

Table of Contents

A. Table of Contents.....	1
B. Project Abstract.....	2
C. Objectives, Outcomes and Need for Assistance	3
D. Approach	12
E. Performance Evaluation Plan.....	30
F. Organizational Capacity.....	34
G. Budget and Budget Justification.....	51
H. SUPPLEMENTAL DOCUMENTATION	See Appendices File
H.1 Proof of Non-Profit Status.....	A1
H.2 Organizational Chart.....	A2
H.3 Resumes.....	A3
H.4 CYS Case Management Resource Guide.....	A10
H.5 Sample Letter of Support.....	A12
H.6 Memoranda of Understanding.....	A13
H.7 Logic Model 1.....	A17
H.8 Logic Model 2.....	A19

B. Project Abstract

Project Title: Casa Youth Shelter's Residential Shelter Care Program
Applicant Name: Casa Youth Shelter, Amy Lakin, Executive Director
Address: 10911 Reagan Street, Los Alamitos, CA 90720
Contact Phone Numbers: Phone (562) 594-6825 Fax (562) 594-9185
Email Address: amy_lakin@casayouthshelter.org
Web Site Address: www.casayouthshelter.org

Summary: Since 1978, Casa Youth Shelter (CYS) has served the needs of RHY and youth and families in-crisis both on-site and in the community through our Residential Shelter Care and Community Outreach Programs. Our activities work in concert with each other to offer individuals and families the tools they need in order to mitigate crises and work together as a cohesive unit whenever possible. Casa Youth Shelter remains steadfast in providing high quality shelter and crisis intervention services to youth, age 12-17, and their family members in Southern California, particularly serving the Orange County/Greater Long Beach Metropolitan areas (communities with high rates of poverty, human trafficking and homelessness); however, CYC is committed to providing services to any youth age 12-17 in need, including those from out of state. Casa Youth Shelter is located on the border of Orange and Los Angeles Counties in Los Alamitos, California.

Services that Casa Youth Shelter has provided for over 39 years and intends to continue to provide within the scope of this Request for Proposal (RFP), Basic Center Grant (BCG) include:

- Crisis Shelter Care
- Crisis Intervention Counseling
- Reunification Counseling
- Referral Services
- Outreach Services
- Positive Youth Development Opportunities and Activities

Specifically, during the fiscal year 2017/2018, Casa Youth Shelter will provide crisis shelter care – including beds, food, clothing and other gateway services – to a minimum of **200 youth** for an average stay of 12 days. CYC has **12 beds** (the largest youth-specific shelter in Orange County) committed to this goal. CYC will provide the following psychotherapeutic services for these youth and their family members: **750 hours of individual counseling** to all youth to deal with the crisis/trauma of being out of their homes and to develop exit and long range plans, **600 hours of family counseling** to aid in reunification as well as to work on the issues that forced the youth from their home, **6,000 hours of group counseling and educational services** to help youth to develop independent living skills, survival skills and for parents to develop enhanced parenting skills. Additionally, CYC estimates **committing 200 hours to client centered advocacy** wherein our staff works directly with other professionals to help our clients, and **4,000 hours of case work** composing and analyzing shift notes, creating and reassessing treatment plans, researching and sharing referrals and conducting follow-ups. Casa Youth Shelter estimates that over a 36 month period over **600 youth** will be served and over **45,000 hours** of program services will be provided. In addition over **37,000 contact hours** will be completed by our Community Outreach Team.

It is expected that over **90% of youth** who receive shelter care services at CYC will reunify with a parent or other relative or will transfer to other long term safe and stable residency, such as a social service agency. Our goal is to engage at least **75% of those families** in ongoing **aftercare services**.

C. Objectives, Outcomes and Need for Assistance

1.1 Evidence of youth homelessness in the target area

“Homelessness in Orange County went up more than 7 percent in the last two years and nearly 13 percent since 2013, according to initial results released from this year's Point-In-Time homeless count.” This is the opening from a May 2017 KPCC news story bluntly entitled *Homelessness Up 7 Percent in Orange County, Latest Count Shows*. Indeed, homelessness in Casa Youth Shelter’s primary catchment area is on the rise.

According to the *21st Annual Report on Conditions of Children in Orange County*, “...in January 2015 Orange County’s population numbered 3,147,655, making it the sixth most populated county in the nation. Orange County has more residents than 20 states, including Mississippi, Utah, and Nevada.” Orange County is defined by its full spectrum of ethnic and socio-economic diversity; it is home to some of California’s richest and poorest cities. “Orange County is known for million dollar mansions, shopping malls galore, and of course, Disneyland. But peel back that sunny façade, and the quality of life is bleak for many OC residents.” That's the unsettling finding in a report unveiled in Anaheim that looked at Orange County poverty. “The truth is that for far more members of our community than any of us have ever realized, it’s a daily struggle for the essentials of life,” said Shelley Hoss, president of the Orange County Community Foundation, which released the report. “We know that there are people living at the poverty level, but the fact that it is half of K-12 students in Orange County, that was the startling factor,” said Hoss.” (*A Tale of Two Counties: Study Shows Bleak Quality of Life for Orange County Poor*; Ben Bergman; KPCC; November 15, 2012)

According to a May 2017 Los Angeles Times article (<http://www.latimes.com/local/lanow/la-me-ln-homeless-count-20170530-story.html>) “Los Angeles County’s homeless population has soared 23% over last year despite increasing success in placing people in housing, according to the latest annual count released Wednesday. The startling jump in homelessness affected every significant demographic group, including youth, families, veterans and the chronically homeless, according to the report. *Youths made up the fastest growing homeless age group with those 18 to 24 up 64%, followed by those under 18 at 41%.*”

The Homeless Services Authority linked the worsening problem to the economic stress on renters in the Los Angeles area. More than 2 million households in L.A. and Orange counties have housing costs that exceed 30% of income, according to data from Harvard University’s Joint Center for Housing Studies included in the report.

From our location in Los Alamitos (a city poised on the edge of Orange and Los Angeles Counties – see map in Section F.3 Appendix A), CYs serves as a critical link in the safety net for homeless and potentially homeless youth – a 24/7 full-service, youth-specific shelter. While we welcome youth who seek our care regardless of geography, we focus on providing outreach programs and services to areas where we may be most needed to help alleviate issues of youth in crisis. Our primary catchment areas include cities throughout Orange and Los Angeles Counties where poverty and homelessness are prevalent.

1.2 Target areas, attempts to address the problem and detailed strategy

To identify target areas where runaway, homeless and street youth congregate, Casa Youth Shelter’s Community Outreach Program works in concert with dozens of partner agencies to locate at-risk and runaway youth and direct them to services in our shelter. In our target

communities, those partners include the law enforcement homeless liaison officers of La Habra, Stanton, and Fullerton who keep us up to date on park hot spots of homeless/at risk youth areas. Additionally, Casa works with the Orange County Health Care Agency to target Costa Mesa and Santa Ana. CYS's Outreach Team maintains regular contact with families living in Anaheim motels, addressing the needs of youth in this specific population. We have linked with Coast to Coast Foundation and Illumination Foundation, targeting adults and families in area parks and providing case management and housing services, and Stand Up For Kids, a nation-wide agency that locates homeless teens and provides them with toiletries and resources. Based on insight from these partners (and others), and an analysis of our own resident statistics, our primary target areas of RHY congregation remain throughout Long Beach, Anaheim and Santa Ana – not coincidentally, these are communities of high poverty and human trafficking rates as well.

Previous and current attempts to address the problem of youth homelessness never happen in a vacuum. Our strategy to provide services to approximately 220 youth annually relies in part on maintaining active service-provider networks. The CYS Community Outreach Team frequently and formally exchanges information with other professionals who work with runaway, homeless and street youth and their families in order to create a full continuum of care for homeless youth. Additionally, Casa Youth Shelter representatives are part of the Core Teams of both the Orange County and Long Beach Human Trafficking Taskforces, take part in the Southern California Youth Shelter Coalition, co-chair the Long Beach Youth Services Network, regularly attend meetings of the Anaheim Human Services Network, Collaboration to Assist Motel Families and Network Anaheim.

Our strategy for annually providing shelter and related care to approximately 220 youth is as follows: 1) maintain/expand our network of community partners so that they can continue to

refer youth to CYS; 2) maintain/expand our outreach into local communities via events, motel outreach and tabling opportunities in order to have direct contact with a maximum number of community members; 3) maintain/expand our presence in schools throughout our target communities in order to maximize direct contact between the shelter and area youth; 4) continue to employ the highest caliber staff and volunteers to ensure that the services we offer are of utmost impact, thus increasing both residents' success and the likelihood of future referrals.

1.3 Expected outcomes

In keeping with RHY legislation and FYSB program requirements, Casa Youth Shelter's overarching objective is clear and well-established: The provision of emergency shelter care to runaway and homeless youth ages 12-17 or to those youth who are at risk of becoming runaways or homeless.

Specific program goals are to decrease the number of runaway, throwaway, and homeless youth on the streets by providing short-term crisis shelter; to decrease the incidence of future runaway and homeless episodes through development of a case plan that maintains safe housing and promotes permanence; to increase the number of RHY who are reunified with parents/guardians or who exit the shelter to a safe, stable placement; and to promote Positive Youth Development with at-risk youth in the community.

The long term outcomes of these goals is for every Casa Youth Shelter resident to develop permanent connections, display self-sufficiency, feel a sense of well-being and live in an environment of safety. Annually, Casa Youth Shelter's measurable agency outcomes are as follows: improve agency awareness and access to service through community outreach; meet the legal mandates of DDS, ACF and State Licensing; provide shelter care and related services to a

minimum of 200 at-risk and RHY annually with 200 hours of client-centered advocacy and 4,000 hours of case work; provide approximately 750 individual, 600 family and 6,000 group hours of counseling; provide 1,000 hours of tutoring and 1,000 hours of LIFE Skills education; develop case plans for each resident that promote safe exit, family reunification when feasible and aftercare counseling. Annual resident outcomes include a minimum 75% successful reunification rate exiting to a family home; minimum 85% “Successful or Satisfactory” exit disposition.

1.4 Relationship between needs and outcomes

According to an article published by the Health Resources & Services Administration, “Many of the issues faced by homeless youth are similar to those faced by anyone experiencing homelessness. However, as adolescents, homeless youth are still developing psychologically, cognitively and physically and may make choices that are not in the best interest of their health. Before becoming homeless, these youth may have endured a chaotic and often violent home life and they may be distrustful of authority and adults. For these reasons, homeless youth can benefit from services that are specific to their needs rather than incorporated into services for the adult homeless population.” Meeting the need for youth-specific services is the underpinning of all of CYC’s program goals and expected outcomes. We understand that meeting the needs of runaway, homeless and street youth requires addressing issues that are sometimes ubiquitous and at other times unique to this population. Some of those issues include increased likelihood to engage in high-risk behaviors (such as drug use, unprotected sex and participation in violence); increased vulnerability to human trafficking victimization; decreased access to physical and mental health care; and lack of education and job skills.

Casa Youth Shelter's expected program outcomes are related to meeting these needs in that developing permanent connections, displaying self-sufficiency, feeling a sense of well-being and living in an environment of safety help ensure that youth can decrease the intensity of crisis situations and increase the likelihood of a healthy transition into adulthood.

Therapeutically, CYS staff understands that each individual resident needs services that are relevant to his/her character and experiences in order to elicit the desired outcomes. In conjunction with individual counseling, residents take part in a variety of group and educational activities; all CYS residents participate in these services 3 to 4 times per day. The goal of many of our group activities is to help each resident experience positive growth development. Under the guidance of a professionally qualified and experienced group facilitator, the group sessions focus on feelings, interpersonal relations, and confronting reality. In groups, residents develop the ability to listen and experience the satisfaction of being listened to. The open expression of feelings is encouraged as group members help each resident to gradually accept reality and find new ways for coping with problems. A sample of the groups offered at Casa Youth Shelter throughout any given week include:

- **Anger Management/ Assertion Training:** This weekly educational activity is designed to help residents learn appropriate techniques to diffusing anger, while also teaching them how to stand up for their rights while not taking away the rights of others.
- **Art Therapy:** This twice-weekly group is designed as a therapeutic activity. The purpose is to provide the residents with a non-verbal means of expression.
- **The Breakfast Club:** This group meets daily, Monday – Friday, offering all residents an opportunity to process their feelings associated with the previous 24 hours.

- Conflict Resolution: Using decision-making tools, this weekly group offers a behavioral model for reducing conflict.
- Creative Sewing Crafts: This class is a non-judgmental opportunity for residents to create a project of value. Utilizing our in-house sewing machines youth, each week, create a very small item that they can keep with them or donate to a local children's hospital.
- Family Life Education: This weekly educational activity is intended to provide the residents of Casa with up-to-date, factual information regarding the consequences of sexual behavior, such as pregnancy and sexually transmitted infections.
- Healthy Communication: This is a weekly educational group is designed to teach effective communication skills such as how to use "I" Statements and Active Listening skills.
- Healthy Relationships: Using Family Systems Theory, this weekly group helps the residents of Casa Youth Shelter examine what a "healthy relationship" is.
- Issues of Abuse: This weekly group is designed as both an educational and therapeutic activity. Residents learn to identify the many types of abuse, and coping mechanisms to move from "victim" to "survivor".
- Pet Therapy: This twice-weekly group is designed to promote improvement in human physical, social, emotional, and/or cognitive functioning while allowing the shelter resident to take the focus off of their victimization, to "get outside of themselves".
- Reel/Cinema Therapy: This multi-media group has the residents watching topical movies with a psychotherapeutic discussion to follow.

- Self-Esteem Group: This weekly self-exploration group is designed to help residents learn to understand and direct their feeling about themselves and how these feelings relate to their esteem for others.
- Substance Abuse: This group is held once a week and allows students to explore the dynamics and dangers of substance abuse.

All CYS group activities are geared toward promoting the expected outcomes of safety, well-being, self-sufficiency and permanent connections of our residents as is evidenced by the following table:

Safety Anger Management/Assertion Conflict Resolution Family Life Education Issues of Abuse Substance Abuse Refusal Group	Permanent Connections Healthy Communication Healthy Relationships T.O.P.S. Parenting Classes T.O.P.S. Teen Drop-In Group Family Counseling
Well-Being Art Expression Therapy The Breakfast Club Process Group Educational Tutoring Exercise Class Healthy Communication Healthy Relationships Issues of Abuse Pet Therapy Group Reel/Cinema Group Self-Esteem Group Individual Counseling	Self-Sufficiency Conflict Resolution Group Creative Crafts Sewing Group Educational Tutoring Family Life Education Substance Abuse Refusal Group LIFE Skills Program Study Hall

1.5 Strategy for community-wide outreach marketing

Casa Youth Shelter has developed an articulated, organization-wide strategy to work with other agencies in order to ensure efficiency in the coordination of community-wide outreach marketing

efforts. This strategy is based on a dual approach wherein Casa Youth Shelter's Community Outreach Team engages in both issue-specific and catchment-area based outreach. This twofold tactic allows us to interact with a wide range of community and social service agencies that are most likely to come in contact with youth and families who need our services. We assess and pursue those agency partnerships based on the demographics of our shelter residents and comparative assessments of our annual statistics.

For example, after a comprehensive evaluation of our 2012, 2013 and 2014 statistics, we revamped our *catchment-area based* plan in order to have larger geographical impact throughout the Greater Long Beach community. To that end, we now participate in briefings at many law enforcement stations serving the Greater Long Beach Area including the Long Beach Police Department, Signal Hill Police Department, the Sheriff Departments of Cerritos, Signal Hill and Paramount, and the Harbor Community Police Department – serving Harbor City, Harbor Gateway, San Pedro, Terminal Island and Wilmington. In all of these interactions (and many more beyond these examples) CYS representatives disseminate information and make sure that all participating agencies are well stocked with CYS brochures and collateral materials so that they can distribute our information on our behalf.

Issue-specific outreach marketing efforts include our position as Core Team members of both the Orange County and Long Beach Human Trafficking Networks. In this capacity we ensure our place at the table with other community partners who have a vested interest in addressing human trafficking-related issues. These established networks allow Casa Youth Shelter to get our marketing materials in the hands of frontline service providers who undoubtedly come in contact with youth and families who need our services.

Both issue-specific and catchment-area based outreach require tangible materials. Casa Youth Shelter was fortunate to receive funding from the Josephine S. Gumbiner Foundation to design and print collateral materials whose purpose is community-wide marketing. Realizing that one brochure cannot address the varying needs of every community, this funding allowed us to create a supply of more customized marketing pieces that are frequently distributed to the public via our community partners.

Casa Youth Shelter information is also disseminated electronically and via hotline. Since its inception in 2008, CYS has worked with 2-1-1 OC, an internet-and-hotline-based marketing resource for area service providers. In their own words, “2-1-1 Orange County, a nonprofit 501(c)(3) organization, offers a comprehensive information and referral system linking Orange County residents to community health and human services and support. Callers seeking assistance can dial 2-1-1 or 888-600-4357 (toll-free) 24 hours-a-day and be connected to a trained Information and Referral specialists. These I&R specialists have access to a database with information on more than 2,000 government and nonprofit agencies representing thousands of specialized services, ranging from food and shelter to job placement and health care programs.”

1.6 Logic model that reflects program requirements, activities and results

See Logic Model 1 on pages 17-18 of the appendix.

D. Approach

I. Access to shelter, gateway services, assessment

2.1 Logical outreach strategy

In keeping with RHY legislation and FYSB program requirements, CYS' objective for street outreach is clear and well established: to educate youth and the community about available services and also partake in the process of building personal connections with street youth that will play a role in helping individual youth improve his/her health status, housing situation and support network. At its essence, Casa Youth Shelter's Community Outreach Program "seeks to establish a personal connection that provides the spark for the journey back to vital and dignified life" (*Assessing the Evidence: What We Know About Outreach and Engagement*, Bassuk, 1994, p.10-3).

Specific program goals are: to attract RHY and street youth through street- and site-based outreach; to use trauma-informed and harm reduction approaches that engage RHY and street youth; to provide RHY and street youth with gateway services such food, clothing and shelter; and to help RHY and street youth acquire permanent, stable housing and develop appropriate independence.

The strategies employed to meet those goals are as follows:

Street-Based Outreach: Unlike in more urban locations, direct street outreach is not always a feasible approach in our catchment area's sprawling, suburban landscape. With Southern California's serpentine freeways connecting disparate communities, direct outreach efforts have to pinpoint one neighborhood at a time – often a resource-exhausting exercise. However, direct street outreach *is* part of CYS's strategies used in comprehensive street youth reduction efforts, drawing upon mounting evidence of impact. Our interactive program relies on workers to support and advocate on behalf of runaway and homeless youth, or those at high risk of becoming so, to change behavior patterns and link them to needed services and institutions. Our street-based outreach aims to build positive relationships between our staff, street outreach

workers from various partner agencies and youth in need of our services. Street outreach workers link marginalized and hard-to-serve individuals in communities with high levels of gang activity, human trafficking and drug use to relevant services, and play an important role in diffusing and stopping problems associated with street life. These workers reach out to targeted young community members at community events, on street corners, in parks, and in any neighborhood spaces where homeless youth or those at risk of being homeless spend time based on educated approximations and referrals from our partner agencies and law enforcement. Street outreach is regularly conducted by CYS's Youth Leadership Program in conjunction with the CYS Outreach Coordinator, an Outreach Facilitator, and various other staff and volunteers. This diverse pool of workers often possess intimate familiarity with the communities in which they work. Their knowledge and skills allow them to work with individuals whom traditional service providers cannot access or support.

Follow-up contact – including calls and/or emails – with RHY who do not come to Casa Youth Shelter for services are made whenever possible on a weekly basis. Once those RHY have achieved permanent housing, follow-up is decreased to monthly. CYS outreach follow-up is frequently conducted by Casa Youth Shelter Masters in Social Work (MSW) Interns in conjunction with CYS case management.

Site-Based Outreach: In order to reach the populations of displaced youth who live in motels, information is disbursed as CYS outreach workers provide basic needs to youth and their families with our “Motel Outreach” program, intended for youth and families who live week-to-week, sometimes in near-squalid conditions. CYS staff and volunteers pay monthly visits to targeted motels to offer food, clothing, school supplies and other basic needs; most importantly we make our shelter services known to teenage populations of motel homeless. CYS volunteers

provide casual interaction time (often organizing games or bar-b-q's) to engage youth and families so that the staff can converse with them about their needs. This has proven to be one of our more effective ways to ensure repeated contact over time and as long as services are needed.

2.2 24/7 Shelter and address

Youth may come to Casa Youth Shelter 24 hours a day, seven days a week. We are never closed. We have staff *on duty and awake* 24 hours a day. The phone is always answered. Flyers, brochures and posters, as well as our toll-free 24 hour hotline (800) 914-CASA (800.914.2272), all state this clearly. Youths at-risk and in need of transportation will be directed to a public bus line nearby or transportation will be arranged. The provision of shelter services takes place at 10911 Reagan Street, Los Alamitos, CA 90720.

2.3 Gathering relevant information for assessment

“Engagement and Assessment” is the beginning of the residency process and serves as the basis for each resident’s relationship with Casa Youth Shelter staff. CYS employs a customized database created for the unique information gathering and sharing demands of this BCP. Within the database, all CYS staff can enter information into standardized forms and pages so that staff, counselors, and case managers know exactly where to find resident information that is relevant to their piece of the treatment process.

Even before RHY come to Casa Youth Shelter for residency, they are frequently “pre-assessed” by phone during a crisis call. Many future residents begin their CYS interaction by calling.

During that initial call, CYS staff gather information about the caller’s needs, potential mental health diagnosis, substance abuse, sexual victimization and risks such as suicidal or homicidal thoughts. Should that initial call result in residency, the engagement and assessment continue in

person. When the youth arrive at CYS, their crisis call information has already been added to the database so that, upon intake, further information gathering happens seamlessly.

During each individual intake, the screening process allows CYS staff to collect relevant information from both the youth and the guardian on hand. Relevant information gathered at that time and added to the database includes (but is not limited to) age, education, family arrangements, possible abuse, family military status, financial resource needs, shelter care needs, housing needs, and any juvenile justice concerns. This information becomes the basis for design of individualized program services and case management plans.

Once the youth has become a resident, further assessment information is gathered within 24 hours. At that time, CYS counselors conduct a full psycho-social evaluation, gather a more detailed family and personal history, set preliminary treatment and adjunct services goals, assess for an appropriate exit strategy and conduct more thorough case management evaluation. Again, all of that information is added to the resident's database file. All database files are appropriately password protected to maintain client confidentiality.

2.4 Providing gateway services

Gateway services – defined in the Basic Center Grant RFP as food, clothing, and hygiene-related items – are provided to RHY by Casa Youth Shelter both in the community and on-site. Thanks to long-standing partnerships with Second Harvest Food Bank, Tilly's Clothing Company, Vans, and individual donors, Casa Youth Shelter has never been at a loss for food, clothing or hygiene products to distribute.

In the community, CYS Community Outreach representatives dispense custom bags filled with non-perishable food donations; basics such as socks, undergarments and weather-protective

clothing; and hygiene products such as tooth- and hairbrushes. Included with these items are always materials about Casa Youth Shelter services and 211 referral information. These bags are primarily distributed at our motel outreach events and similarly organized street-based efforts (often in conjunction with partner agencies).

On-site, every resident of Casa Youth Shelter has abundant access to healthy meals and snacks. CYS maintains a walk-in pantry full of non-perishable foods as well as a kitchen full of fresh fruits and vegetables (often donated directly from local growers), a variety of proteins, and breads (often donated directly from local bakeries). For clothing, CYS maintains “Tilly’s Closet” – stocked with items primarily donated by the companies Tilly’s and Vans. Annual bulk donations of these unused articles are culled by CYS volunteers in order to ensure that every item of clothing and pair of shoes is both appropriate and in good condition. The closet’s collection is maintained by CYS volunteers who make sure that a wide range of sizes is available to any resident in need. Similarly, a large supply of donated hygiene products is continually sorted and stocked by CYS volunteers and distributed by shelter staff to any resident in need of a toothbrush, hairbrush, deodorant, or other personal care products.

II. Case management, aftercare and service linkages

2.5 Coordination of case management

One of the primary goals of CYS’s Residential Shelter Care Program is the establishment of permanency upon residents’ exit from the program. To that end, we realize that on-site counseling services only address certain elements of youth homelessness and potential homelessness. Other contributing factors – such as family unemployment, addiction, chronic family homelessness, and systemic roadblocks – are addressed through coordinated, intensive

case management. The first phase in the coordination of case management is “Engagement and Assessment” (see 2.3). Upon intake, Casa Youth Shelter residents take part in extensive screening and assessment. Needs identified in this initial step are conveyed to the case manager through CYC’s custom client database – on the intake page of the client file, “Additional Family Resource Needs” is filled out at the time of intake; additionally, on the Master Treatment Plan, the sections “Planned Adjunct Services/Referrals” and “Planned Post-Therapeutic Referrals” are filled out by the therapist during assessment and subsequent reassessments of treatment needs. Based on this information, the case manager evaluates the needs and resources of each resident and determines the level of service required as well as willingness/ability of residents and their families to engage in the process. When necessary, staff arranges supplementary support services to help enhance family functioning.

Step two is “Service Planning”, in which needs are prioritized and specific goals, objectives, methods, resources and activities are articulated. This planning also makes clear who is responsible for undertaking research, dissemination and follow-up of information and the timeline for meeting resident’s needs. Which leads to the primary case management activity, “Implementation,” in which the case manager educates residents and their families about available programs, systems and services that best meet their needs; helps residents and their families access services, make/keep appointments and overcome barriers to service; assists residents and their families with necessary applications for services or programs; negotiates and advocates on behalf of residents and their families; and monitors resident and family progress and service delivery. (For a comprehensive example of CYC’s Case Management Resource Guide, see appendix pages 10-11.)

Each step of the case management process is designed to strengthen and empower residents and their families so that upon exit, each resident is reentering a more stable environment, one that is primed to support permanency, thus minimizing the likelihood of repeat homelessness.

2.6 Service providers and coordinated services

Casa Youth Shelter is a community-based program which, from its inception, has enjoyed strong community support not only in Los Alamitos but throughout Orange County and the adjacent cities in Los Angeles County. Linkages are maintained with a wide variety of organizations and service providers in order to best serve the clients at each organization. Utilizing the specialties of each agency, Casa Youth Shelter is able to call on its partners if the needs of our clients reach beyond the scope of our programs.

Provision of these coordinated services is established formally through a series of MOUs (see examples on pages 13-16 of the appendix) and informally through conversation and interaction of agency staff. The following is a categorical sampling of service providers that, in conjunction with CYS, help to create a comprehensive safety net to meet the full spectrum of possible client needs:

Health Care: Los Alamitos Medical Center, located two blocks from Casa Youth Shelter, provides emergency medical care, including psychological assessment, for residents. The Medical Center's Chief Operating Officer also sits on Casa's Board of Directors. Service linkages have been coordinated with the Orange County Department of Mental Health for emergency psychiatric assessment and, if need be, for immediate admission for treatment. No medical care, other than emergency care, is arranged without the consent of parents or legal guardians. Individual service providers located in the Los Alamitos area have agreed to provide

services at sliding-scale or at no cost to individual and families who are truly in need. These include vision and dental services. These adjunctive services many times work hand in hand with Casa Youth Shelter's clinical programs.

Mental Health/Emotional Support: The Orange County Department of Mental Health frequently comes in contact with runaway/homeless/street youth and their families. This agency has become an important informant with regard to the location and mental state of Orange County's unaccompanied minors. In 2016, 5% of the residents of Casa Youth Shelter were exited to psychiatric hospitals. Most of these youth were assessed by Orange County Department of Mental Health/Children's Services and then determined to be a danger to self or others. Working with these service providers enhances the services provided to RHY in that more acute psychiatric needs are identified and resources secured.

Substance Abuse Treatment Centers: Working closely with organizations such as Phoenix House, Twin Town, Touchstones, Center for Discovery and the BHS Boyle Heights Recovery Center, Casa Youth Shelter can connect residents with residential and/or non-residential recovery options when necessary. While each of these programs offers adolescent treatment, we are also in connection with programs like Gary Center (SACS), Matrix Center and Hope House which offer adult treatment options as a resource for our residents' family members.

Law Enforcement: CYS has long fostered a close working relationship with area police and sheriffs' departments. Both the past and current Chiefs of the Los Alamitos Police Departments serve on our Board of Directors. Should we need their services on-site, response time to the shelter averages under five minutes. In the spirit of reciprocity, CYS representatives make frequent presentations at area law enforcement briefings (Stanton, Downey, La Palma, Cypress

and Greater Long Beach, to name a few). In an open exchange of information, law enforcement officers and shelter outreach workers educate each other on community needs, demographic shifts and how we can best be of service to the other.

Schools: Casa Youth Shelter works very closely with the Los Alamitos Unified School District, the Anaheim Unified School District, ABC Unified, Garden Grove Unified, and the Long Beach Unified School Districts coordinating activities, working closely with Job Corps, School Networks and formal collaboratives including Orange County Department of Education, ABC Task Force Collaborative, Bellflower Unified School District Collaborative (Caring Connections), Downey Unified School District (True Lasting Connections Resource Center), Fedde Community Resource Center, Orange County Head Start, and Parent Resource Centers (Orange County School Districts). We participate in school info-fair days, and deal with crisis situations on the campuses. As per State of California educational policy, each district designates an administrator to supervise services related to the McKinney-Vento Act, which guarantees academic support for homeless youth. In Casa's local school district, that person is Counselor Gail Davenport. The high school also assigns one administrator as liaison for educational support for Casa Youth Shelter; currently the liaison is Ms. Heidi Olshan. Tutoring to our youth is provided twice a week through the Title 1 Program of the Orange County Department of Education.

Employment Services: CYS staff and volunteers work with residents on building employment skills, both in LIFE Skills classes and special group sessions. For more employment support, CYS case management may refer residents and their family members to supplementary services. CYS maintains a working relationship with organizations such as Job Corps in Los Angeles and Long Beach, and Taller San Jose Hope Builders, whose mission it is to "provide Orange

County's most disadvantaged youth the life skills and job training needed to achieve enduring personal and professional success.”

Sexual Assault Services: CYS works closely with the YWCA of Greater Los Angeles and their Sexual Assault Program. They offer a 24-hour Sexual Assault Crisis Line; 24-hour advocacy accompaniment at hospitals, law enforcement, courts, etc; self defense; and individual, group and Healing Art therapies. YWCA sexual assault services are available in Compton, South Los Angeles and South Bay/Long Beach. CYS makes referrals as needed.

Services for Victims of Human Trafficking: In 2015 (the most recent, available statistics), there were a total of 225 victims of human trafficking in Orange County alone, according to the county’s taskforce. This number has been rising annually. CYS is on the forefront of this crisis as a pivotal part of both the Long Beach and Orange County Human Trafficking Task Forces, which includes collaborations with the U.S. Department of Homeland Security, Immigration and Customs Enforcement, the FBI, Long Beach P.D., the Long Beach Prosecutor’s Office and the Los Angeles County District Attorney’s Office. These partnerships are the key to CYS’s ability to offer our clients specialized services to address the unique needs of human trafficking victims. Human trafficking victims who seek shelter at CYS can rely on our service linkages; CYS staff and counselors make connections and advocate for our human trafficking victim clients as is deemed appropriate. Coordinating services with these specialized entities ensures that we continue to follow best-practices in treating this fragile population.

Housing: CYS residents and their families who are in need of housing services typically fall under one of three categories: Families, Youth and/or TAY. For families, CYS works with Continuum of Care Services in both Orange County and Long Beach. All area housing

organizations come together there to ensure that families' housing needs are being comprehensively met. For youth, CYS works closely with Laurel House. Additionally, we are the lead agency for the Southern California Emergency Teen Shelter Network. All participating shelters have agreed to work together to ensure the best possible placements and long term housing for Southern California teens. To meet the unique housing needs of the TAY population, CYS works with Mental Health America and, in Huntington Beach, Robyne's Nest. We are currently working with Mercy House in order to expand their housing services to the TAY population as well. Covering all three categories, CYS also works with the Fair Housing Foundation.

Welfare Personnel: The welfare needs of our residents and their families are often expansive. CYS case managers work closely with representatives from Medical, Cal Optima, Medicaid, Cal Fresh, Cal Works, OC Social Services Agency, OC Healthcare Agency, and Sparkpoint OC for financial literacy support.

Legal Services: Legal aid for CYS residents and their families comes from the Legal Aid Society, C.H.I.R.L.A., the Fair Housing Foundation and the Orange County Family Justice Center.

2.7 Aftercare services

Consistent and relevant aftercare services are an important step in youths' process of reunification and development of permanence. Tools learned while in residence at Casa Youth Shelter are reinforced in aftercare counseling. Additionally, families involved in aftercare services learn how to function as a more cohesive unit moving forward.

Creation of an aftercare plan begins early in a resident's stay; when a counselor has a first family session they discuss aftercare. During the therapy process the family is reminded that individual and family therapy continues after the resident exits as part of a progressive reunification process, meaning ideally the family will gradually reduce the number of sessions from weekly to biweekly to monthly until they appropriately terminate. At the time of resident exit, the first aftercare session is scheduled for the following week. The assigned counselor will continue to meet with the family for at least three months (when appropriate) and may continue up to a year.

The goal in aftercare therapy is to assist the family in reinforcing their reunification goals, support the family in the reunification process, and help the family build efficacy and confidence while establishing permanence and independence in the youth. If the family desires long term therapy (more than 12 months) they will be referred out to an agency that can provide continuity in the therapy process.

Aftercare activities also frequently include participation in CYS's Parenting Education Program (English & Spanish). This weekly group is designed as both an educational and therapeutic activity. For parents only, these classes help in the development of clear, concise rules and how to consistently enforce them. Classes are open to the community and are offered in both English and Spanish. The course is approved by OC and LA County Probation Departments as well as Orange County and Los Angeles County Social Services Departments. Adolescents of parents attending Parenting Classes are invited to attend the weekly drop-in group where they discuss the same weekly topics as their parents, only from their own perspective.

2.8 311(a)(1) of the RHY Act, 42 U.S.C. 5711(a)(1)

As stated in Section 311 (a)(1) of the RHY Act, *The Secretary shall make grants to public and nonprofit private entities (and combinations of such entities) to establish and operate (including*

renovation) local centers to provide services for runaway and homeless youth and for the families of such youth. It is our understanding that Casa Youth Shelter qualifies for grant funding under this statute as we are a nonprofit entity whose purpose is to provide services specifically tailored to the needs of runaway youth and their families.

2.9 PYD, trauma-informed care and evidence-informed approach

Positive Youth Development (PYD): While there is evidence that certain positive influences at home, at school and in the community prevent young people from making poor choices and help them to succeed, CYS is acutely aware that the majority of our clients are lacking that support (which is a contributing factor to the crises that lead them to our shelter care). According to FindYouthInfo.gov, research suggests positive youth development offers youth the following benefits: increased protective factors; reduction in risky behaviors; higher grades and expectation to go to college; higher rates of successful transitions into adulthood; improved social and emotional outcomes; greater likelihood of contributing to their communities; less depression.

With those five goals in mind, Casa Youth Shelter has implemented a three-pronged approach to the application of PYD: 1) Casa Youth Shelter has designed specialized group sessions that are intended to provide shelter residents with “survival skills,” imbuing them with specific skills to decrease risky behavior/increase self-protective factors, help ensure higher rates of successful transitions into adulthood, improve social/emotional outcomes, lessen depression and raise their grades. These groups are generally offered weekly and include LIFE Skills Program, Conflict Resolution, Self-Esteem Group, Study Hall, Healthy Relationships and Family Life Education. 2) Casa Youth Shelter encourages and facilitates client participation in outside conferences and seminars that support PYD goals. For example, eligible shelter residents have taken part in

“Independent City”, a day-long event hosted by Orangewood Children’s Foundation. Designed for foster- and shelter care residents nearing 18 years of age, the workshop offers “...the opportunity to learn tips on how to maximize your success after emancipation for everyday life.” Additionally, CYS’s own Outreach Director coordinates an annual Teen Summit, a platform for speakers, workshops and activities with PYD underpinnings. Last year approximately 300 youth – including CYS shelter residents and high school students from the surrounding community – learned about such topics as drug awareness, teen dating violence and safe-sex practices. 3) Casa Youth Shelter developed its Youth Leadership Program (YLP) to help young people – both former shelter residents and teens from the community at large – develop leadership skills through training, mentoring, and special projects. YLP is comprised of student volunteers, ages 15 – 18, from area high schools. CYS's Youth Leadership Program was born from the idea that in order to increase the likelihood of contributing to their communities, it's not enough to foster a desire for philanthropy in teens but also necessary to help develop the skills to execute successful ventures. YLP members learn business meeting protocol, effective outreach methods, and successful collaboration. YLP volunteers form their own Leadership Board and are included at CYS board and staff meetings. The mentorship interaction between members of the YLP Board and their Casa Board counterparts provides valuable professional experience. Casa Youth Shelter fosters the seed of social consciousness in YLP teens, giving them the opportunity to take part in a range of service events, making them a valuable asset to our community at large and empowering them to be catalysts for positive action. Notable YLP activities include Sticker Shock - a movement designed to reduce underage drinking, decreasing youth access to alcohol. Young volunteers visit local alcohol retailers and affix stickers with prevention messages on multi-packs of alcohol. This creates a visual reminder for customers that it is illegal to provide

alcohol to anyone under the legal drinking age of 21 years old; “Beat the H.E.A.T.” Concert Rally Against Human Trafficking - YLP participated in and managed an informational booth at this concert rally, organized by OC District Attorney Tony Rackauckas, which joined elected officials and law enforcement to rally against exploitation and trafficking of humans; Reality Party - In an effort to foster Positive Youth Development, this project promotes social change regarding underage drinking, impaired driving, marijuana, prescription drug misuse and other concerns using improvisation and interactive techniques to engage discussion, explore issues, and develop personal and community solutions to these issues.

Trauma-informed care: In developing our approach to counseling, CYC has taken to heart the goal of the National Center for Trauma-Informed Care (NCTIC), “...to change the paradigm from one that asks, ‘What’s wrong with you?’ to one that asks, ‘What has happened to you?’” A majority of the youth who come to Casa Youth Shelter have been victimized by physical abuse, sexual abuse, and/or domestic/dating violence. We aim to help those youth move from a self-definition of “victim” to that of “survivor” by fully embracing the NCTIC’s definition of a trauma-informed care social service agency. That is, “When a human service program takes the step to become trauma-informed, every part of its organization, management, and service delivery system is assessed and potentially modified to include a basic understanding of how trauma affects the life of an individual seeking services. Trauma-informed organizations, programs, and services are based on an understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches may exacerbate, so that these services and programs can be more supportive and avoid re-traumatization.”

Each year Casa Youth Shelter provides staff and volunteers seminars and in-services on the issues of Trauma-Informed Care. Experts, in-house and from the community, present on these

topics during monthly staff trainings as well as at our annual staff retreat. The goal is for the staff to work as a treatment team so that every person that our residents work with is aware of the unique challenges that the youth is experiencing. Classes and groups are also provided to the residents, helping them to better understand their normal reactions to their victimization and how to develop coping mechanisms in their healing.

Utilizing Evidence-Based and Evidence-Informed Approaches: In 39 years of experience caring for runaway, homeless and at-risk youth, Casa Youth Shelter has compiled a trustworthy assembly of evidence-informed material which indicates that the presenting problems for many of CYS's residents stem from relationship issues between family members. We have found the Family Systems theoretical approach to be most successful in promoting social and emotional well-being and leading to family reunification. Through an intentionally designed series of observations, documentation, surveys, and assessment, Casa Youth Shelter staff plays a vital role in making sure our evidence-informed practices result in the best possible outcomes of our residents.

Evidence-based practices, including Trauma-Informed Care, Harm Reduction, and PYD, are standard practice at Casa Youth Shelter. There is also strong evidence-based support for CYS's methodologies in professional literature. The following is an example of recent documentation of evidence-based/evidence-informed links between industry best practices and Casa Youth Shelter program practices: Casa Youth Shelter uses a model that links prevention and treatment in most treatment plans and in many of our group activities as supported by *Promoting and Protecting Youth Mental Health Through Evidence-Based Prevention and Treatment*; Weisz, John R.; Sandler, Irwin N.; Durlak, Joseph A.; Anton, Barry S.; *American Psychologist*, Vol 60(6), Sep 2005, 628-648. doi: 10.1037/0003-066X.60.6.628.

Many of the groups at CYS are designed with the philosophy that the provision of emotional support, education, and resources during periods of crisis help develop problem-solving skills for residents and their family as supported by *Evidence-Based Practices for Services to Families of People with Psychiatric Disabilities*; Lisa Dixon, M.D., M.P.H.; William R. McFarlane, M.D.; Harriet Lefley, Ph.D.; Alicia Lucksted, Ph.D.; Michael Cohen, M.A.; Ian Falloon, M.D.; Kim Mueser, Ph.D.; David Miklowitz, Ph.D.; Phyllis Solomon, Ph.D.; Diane Sondheimer, M.S., M.P.H.; Psychiatric Services 2001; doi: 10.1176/appi.ps.52.7.903.

The style of clinical supervision that CYS employs is derived from the practices of the Milan Group. Clinical supervision includes Individual Supervision, Group Supervision, Live Supervision (utilizing the tool of a one-way mirror) and frequent video recording of family sessions as supported by “One Perspective on the Milan Systemic Approach: Part I. Overview of Development, Theory and Practice”; Karl Tomm, *Journal of Marital and Family Therapy* Volume 10, Issue 4, pages 113–125, October 1984; Article first published online: 8 JUN 2007 DOI: 10.1111/j.1752-0606.1984.tb00574.x.

A family therapy approach, combining the conceptual frameworks of the Bowen model and Olson's Circumplex model, provide the underpinnings for both CYS's therapeutic approach as well as for the case studies in the article, “A Family Systems Approach for Preventing Adolescent Runaway Behavior”; *Family Therapy: The Journal of the California Graduate School of Family Psychology* . 2003, Vol. 30 Issue 1, p39-50. 12p.; Author(s): Coco, E. Lane; Courtney, Linda J..

Evidence supporting the survey-based model of client/programmatic assessment and follow-up employed at Casa Youth Shelter can be found in *Dimensions and Correlates of Client*

Satisfaction - An Evaluation of a Shelter for Runaway and Homeless Youth; Shimon E. Spiro, Tel Aviv University, Rachel Dekel, Bar Ilan University, Israel, Einat Peled, Tel Aviv University, Israel; <http://rsw.sagepub.com/content/19/2/261.short>.

E. Performance Evaluation Plan

3.1 Program performance evaluation

In 2009, Casa Youth Shelter enjoyed a peer monitoring visit in which the Executive Director from an agency in the Northwest, coupled with Mr. Steve Ice, Program Specialist from FYSB, evaluated all aspects of our program. Mr. Ice wrote afterwards, “There were a number of respects in which we felt that Casa Youth Shelter exemplifies social work best practice. In particular I would like to say how impressed we were with the clinical and therapeutic direction of group and family counseling, the positive setting in which that counseling occurs and the information technology in place for evaluating the impact of casework on behavioral outcomes for families and youth. We found the overall management of the agency exemplary.” In the Executive Summary the team wrote, “Casa Youth Shelter places great emphasis on family reunification.” “The agency operates one of the most comprehensive group therapy schedules of any agency its size . . .” “The agency has a very active and involved board of directors and a talented, committed management team.” “The project does a very good job of interacting with area schools and engaging local high school aged youth in shelter projects. This outreach translates into a good intake and case management process once youth are admitted to the program.” Now, eight years later, we still take this evaluation to heart and strive to continually improve the quality of our programs in order to maintain such a high caliber of service provision.

Casa Youth Shelter receives input from many sources to aide in the evaluation and improvement of project performance with a dual purpose of improving each client’s individual success and the continual quality improvement of our programs in total. Input from each of the following sources is compiled, evaluated and discussed on a scheduled basis and immediately if necessary.

Comprehensively, this information informs the ongoing assessment and improvement of all CYS program performance.

- Weekly Anonymous Resident Surveys: Residents fill out an anonymous survey each week rating our services, attitude and performance.
- Client Surveys: Upon exit, every client – youth and guardian – is sent a multi-page survey rating our services, attitude and performance. Utilizing the services “Survey Monkey” and “Constant Contact”, as well as conventional post when appropriate, we make it as easy as possible for clients and their families to respond.
- LIFE Skills Pre/Post-Tests: Three times per week, residents take part in LIFE Skills classes. For each unit (class) pre- and post-tests are administered in order to help instructors evaluate the effectiveness of their lessons. Adjustments are made as necessary in order to communicate as efficiently as possible with residents.
- Staff Surveys: Staff are surveyed annually on a multi-axis model that covers both job-specific topics and overall shelter topics.
- Agency Monitoring: Casa Youth Shelter is monitored annually by the Federal Government, State of California, Dept. of Community Care Licensing, the County of Orange; Social Services Agency & Probation Department and by the United Way. Feedback from these interactions is vital to improvement strategies.

- Daily Facility Inspections: Twice daily, Youth Supervisors walk the entire facility looking for broken or missing building components. A report is made to the Senior Youth Supervisor who then advises the Executive Director on what needs to be fixed or replaced.

As noted above, residents are surveyed weekly. In addition, residents are told upon intake that if they have a concern with another youth or with a staff member they can address their concern with any other staff at any time. All concerns are brought to the Clinical Director immediately. Posted in several prominent places, in English and in Spanish, are the residents' rights as defined by the State of California. On these postings is the toll free phone number that a resident can call if they believe that they are in danger or if they believe their rights are being violated. Any concerns reported by residents are considered an opportunity for immediate program evaluation and potential quality improvement.

3.2 Performance management requirements

Performance management is the purview of Casa Youth Shelter's Management Team and Board of Directors. Each manager is required to evaluate the performance of the Residential Shelter Care Program as it pertains to their specific job description, as well as contribute to overall program assessment and quality improvement. As such, the following systems and processes have been established in order to insure that the management of program performance is thorough and ongoing.

- Management Team Meetings: Each week the following staff meet and discuss programs and services – Executive Director, Clinical Director, Program Management Director, Community Outreach Director, Development Director, Marketing and Communications

Director, Shelter Program Coordinator, and the Board of Director member in charge of database management. Any incidents brought to the Clinical or Executive Directors are discussed at weekly management meetings with a focus on systemic assessment.

- Board of Directors: This body meets monthly to discuss program performance, funding, community input, and any barriers to service delivery.
- Executive Committee: This body meets monthly to evaluate the effectiveness of current agency activities and related budget needs.
- Fieldworker Supervision: Weekly, all Fieldworkers meet with the Clinical Director.

Discussion topics for attending undergraduate students include the use of communication techniques, how to utilize token-based economies, the policies and procedures of our agency, the detection of symptomology for youth who are under the influence, the implementation of legal and ethical issues in practice (such as the filing of a child abuse report) and how to manage one's own feelings in crisis-oriented cases (such as when conducting an intake involving child abuse). Fieldworker feedback during supervision is an integral part of the agency's performance management plan.

- Monthly Staff Meetings: The staff come together as a whole to identify, assess, and address issues of safety, well-being, self-sufficiency, and permanent connections for youth and families. All staff members attend and have input.
- Staff Retreat: This twice annual event brings together staff at all levels to discuss program effectiveness and offers a forum for suggesting improvements.

3.3 Performance evaluation obstacles

There is a degree of challenge inherent to program evaluation when working with our particular client population. They are minors, in crisis at the time services and evaluations are rendered;

many are transient and all are deserving of confidentiality. The vast majority of our clients are willing and able to complete follow-up evaluative surveys; however, there are those who move on from Casa Youth Shelter and opt not to remain in contact or respond to our attempts at follow-up. Our clinicians and therapists are careful to respect clients' healing processes and in some cases a total separation from the shelter is an integral part. CYS's management has addressed this obstacle by considering the addition of a private section to our agency website so that these separated former residents can confidentially reconnect with and evaluate CYS at their convenience.

3.3 Logic model that reflects inputs, outputs and outcomes

See Logic Model 2 on page 19 of the appendix.

F. Organizational Capacity

4.1 Successful years of experience

Casa Youth Shelter was founded in 1978 by the late Myldred E. Jones who, at the age of 69, wanted to provide a safe place for runaways and abandoned youth living on the streets. Myldred had already distinguished herself as a Lieutenant Commander in the U.S. Navy, retiring from the military in 1959. As a civilian, she worked with then-California Governor Ronald Reagan, conducting a study of issues affecting youth in crisis. In her official capacity with the state, Myldred created the first statewide hotline for youth in crisis which later became the model for a national hotline.

Through her extensive work on issues affecting youth, Myldred saw the great need for a youth shelter in Southern California. It took just one woman and her unflappable fortitude to make that

happen. In 1977, she sold her home and used the proceeds to purchase two adjacent lots in Los Alamitos. She established the shelter in the three-bedroom house on one lot and took up residence in the adjacent cottage. With help from friends, neighbors and impressed politicians, on April 7, 1978, the shelter welcomed its first troubled youth through its doors.

Over the years Casa Youth Shelter has expanded to 6 bedrooms and 12 licensed beds with a recreation room, library, sports court and computer lab. For the last 39 years, CYC has provided emergency temporary shelter and crisis counseling to homeless and abused youth, aged 12-17. Since our founding in 1978, Casa Youth Shelter's mission has remained constant – *to provide a safe place to call home for runaway, throwaway and abandoned youth in crisis, enabling them to come through the crisis with increased personal strength and a sense of renewal while in a supportive environment.* We are proud of our impact. During the past 39 years, Casa Youth Shelter has provided shelter care for thousands of youth and impacted the lives of tens of thousands of family members. In that time, we have served more than 1 million meals and snacks and have kept our residents off the streets and out of harm's way for more than 70,000 bed-nights.

Since the receipt of our current Basic Center Program funding in 2014, Casa Youth Shelter has provided 674 residents with 25,446 hours of crisis counseling, including one-on-one individual, family, and group counseling. On average, each youth received 37.7 hours of counseling during their stay. Additionally, each resident received, on average, 11.8 days of shelter care, translating to approximately 7,955 total days off the streets. We successfully transitioned 80% of the shelter's residents back to their families or to the next best safe and homelike environment. We are currently trending on plan for the 2017 calendar year. As of statistics collected in June 2017, we have sheltered 113 residents, keeping them off the streets and out of harm's way for 1,167

bed nights and providing them with 3,105 hours of crisis and family counseling. We have successfully transitioned 76% of the shelter's residents back to their families or to the next best safe and homelike environment. In the next quarter, we expect to continue trending on or above plan.

4.2 Innovative methods

Established nearly four decades ago in order to service the homeless youth population, Casa Youth Shelter is well-versed in providing innovative methods to servicing RHY while still modeling our programs on best-practices and evidence-based structures. On paper, the definition of our goals, our motivations, and our objectives is rather static from year to year. As an organization whose mission hasn't changed since 1978, we remain steadfast in our determination to be a solution to the problems that plague at-risk youth, and we remain true to our founder's philosophy of depth over breadth -- that is, not to expand our programs just for the sake of expansion but to invest our resources into the unique needs of every one of our residents and their families. We firmly believe that has been the key to our quantifiable success – and the success of our residents – for 39 years. However, our Board of Directors and Management Team are very purposeful in their analysis of our programs and small but significant innovations are often made to ensure that as the needs of our residents and the community change we are flexible enough to change in conjunction.

For example, providing services tailored to the needs of human trafficking victims was an innovative decision in 2012. At that time, law enforcement and social service agencies were just beginning to understand the unique needs of this population. Spearheaded by the CYS Outreach Director, Casa Youth Shelter's focus on those distinctive needs became a guiding focus for both our Residential Shelter Care and Community Outreach Programs. That year, Outreach Team

members officially joined both the Long Beach and Orange County Human Trafficking Taskforces (and have since become Core Team members on both taskforces, attending regular meetings and speaking publically on behalf of taskforce interests). In 2013, CYS invited representatives from Homeland Security to the shelter to discuss with our Board and Management Team how to provide services designed specifically for human trafficking victims. By the end of 2013, this issue was officially added to the list of training topics for all Casa Youth Shelter employees; in addition, shelter representatives were being invited to speak to other agencies about the related innovations we had already implemented. In 2014, our customized data base was updated so that trafficking-related statistics could be collected and starting in 2015 those statistics became part of CYS's annual report.

As has been the case with other CYS innovations, the methodology behind these human trafficking advances was based on evidence-informed input from organizations like Homeland Security, local law enforcement and professional taskforces – agencies on the frontlines of the issue who are eager to help us make the best possible revisions to our programs in order to prevent youth homelessness.

4.3 Governance structure, fiscal control and accountability

Casa Youth Shelter has been a recipient of federal grants, including BCP grants, since 1982, and thus has developed proper procedures and controls for administering the funded program.

Governance Structure: CYS's Board of Directors is an all-volunteer advisory and governing body comprised of community and business leaders. Their primary job is to oversee the execution of CYS's mission and thus manage the Executive Director, who in-turn supervises all other CYS Directors. Our internal controls are as follows: Fiscal Policies for Casa Youth Shelter are developed, reviewed and revised by the Finance Committee of the Board of Directors. This

committee, chaired by the Treasurer of the Board, includes nine members of the Board as well as the Executive Director and the Development Director. There is a procedure manual that outlines the duties and responsibilities which include consensus formulation of goals and objectives, the discipline to develop long term investment policies and an understanding of organizational strengths and weaknesses to determine the appropriate course of action. Training happens four times yearly, provided by outside resources. All members must sign the fiduciary duties and responsibilities agreement form when they are asked to join the Finance Committee.

Fiscal Controls and Accountability:

- Accountant (G.L. Howard, CPA) receives monthly bank statements directly from the banks.
- Accountant reconciles account balances using original bank statements and copies of returned checks.
- Principal accountant signs off the bank statements after verifying Executive Assistants' entries in the book.
- Accountant gives signed bank statements to Casa Youth Shelter Executive Director to verify the eligibility of the checks.
- Accountant performs General Ledger maintenance, generates monthly financial statements, and has principal accountant review the financials.
- Accountant sends a draft copy of the monthly financial statements to the Treasurer for review.
- Principal accountant issues monthly financial statements.
- In absence of the Executive Director the Treasurer assumes those roles.

Deposits:

- Daily mail is delivered by postal service at the front office. P.O. Box mail is picked up daily by Administrative Manager or Executive Assistant.
- Front office mail is picked up by Administrative Manager or Executive Assistant every morning and then given to Executive Director.
- Executive Director opens and distributes mail; initials all checks to be deposited and approves bills to be paid.
- Executive Director instructs Administrative Manager or Executive Assistant to deposit checks and also indicates which bills need to be paid (bills are paid twice a month) and to which accounts they will be allocated.
- Before a deposit is taken to the bank Executive Director reviews deposit, counts cash, initials backup (copies of checks) and deposit slip.
- Deposit is created by Administrative Manager and taken to the bank by Executive Director.
- When a receipt is brought back from the bank Executive Director initials receipt to ensure match with backup copies.

Petty Cash:

- Executive Director approves all petty cash receipts before they are paid.
- When petty cash is needed Administrative Manager or Executive Assistant request a check to reimburse petty cash.
- All petty cash receipts are collected and entered into petty cash database on shared network.

- Executive Director approves amount of check reimbursement to be cashed.
- Upon return of Administrative Manager or Executive Assistant from the bank, Executive Director reconciles amount of cash with petty cash check amount.

Process Payments:

- Executive Director approves bills for payment. The Administrative Manager and Executive Assistant share responsibility for processing payments of bills twice a month (i.e. Administrative Manager on the 15th and Executive Assistant on the 30th).
- Bills are assembled together with backup invoices and paperwork, they are given to the Executive Director for approval of payment, confirmation of account codes, and approval of new Vendors not already listed in QuickBooks.
- Administrative Manager or Executive Assistant generates checks from QuickBooks database. If new payer is approved by Executive Director a “New Vendor” is created. Checks are printed in numerical order, attached to the invoice, and presented to the Executive Director and Treasurer for review and signature. Two other members of the Executive Board are also signers on the accounts.
- During review if an error has occurred on a check, the check is voided in QuickBooks and signature line cut out and shredded. A copy of the check is filed in the monthly general operating account folder.
- Once checks have received two signatures from approved Signatories, they are sealed and taken to the post office by one of the administrative staff.

QuickBooks: All Deposits and manually generated checks are entered into QuickBooks database by Administrative Manager or Executive Assistant at the end of each month and then reconciled by an outside accounting firm.

4.4 Partnering relations and third-party agreements

While Casa Youth Shelter does not formally coordinate the day-to-day provision of BCP services with any official partners, we do rely on a wide network of various community organizations in order to best serve the needs of RHY. For example, we frequently receive food from Second Harvest to stock the shelter's food pantry. Likewise, we have partnered in the past with Habitat for Humanity in order to expand our shelter capacity and build another much-needed bathroom for our residents.

CYS collaborates with established mental health and social service organization leaders locally and nationwide to ensure that our standards, procedures and programs are aligned with best practices and that our programs are of utmost effectiveness. We rely in large part on our network with local school district collaboratives, police departments, and specialized organizations to help us continually assess our programmatic goals and successes. For example, we are proud to have on our Board of Directors Luciann Maulhardt, who serves on the St. Mary Medical Center Foundation Board of Trustees as well as on the Board of Trustees for St. Mary Medical Center. Our Board Members' affiliations help ensure our programs remain aligned with the needs and efforts of other area service providers.

4.5 Staffing plan

Organizational Chart and Resumes can be found on pages 1 – 9 of the appendix.

Staff Names and Positions unable to fit on Organizational Chart:

Undergraduate Fieldwork Students		
Karen Chun Ashley England		
Youth Supervisors		
Kriselda David	Antonio Marquez	Evonne Rivera
Kellsie Davis	Imelda Martinez	Chantel Rothenburger
Leticia Diaz	Jonathan Lugo	Yvette Sandoval
Christina Duran	Josue Montenegro	Lilia Tellez
Kirsty Evaldez	Sayuri Mozo	Ana Tinoco
Bianca Gonzalez	Sandra Patino	Juan Washington
Lupita Gutierrez	Kristy Pring	Alexandra Wehrman
Raeshema Holland	Leah Pryor	Anthony Wesley
Melissa Jara	Elizabeth Ramirez	
Alvarez	Melissa Rivera-	
	Flores	
Clinical Staff		
Beatriz Cornejo Brooke Constable Ginger Klee Abby Molina-Garcia Julie Ray Mona Ziadeh		

Casa Youth Shelter’s staffing plans is based on job descriptions that are education-level specific. Duties assigned are commensurate with education and experience. Counseling and shelter-based positions are structured like rungs on a ladder, at the bottom rung there are positions that require a high school diploma/GED plus college enrollment. These would be our undergraduate Fieldworkers and Youth Supervisors. The next rung would be our Extended Placement Case Manager who is required to have a Bachelor’s degree. On the following rung are staff enrolled in a Master’s program; these are the Graduate Students/Staff Counselors. For those who have achieved their Masters, their position is MFT Intern/Staff Counselor. The top rung on our educational ladder are the positions that require a staff member to be a Licensed Marriage and

Family Therapist with at least two years of being licensed, currently our Clinical and Outreach Directors.

The Executive Director – is *supervised and evaluated* by the Board of Directors and provides day-to-day management of operations, financial reporting, fundraising, program development, marketing and public relations. The Executive Director is committed to furthering the goals of Casa Youth Shelter’s longstanding mission and conceptualizing and implementing a clear and comprehensive plan to increase major donor gift-giving and fundraising. The Executive Director directly supervises the Clinical Director, Program Management Director, Community Programs Director, Marketing and Communications Director and Development Director. She maintains a high profile presence within the community, local, state and national professional organizations; with local, state and national political and legislative leaders; with social service agencies and with funding entities. In addition, the Executive Director serves as a figurative “Head of the Household” in the shelter and frequently interacts with shelter residents, personally bridging the gap between the professional community and our clients. The position requires a minimum of five (5) years of experience in a nonprofit management position, with direct organizational and fiscal oversight, preferably in human services for at-risk youth with a Master’s Degree or other advanced degree strongly preferred.

The position is held by Amy Lakin, M.Ed.. As prior Executive Director of the Friends of Arts Education, Ms. Lakin was responsible for program administration, personnel and budget management, fundraising, board development, and relationship cultivation. She worked closely with the Board of Directors to create a clear strategic plan, and built a successful fundraising campaign that included individual and corporate donors, special events, and grants. She collaborated with the County Supervisor to develop a matching grant program, and established

naming opportunities that brought in record corporate funds. In her previous role as Associate Director of Marketing at Tetra Tech BAS she focused largely on business development. It is this combination of social service and business success that has made Ms. Lakin an instant asset to Casa Youth Shelter.

The Clinical Director – is *supervised and evaluated* by the Executive Director. She is responsible for the overall clinical programs as well as the recruitment, training, and supervision of the professional counseling staff, the Master's level graduate interns, undergraduate fieldwork students, the Shelter Program Coordinator and Youth Supervisors. The Clinical Director also participates actively in the day-to-day operations; she is responsible for all clinical cases, reviewing all clinical files and providing clinical supervision. In addition, she ensures that all legal and ethical standards are being followed. The Clinical Supervisor is required to be available to address any crisis, client and/or counselor 24/7. She also provides training regarding theories and techniques.

Hollis Hettig, M.S., LMFT is Casa Youth Shelter's Clinical Director. Ms. Hettig received her Bachelor's and Master's Degrees from CSU, Fullerton. She is licensed as a Marriage and Family Therapist in the State of California as well as a Clinical Member and an Approved Supervisor with the American Association of Marriage and Family Therapists (AAMFT) and the California Association of Marriage and Family Therapists (CAMFT). She has been with Casa Youth Shelter for 15 years.

The Community Outreach Director – is *supervised and evaluated* by the Executive Director. She oversees and ensures CYS's visibility in the community, including but not limited to our affiliations with relevant collaboratives, coalitions and task forces. In addition she is responsible

for Parenting Class and YLP supervision. Minimum qualifications include a Master's Degree in Psychology, Social Work or closely related Social Science field and current California licensure in one or more related professional fields. The position is held by Ms. Pamela Sepulveda, a licensed Clinical Social Worker. Ms. Sepulveda has been with Casa Youth Shelter for 18 years in various roles. She started as an undergrad fieldworker while attending CSUF, transitioned to full time Youth Supervisor and Staff Coordinator, maintained part time employment with CYS during graduate school and while fully employed with DCFS and EWCS and transitioned back to fulltime when the Community Outreach Director position became available.

The Case Manager – is *supervised and evaluated* by CYS's Clinical Director. Working closely with the Community Outreach Director, it is the job of the Case Manager to maintain CYS's Case Management Resource Guide. She must stay current with the needs of CYS residents and their families by consulting the client database. By meeting with residents and their families, the Case Manager will further assess needs and abilities and make resource connections as is appropriate. This position requires a Bachelor's degree.

Case management is provided by Natalie Chang. She began her tenure with Casa Youth Shelter as a Fieldworker in 2014. Since then she has become an integral part of CYS's Outreach Team, first as an Outreach Fieldworker and then Community Outreach Facilitator. Her time in the field enables Ms. Chang to call on her firsthand relationship with many of CYS's partner agencies in order to make the most beneficial connections for CYS residents and their families.

The Shelter Program Coordinator – is *supervised and evaluated* by the Clinical Director. She is responsible for overseeing the functioning of the Youth Supervisors and Fieldwork Students at Casa Youth Shelter. Her duties include recruiting, training and provide orientation to Youth

Supervisors; coordinating the Extended Placement Program, managing all needs of the residents in the EP program; managing safety and emergency shelter needs, including inventory and storage of emergency supplies, conducting emergency drills and staff trainings on shelter safety; and coordinating the grocery shopping for shelter. This position requires at minimum a 4-year college degree.

Kathleen Cyr is the CYS Shelter Program Coordinator. With her B.A. in Psychology and Sociology, she has been with Casa Youth Shelter since 2009. Prior to her time at CYS, Ms. Cyr worked as a special education substitute teacher. Her ability to work calmly and diligently with youth in crisis makes Ms. Cyr a particular asset to CYS residents and their families.

Youth Supervisors are *supervised and evaluated* by the Shelter Program Coordinator. They work directly with the residents, maintaining the therapeutic milieu of the shelter, working in teams of two, eight hours per shift, handling crisis intakes, phone calls, and ad hoc 1:1's. Most are in college working on their Bachelor's Degrees in psychology or related fields or have already graduated. State licensing regulations require a minimum staffing pattern of a 1 to 6 ratio. For the protection of youth and of staff, Casa Youth Shelter has a minimum of two staff members working even if there was only one youth in residence. The sole purpose of the Youth Supervisors is to provide direct service to the youth.

CYS's hierarchical structure is designed so that every employee and volunteer has a direct supervisor. Staff at Casa Youth Shelter receives formal, hands-on, supervision and evaluation that helps each individual to grow to their full capabilities and ensures that duties are executed effectively. The style of supervision changes to suit the needs and many times the levels of professional development of our diverse staff.

- Fieldworkers – A fieldworker is an undergraduate student volunteering to earn college credit. They meet one time a week with their supervisor, the Shelter Program Coordinator.
- Youth Supervisors – Youth Supervisors meet for report at the beginning and/or end of each shift. Youth Supervisors also meet one time per month in Staff Training as well as in Community Outreach Team trainings each month.
- Master’s Level Counselors – Clinical supervision is provided to all graduate students and Masters level counselors. Supervision is provided in two forms, “Group”, which is two times per week for two hours per time, and “Individual”, which is one time per week for an hour each time.
- Ad Hoc Supervision/On-Call Availability – Every day, 24 hours per day, 365 days a year there is a Licensed Clinical Supervisor available to all staff for questions and/or advice. Many situations require the staff to phone the on-call clinical supervisor.
- All staff members receive formal annual reviews.

4.6 Criminal background and child abuse registry checks

Casa Youth Shelter is in full compliance with all local, State and Federal laws regarding background checks, including criminal history and child abuse history registry checks. All staff, paid and volunteer, must submit to a State of California Background Check and be cleared by the State prior to working with youth at our facility. Request for a Background Check is submitted to the State of California, Dept. of Public Social Services and the Dept. of Community Care Licensing. They conduct background checks through the State of California Dept. of Justice and Dept. of Motor Vehicles, as well as the FBI’s National Crime Information Center (NCIC). Child abuse and sexual abuse registry checks are conducted during these background investigations.

Individuals who have been convicted of a felony or a misdemeanor towards youth will not be allowed to work at Casa Youth Shelter. No paid, volunteer or contract employee is allowed to work at CYS in any capacity until all investigations are completed. CYS reimburses all investigation costs.

4.7 Training

Casa Youth Shelter is committed to providing the finest training possible for our staff – paid and volunteer. This training plan has been developed utilizing ideas, policies and procedures from many different sources which include and is not limited to: Casa Youth Shelter’s Board of Directors, Casa’s Executive and Clinical Directors, United States Government, Department of Health and Human Services, State of California, Department of Social Services, Office of Community Care Licensing, Orange County Social Service Agency, California State Board of Behavioral Sciences and the United Way of Orange County. Existing training programs are modified and additional training programs are added as needs are identified through staff and client input, legislative changes, and needs assessments. In keeping with project-related best practices, training topics are designed to enlighten and empower CYS staff and volunteers regarding positive youth development, trauma informed care, evidence informed practices, human trafficking, harm reduction, assessment, case management and worker/client safety.

Orientation of New Staff and Volunteers: Each staff member, paid and volunteer, receives (at minimum) eight hours of orientation on Casa Youth Shelter’s policies and procedures at the beginning of employment or service. The orientation includes lectures and discussions with supervisors, the Shelter Program Coordinator and/or the Clinical Director. Topics covered in orientation and on-going trainings include (but are not limited to) the following:

- Specific job descriptions, duties assigned and required and minimal expectations including basic counseling skills, case management, planning, case documentation and aftercare
- Ethics and Boundaries
- Safety Protocols, Emergency Preparedness/Disaster Response: Specifically what is each team member's responsibility in response to our Emergency Preparedness Plan
- Harm Reduction, Crisis Intervention and Trauma-Informed Care
- Positive Youth Development
- Gay, Lesbian, Bi-Sexual and Transgendered Youth Orientation
- Youth Dating Violence Awareness and Healthy Sexual Behavior
- Substance Abuse Overview
- Mental Health Treatment Plan Procedures
- Mental Health Emergency Procedures
- Cultural Diversity Training and Gender Biases Awareness Training
- Domestic Trafficking and Sexual Exploitation
- Homelessness and Poverty
- Harassment and Teen Bullying

All staff in their first year of service will receive/attend a minimum of 40 hours of training. All other staff must receive/attend a minimum of 20 hours of training per year every year. As stated in the Orientation Handbook, staff members who do not meet these minimal requirements are at risk of losing their assigned shifts and positions at Casa Youth Shelter. In addition, staff members missing three or more monthly Staff Meetings are also at risk of losing their assigned shifts and or positions with Casa.

Trainers include outside training staff as well as in-agency staff. A training fund is established and staff – volunteer and paid, as well as YLP members – are encouraged to apply for funds to attend outside, off location trainings offered throughout the community and the county, including RHYTTAC TA workshops and the annual national RHY Conference.

Youth Supervisors and Undergraduate Fieldwork Students: Shadow shifts are part of each orientation for all Youth Supervisors and Undergraduate Fieldwork Students. During these shadow shifts new staff will work alongside seasoned staff for a minimum of 8 hours. New staff working a shadow shift will not be counted in our staff/client ratios. New Graduate Student Counselors begin work in co-therapy with a more experienced peer.

Graduate Student Counselors/Masters Level Counseling Interns: Graduate Student Counselors and Counseling Interns receive one hour of individual supervision each week. In addition they are also required to attend two two-hour group supervisions weekly. One of these is case-driven and the second is theory and technique driven. Under State licensing regulation, graduate students adhere to a 1:5 ratio of supervision to direct service hours. Interns adhere to a 1:10 ratio of supervision to direct service. At Casa Youth Shelter these ratios are reduced to aid in client safety with typical ratios being 1:2 for grad students and 1:5 for interns.

Licensed Counselor Staff Members: Staff members who are California State Licensed Marriage and Family Therapists (LMFT) follow State guidelines and participate in continuing education for a minimum of 32 hours every two years. In addition, LMFT's who also provide clinical supervision must receive at least 6 hours every two years of continuing education in Supervision Practices. All licensed staff must receive minimum training in continuing education that will allow them to maintain their license as current.

4.8 Project sustainability

Should our federal funding come to an end, Casa Youth Shelter has a diversified and well-articulated plan for project sustainability. CYS enjoys tremendous community support as shown by a budget that is 80% privately funded. The vast majority of these funds are donations from the community. Non-public funds come from individual donations, corporations, organizations and foundations as well as Board of Director's sponsored fundraising events. Annually, our Development Director, Executive Director and Board Finance Committee create an action plan of targeted donors that includes long-time supporters as well as a strategic list of potential new funding partners that we plan to approach in a given fiscal year.

Additionally, Casa Youth Shelter maintains an investment fund with Halbert Hargrove Investment Advisors. Currently Casa Youth Shelter's investment fund is at a level that allows funding of the operation of the shelter even in the event of a major emergency cash demand. Casa Youth Shelter's investment policy is reviewed annually by the Finance Committee of the Board of Directors. Casa Youth Shelter also maintains The Myldred E. Jones Endowment Fund with the goal that this fund provide interest income to the shelter's annual budget.

Should the need for our services ever outpace our resources, CYS has established agreements with local service providers, including alternative youth shelters, to serve as auxiliary providers to our clients.

G. Budget and Budget Justification

5.1 Line-item and narrative budget

	% Time	Time (months)	Federal	Non Federal	Total
PERSONNEL					
Executive Director	25%	12	22,050	2,450	24,500
Clinical Director	60%	12	43,200	4,800	48,000
Community Outreach Director	25%	12	15,412	1,712	17,124
Case Manager	60%	12	8,592	955	9,547
Shelter Program Coordinator	75%	12	29,484	3,276	32,760
Youth Supervisors (2.5 FTE)	100%	12	53,367	5,923	59,290
CATEGORY TOTAL			\$172,105	\$19,116	\$191,221
FRINGE BENEFITS					
Insurance	1.5%		2,574	286	2,860
FICA	7.7%		13,214	1,468	14,682
Worker's Compensation	5.7%		9,782	1,087	10,869
Unemployment	0.5%		858	95	953
CATEGORY TOTAL			\$26,428	\$2,936	\$29,364
TRAVEL					
Trip to FYSB RHY National Conference Trip Duration: 4 days					
One (1) Traveler					
Flight to Kansas City, MO			270	30	300
Hotel Accommodations (3 nights)			630	70	700
Registration			270	30	300
Per Diem (\$71 per day)			255	28	284
CATEGORY TOTAL			\$1,425	\$158	\$1,584
GRAND TOTALS			\$199,958	\$22,211	\$222,169

5.2 Budget justification

Personnel Salaries: All positions are committed to the program for 12 months. The dollar amounts requested for the personnel listed are calculated as follows: A percentage of the employee's time is multiplied by that position's annual salary. The percentages represent an estimate of the employee's time spent in direct interaction with our residents. We believe that this is an appropriate basis for a request for Federal Grant support. We know from management time audits of staff, the percentage of each employee's time (% of Time) dealing directly with the residents is a conservative estimate of their time.

Executive Director. Responsible for the successful implementation of the program, providing oversight, management, leadership, and supervision of staff, and facility management. The Clinical Director, Outreach Coordinator, Youth Supervisor Coordinator and a representative of

the Youth Supervisors meet weekly with Executive Director on shelter issues. Executive Director also has direct interaction with the residents daily. The cost of the .25 FTE position being requested in this Federal Grant is \$22,050 plus benefits.

Clinical Director. Responsible for the overall clinical programs, as well as the recruitment, training, and supervision of the professional counseling staff, the Masters level graduate interns, under-graduate field work students, the staff coordinator Youth Supervisors. She participates actively in the day-to-day operations, including case management and staff development. The cost of the .60 PTE position being requested in this Federal Grant is \$43,200 plus benefits.

Community Outreach Director. As the outreach advocate to teens in need of shelter, she conducts Parenting Education classes in English and Spanish, maintains all community service provider relations, and is the leader of our Youth Development Program. In addition, she sees families in counseling at the shelter. The cost of the .25 FTE position being requested in this Federal Grant is \$15,412 plus benefits.

Case Manager. Responsible for development and implementation of case management plans for each resident. Maintains comprehensive resource guide for case management referral options. Conducts follow-up with residents and their families. The cost of this .60 PTE position being requested in this Federal Grant is \$8,592.

Shelter Program Coordinator. Responsible to the Executive Director for the training of the Youth Supervisor and Undergraduate Fieldworker components of our program. Provides oversight of crisis calls, intakes and house activities. She also plans and coordinates all shelter meals. The cost of the .75 FTE position being requested in this Federal Grant is \$29,484 plus benefits.

Youth Supervisors. Responsible for working directly with the residents, maintaining the therapeutic environment of the shelter. Working in teams of two, eight hours per shift, they handle crisis intakes, crisis phone calls and ad-hoc one-on-one interactions with the residents. Many are bi-lingual in English/Spanish, with other languages spoken reflective of a diverse staff. The cost of the 1.0 FTE to help support two and a half positions being requested in this Federal Grant is \$53,367 plus appropriate benefits.

Fringe Benefits. Fringe Benefits are Health Insurance, FICA, Workers Comp and SUI. The fringe benefits requested are amounts specific to the individuals requested in BCP Grant in the case of the Executive Director, Clinical Director, Outreach Director, Clinical Supervisor and Staff Coordinator. In the case of the Youth Supervisors, the amounts requested are calculated using the average benefit % for that job classification as a whole. The Fringe Benefits being requested reflect the same percentages requested in Personnel-Salaries per individual, e.g. 10% - 50%. (Different employees receive different benefit amounts based on status and insurance eligibility) The cost of Insurance is \$2,574; FICA \$13,214; Workers Comp \$9,782 and Unemployment \$858.

Travel. As required by this funding opportunity, expenses are being requested to send one staff member from CYS to the 2017 FYSB RHY National Conference in November. The requested amount of \$1,425.60 includes an estimation of flight to Kansas City, MO, boarding, a \$71 per-day Per Diem and partial registration fees. The non-federal portion of this requirement will be covered by Casa Youth Shelter's annual training budget.

Line Items Not Included in the Federal Grant Request (including but not limited to Supplies, Equipment and Other) will be funded in full by a combination of private, corporate, individual and Board sources.

Commitment of Non-Federal Resources

Casa Youth Shelter’s budget is primarily private money (80%+) that is derived from donations, client fees, individuals, corporations, organizations and foundations as well as our Board of Director’s Fund Raising Events. The Non Federal resources match of \$22,211 will come from the Board of Director’s sponsored fund raising events.

5.3 HMIS burden – N/A

5.4 Annual operating budget and funding sources: The following CYS operating budget reflects estimates for the fiscal year ending on 6/30/17.

Support

Contributions Income

Contributions - Individuals	115,000
Contributions-Corporations	48,000
Contributions-Foundations	297,000
Contributions-Organizations	100,000
Total Contributions Income	545,953

Revenue

Starlettes	970
Starlettes Expense	
Starlettes Net	
Casa Connection	12,740
Casa Connection Expense	-3,676
Casa Connection Net	9,064
Fundraising Events	222,514
Fundraising Events Expenses	-96,000
Fundraising Events Net	126,514
Client Fees	20,000
United Way	512
Federal Funds-Grant	199,997
Dept Soc. Services Client Fees	130,000
	<hr/>
	300,560

Total Income 846,513

Shelter Expenses

	Salaries & Wages	659,767	
	Payroll Taxes	62,217	
	Medical Insurance	41,138	
	Unemployment Insurance	600	
	Employee Life Insurance	1,729	
	Worker's Comp. Insurance	34,327	
Total	Salaries and Benefits		
	Outside Services	4,176	
	Accounting & Audit	23,400	
	Activities-Residents	3,589	
	Bank Charges	220	
	Board Programs	9,059	
	Employee Training	1,783	
	Employee Recognition	7,174	
	Food	13,938	
	Insurance	16,948	
	Merchant Fee	9,028	
	Marketing Newsletter	13,911	
	Marketing Promotion	10,000	
	Office Expenses	8,661	
	Office Supplies	5,362	
	Program Supplies	11,583	
	Property Tax	1,640	
	Postage	2,888	
	Professional Fees	0	
	Repair & Maintenance	25,598	
	Storage	1,101	
	Taxes, Licenses, & Dues	12,148	
	Telephone/Cable	5,983	
	Utilities	13,111	
	Van		
	Insurance/Gas/Maintenance	9,404	
	Website Development	7,125	
	Misc. Expenses		
			197,100
Total Expenses			1,081,100

The following is a partial list of funding sources supporting the BCP during the 2016/2017 fiscal year:

The Foster Family Foundation	\$100,000
The Frank M. and Gertrude R. Doyle Foundation	\$75,000
Sisters of Charity of the Incarnate Word	\$50,000
Together Rising	\$50,000
The Green Foundation	\$30,000
Al and Anita Manley	\$25,000
Decorative Arts Society	\$25,000
United Way of Orange County	\$25,000
Doheny Foundation	\$25,000
Rudolf J. and Daphne A. Munzer Foundation	\$25,000
Peter and Ginny Ueberroth Foundation	\$15,000
The Joe MacPherson Foundation	\$15,000
California Foundation for Stronger Communities	\$10,000
The DelRe Foundation	\$10,000
The Hexberg Family Foundation	\$10,000
Adams-Mastrovich Family Foundation	\$10,000

James and Anna Mock Memorial Fund	\$7,000
Freedom Communications	\$6,900
Julie Smith Intelsat	\$5,812
Arbonne International	\$5,800
The TJX Foundation	\$5,000
Valerie Gwyn Trust	\$5,000
William Gillespie Foundation	\$5,000
Nasir and Sabrina Tejani	\$5,000
Western Digital Foundation	\$5,000
Howard Building Corporation	\$5,000
Los Angeles Transportation Club	\$5,000
Nordstrom	\$5,000
<u>Angels Baseball Foundation</u>	<u>\$5,000</u>
Total	\$570,512

5.5 Oversight of federal funds

Casa Youth Shelter has been a recipient of federal funds, including BCP grants, since 1982, and has – over the ensuing years – developed proper procedures and controls for administering the funded programs (detailed in section 4.3 of this proposal). What’s more, having attended

multiple grantee training conferences and RHY-HMIS training events, Casa Youth Shelter staff and management are well-versed in the federal and programmatic regulations related to this BCP. We are additionally aware of the statutory requirements found in the RHY Act, 42 U.S.C. 5701-5752 as they are applicable to the programmatic regulations to which we must adhere.

Oversight of, and adherence to, applicable federal and programmatic regulations have been built in to every step of the evaluation and management processes by which Casa Youth Shelter runs its programs since 1982.