective services so necessary to help families cope, has been severely weakened at a time of rising demand for services in Santa Cruz County. Federal **housing** programs have been cut - Santa Cruz County housing ranks as the fifth least affordable in the United States. Health and mental health service programs have been closed and Santa Cruz County lost thousands of dollars in substance abuse treatment funds. With "Welfare Reform" passed, Aid to Families with Dependent Children (AFDC) and other benefits have tightened standards of eligibility. Traditionally, the only job growth in Santa Cruz County was in agriculture and service, which are low paying jobs. Families must cope on their own. The children in our County bear the brunt of this, as evidenced by referrals to Child Protective Services (CPS). In 1995, Santa Cruz County ranked 33 out of 58 in child abuse reports. In 1996, Child Protective Services reported over 5,000 reports of child abuse in Santa Cruz County.

There is an increasing demand on the already overwhelmed human services system to respond to the cases of children suffering from abuse, neglect, and abandonment. This has lead to formal investigations of HRA and the Court System, conducted in 1991 by a Grand Jury, the State Department of Social Services, and the Juvenile Justice Commission. The County responded by appointing a Commissioner to Juvenile Court, appointing attorneys to represent children, realigning the CPS division and starting up the CASA program in 1992.

In January 1993, the Local Rules of Court for Santa Cruz County, Superior Court Rule 6.3, authorized the advocates trained and supervised by the CASA program to represent the interests of dependent children. CASA has recruited, screened and trained over 250 advocates in its first five years of services. Now in its sixth year, children with advocates are receiving quality service and securing permanence. Both the court and social services are relying more on CASA.

Though CASA has grown dramatically, we are still serving only a percentage of the children in dependency. In 1997/98 CASA served 153 children; over 250 dependency petitions were filed in court. Those children without an advocate are more at-risk of falling through the cracks. Although attorneys in private practice are regularly appointed to represent dependent minors, case loads are so heavy that they, too, rely on an advocate to provide information about a child's best interests. Social workers and lawyers representing children carry caseloads between 50-250. With an average of 40-60 cases heard in court in a 3 ½ hour period, each case receives an average of 5-6 minutes of attention from the juvenile bench.

The court continues referring more cases to CASA. The number of abused children continues to increase. CASA continues to provide relief in an overburdened system. Yet CASA's waiting list during the 1998 calendar year consisted of up to 55 cases. These children wait, without anyone to speak up for them. The dramatic increases in severe cases petitioned before the court, combined with the lack of quality representation creates a situation where CASA advocates are desperately needed for these children. With help from the Judicial Council, CASA will be able to maintain our existing services and increase services by 10% in the 1999/2000 fiscal year.

In 1999/2000 CASA of Santa Cruz County expects to replicate the benefits shown in studies of CASA on the state and national level as follows:

1. To supervise and support the 100-120 qualified volunteer advocates who provide one to one emotional support and advocacy, protecting children, preserving families, or securing safe and permanent homes for 165 - 170 children in a timely manner. **Benefit:** Reduce the average length of time in foster care, reduce the number of moves in foster care placements, and reduce the occurrence of "lost in the system" children, all of which are costly to the County, to say nothing of the cost to the child.
2. To recruit, screen, select and train an additional 10- 15 advocates. To increase information to the Court regarding 165- 170 children. This information will further enhance the Court's ability to make informative decisions regarding

reunification and permanency planning. **Benefit:** Through one to one support of children and close case monitoring by advocates, cost -effectively provide recommendations that lead to reduced recidivism and stabilized families.

3. To secure and maintain a stable funding base that insures the program's ability to serve the children in dependency. Through the Public Awareness Campaign, inform and involve the whole community in sharing responsibility for all children, including abused, neglected, and abandoned children. **Benefit:** Increase financial support from private sources while reducing court costs. Provide an informed volunteer recruitment pool and opportunities for community members to take positive steps to alleviate human suffering and make a commitment to the future of our children.

4. To optimize community resources: people, programs, materials and information; to enhance the child and family service delivery system. Through coordination of the multi-disciplinary Advisory Committee, participate in the Children's Network, the Youth Resource Bank, and Foster Care Advisory Committee. **Benefit:** Identify and analyze the gaps in services and mobilize resources to respond to emerging family needs.

#### **b. Client Population Served by CASA in 1997/98**

Ultimately, it is the goal of CASA of Santa Cruz County to provide a volunteer advocate for every dependent child that needs one. In the 1997/98 year, CASA served 153 dependent children. Seventy eight per cent were in out of home placement. The majority of these children are school age. Slightly more girls were served than boys. Although CASA does not have a representational number of **Latino** advocates, CASA has been able to serve the proportional population, by providing bilingual advocates.

Gender:	60% Female 40% Male	Ethnicity:	57% Caucasian 33% Latin0 5% African American 5% American Indian 1% Other
Age:	10% Ages 0-5 Years 55% Ages 6-12 Years 33% Ages 13- 17 Years 1% Age 18 Years		

#### **c. Gender/Age/Racial/Ethnic Data on Dependent Children**

The gender/age/racial and ethnic data of dependent children in Santa Cruz County are statistically very similar to the children served through the CASA organization. (Attachment I)

### **2. APPROACH/PROJECT DESIGN**

#### **a. Compliance with State-Rule 1424**

CASA of Santa Cruz County has developed a Program Policies and Procedures Manual and an Administration Manual, which comply with the State guidelines under rule 1424, and National CASA Association standards. The manual was developed in collaboration with the Advisory Committee and approved by the CASA Board of Directors. The Program Policies and Procedures Manual includes policies on Public Relations and Recruitment, Volunteer Job Descriptions, Screening Plan and Forms, Checklists, Orientation Guidelines, Selection for Training, Training Guidelines, Case Selection and Assignment Criteria, Assignment Agreement, Guidelines on Working with Children, Contact Log, Report Form, Case Conference Form, Oath, Confidentiality Standards, Supervision, In-Service Training, and Evaluation Forms. The Administration Manual includes policies on Administration, By-laws, Lines of Authority, Job Descriptions, Hiring Procedures, Personnel Policies, Performance Evaluations, Fiscal Plan, Accounting Procedures, and Data Collection. Santa Cruz Superior Court Rule 6.3 is attached. (Attachment II)

**Program Compliance:** CASA adheres to a written plan for recruitment of potential volunteers as part of the Public Relations plan. A written job description of the roles and responsibilities of a CASA volunteer has been adopted. The recruitment efforts have addressed the demographics of the jurisdiction by outreach into a broad spectrum of the community and by multiple methods of approach including radio, print, and in person. Informational checklists are given to all potential volunteers detailing length and overall time commitments.

CASA of Santa Cruz County adheres to a written screening procedure for potential volunteers as set forth in the manual. A two hour orientation informs interested community members of the role of Juvenile Court and Child Protective Services, the CASA concept, and the roles and responsibilities of the volunteer. A written application which generates adequate identifying data on education, training, work and volunteer experience, and a statement of notice of formal security check, is required of all potential volunteers. The security check includes the child abuse registry, a criminal record check, a driving record, and motor vehicle insurance. A minimum of 3 references are required, which are mailed directly from the program office. There are two interviews, before and after the training, to ensure that those accepted for training are of good character, competent and committed to fulfill the role of a CASA volunteer. Those not selected to become an advocate are referred to the Volunteer Center for other volunteer opportunities. All information received on prospective and current advocates is kept confidential.

CASA of Santa Cruz County utilizes a local modification of the National Training Curriculum. The written training plan encompasses 32 hours and covers all of the topics listed the State Guidelines, presented by experts in the field. CASA requires all volunteers to complete a courtroom observation in Juvenile Court. All volunteers receive their own 260 page training manuals for easy access, reference, and update of the materials. The screening continues throughout the training with the program staff and trainers observing the participants' interaction. At the successful completion of training, and before the assignment of any child's case, the volunteer takes an oral oath administered by the Juvenile Court Judge and signs a written oath which lists the responsibilities and commitment of the Advocate.

CASA of Santa Cruz County adheres to written criteria for case selection and assignment of volunteers. The Advisory Committee and Board have identified ten types of cases which have priority. The court may appoint CASA advocates at any time but desires to appoint at the earliest time possible. The Court has requested advocates pre-jurisdiction for children whose parents are not cooperating or denying the allegations. Advocates are given additional training on avoiding investigation of allegations, but rather supporting the child and advocating for needed services, **following** the early assignment protocol. CASA considers all factors deemed relevant in deciding the case assignment of the most effective volunteer to a child. The assignment order, which states the duties of the advocate, is sent to Court for approval. Upon receipt, a copy of the assignment is distributed to all parties. The advocate and CASA Case Supervisor then develop a plan of action for working with the child.

CASA of Santa Cruz County adheres to a written plan for oversight, support, and supervision of the CASA volunteers in performance of their duties. An accurate case assignment record and other records are maintained. Case conferences occur at least every other month with a brief written record kept in the case file. Volunteers have ready access to the CASA program staff. A CPS "hotline" is available 24 hours a day.

CASA has several pro bono attorneys to advise and represent CASA advocates. Advocate support groups and in service training provide additional support and feedback to advocates. Expertise in psychology, medicine, law, social services, education, and child development are available through staff members, the Advisory Committee and the Board of Directors. CASA will follow grievance procedures with advocates as set out in the procedures manual under "supervision" as necessary. In order to provide quality services that are consistent with the rules of the court:

- The CASA Director maintains open and regular channels of communication with the Superior Court **Judge**, Juvenile Division, through monthly meetings, phone, facsimile, and other correspondence.
- CASA of Santa Cruz County provides on-going training at least monthly for CASA volunteers through coordinating with trainers with substantial knowledge and experience in the subject matter they present. CASA also notifies advocates of upcoming trainings through other sources.
- CASA of Santa Cruz County has a Pledge of Confidentiality form which mandates reporting of child abuse or neglect. Both the child's case file and the volunteer's file are kept in the CASA office under lock and key. There is no access without direct authorization of the Director.

The Policies and Procedures manual is included in the training manual for CASA volunteers.

### **Administrative Compliance**

- CASA of Santa Cruz adheres to a written plan for effective and efficient program governance and evaluation as evidenced by the Bylaws, Articles of Incorporation, Mission Statement, the Annual Goals and Objectives, including job descriptions, hiring procedures, performance standards, evaluation, and an organizational chart with clear lines of authority between the Presiding Judge of the Juvenile Court, the Board of Directors, and the Executive Director.
- CASA adheres to a plan for effective and efficient program management and fiscal control. This includes budgetary projections and an annual strategy for obtaining necessary funding to finance program operation. Control is maintained through standard accounting procedures, separation of duties (i.e. receivable/payables), double signatures requirements on checks, and the use of an independent accountant to balance the books. CASA has completed five audits performed by a Certified Public Accountant that has verified CASA is operating within standard accounting procedures.

### **b. Administrative Structure**

CASA is a public/private partnership with the Juvenile Court and the County's Child Welfare System. CASA is incorporated as a private non-profit, 501 (c) (3) community benefit agency. CASA is operating under the California Rules of the Court Rule 1424 for Court Appointed Special Advocate programs which were adopted in the Santa Cruz County Superior Court Local Rules of the Court on 1 /1/93. CASA, as the "Friends of the Court" model, helps to define the best interest of the children in dependency court. CASA is formally linked to the court through the CASA Advisory Committee. CASA is also under contract with the County through the Human Resources Agency and is also accountable to the County Board of Supervisors. The Superior Court Administrator is administratively responsible for monitoring the Judicial Council grant.

### **c. Coordination with Public & Private Child Welfare and Advocacy Agencies**

The CASA Executive Director coordinates with public child welfare, locally called the Human Resources Agency (HRA). The HRA's Staff Trainer conducts the CPS section of the CASA training. CASA staff regularly provide training for new social workers. This cross training helps to provide understanding of the role of advocates and social workers in the system. In addition to the Memorandum of Understanding (Attachment III), there are regular meetings monthly with CASA's Executive Director and Child Protective Services' Program Manager to ensure open communication, exchange statistical information/wait lists, and as a forum for problem solving.

To optimize community resources, the Director, staff, Board members and CASA advocates serve or attend Board or Commissions that plan and allocate resources and services for children and families: the Alliance for Children, the Juvenile Justice Commission, the Human Care Alliance, the Foster Care Advisory Board, the Child Abuse Prevention Council, the Youth Resource Bank, and the Children's Commission. The Director serves as a member of the Foster Care Advisory Committee and the Youth Resource Bank Board of Directors.

### **d. Coordination with California CASA Association, Court, and the Bar Association**

CASA of Santa Cruz County believes in learning from the wealth of experience available through other established CASA programs, the State and National Associations, and the Judicial Council. California CASA has provided assistance to CASA via meetings, phone, memos and trainings at conferences. The Executive Director of Santa Cruz meets with the Coast County's directors to collaborate on public relations, fund development, and program coordination. CASA of Santa Cruz County developed, wrote, and administered a grant in 1997 on behalf of a collaborative of eight Bay Area CASA programs. During the last fiscal year, CASA of Santa Cruz implemented a four hour training by Karen Saywitz, Ph.D. for CASAs, attorneys, and social workers, on the topic of "Working with Children in a Forensic Setting". This in-service was co-sponsored with the Santa Cruz Bar Association and the Human Resources Agency. CASA utilizes the "CASA Manager" database developed by the Child Advocates of Santa Clara County and purchased through the California CASA Association.



CASA coordinates with the courts and the Bar Association on many levels. CASA continues to be involved in the Judicial Council Court Improvement project. The Juvenile Court Judge, the Court Administrator and the CASA Director attended the Juvenile Council Conference “Beyond the Bench” as part of the County’s team in 1997. The Juvenile Court Judge chairs the CASA Advisory committee. The Juvenile Court Judge and local attorneys present the Juvenile Court session of the CASA training. Additional attorneys provide pro bono consultation for advocates and staff. The CASA Director and the Juvenile Court Judge meet monthly to dialogue on court improvement issues, training, and program development. Letters of support are attached from the Court and legal community.

#### **e. Caseload/Staff List/Job Titles**

**Paid Staff:** Gloria Irby, Executive Director  
Carol Blossom, Office Manager  
Faith Gorman, Case Supervisor  
Susan Shinofield, Case Supervisor  
Mariana Ruiz, Case Supervisor  
Tracy Schroth, Outreach and Public Relations Coordinator

**Volunteers:** Office Assistance: Debbie McReynolds, Stephanie Coulter, Dottie Lechtenburg  
Attorneys: Charlene Attack, Brian Murtha, Bob Bosso, Michael Spenser

There is a one to one advocate-to-child caseload except in the case of siblings in dependency, in which case the advocate may work with more than one of the siblings. Each of the Case Supervisors supervises at least 30 advocates in addition to other assigned duties. The Director provides general oversight of the supervision, with special attention to problem cases. CASA utilizes people to the best of their ability, training and delegating areas of office work, social work, and legal work to people willing and able to donate their time and expertise on behalf of dependent children.

#### **f. Meeting the Specific Needs of Dependent Children/ Innovation in Programming**

1. CASA is aware of the many services provided to children and families during reunification and dependency, for example: counseling, case management, and substance abuse counseling. These services do not address the physical needs of many of the children and families in our community, such as beds, clothes, sports equipment, etc. A committee of CASA, For the Love of Children, has been established as a cooperative effort by a group of CASA advocates and the Youth Resource Bank. This group has developed a “bank” of services and has raised money to provide some of the tangible items that children and families need, but may not have the resources to pay for. For example, Medicare will not pay for “cosmetic” dental work, i.e. replacing broken teeth of dependent children. A group of dedicated advocates has begun collecting resources, such as school supplies, clothing, and tutoring. (Attachment IV) In addition to the banked services, CASA of Santa Cruz received and distributed a donations of 1,000 amusement park “passports” for Bay Area CASA programs this summer. A recent donation of 18 computers by Inprise Corporation will provide special opportunities for many CASA children in the upcoming year.

2. CASA is currently planning a “Life History Book” project to be implemented in conjunction with the San Mateo/Santa Clara County Child Advocate Program and the Children’s Psychological Trauma Center in San Jose. This project is designed to provide structure to an advocate’s time with a CASA child. The intent of the project is to integrate the child’s past with their present, create resiliency in the child and allow the child to grieve losses. This project, through a “workbook” format, allows a child to document significant information about their “life history”. It is designed to be used specifically with foster children. CASA will “pilot” this project with a limited number of advocates and children and a significant evaluation component. Past studies have shown a reduction in the number of placements of children utilizing these books. We are currently seeking funds for this project.

3. CASA also recognized the need of Latino children and families-approximately half of the children waiting for advocates are Latino. These young people are frequently left without an advocate due to cultural and language differences as they go through the dependency system. They need a voice in Court. Through the Community Foundation of Santa Cruz County, we have conducted a feasibility study on the models of service to children and

families in the dependency court process. CASA will continue to seek additional outside funding in order to better meet the special needs of this segment of the Santa Cruz County community.

**g. Governing/Advisory Boards** Attached is a list of Governing/Advisory Board Membership. (Attachment VI)

### **3. IMPLEMENTATION**

#### **a. Current Number of Volunteers**

CASA has 70 advocates who are currently assigned and advocating for 92 children. CASA counts individual children as one case. Some advocates who have cases dismissed are ready to take on new cases. CASA graduated a class of 29 advocates in mid-November. We are beginning to assign cases from our waiting list of 37 children. CASA plans more classes in the 1999/2000 year. CASA added a new case manager at the beginning of December, 1998; currently there is a staff to volunteer ratio of no more than 1 to 35.

#### **b. Written Criteria for Case Assignment**

CASA has a written policy on Case Selection and Assignment (Attachment VII) comprehensive enough to allow the court and director discretion in determining which children will most benefit from advocacy. CASA's success has led to an increase in case referrals. CASA continues to have a waiting list. In 1994, CASA developed a Resiliency Factor Questionnaire to maximize volunteer resources. This questionnaire identifies those children who do not have other support people in their lives, who have special needs, whose families have multiple problems, and who are showing little resiliency to the trauma in their lives. CASA's highest priority for assignment of volunteers are the children identified as low resiliency and meeting one or more of the criteria for case selection and assignment. While both the questionnaire and the criteria help staff in choosing which of the waiting children may receive an advocate, each child deserves an advocate. The Judicial Council can make that happen. Funding essential staff positions will allow CASA to train and supervise additional advocates to serve these waiting children.

#### **c. Waiting List Management**

Immediately upon receiving a referral, CASA's Case Supervisor collects all available material - court reports and resiliency factor information. The new case data is entered into the Child Database and the child's case is added to the waiting list. This case becomes immediately available for assignment. The "priority" of this case is determined by the resiliency factor information and the priority placed on the case by the judiciary, minor's attorney, and court social workers and their supervisors. The waiting list is reviewed systematically by CASA staff. Each new case referred is considered along with available advocates. CASA produces monthly lists of assigned and waiting cases and discusses these with social services representatives. As advocates become available for assignment, CASA case supervisors meet to discuss several case options and priority cases to maintain the best possible match between advocates and children. CASA's case supervisors regularly update information on children on the waiting list based on the current status of the child. Data on the number of waiting cases is reviewed monthly with the CASA Board of Directors and the juvenile court judge.

#### **d. Age/Gender/Racial/ethnic Composition of Staff & Volunteers**

CASA's efforts to recruit staff representative of the Latino population in our community has been successful in the current calendar year. CASA will continue to reach out to under-represented volunteers. The staff consists of six people: two are Latino (33%) and all are Female. Program staff are representative of the age range of volunteers

Our volunteers consist of the following age, gender, and ethnic make up:

AGE	%	GENDER	%	ETHNICITY	%
20-40 YEARS	30	MALE	19	CAUCASIAN	96
41-60 YEARS	59	FEMALE	81	LATINO	3
61-80 YEARS	11			OTHER	1

#### **e. Volunteer and Staff Recruitment Plan**

In the formation of CASA, the Board of Directors designed the program to be inclusive and empowering to the entire community. CASA's written recruitment plan reflects the agency's commitment to serve all children referred by the courts with diverse staff and volunteers. In 1995, the CASA Board of Directors formed a **Latino** Ad-Hoc Committee to recruit more **Latino** volunteers. The Advisory Committee was active in recommending measures to improve outreach to the **Latino** community. An action plan for recruitment in the **Latino** community has included participation in the **Latino** Chamber of Commerce, creation of recruitment materials in Spanish, insertion of recruitment materials in utility bills, press releases to Spanish language newspapers, and direct personal recruitment at events where bilingual and bicultural persons may be gathered. CASA's **Latino** Services Feasibility Study, funded through the Greater Community Foundation of Santa Cruz County in 1997, has been the mechanism for further development of recruitment efforts for staff and volunteers. In the past year, CASA has been successful in hiring a more diverse work force; two out of six employees are **Latina**. CASA will begin to work with the University of California at Santa Cruz to implement the recommendations for recruitment of more **Latino** volunteers. CASA has a significant number of bilingual volunteers who are assigned to **Latino** children. CASA will continue to recruit **Latino** volunteers through the mechanisms discussed above.

#### **f. Volunteer Recognition**

Volunteer recognition begins with the initial contact between CASA staff and the interested community member. CASA continues to acknowledge the time and experience the volunteer contributes at every stage of their assignment. At each of the orientations and training sessions, CASA features an advocate's personal experiences. This promotes peer teaching and at the same time provides recognition for the advocate presenter. At the conclusion of training, a "graduation" event is held with friends and family present. Each advocate is presented a personalized certificate of training completion.

The local Rules of Court note the valuable time of the advocates by giving those cases with assigned CASAs priority on the court calendar whenever possible. The Juvenile Court Judge has participated in CASA recruitment efforts by presenting information to potential volunteers on the value of CASAs in the court process. The work of individual advocates is highlighted in CASA's quarterly newsletter. The Board of Directors has an annual recognition event for advocates, and have provided special acknowledgment to every advocate, and recognition to an "Advocate of the Year". Advocates have been recognized in print media serving Santa Cruz County. This year the local community foundation recognized two advocates at a community luncheon as "Exemplary Mentors" in the County. The office of our local State Senator, Bruce McPherson, has presented the Advocate of the Year and the two Exemplary Mentors with certificates of recognition.

CASA makes every effort to recognize the contribution of volunteers; yet advocates continue to state that the satisfaction of working with an individual child and representing their best interests in court is the reward of their volunteer experience.

#### **g. Public Relations Plan**

The written plan includes targeted volunteer recruitment, increasing the involvement of the business community, and securing community support necessary to sustain a viable CASA program. The goal of the public relations policy is to involve the community in sharing responsibility for the well-being of all children. CASA trains all of the advocates to

speaking about the program. CASA asks advocates to introduce the program to their service clubs, churches, and workplace. We are very successful in receiving press coverage, making presentations, staffing booths, developing public relations materials, and cooperatively educating the community on issues of child abuse and neglect. CASA has an active Public Relations committee which plans the annual calendar of promotion activities.

This year, CASA was successful receiving funding from the Packard Foundation, that allowed for the hire of an Outreach/Public Relations Coordinator. Since the coordinator's hire in the spring of 1998, community knowledge of CASA has increased; more individuals have been recruited as potential volunteers; and businesses are more aware of CASA's work. This year, radio station KWAV and television station KSBW have become CASA's media sponsors. Both stations have been instrumental in developing and airing public service announcements about CASA. In addition, CASA regularly distributes news releases to local media.

#### **h. Training Program**

CASA provides a 32 hour comprehensive training which includes all topics listed in Rule 1424. The impressive list of 20+ presenters, experts in their field, provide all perspectives of the dependency process to trainees. Presenters include local child development experts, county counsel, minor's attorneys, domestic violence specialists, and others. The written training plan highlights child observations, exploration of diversity issues, and observation of actual court hearings. In addition to the 32 hour training, the training manual includes 10 hours of reading "homework" and a two-hour orientation is required.

CASA works to keep advocates current on changes in practice, law, child development, and social work. CASA has a written plan for on-going training that includes using all adult-learner approaches, 1: 1 supervisor to advocate meetings, formal groups through college courses and informal group settings with other advocates. A regular column appears in our quarterly newsletter that uses information from the Children's Defense Fund, Children Now, and other sources. In-service opportunities for advocates are regularly designed and implemented by program staff and guest presenters. In 1998 some of the training included working with teens, independent living skills, and special education advocacy. CASA regularly participates in downlinked satellite training sessions provided by National CASA.

#### **i. Volunteer Supervision**

Volunteer supervision is provided by Case Supervisors, with oversight by the Executive Director. The written supervision policy highlights readily accessible staff, regular case meetings, monthly in-service trainings, monthly logs, preparation for court, and annual evaluations. During the past year CASA has added a monthly case support group meeting for all CASAs. CASA informs all interested applicants of the seriousness of the advocate role. At the completion of their training, advocates sign an oath which lists their responsibilities. In addition, advocates are sworn-in by the Juvenile Court Judge and sign an agreement of their responsibilities when accepting a case. CASA staff provide data collection of hours, case conferences, reports, court appearances, court testimony, and in-service attendance. CASA views itself as a collaboration between professionals for the best interest of the child. Thus, CASA invites comment from other agencies and the Court at regular meetings and on the evaluation of advocates.

#### **j. Case Referral Mechanism**

The Juvenile Court refers cases to CASA during regular court hearings, where all parties have the opportunity to discuss the issue of CASA appointment. Others involved in the case can also recommend the appointment of an advocate when a case is heard or by sending a request for ex parte referral to the dependency court. (This process was developed during the past year). The CASA staff requests and reviews the court reports and prepares a brief summary of characteristics of the case/child. As advocates are cleared to receive a case, the staff review their file for special skills and interests to match the needs of the child and to ensure no conflict of interest. The assignment order is sent to Court for approval. Upon receipt of the approved order, a copy of the assignment is distributed to all parties. A call is placed to the HRA Staff Trainer to set up a time for the advocate to review the entire CPS file. The CASA staff and the advocate develop a plan of action to prepare for any upcoming court dates.

### **k. Project Activity Plan**

The current status of CASA is fully operational and ready to expand. The concept and planning of CASA in Santa Cruz occurred in 1991. CASA was established in 1992 and began assigning qualified advocates in March of 1993. CASA has completed 17 cycles of recruitment, selection, screening, training, and assigning. Currently, CASA has 70 active advocates providing quality service to over 92 children.

CASA plans to focus on retaining trained advocates, including those trained in the current fiscal year. CASA will provide close supervision and support for the advocate's efforts to protect children, preserve families and secure safe permanent homes for children in dependency. CASA will recruit, screen, and train an additional 65-75 advocates in the project year. CASA plans cycles of recruitment through assignment every three months over the course of the year. In the fiscal year we will begin with a media campaign and booths in community festivals in the summer, conduct screening and selection in September for a training in October. We will conduct the training in an intensive summer training, a ten week fall session, and 5 week winter and spring sessions to allow the participants to assimilate the wealth of knowledge and develop their advocacy skills, including "homework" between weekly sessions. Those that "graduate" in November will be assigned in December. We begin recruiting again during the holiday season when people are more aware of the need to give to others, and the process continues. On-going supervision, support and in-service training occur year-round, as do the Advisory and Board involvement. (Attachment VIII)

## **4. FUNDING SUPPORT**

### **a. Source and Amount of Matching Funds**

The Board of Directors of CASA raises well over \$30,000 each year. The Board has a diversified fund development plan including individual, group, and corporate donations, fund raising events and direct mail solicitation. During the current fiscal year, CASA has budgeted reserves that were developed as a result of a large donation during the last fiscal year. In addition, the Board developed a Business and Corporate Donor Committee that is more systematically approaching funding resources in the community. The President of the Board has enclosed a letter of commitment to match the \$35,000 from the Judicial Council. (Attachment IX)

### **b. Current Year Funding Sources**

Current funding sources include public funding from the Judicial Council-\$20,000, the County of Santa Cruz-\$20,000, and the City of Santa Cruz-\$5,000. A new source of funding is the California Mentor Initiative. Other sources of revenue are individual gifts, Board of Director's contributions, Service Clubs and organizations such as Rotary or Church groups, and general fund raising and an annual Ask campaign. The Board developed other sources of funding through sponsorship of marathon runners and a collaborative auction with other child and family serving agencies. The committee, "For the Love of Children" raised over \$20,000 from an August family activity, a "Kid's Fair". CASA staff, together with the Board of Directors, develop and approach private foundations able to provide funding for the organization. The "Margaret DeSylvester Foundation" and the "Patricia Foundation" funded CASA this year, and other proposals are in the development stage. ,

The Board of Directors takes active responsibility for fund raising. CASA, in collaboration with law firms, **community-**minded individuals, children's services agencies, and the non-profit sector will continue to extensively utilize in-kind donations and services to cost-effectively enhance the program. Currently, CASA enjoys the in-kind donations of computers and a printer (thanks to the Judicial Council). Further, counselors, managers, and attorney's donate their time and expertise. Several attorneys provide pro-bono legal assistance. Experts in numerous fields present the CASA training at no cost. Local businesses, including computer **firms** have assisted with the printing and collating of the training manual. Finally, the county, local churches and businesses donate their facilities for our training.

### **c. Current Year and Previous Year Budgets**

Current year and previous year budgets are attached. (Attachment X) CASA continues to grow gradually to serve more

of the children in dependency of the Juvenile Court. The Juvenile Council's continued support is a significant core support of the program.

#### **d. Fund Development Plan**

The CASA Board of Directors and Executive Director have always recognized the wisdom of balancing public and private funding. CASA was created as a non-profit in order to solicit private donations. We rely on public funds to reinforce the government's authority in managing the program. CASA is truly a public-private partnership. For six years, CASA has successfully maintained a balance of public and private funding.

Every year a fund development plan is created. (Attachment XI). The plan is developed to meet the budget necessary to operate the high quality CASA program. The Board is responsible for its development and each task is assigned in the plan. CASA conducts a direct ask campaign in the fall, a donor recognition event, a collaborative auction event, and other planned events. CASA has the support of service clubs focused on child abuse. The CASA Board of Directors has expanded its outreach to individuals and groups in the community. These individuals trust their investments to the organization, in part, because of its financial backing from the Judicial Council.

### **5. ORGANIZATIONAL CAPACITY**

#### **a. Data Collection**

The CASA program maintains a computerized data collection system, "CASA Manager" which documents the children needing representation, assignment, and resolution. This is the software developed specifically for CASA organizations by Child Advocates of Santa Clara and San Mateo County, purchased through the California CASA Association. Computerized records are kept on demographics and information about volunteers and the numbers/dates of assignment. All staff are trained to use the database, updating records as changes occur. CASA utilizes local data collection to meet the requirements of the State.

#### **b. Policy Setting**

The program follows the National CASA Association and Judicial Council Court Rule 1424 and W & I Code 100-109. Voting on policy and procedures within those guidelines is the responsibility of the Board of Directors, with advise from the Advisory Committee, Judge, staff, and volunteers. The staff has the responsibility of implementing policy. The Advisory Committee has advisory powers only.

#### **c. Strategies for Program Continuity**

The Board of Directors are elected to a term of two years with maximum Board service of six years. The Board of Directors shall consist of at least five members with a maximum of 15. There are currently eight members. In addition to the Board, the Executive Committee also meets periodically. There is a Nominating committee to recruit and fill vacancies. Other active committees include Executive, Public Relations, Corporate and Business Donor, and For the Love of Children. The Board holds the responsibility of hiring and retaining an Executive Director and developing subsequent year program planning and fund development.

#### **d. Liability Insurance**

The Board of Directors selected the Non-Profits' Insurance Alliance of California as an insurance carrier. Coverage is for \$1,000,000 in General Coverage (including Improper Sexual Conduct, Auto and Non-Owned Auto Coverage and Directors' and Officers' Liability and \$10,000 in Property Liability). CASA of Santa Cruz has never had an insurance claim on any of our policies.

## 6. PROGRAM DEVELOPMENT AND FUTURE PLANS

CASA of Santa Cruz has experienced steady growth as indicated in the table below:

YEAR	# OF ADVOCATES	# OF CHILDREN SERVED
1995	56	110
1996	67	126
1997	97	153

CASA of Santa Cruz County will increase the number of advocates by 10% in the next fiscal year and the number of children served by 10%. This goal is achieved by maximizing the current resources of the organization. CASA will attain this goal through planned outreach/public relations, extensive screening of volunteers, quality training and support for volunteers, adequate resources to meet the needs of the organization, a strong organizational structure, and the continued support of the judiciary and the community. **This goal is reflected in CASA's strategic plan developed and adopted in 1997/98.**

### 3.3 LOCAL PROGRAM SUPPORT

The Santa Cruz County community has demonstrated a wealth of support for the local CASA program as evidenced by the letters of support from the Superior Court Judges, the Human Resource Agency, the legal profession, and community based program. Both lay and professional community members have voiced their enthusiasm and dedicated their time and talents to the success of CASA in Santa Cruz County. Considering the 20+ presenters dedicating their time for the training, the 15 community representatives on the Advisory Committee, the lawyers and therapists dedicating their services pro bono, and the group of people who have called willing to volunteer in any way they can, it is evident that the community deems CASA of Santa Cruz County an essential part of the human service safety net. (Attachments XII)

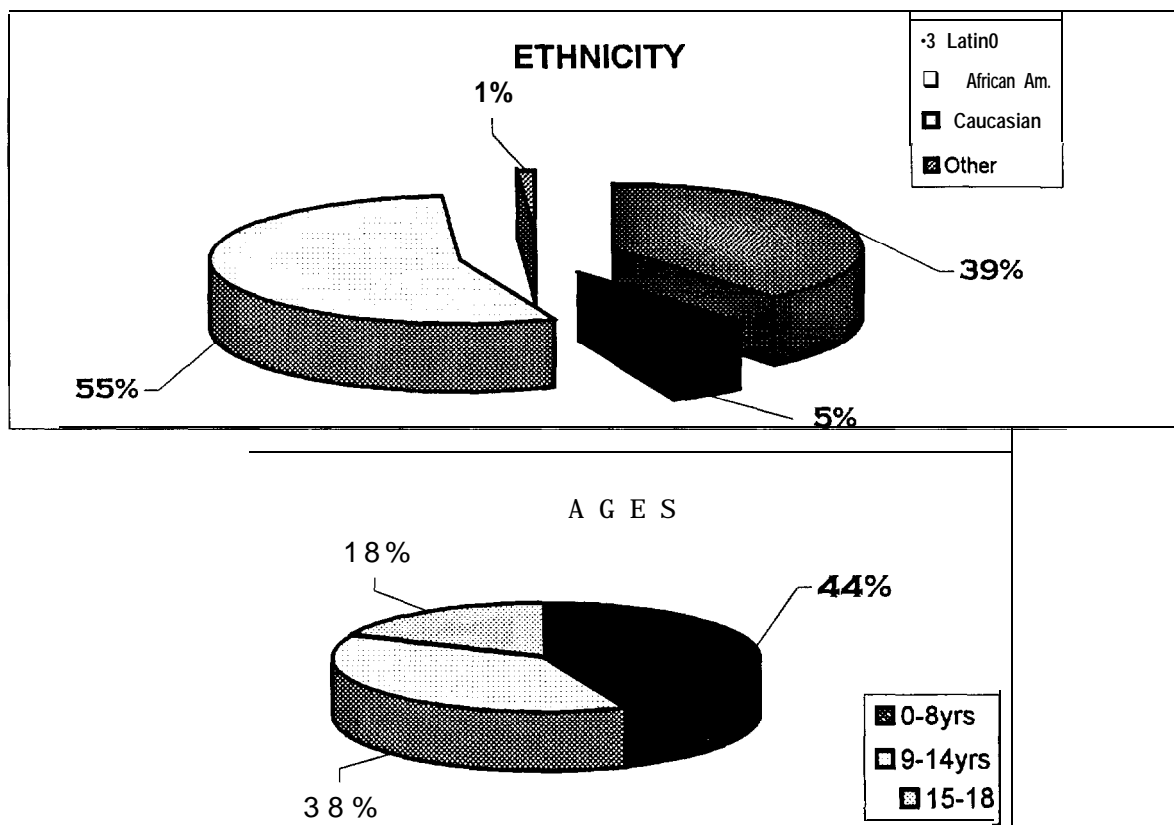
### 4.0 BUDGET INFORMATION

The proposed budget and budget narrative for the next fiscal year (1999/2000) are shown in attachment V.

**Gender/Age/Racial/Ethnic Data of Dependent Children in Santa Cruz County**

Children make-up 1/4 the total population of the county. 36% are Latino. Every year thousands of children come to the attention of the Human Resources Agency. This year, due to the dramatic increase in abuse petitions, approximately 565 children have been removed from home and are in some stage of the dependency process. The majority of cases are referred for physical abuse and neglect. Most of our children are in out-of-home placement at the time of referral. The length of stay in foster care is over a year with at least two placements. Though child abuse cuts accross all socio economic lines, poverty is a common denominator for dependent families.

Childrens Protective Services data from the year January 1997 to December 1997



***48% of the children are male    52% of the children are female***

Age ranges of dependent children is available for 1996 only.



## ATTACHMENTS

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**LOCAL RULES - SANTA CRUZ COUNTY SUPERIOR AND MUNICIPAL COURTS**

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Rule 6.3

COURT APPOINTED SPECIAL ADVOCATE PROGRAM (CASA)

**Rule 6.3.01 The Advocate Program**

- (a) The Superior Court may appoint child advocates to represent the interests of dependent children. In order to qualify for appointment the child advocate must be trained by and function under the auspices of a court appointed special advocate program, formed and operating under the guidelines established by the National Court Appointed Special Advocate Association. (W & I Code section 356.5)
- (b) The Board of Directors of the advocate program **shall** report regularly to the Presiding Judge of the Juvenile Court with evidence that it is operating under the guidelines established by the National Court Appointed Special Advocate Association **and the** California State Guidelines for child advocates.

(Eff. 1/1/93)

**Rule 6.3.02 Child Advocates**

- (a) **Advocates' Functions.** Advocates serve at the pleasure of the Court having jurisdiction over the proceeding in which the advocate has been appointed. In general, an Advocate's functions are as follows:
  - 1. To support the child throughout the Court proceedings;
  - 2. To establish a relationship with the child to better understand his or her particular needs and desires;
  - 3. To communicate the child's needs and desires to the Court in written reports and recommendations;
  - 4. To identify and explore potential resources which will facilitate early family reunification or alternative permanency planning;
  - 5. To provide continuous attention to the child's situation to ensure that the Court's plans for the child are being implemented;
  - 6. To the fullest extent possible, to communicate and coordinate efforts with the case manager (probation officer/social worker);
  - 7. To the fullest extent possible, to communicate and coordinate efforts with the child's attorney; and
  - 8. To investigate the interests of the child in other judicial or administrative proceedings outside Juvenile Court; report to the Juvenile Court concerning same; and, with the approval of the Court, offer his/her services on behalf of the child to such other courts or tribunals. (Eff. 1/1/93)

Deletions **indicated** by strike out, additions in italics

**Rule 6.3.03 Sworn Officer of the Court**

An advocate is an officer of the Court and is bound by these rules. Each advocate shall be sworn in by a Superior Court Judge/Commissioner before beginning his/her duties. (Eff. 1/1/93)

**Rule 6.3.04 Specific Duties**

The Court shall, in its initial order of appointment, and thereafter subsequent order as appropriate, specifically delineate the advocate's duties in each case, which may include independent investigation of the circumstances of the case, interviewing and observing the child and other appropriate individuals, reviewing appropriate records and reports, consideration of visitation right for the child's grandparents and other relatives, and reporting back directly to the Court as indicated. If no specific duties are outlined by court order, the advocate shall discharge his/her obligation to the child and court in accordance with the general duties set forth above. (Eff. 1/1/93)

**Rule 6.3.05 Release of Information to Advocate**

Access to Records. An advocate shall have the same legal right to records relating to the child he/she is appointed to represent as any case manager (social worker or probation officer) with regard to records held by any agency, school, organization, division or department of the State, physician, surgeon, nurse, other health care provider, psychologist, psychiatrist, mental health provider or law enforcement agency. The advocate shall present his/her identification as a court appointed advocate to any such record holder in support of his/her request for access to specific records. No consent from the parent or guardian is necessary for the advocate to have access to any records relating to **the** child. ***This rule shall not supersede confidentiality provisions existing under any other code section.*** (Eff. 1/1/93) (Rev. 7/1/97)

**Rule 6.3.06 Report of Child Abuse**

An advocate is a mandated child abuse reporter with respect to the case to which he/she is appointed. (Eff. 1/1/93)

**Rule 6.3.07 Communication**

There shall be ongoing, regular communication concerning the child's best interests, current status, and significant case developments, maintained among the advocate, case manager, child's attorney, attorneys for parents, relatives, foster parents and any therapist for the child. (Eff. 1/1/93)

**Rule 6.3.08 Right to Timely Notice**

In any motion concerning the child for whom the advocate has been appointed, the moving party shall provide the advocate timely notice. (Eff. 1/1/93)

**Rule 6.3.09 Calendar Priority**

As advocates are rendering a volunteer service to children and the Court, matters on which they ~~appear~~ should be granted priority on the Court's calendar, whenever possible. (Eff. 1/1/93)

**Rule 6.3.10 Visitation Throughout Dependency**

An advocate shall visit the child regularly until the child is secure in a permanent placement. Thereafter, the advocate shall monitor the case as appropriate until dependency is dismissed. (Eff. 1/1/93)

**Rule 6.3.11 Family Law Advocacy**

Should the Juvenile Court dismiss the dependency case and create family law orders pursuant to ~~Welfare &~~ Institutions Code section 362.4, the advocate's appointment may be continued in the family law proceeding, in which case the juvenile court order shall set forth the nature, extent and duration of the advocate's duties in the family law proceeding. (Eff. 1/1/93)

**Rule 6.3.12 Right to Appear**

An advocate shall have the right to be present and be heard at all court hearings, and shall not be subject to exclusion by virtue of the fact that he/she may be called to testify at some ~~point in~~ the proceedings. An advocate shall not be deemed to be a "party", as described in Title 3 of Part II of the Code of Civil Procedure. However, the Court, in its discretion, shall have the authority to grant the advocate *amicus curiae* status, which includes the right to appear with counsel. (Eff. 1/1/93)

## MEMORANDUM OF UNDERSTANDING

BETWEEN  
 THE COURT APPOINTED SPECIAL ADVOCATE PROGRAM  
 OF SANTA CRUZ COUNTY AND  
 THE SANTA CRUZ COUNTY HUMAN RESOURCES AGENCY"

This agreement ~~is~~ entered into between the Court Appointed Special Advocate Program of Santa Cruz County (CASA) and the Santa Cruz County Human Resources Agency (HRA), for the purpose of ~~implementing~~ the ~~provisions~~ of the Court Appointed ~~Special~~ Advocates Program as outlined by the Welfare & Institutions Code, ~~Division~~ 1, Chapter I, Sections 100-110.

CASA and HRA agree to work **cooperatively** toward the mutual goals of:

- \* Providing maximum protection *for* children who are currently being **physically**, sexually, or **emotionally** abused, being neglected or being exploited, and protecting children who are at risk of that harm;
- \* Providing an array of social and health services to help the child and family and to prevent reabuse of children;
- **Securing** a permanent and safe home for the child in a timely manner.

To this end, CASA will:

- \* Provide professional staff and recruit **qualified** volunteers for the CASA program;
- \* **Train** volunteers to fulfill their role as Court Appointed Special Advocates;
- \* **Provide** Court Appointed Special Advocates with professional supervision **and consultation**;
- \* **Assign** Court Appointed Special Advocates to cases referred to the CASA program by the court;
- \* Cooperate with HRA staff, including:
  - \* Providing HRA staff with **copies** of reports and other documents at the same time as they are submitted **to** the court.
- \* Keep confidential, and safeguard the use and access to, all information regarding children and families referred to the CASA program. Confidentiality procedures will be followed as outlined by the Welfare and Institutions Code Sections **105**, 827 and 10850.

To this end, HRA will:

Attachment III

- \* Help train CASA volunteers;

- \* Cooperate with CASA, including:

When a case has been referred to CASA, and pursuant to specific court order, provide CASA with copies of all reports and other documents at the same time as they are submitted to the court; and allow CASA to inspect all material used to prepare those reports.

- \* Notify CASA of all hearings on cases referred to CASA within **the** time period specified by law;

- \* Provide a representative to serve on the CASA Advisory Committee;

- \* Support applications for CASA funding.

#### HOLD HARMLESS CLAUSE

CASA shall exonerate, Indemnify, defend, and hold harmless, the County of Santa Cruz including, without limitation, its officers, agents, employees and volunteers from and against any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which the County may sustain or incur of which may be imposed upon them for injury, or death of persons, of damage to property as a result of, arising out of, or in any manner connected with the performance under the terms of this agreement, excepting any liability arising out of the sole negligence of the County. Such indemnification includes any damage to the person(s) or property(ies) of CASA and third persons.

#### TERM OF AGREEMENT


This agreement becomes effective upon the date of execution and shall remain in effect unless terminated upon 30 days prior written notification from either party to the other.

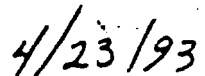
#### AMENDMENT

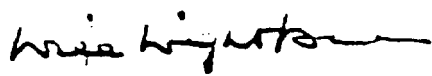
This agreement may be modified by written consent of both parties.

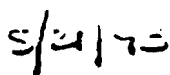
#### SIGNATURE

By signing below, both parties agree to the terms of this agreement.

  
Ellen Fitzgerald, Executive Director  
Court Appointed Special Advocate Program  
of Santa Cruz County

  
Date

  
Will Lightbourne, Administrator  
Santa Cruz County  
Human Resources Agency

  
Date

***FOR THE LOVE OF CHILDREN***  
***A Special Fund for Children in the Dependency Process***

**Mission Statement:**

The For the Love of Children program of Santa Cruz County has been created to provide goods and services for at-risk children in the community who are dependents of the juvenile court system. These children come from a background of abuse, neglect, abandonment or exposure to drugs and alcohol. The resources will provide positive intervention through long term training, educational assistance, goods and other services that help build a child's self esteem and aide in the prevention of juvenile crime. Our goal is to break the cycle of abuse by assisting in the positive development of at-risk children into well adjusted, responsible adults.

**Goals:**

- To help children reach their full potential by providing an opportunity for discovering their talents through education, art, music, dance, sports or other skills.
- To allow youth the opportunity for intellectual and cultural growth through admission to theater, art, film, ballet, museums, county and state fairs, environmental, outdoor and science camps, etc.
- To identify the child's needs and provide the needed services to help their appearance through cosmetic dentistry, hairstyles, tattoo removal, clothing etc.
- To help build a child's self esteem through skill development, tutoring/education, advancement, appearance, self-esteem classes.
- To help deter juvenile crime by allowing children the opportunity to participate in positive extra curricular activities in sports, education, or promoting their talents.
- To help reduce the stigma a child faces when they are unable to participate in the basic opportunities which most children can take for granted like: attending field trips, buying year books and school pictures, affording school supplies, etc.
- Establish and build community relationships and further partnerships to provide for the needs of children.

**PROPOSED BUDGET  
JUDICIAL COUNCIL  
1999/2000**

<b>BUDGET CATEGORY AND LINE-ITEM DETAIL</b>			<b>TOTAL COST</b>
<p style="text-align: center;"><b>PROJECT BUDGET</b> (For Judicial Council Grant and Match Only)</p>			
	<u>Judicial Council</u>	<u>Matching/ In-Kind</u>	
1. Personnel	\$27,600	\$26,400	\$54,000
2. Benefits/Payroll Taxes	\$ 5,650	\$3,100	\$8,750
3. Rent		\$ 5,500	\$ 5,500
4. Travel			
5. Equipment			
6. Supplies			
7. Telephone			
8. Postage			
9. Printing/Photocopying			
10. Contractual			
11. Peer Review Fee 5%	\$1,750		\$ 1,750
12. Other			
<b>TOTAL</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$70,000</b>



BUDGET NARRATIVE  
JUDICIAL COUNCIL 1999/2000

1. Personnel includes:

Judicial Council Share:

Executive Director (G. Irby) **\$4,333/mo** X 2.4 mo. (\$10,400)

**Office** Manager (C. Blossom) **\$14/hr.** X 4 **hrs./wk.** X 52 weeks (\$2,900)

Case Supervisor (S. **Shinofield**) **\$14.50/hr.** X 9 **hrs./wk.** X 52 weeks (\$6,800)

Case Supervisor (F. Goverman) **\$16/hr.** X 9 **hrs./wk** X 52 weeks (\$7,500)

Matching funds are a cash match and calculated at same rates as above.

2. Benefits/Payroll Taxes:

Includes 12% FICA, SUI, Workman's Comp and

Health (Medical) benefits

(Cost per month per employee variable by employee age between **\$100-\$200/month**)

3. Rent:

Matching Funds Only:

Rent **@ 1,500/month** X 3.67 months

11. Peer Review Fee 5%

\$1,750 Peer review fee by California CASA Association

Santa Cruz County CASA provides assurance of cooperation with **CalCASA** for peer review whether it occurs during the grant year or in the following two years.

## Court Appointed Special Advocates of Santa Cruz County

### **Board of Directors**

Karen Estrella, ***President***  
Account Executive, Dean Witter Reynolds  
Gender: Female  
Ethnicity: ***Latina***

Cynthia Jordan, ***Vice-President***  
Computer Consultant  
Gender: Female  
Ethnicity: Caucasian

Dottie Lechtenberg, ***Secretary***  
Executive Assistant  
Gender: Female  
Ethnicity: Caucasian

Dale Johnson, ***Treasurer***  
Retired Professor of Chinese Literature  
Gender: Male  
Ethnicity: Caucasian

Joanne Young  
Licensed Clinical Social Worker  
Gender: Female  
Ethnicity: Caucasian

David Campbell  
Computer Consultant  
Gender: Male  
**Ethnicity:** Caucasian

Deborah McReynolds  
Quality Engineering Consultant  
Gender: Female  
Ethnicity: Caucasian

### **Ex Officio**

Hon. Kathleen Akao  
Juvenile Court Judge  
Gender: Female  
Ethnicity: Asian

Claire McAdams  
Travel Agent  
Gender: Female  
Ethnicity: Caucasian

Jane Stevens  
Community Member  
Gender: Female  
Ethnicity: Caucasian

Al Shugart  
Founder, ***Seagate*** Technology  
Gender: Male  
Ethnicity: Caucasian

Gene Wright  
Retired Dean of Administration  
Cabrillo Community College  
Gender: Male  
Ethnicity: Caucasian

### **Advisory Committee**

Hon. Kathleen Akao

Karen Estrella  
*President of the Board - CASA*

Michael Warren  
*Senator MC Pherson's Office*

Eric Schoek  
*Assemblyman Keeley's Office*

Don Allegri  
*Human Resources Agency*

Georgina Dews  
*Minor's Attorney*

Robert Patterson  
*Minor's Attorney*

**Lorraine Cahn,**  
*Children's Mental Health*

Carol Frankl  
*Director – Parents Center*

**Aleeta Zapata**  
*Foster Parents Association*

Lee Gulliver  
Assistant. County Council

David Brick  
*Attorney*

Bernard Pregerson  
*Attorney*

Mayo Rniz  
*Attorney*

Diane **Siri**  
*Superintendent of Schools*

Judy Cox  
*Probation*

**Julie Schneider**  
*Police Dept.*

## **POLICIES AND PROCEDURES CASE SELECTION AND ASSIGNMENT**

**It is CASA's ultimate goal to provide a volunteer advocate for every dependent child who needs one. As it may take years to reach that goal, the immediate goal of the Case Selection policy is to determine those types of cases and children most likely to benefit from the appointment of an advocate. It is the intent of CASA of Santa Cruz County to have volunteer advocates serve on those cases where the children most need a voice in court. Though CASA advocates will be appointed to children age birth through 18 years, the emphasis is on appointment to children who are at a verbal stage of development. The types of cases appropriate to the appointment of a CASA are:**

- **children who have been removed from their home.**
- **children ages birth to 18.**
- **children whose jurisdiction is contested: parent or parents are not cooperating or are denying the allegations, and are resisting voluntary cooperation with the caseworker.**
- **children who are at substantial risk of suffering repeated abuse/neglect; during the family reunification process, given the allegations, the evidence, the response of the parties and the age of the child, there is a likelihood that the abuse will be repeated.**
- **children for whom parental placement is an issue; there is clear indication that permanent placement of the child is or may become a significant issue and needs to be addressed as soon as possible.**
- **children with special need: for example, the child is in residential treatment or a group home with no parent willing or able to be concerned about the future of the child. Return to family of origin is unlikely.**
- **infants who have suffered medical neglect.**
- **children who have been in the child welfare system for an extended period of time or have been in multiple placements.**
- **children with developmentally or psychiatrically disabled parents.**
- **children in group homes or an institutional placement where there is no significant adult in the child's life.**

**This is the current emphasis in Santa Cruz County and is likely to change over time as the needs of the community change. CASA of Santa Cruz County plans to supply qualified trained advocates to serve the cases which the Juvenile Judge appoints.**

**All appointments and assignments will be made by an appropriate court order. It is the intent of CASA to provide in depth information to assist the court in making decisions appropriate for the child, therefore:**

- **A qualified advocate will be assigned to the case as early as possible.**
- **The office will send a written notice of the assigned advocate to all parties.**
- **Upon case selection assignment, the advocate and the case supervisor will develop an action plan.**

# Grant Project Activity Plan Report

Program Name: Court Appointed Special Advocates of Santa Cruz County City: Santa Cruz State: CA

Prepared by: Gloria Irby, Executive Director

Date Submitted: December 1998

Grant period: July 1, 1999 through June 30, 2000

Activity/Description	Reporting months												Comments/Explanation
	1	2	3	4	5	6	7	8	9	10	11	12	
1) Board Meeting	Plan	X	X	X	X	X	X	X	X	X	X	X	Whole Board Monthly
2) Committee Meetings	Actual	X	X	X	X	X	X	X	X	X	X	X	Nominations, Personnel, Public Relations, Finance program, & Executive as needed
3) Fund Development	Plan			X	X	X	X				X	X	Direct asking Fall, December Recognition Event, Child Abuse Prevention Month
4) Staff Meeting/Training	Plan	X	X	X	X	X	X	X	X	X	X	X	On-going National CASA Conference, and Judicial Council
5) Recruitment/PR	Plan	X	X	X	X	X	X	X	X	X	X	X	On-going
6) Orientations	Actual			X	X		X	X		X	X		Six Informational Orientations
7) Screening	Plan			X	X		X	X		X	X		Applications, Interviews, Fingerprint, Child Abuse Index Check, DMV info
8) Manual Production	Actual			X			X		X				Revisions to update, Printing
9) Training	Plan	X			X		X	X		X	X	X	32 Hours over eight weeks
10) Case Selection & Assignment	Plan	X	X	X	X	X	X	X	X	X	X	X	After training and on-going for advocates
11) Supervision	Plan	X	X	X	X	X	X	X	X	X	X	X	On-going
12) Monthly Case Conferences	Actual	X	X	X	X	X	X	X	X	X	X	X	Monthly case updates with advocates
13) Review and Submit Court Reports	Plan	X	X	X	X	X	X	X	X	X	X	X	On-going
14) Monthly Volunteer Inservices	Actual	X	X	X	X	X	X	X	X	X	X	X	Published in newsletter
15) Newsletter Publication	Plan		X		X		X					X	Quarterly
16) Community Information/Referral	Plan	X	X	X	X	X	X	X	X	X	X	X	On-going
17) Innovative Programs	Plan	X	X	X	X	X	X	X	X	X	X	X	Youth Resource Bank, Childrens Network, Teen Mentoring
18) Advisory Committee	Plan			X		X			X			X	Quarterly
19) Evaluating and Reporting Activities	Actual		X	X		X		X					Quarterly Reports, Mid Year and Annual Reviews, CASA Evaluation
20) Planning	Plan		X	X		X		X					Board Committees annual plans, Annual Budget
21) Fiscal Management Accounting/Audit	Plan	X	X	X	X	X	X	X	X	X	X	X	On-going, Audit August-October
22) Board of Directors Development	Actual		X										Development of Board



December 4, 1998

Dianne Nunn  
Judicial Council of California  
Administrative Office of the Courts  
303 Second Street, South Tower  
San Francisco, CA 94 107

Dear Ms. Nunn,

The Board of Directors of the Court Appointed Special Advocates of Santa Cruz County wishes to acknowledge the past support of the Judicial Council of California and express our gratitude for its generous support during our beginning years. The assistance you have provided has strengthened our sense of worth and established additional motivation for us to continue to provide as high a level of service to Santa Cruz County's dependent children as possible.

To this end we support the accompanying proposal and pledge to include matching funds and/or in kind service equivalents up to \$35,000 in our budget coinciding with the period of grant coverage.

Your continued support is critically necessary for us to maintain the development that will eventually provide advocacy for every Santa Cruz County Dependent Child in the system. Our current fund raising efforts and strategic planning is directed specifically toward the goal.

Please accept our sincere thanks for your part in this important program.

Very truly yours,

Karen A. Estrella, President  
Board of Directors of CASA of Santa Cruz County

# CASA of Santa Cruz County Budget for Fiscal Year 1998-1999

	Annual Budget
<b>REVENUE</b>	
Individual	\$ 10,000.00
Board	3,000.00
Service Orgs. & Groups	15,000.00
Family Foundations	7,500.00
Corporation	35,000.00
Local Independent Ch	500.00
Packard Foundation	26,033.00
Catholic Healthcare West	6,842.00
Home for CASA Fund	600.00
County	21,600.00
Judicial Council	20,000.00
City of SC	5,100.00
Fund Raising	63,000.00
Shugart Reserve	49,966.00
Interest	4,000.00
<b>Net Income</b>	<b>268,141.00</b>
<b>EXPENSES</b>	
<b>Personnel Exp.</b>	
Gross Salaries	162,792.00
Health Ins	4,800.00
FICA Tax	12,150.00
SUI Tax	5,600.00
Worker's Comp	2,599.00
<b>Total Personnel Exp.</b>	<b>187,941.00</b>
<b>Operational Exp.</b>	
Personal & Prof Svcs	1,750.00
Fiscal Services	1,750.00
Program Supplies	2,000.00
Office Supplies	2,500.00
Telephone	3,600.00
Facility Maintenance	1,500.00
Rent	18,000.00
Permits, Licenses, Fees	300.00
Postage	3,000.00
Utilities	2,400.00
Liability Insurance	4,000.00
Eqpt Lease, Maintenance	1,800.00
Printing	8,000.00
Dues & Subscriptions	900.00
Mileage/Travel	2,000.00
Conference & Meetings	1,500.00
Advertising	1,500.00
Public Relations	3,500.00
Kids Fair	6,000.00
Auction	1,000.00
Ask	2,000.00
Marathon	3,000.00
FLC: Children's Services	6,000.00
For the Love of Children	1,200.00
Staff Training	1,000.00
<b>Operating Exp.</b>	<b>80,200.00</b>
<b>Total Exp.</b>	<b>268,141.00</b>
<b>Net Income</b>	<b>\$ 0.00</b>

**CASA of Santa Cruz County**  
**Combined Statement of Revenue and Expenditures**  
**Statement of Revenue and Expenditures**  
**For the Twelve Months Ending June 30, 1998**

	Current Month Actual	Current Month Budget	Year to Date Actual	Year to Date Budget	Annual Budget	Remaining Balance
<b>REVENUE</b>						
Individual	\$ 97,059.45	\$ 92,500.00	\$ 97,059.45	\$ 92,500.00	\$ 92,500.00	<4,559.45>
Board	3,175.00	2,500.00	3,175.00	2,500.00	2,500.00	<675.00>
Group	15,494.03	10,000.00	15,494.03	10,000.00	10,000.00	<5,494.03>
Family Foundations	0.00	0.00	0.00	0.00	0.00	0.00
Corporation	700.00	25,000.00	700.00	25,000.00	25,000.00	24,300.00
Local Independent Ch	573.93	400.00	573.93	400.00	400.00	<173.93>
Packard Outreach	10,641.00	0.00	10,641.00	0.00	0.00	<10,641.00>
Catholic Healthcare W	2,631.70	0.00	2,631.70	0.00	0.00	<2,631.70>
Home For CASA	4,230.00	0.00	4,230.00	0.00	0.00	<4,230.00>
County	20,709.60	20,800.00	20,709.60	20,800.00	20,800.00	90.40
Judicial Council	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00
city of SC	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00
FR: FLOC/Kids Fair	34,650.63	5,000.00	34,650.63	5,000.00	5,000.00	<29,650.63>
FR: Kids Fair '98	0.00	0.00	0.00	0.00	0.00	0.00
FR: Auction	7,649.45	0.00	7,649.45	0.00	0.00	<7,649.45>
FR: Ask	6,775.00	0.00	6,775.00	0.00	0.00	<6,775.00>
FR: Marathon	11,457.00	0.00	11,457.00	0.00	0.00	<11,457.00>
Shugart Reserve	0.00	0.00	0.00	0.00	0.00	0.00
Interest	3,013.47	100.00	3,013.47	100.00	100.00	<2,913.47>
<b>Net Income</b>	<b>243,760.26</b>	<b>181,300.00</b>	<b>243,760.26</b>	<b>181,300.00</b>	<b>181,300.00</b>	<b>&lt;62,460.26&gt;</b>
<b>EXPENSES</b>						
<b>Personnel Exp.</b>						
Gross Salaries	127,012.94	118,050.00	127,012.94	118,050.00	118,050.00	<8,962.94>
Health Ins	1,773.67	2,280.00	1,773.67	2,280.00	2,280.00	506.33
FICA Tax	9,721.78	10,320.50	9,721.78	10,320.50	10,320.50	598.72
SUI Tax	1,657.60	3,612.50	1,657.60	3,612.50	3,612.50	1,954.90
Worker's Comp	1,124.82	867.00	1,124.82	867.00	867.00	<257.82>
<b>Total Personnel Exp</b>	<b>141,290.81</b>	<b>135,130.00</b>	<b>141,290.81</b>	<b>135,130.00</b>	<b>135,130.00</b>	<b>&lt;6,160.81&gt;</b>
<b>Operational Exp.</b>						
Personal & Prof Svcs	0.00	0.00	0.00	0.00	0.00	0.00
Fiscal Services	0.00	0.00	0.00	0.00	0.00	0.00
Program Supplies	2,072.92	1,200.00	2,072.92	1,200.00	1,200.00	<872.92>
Office Supplies	2,657.12	1,000.00	2,657.12	1,000.00	1,000.00	<1,657.12>
Telephone	3,380.21	1,900.00	3,380.21	1,900.00	1,920.00	<1,460.21>
Bldg Maint./Improve	217.60	0.00	217.60	0.00	0.00	<217.60>
Rent	10,280.95	13,200.00	10,280.95	13,200.00	13,200.00	2,919.05
Permits, Licenses, Fees	90.00	100.00	90.00	100.00	100.00	10.00
Postage	2,345.90	3,000.00	2,345.90	3,000.00	3,000.00	654.10
Utilities	1,311.48	1,200.00	1,311.48	1,200.00	1,200.00	<111.48>
Liability Insurance	3,876.09	3,300.00	3,876.09	3,300.00	3,300.00	<576.09>
Eqpt Lease, Maintenance	1,798.71	1,200.00	1,798.71	1,200.00	1,200.00	<598.71>
Printing	6,435.97	4,000.00	6,435.97	4,000.00	4,000.00	<2,435.97>
Dues & Subscriptions	1,021.66	750.00	1,021.66	750.00	750.00	<271.66>
Mileage/Travel	854.42	1,000.00	854.42	1,000.00	1,000.00	145.58
Conference & Meetings	1,839.67	2,000.00	1,839.67	2,000.00	2,000.00	160.33
Advertising	1,017.82	350.00	1,017.82	350.00	350.00	<667.82>
Public Relations	2,050.81	800.00	2,050.81	800.00	800.00	<1,250.81>
Kid's Fair	0.00	0.00	0.00	0.00	0.00	0.00
Childrens Services FLOC	0.00	0.00	0.00	0.00	0.00	0.00
Marathon	2,184.95	0.00	2,184.95	0.00	0.00	<2,184.95>
Ask	1,063.58	0.00	1,063.58	0.00	0.00	<1,063.58>
Auction	500.00	0.00	500.00	0.00	0.00	<500.00>
Staff Training	591.78	1,000.00	591.78	1,000.00	1,000.00	408.22
FLOC	11,332.39	5,000.00	11,332.39	5,000.00	5,000.00	<6,332.39>
<b>Operating Exp.</b>	<b>56,924.03</b>	<b>41,000.00</b>	<b>56,924.03</b>	<b>41,000.00</b>	<b>41,020.00</b>	<b>&lt;15,904.03&gt;</b>
<b>Total Exp.</b>	<b>&lt;45,545.42&gt;</b>	<b>&lt;5,170.00&gt;</b>	<b>&lt;45,545.42&gt;</b>	<b>&lt;5,170.00&gt;</b>	<b>&lt;5,150.00&gt;</b>	<b>40,395.42</b>
<b>Net Income</b>	<b>\$ 45,545.42</b>	<b>\$ 5,170.00</b>	<b>\$ 45,545.42</b>	<b>\$ 5,170.00</b>	<b>\$ 5,150.00</b>	<b>&lt;40,395.42&gt;</b>

For Management Purposes Only

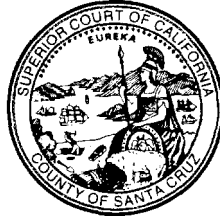
# FUND DEVELOPMENT PLAN

Source	Timeframe	Approach/Tasks	Responsibility	1998/99	Projected 1999/2000
<b><u>Board</u></b>	Fall	Annual Give or Get	Board	7,000	7,000
<b><u>Individuals</u></b>					
Marathon	April	New funders	Dottie/Claire	15,000	15,000
Golf Tournament	Fall	Former Auction	Karen/Bob	8,000	12,000
Child Abuse Prev.	April	Create Team	Staff	500	1,500
Advocate Sponsor	Year Round	Large Business	David	2,000	20,000
Kid's Fair	August	Gate/Corp. Spons	Debbie	20,000	25,000
<b><u>Groups &amp; Corporations</u></b>					
Seagate	September	Proposal	Staff	10,000	10,000
Applied Materials	February	Proposal	Debbie	10,000	10,000
Churches	Year Round	General Info.	General	500	1,000
Service Clubs	Year Round	Presentations	Staff/Advocates	4,000	3,000
<b><u>Foundations</u></b>					
Desylvester Found	Spring	Personal Contact	Board Contacts	4,000	4,000
Patricia Found	Fall	Proposal	Advocate Contact	2,500	1,000
Packard Found	Fall	Proposal	Staff/Joanne	39,000	40,000
Ca. Endowment	Spring	Proposal	Staff	0	50,000
Silicon Valley	Fall	Proposal	Staff	0	10,000
<b><u>Public Funds</u></b>					
Judicial Council	December	Proposal	Gloria	20,000	35,000
County	Spring	Proposal	Staff	20,000	35,000
City	Spring	Proposal	Staff	5,000	5,000
CMI	Fall	Proposal	Staff	45,000	60,000



# Superior Court of California

COUNTY OF SANTA CRUZ



ROBERT B. ATACK  
Judge of the Superior Court

701 Ocean Street  
Santa Cruz, CA 95060  
(831) 454-2380

November 24, 198

Diane Nunn  
Judicial Council of California  
Administrative Office of the Courts  
303 Second Street, South Tower  
San Francisco, CA 94107

RE: Court Appointed Special Advocates (CASA)

Dear Ms. Nunn:

Once again, it is my privilege as the Presiding Judge of the Superior Court of Santa Cruz County to write in support of the CASA program. I cannot speak highly enough about the Executive Director, her staff and the advocates and the excellent work they do.

Santa Cruz is a small county with a larger percentage of problems than our size would merit. CASA has risen to the challenge of responding to the children who need emotional support. The exceptional quality volunteerism requires well-supported staff to manage and monitor it in the work of being that special voice for the child that can come only from CASA.

There is much more to do and that requires continued, even increased funding. I urge you to continue to fund Court Appointed Special Advocates of Santa Cruz County. Please consider increasing their funding to \$35,000.

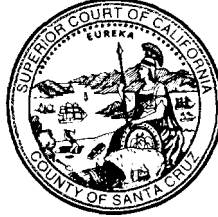
Very truly yours,

ROBERT B. ATACK  
Presiding Judge of the Superior Court

RBA:mks

# Superior Court of California

COUNTY OF SANTA CRUZ



November 12, 1998

Ms. Diane Nunn  
Judicial Council of California  
Administrative Office of the Courts  
303 Second Street, South Tower  
San Francisco, CA 94107

Dear Ms. Nunn:

As the Presiding Judge of the Juvenile Court of Santa Cruz County, I am writing in support of continued funding for the CASA of Santa Cruz County.

The Juvenile Court in Santa Cruz continues to see an increase in the number of dependency cases filed in this jurisdiction despite the creative intervention efforts of our social services agency. I have found the CASA volunteers from our community to be exceptionally well trained, and committed individuals. The emotional support and advocacy they provide the dependent children in our juvenile court system is invaluable and the children have benefitted tremendously from their efforts. Their continued service and participation in the juvenile court process is essential.

I strongly urge the continued funding of the Santa Cruz County CASA program and ask that consideration be given to increasing funding through any additional funds that may be available. Please feel free to contact me if you have any questions, my phone number is (831) 454-3802.

Sincerely,

KATHLEEN K. AKAO  
PRESIDING JUDGE  
SANTA CRUZ COUNTY JUVENILE COURT



HUMAN  
RESOURCES  
AGENCY  
COUNTY OF SANTA CRUZ

ADMINISTRATION  
1000 Emeline Avenue  
Santa Cruz, CA 95060  
(831) 4.544130  
Fax: (831) 4544642

November 16, 1998

Dianne Nunn  
Judicial Council of California  
Administrative Office of the Courts  
303 Second Street, South Tower  
San Francisco, CA 94 107

Dear Ms. Nunn:

The Human Resources Agency (HRA) of Santa Cruz County is pleased to express our continued support for the Court Appointed Special Advocate program (CASA). Since the program was implemented early in 1993, HRA has coordinated with CASA under a formal Memorandum of Understanding, including participation in the volunteer training and serving as active members of the Advisory Committee.

Because of its unique position of providing one volunteer to one case, the CASA program offers the intensive comprehensive advocacy so essential for children in the court process. As CASA enters into its sixth year of operations, the program's contribution as part of the overall social services team has been clearly demonstrated.

We continue our wholehearted commitment to helping the CASA program continue to be successfully implemented locally.

Sincerely,

CECILIA ESPINOLA  
Administrator

CE:pb





# County of Santa Cruz

## OFFICE OF THE COUNTY COUNSEL

701 OCEAN STREET, SUITE 506, SANTA CRUZ, CA 950604066  
(931) 454-2040 FAX: (831) 454-2115

DWIGHT L. HERR, COUNTY COUNSEL

November 16, 1998

Ms. Diane Nunn  
Judicial Council  
Administrative Office of the Courts  
303 Second Street, South Tower  
San Francisco,, CA 94107

Re: **Court Appointed Special Advocates of Santa Cruz County**

Dear Ms. Nunn:

I am pleased to express the emphatic support for the Court Appointed Special Advocates of Santa Cruz County. I have worked with CASA volunteers on over one hundred and fifty child dependency cases, and can represent to you that the caliber of the volunteers in our county is exceptionally high. The benefit to the children, and to the juvenile court system is immeasurable. The hard work and sound judgment of all of the people involved with this program have inspired the courts and agencies involved, the legal community, and the broader community as well.

CASA is a valuable participant in the lives of our dependent children, and I urge the Judicial Council to continue its support of our County's CASA program.

Very truly yours,

DWIGHT L. HERR, COUNTY COUNSEL

By: Lee Gulliver  
LEE GULLIVER  
Assistant County Counsel

CASANUNN.WPD



Youth Resource Bank  
of Santa Cruz County

November 16, 1998

Ms. Diane Nunn  
Judicial Council of California  
Administrative Office of the Court  
303 Second Street, South Tower  
San Francisco, CA 94107

**RE:** Court Appointed Special Advocates  
of Santa **Cruz** County

FOUNDER

The Honorable Tom Black

OFFICERS

Honorable Kathleen Akao - Chair

Lynn C. Miller - Vice Chair

Ray Belgard - Honorary Chair

Margie Chiiders - Secretary

Al Walters - Chief Financial Officer

DIRECTORS

James Bosso

Laura Garnette

Barbara Green

Carl Henning, M.D.

Kevin Ippisch, D.D.S.

Sharon Kinsey, Esq.

Kathy Martinez

Dianne Maynez

Terry Medina

Scott Munro

Vickie Powell-blurray

David Sandler

Tom Sprague

Richard Swanson

Dear Ms. Nunn:

The Santa **Cruz** County Youth Resource Bank continues to actively support the excellent work provided to the children of Santa **Cruz** County through the CASA Program.

The Santa **Cruz** County Youth Resource Bank works with CASA through a formal MOU to provide services to children and youth. CASA staff are committed to children that are referred through the courts. They provide a strong voice for children and often are instrumental in expediting resolution to unique problems facing children and families.

CASA provides a specialized approach to children in our community. It is because of CASA staff involvement that children receive more individualized and comprehensive support during very difficult times in their young and impressionable lives.

On behalf of the children of our community we strongly support continued funding for the valuable and unique services provided by CASA.

Sincerely,

A handwritten signature in black ink, appearing to read "Lynn C. Miller".

Lynn C. Miller  
Co-Chair