



Connect.
Advocate.
Empower.



YOUTH HOMES STRATEGIC PLAN

2023 — 2025



Our Mission

Connect. Advocate. Empower.

Expanding opportunities for youth, young adult, and family well-being.

Our Vision

We believe in healing, optimism, and the human capacity to grow and change.

Core Values

Integrity

We foster integrity within ourselves, across teams, and for the youth we serve by prioritizing wholeness, optimism, and accountability.

Healing

We provide the space for healing and understand that trauma does not define any family or young person.

Teaching

Our teaching and learning begin from a place of safety, curiosity, and respect.

Nurturing

We invite young people to rest, embrace their unique strengths, and develop their skills to support lives of choice and intention.

Commitment

We commit to a culture of safety, empowerment, transparency, and staying true to our word.

Belief

We believe in the power of humans working together to elevate collective well-being, and we believe in the worth of every youth.

Collaboration

Our team is diverse, skilled, and we unite both academic and real-world experience in partnership and service to youth.

Welcome to Youth Homes!

Since 1965, Youth Homes has provided comprehensive support to foster youth and young adults with complex mental health and behavioral challenges. We offer a broad scope of services designed to facilitate the treatment goals of young people and their families.

Annually, we serve approximately 250 youth and their families through an innovative collection of services rooted in a trauma-informed approach to care. Our services not only address fundamental needs, but also establish safe environments, and provide therapeutic support to build optimism and confidence for the future.

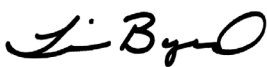
This enclosed plan represents the collaborative effort between the Board of Directors and Youth Homes staff. It constitutes the second year of our initial three-year rolling strategic plan. Within this plan, one can find a comprehensive list of objectives that have been successfully achieved by the Youth Homes team, all aligned with the organization's central strategies.

This three-year rolling strategic plan focuses on providing stability within a dynamic and ever-evolving environment that requires us to have an adaptable, knowledge-seeking culture for our staff, youth, young adults, and the families that depend on our services.

Five key strategies have been identified and remain consistent from the previous year to best serve our youth. Youth Homes relies upon these pillars for our organization to be successful and to sustain our impact:

1. Youth Homes will emphasize a youth-first culture through advocacy, opportunities, and services.
2. Youth Homes will build and strengthen external relationships to expand our impact for youth, young adults, and families in the Greater Bay Area.
3. Youth Homes will continue to develop a strong base of caring and experienced employees and volunteers by establishing a trust-based environment with diverse, engaged and connected individuals growing and developing together.
4. Youth Homes will maximize our existing Thrift Shop operations to serve as a community and economic resource.
5. Youth Homes will build a sustainable future by diversifying service models, and by expanding and retaining a strong base of financial contributions.

As we continue to build our organization through partnerships, policy, and services, we are pleased to share with you our roadmap for the next three years.



Tim Byrd

*Chief Executive Officer
Youth Homes*



Jim Caponigro

*Board President
Youth Homes*

Board Members

Jim Caponigro
President

Christine Ayers
Vice President

Gerriann Smith
Treasurer/Secretary

Barry Mendelson
Member

Grant Hughs
Member

Linn Joanis
Member

Mike Maxwell
Member

Rich Smith
Member

Robert Covay
Member

Vanessa Hoffmann
Member



Leadership Team

Tim Byrd
Chief Executive Officer

Jana Corral
Chief Clinical Officer

Victoria Johnston
Director of Philanthropy

Danielle John
Director of Community Impact and Engagement

Kim Barksdale
Director of Human Resources

Alicia Richardson
Clinical Director of TBS Services

Bianka Lieb
Clinical Director of Community Based Services

Byron Iacuaniello
Clinical Director of Community Based Services

Ra'Shena Martin
STRTP Clinical Director/Administrator

Kendra Walsh
STRTP Clinical Director/Administrator

Ronnie Mabou
Director of Compliance and Enrichment Services

Carolyn Costa
Quality Assurance Director

Louie Jacobus
Intake and Discharge Supervisor



Youth-First Culture

Youth Homes will emphasize a youth-first culture through advocacy, opportunities, and services.

OBJECTIVES

- ✔ **Update our services annually** to ensure we operate our services using best practices in **trauma-informed** care and **culturally-informed** approaches
- ✔ Develop a **Continuous Quality Improvement Process** that ensures COA standard compliance and consistent engagement within the organization
- ✔ Create a sense of **ownership and responsibility** by engaging regularly with youth and young adults in service development and evaluation
- ✔ Practice **one team / one organization philosophy** to better serve youth by successfully connecting services, improving communication between departments, problem-solving, active supervision, and engagement
- ✔ Develop a process that **empowers our youth and young adults** to engage in **foster care advocacy groups**



2 Strengthen External Relationships

Youth Homes will build and strengthen external relationships to expand our impact for youth, young adults, and families in the Greater Bay Area.

OBJECTIVES

- ✔ Seek opportunities to **partner with organizations** that provide services for youth to make **community connections**
- ✔ Align with legislative groups to leverage their expertise and share our knowledge, working to **advance policies** that positively impact youth
- ✔ **Develop relationships** with foundations, volunteers, and community-based organizations to **enhance the offerings** to our youth and their families



Trust-Based Environment

Youth Homes will continue to develop a strong base of caring and experienced employees and volunteers by establishing a trust-based environment with diverse, engaged, and connected individuals growing and developing together.

OBJECTIVES

- ✔ **Educate and empower** employees at all levels of our organization through annual training, professional development, and initiating opportunities for impact, and **engagement** in their current roles and career aspirations
- ✔ Prioritize a **culture of diversity** using a publicly-stated commitment to diversity, equity and inclusion, including a broad range of training and intentional processes that are anti-racist, non-discriminatory, and culturally competent
- ✔ Provide paid and volunteer staff with orientation, **on-the-job training and development**, and evaluation, to ensure they have the **necessary tools** for their roles within their first 90 days and on-going mentoring, appreciation, and professional development throughout their tenure at Youth Homes
- ✔ Develop a robust **internship program**



4 Community-Based Resources

Youth Homes will maximize our existing Thrift Shop operations to serve as a community and economic resource.

OBJECTIVES

- ✔ Produce an **8% annual increase** in Thrift Shop revenue
- ✔ **Support Thrift Shop volunteer team** by strengthening and systemizing volunteer training, communications, and interactions
- ✔ Implement a system to track the **time contribution** of our volunteers and donations
- ✔ Create an **employment skills program** for our youth
- ✔ **Expand community engagement** for the Thrift Shop by adding a minimum of two new community partners annually within the civic, business, and/or nonprofit sectors
- ✔ Introduce an electronic system for the Thrift Shop that **improves donation efficiencies** and operational excellence standards
- ✔ Create quarterly Thrift Shop marketing plans to include annual **sales goals, social media, and solicitation of donations**

“Being able to go to the Thrift Shop and pick out clothing items allows our youth to feel heard and valued. They would go to the Thrift Shop every day if they could.”

—Flora Londre

Residential Behavioral Specialist



Build a Sustainable Future

Youth Homes will build a sustainable future by diversifying service models, and by expanding and retaining a strong base of financial contributions.

OBJECTIVES

- ✓ Approve and implement an annual budget that demonstrates **financial sustainability**
- ✓ **Raise a minimum of 10%** of the organization's operational budget annually through donations, grants and other fundraising activities
- ✓ Create operational surplus to **fund organization's reserves account**
- ✓ Conduct a service gap analysis to determine additional services needed to **support our core services** and **generate more revenue streams**
- ✓ Implement new strategies to **raise funds** through individual donors, business/community partnerships, foundations grants, events, Board engagement, and legacy planning
- ✓ Attract, develop, and retain a **diverse Board of Directors** by conducting annual assessments
- ✓ **Evaluate our committees** to ensure Board members are engaged, meetings are consistent, well attended, and result in meaningful work



2022–23 Strategic Plan Achievements

Youth Homes will emphasize a youth-first culture through advocacy, opportunities, and services.

- Held monthly Transition Age Youth (TAY) Community Events (clients and providers and greater YH Teams Unite)
- All new clinical providers trained in Collaborate Problem Solving techniques/theory
- Collaborated with Contra Costa County to update the Intense Care Coordinator (ICC) role in Family Pathways to expand service opportunities due to workforce shortage
- Implemented new more therapeutic Team Structure for Short-Term Residential Therapeutic Program (STRTP)
- Created STRTP Intake and Discharge Supervisor position to comply with QRTP (Qualified Residential Treatment Programs) regulations and streamline STRTP youth transitions
- Agreed on the pillars of a Learning Organization
- Conducted four workshops on communication utilizing Mandel Communications techniques
- Increased Electronic Health Records (EHR) functionality (Home/Community Manager for STRTP)
- The HR Director consistently met with supervisors and provided guidance and consultation on team and employee relations
- Established bi-monthly Leadership meetings
- Successfully passed our STRTP annual Department of Health Care Services (DHCS) Mental Health Audit
- Agreed to use Client Surveys for STRTP+ Community Mental Health (CMH) Programs
- Implemented a new employee orientation that provided new hires a warm welcome and more comprehensive knowledge of the Youth Homes organization
- Submitted DHCS Grant application that will allow Youth Homes to continue to be a trauma-informed organization that delivers trauma-informed care
- Members of the Leadership team attended the Advancing Diversity, Equity, Inclusion (DEI) forum
- Updated STRTP Incident and Critical incident protocols and policy

2022—23 Strategic Plan Achievements

2

Youth Homes will build and strengthen external relationships to expand our impact for youth, young adults, and families in the Greater Bay Area.

- Rebuilding Together built a fence at Cherry Lane
- National Charity League (NCL) volunteered their time on Saturdays
- Equestrian Rescue provided equine-assisted therapy and hosted an event for the Therapeutic Behavioral Services (TBS) providers and their clients
- Established a team of dedicated maintenance volunteers who have been thoroughly vetted to work in tandem with youth programs, actively contributed to the expansion of the store and participated in a restorative justice program focusing on repairing damages to residential homes
- Established a partnership with Grateful Gatherings, an agency specializing in providing furniture for homes, to facilitate the furnishing of client residences in community mental health programs

3

Youth Homes will continue to develop a strong base of caring and experienced employees and volunteers by establishing a trust-based environment with diverse, engaged, and connected individuals growing and developing together.

- Improved our interviewing process and strategy, leading to an increased candidate acceptance rate
- Implemented a comprehensive Skills-Survey Tool that HR sends to candidates' references to complete
- Created a comprehensive volunteer orientation
- The Human Resources Department gathered equal employment opportunity (EEO) data on our employees
- Created a Supervisor Resource Guide to support consistency in organizational policies and procedures
- All employees were reviewed using the updated Annual Review template

2022–23 Strategic Plan Achievements

- HR Department conducted gap analysis to identify leadership gaps during succession planning
- Created a development plan for managers that consists of mentoring/coaching, skills-based training (team building, problem-solving, time management) and feedback
- Developed 360 Degree coaching by which leadership receives feedback (anonymous) from direct reports, peers, and others
- Provided leadership training for new managers
- HR Department identified training courses in Diversity, Equity, and Inclusion (DEI) that will begin with STRTP team
- Created an annual calendar of employee celebration events
- Developed a monthly birthday/work anniversary brunch celebration

4

Youth Homes will maximize our existing Thrift Shop operations to serve as a community and economic resource.

- Implemented six-week rotation of merchandise on the shop floor
- Reorganized the Thrift Shop and improved the sales per square foot by 16% to \$226/square foot
- Standardized competitive pricing and regular sales
- Developed an annual calendar of events to engage business and community members, volunteers, and customers
- Created a campaign titled ‘Drive to Thrive’ aimed at engaging with the community to solicit donations and grow the inflow of goods
- Successfully recruited paid retail staff enabling us to expand operating hours by an additional 23 hours each week
- Implemented a quarterly system for the recruitment and onboarding of new volunteers along with conducting volunteer training sessions

2022–23 Strategic Plan Achievements



Youth Homes will build a sustainable future by diversifying service models, and by expanding and retaining a strong base of financial contributions.

- Established a 3-year financial forecast to coincide with Strategic Plan
- Implemented an employee communications workshop
- Updated Benefit Programs - offered Blue Shield/PPO option, reduced annual employee Dental contribution fee, and included Juneteenth as a paid Holiday
- Transitioned to a new, comprehensive fundraising/donor database system
- Updated Accounting and Finance Procedures Manual
- The Board Governance Committee implemented a formalized recruiting process for the current Board of Directors

2023-2026 Financial Forecast

REVENUE	2023-2024 EST	2024-2025 EST	2025-2026 EST
Program Income & Govt. Funds	\$7,422,000	\$7,401,000	\$7,596,000
Grants & Contributions	\$725,000	\$757,500	\$787,000
Thrift Shop	\$493,000	\$551,000	\$623,000
Other Income	\$108,000	\$128,500	\$153,000
Total Operating Revenue	\$8,748,000	\$8,838,000	\$9,159,000
EXPENSES			
Programs	\$6,174,000	\$6,409,000	\$6,606,000
Administrative & General	\$2,177,000	\$2,167,000	\$2,225,000
Fundraising	\$149,000	\$160,000	\$170,000
Total Operating Expenses	\$8,500,000	\$8,736,000	\$9,001,000
NET SURPLUS	\$248,000	\$102,000	\$158,000

Highlights

- We continue to optimize our clinical care funding contract by having the right mix of providers to address client access and encompass the right tools, metrics, and incentives.
- We will expand our capacity and serve more than 300 youth and young adults by the beginning of the 2024-25 fiscal year.
- Our Thrift Store operations will expand support for our young clients/families and increase revenue by 25% over the next 3 years.
- Our reserves are diversified with short and long-term strategies, and we will replenish the fund annually beginning in 2023-24 fiscal year.



“Youth Homes team are FIGHTERS and stand up for all the troubled kids when we feel like we have nothing. Thank you so much for everything you’ve done for me.”

—Former Youth Homes client

Youth Homes

1200 Concord Ave. #450
Concord, CA 94520

925-933-2627

youthhomes.org