FACING THE FUTURE TOGETHER

In 2020, the world faced a year unlike any in recent memory. The Coronavirus disease (COVID-19) pandemic upended entire systems and ways of life for many. The ripple effects were felt nationally. As individuals, families, and organizations continued to figure out how to navigate the new normal, National Safe Place Network (NSPN) engaged with national partners, licensed Safe Place agencies, members, Runaway and Homeless Youth (RHY) Program grantees, and other stakeholders to provide support, engagement opportunities, and resources to meet the new, ever-changing needs of the field.

NSPN’s motto of “Together we can” emphasizes that we are better together. It takes a network of individuals and organizations to ensure the safety of young people. During the COVID-19 pandemic, NSPN engaged with national partners for a variety of projects. NSPN, National Runaway Safeline, and the Lost in America Foundation partnered with celebrities to help spread awareness of young people experiencing homelessness and the reality of unhoused youth during a pandemic. NSPN member organizations were connected with specialized trainings and self-care webinars in order to provide professional development opportunities and support for frontline youth care staff. Licensed Safe Place agencies continued to provide innovative services and had opportunities to connect and discuss needs and ideas through Coordinator Chat Calls. The creation of the Virtual Connections Toolkit provided these same agencies flexibility and different ways of conducting outreach, site checks, and engagement with young people during the “new normal.” Focus 2020 pivoted from an in-person event to a virtual convene to continue to serve training needs, and RHY agencies were served through resource creation and the continuation of new trainings and learning modules.

As NSPN partnered with, listened to, and worked to meet emerging needs, it was also pertinent to look forward to the future. Through innovation and new responses, the traditional structures in place were examined to ensure they were still viable for NSPN, organizations, our stakeholders, and the young people we serve. Taking what we’ve learned from changes in organizational and individual needs due to the pandemic and as part of a board-approved strategic plan, NSPN announced a new change in membership structure set to begin in 2021. The aforementioned Virtual Connections Toolkit reimagined the ways in which the pieces of the Safe Place program were conducted, allowing for new ideas while still meeting crucial needs. Pivoting and meeting immediate needs also opened the doors to ongoing imagining of the future of NSPN, young people, and the youth services field as a whole.

While 2020 was a difficult year, it was the relationships and partnerships that informed the way in which NSPN continues to operate. Through discussion, many new ideas for events, trainings, and resources for 2021 were brought to the table. While COVID-19 required an immediate response, the work to ensure a safety net for youth didn’t end. NSPN has and will continue to come through the hardships, stepping into a new future together as a field. The only way through the hardships was to work together because together is better and together we can.

Laurie Jackson
President / Chief Executive Officer
National Safe Place Network
NSPN is the national standard for a community-wide response to ensuring all youth are safe and valued. Through unique public and private partnerships, NSPN provides leadership, training, and technical assistance to more than 700 youth and family service organizations throughout all 50 states. NSPN’s proven track record, decades of experience, and strong record of leadership are the cornerstones of the organization’s success. To learn more, please visit www.nspnetwork.org.

**Mission**
Ensuring an effective system of response for youth in crisis through public and private partnerships at a local, state and national level.

**Vision**
NSPN envisions a world where all youth are safe.

**PROGRAMS AND SERVICES**
NSPN operates the following nationally recognized programs: NSPN Membership, Safe Place®, and the Runaway and Homeless Youth Training & Technical Assistance Center (RHYTTAC).

**NSPN Membership**
NSPN provides an array of training and support services tailored to meet the needs of youth service organizations in the most cost-efficient manner. NSPN membership helps support agencies and their staff by focusing on training, organizational development, and professional development. To learn more, please visit www.nspnetwork.org/organizational-membership.

**Safe Place®**
Safe Place is a national outreach and prevention program for young people in need of immediate help and safety. Nearly 22,000 community and business locations nationwide display the Safe Place sign, making help readily available. To learn more, please visit www.nationalsafeplace.org.

**Runaway and Homeless Youth Training and Technical Assistance Center (RHYTTAC)**
NSPN operates RHYTTAC through cooperative agreement funding from the Family and Youth Services Bureau (FYSB). This program expands opportunities and increases capacity for NSPN to deliver training and technical assistance to the more than 400 organizations nationwide which operate 608 RHY program grants. NSPN partners with other nationally recognized entities to complete the work and to expand the reach of our network. These partners include American Institutes for Research (AIR), Youth Catalytics, and the University of Tennessee School of Social Work Office on Research and Public Service (SWORPS). These partnerships allow NSPN to expand the network’s opportunities to impact individuals and agencies via efforts in five program requirements.
2020 HIGHLIGHTS

Lost in America Partnership

National Safe Place Network (NSPN), the Lost in America Foundation, and National Runaway Safeline (NRS) partnered over the summer of 2020 to release a Public Service Announcement (PSA) featuring several celebrities such as Snoop Dogg, Jewel, Dermot Mulroney, and others to raise awareness about the realities faced by 4.2 million youth and young adults experiencing homelessness during the COVID-19 pandemic.

New Membership Structure Announced for 2021

NSPN announced the launch of a new membership structure in the last quarter of 2020 set to go in effect January 2021. The benefits provided by this new structure include: all licensed Safe Place agencies would now be members – increasing their access to resources, the option for organizational or individual membership, and all packages have been rolled into fee-for-service opportunities available exclusively to NSPN members, allowing them to pick and choose the member services that best fit their organization’s needs.

Focus 2020

NSPN pivoted from an in-person to a virtual event for Focus 2020. The virtual iteration of the event was held August 19-20, 2020, with the first day sessions being repeated on the second day to accommodate for various time zone needs. An optional half-day training on August 21st was also available. Attendees participated in a keynote given by Dr. Diane Tanaka from Children’s Hospital of Los Angeles, group affinity discussions, tool-time live networking, workshops, the 2020 NSPN Awards ceremony, and closing session. The virtual platform also provided a virtual tote bag and virtual site visits given by three Safe Place agencies.

“We are grateful to National Safe Place Network for their outstanding service to their member organizations. NSPN is a leader in the youth development field and they provide incredible training and technical assistance support.”

—Haven House, Raleigh, NC
NSPN Member
Licensed Safe Place Agency
In 2020, NSPN membership experienced growth and change related to meeting the needs of organizations which chose to invest in resources and consultation available through the network.

Together, the membership supported each other through emerging and ever-changing challenges associated with the pandemic. To assist members, NSPN included tips and resources in monthly publications and hosted the COVID-19 Connect Forum on the NSPN website. The membership team participated in monthly COVID-19 Office Hours with the National Network for Youth (NN4Y). Individual consultations focused on concerns of member organization staff as related to safety, outreach, and ongoing ability to provide services to youth and families. Quarterly executive leadership calls and an executive roundtable provided member executives with frequent opportunities to share concerns regarding their staff and sustainability of programs.

Supporting Staff

• Self-care webinars were held for multiple agencies to address the anxiety and ongoing safety and well-being concerns of staff.
• The Child and Youth Care (CYC) Foundations course was completed in Raleigh, NC, with 11 individuals earning their CYC certification. In order to address pandemic related concerns, the event was held outside with all participants wearing masks and limiting contact. Despite the challenges, the event demonstrated the positive power of staff of member agencies when they come together for a common purpose.

CYC attendees participate in learning activity outside of youth service agency in Raleigh, NC.

NSPN supports member agency’s need for training and safety during the COVID-19 pandemic by providing training outside.

• Clinician’s Coffee House webinars were made available on a monthly basis via the NSPN partnership with the National Board of Certified Counselors (NBCC) Foundation.
Supporting Organizations

Proposal Review Support – Each year, the NSPN team provides intensive support to those organizations seeking funding from federal agencies. In 2020, thirteen organizations participated in weekly support calls, viewed recorded webinar walkthroughs of funding announcements, and received written evaluations of draft proposals. The organizations’ aggregate funding request to the federal government was $10,809,514. Of this amount, $10,229,514 was approved for funding. Participants of the proposal review process rated the experience a five out of five with specific mention of the individualized and non-judgmental support provided seven days a week through grant submission.

Virtual Engagement

Resources on topics such as self-care, youth development, trauma-informed care, protective factors, brain-based engagement, and supervision were made available on the updated NSPN website which was redesigned to ensure organizations could connect to the network and to each other. The Destination for Online Training (D.O.T.) shifted to a new learning management system to enhance user access.

The Destination for Online Training
The D.O.T.: Webinars on Demand

Monthly Plugged In e-newsletters were distributed to support the varied needs of organizations. Each edition featured an overview of available resources from NSPN and other national entities, monthly tips regarding specific topics, funding announcements, an overview of upcoming events, and a brain break for staff. A support center was also maintained on the NSPN website for staff of all member organizations.

Emerging Leaders Institute

The 2020 Emerging Leaders Institute was held in April and May. Sixteen participants completed the intensive six-week distance learning event which targeted analysis of leadership strengths, development and refinement of decision-making skills, and scenario-based discussions to enhance solution thinking abilities.
Advancing Youth Development Training of Facilitators was held in September and featured opportunities for staff members to learn the evidence-based curricula and practice delivering the content to other staff within organizations.

The NSPN national conference, Focus 2020, was held virtually as a result of pandemic precautions. More than 53 organizations participated in the event and 60% of attendees identified as direct care staff. Training and networking opportunities included an opening keynote presentation, four affinity group discussions, two workshops, Tool Time, assessment & screening discussions, forum discussions and resource sharing, the NSPN awards ceremony, closing session, and three post training events. The featured keynote speaker, Dr. Diane Tanaka of Children’s Hospital of Los Angeles, focused on the impact of trauma on youth. An encore of recorded sessions of the event was made available via The D.O.T.

Feedback from the event was uniformly positive with an overall experience rating of four and one-half out of five. The feedback included comments such as:

“I always find that the conversations with attendees, vendors, and staff are the most useful and meaningful part of a conference. You did a great job of making it possible for people to interact in meaningful ways…”

“Great resources to help move the needle toward increasing/developing evidence-based practices within youth programming.”

The National Youth Advisory Board Collaboration Committee (YCC) met monthly. The group provided opportunities for youth representatives from advisory boards to come together and share ideas and address identified challenges as experienced in various communities across the country.

NSPN also maintained a national Advisory Board. The group of representatives provided valuable feedback, guidance, and recommendations to all NSPN services. The group met quarterly with monthly meetings of sub-committees.

Change in Membership Structure

Perhaps the most significant event related to membership during 2020 was the change in the NSPN membership structure. The structure change was a key focus of NSPN’s strategic plan and was implemented as a result of focus group discussions, member feedback, and advisory board guidance. As a result of the change services were restructured as follows:

- All licensed Safe Pace® agencies are also member agencies to ensure the same level of access to consultation, support, and resources to all affiliates.
- Fee for service opportunities which include proposal review services and customized webinars for organizations are exclusive to members.
- Public engagement opportunities include a member rate to support the needs of affiliates.

The new structure was introduced to members via several electronic communications and the website. Feedback from members has been overwhelmingly positive, and at the end of 2020, there were 145 member organizations.

As the NSPN membership team focuses on the future, the word “together” means more than ever. The isolation of staff and programs as a result of the pandemic has shifted priorities and needs. Employee engagement and retention has been identified as a recurring challenge. Social justice issues and the need to address systemic racism and equity will be a priority of the membership team moving forward.

A positive future for youth at risk require increased competencies of staff and capacities of organization. NSPN looks forward to continued partnership with member agencies and the social service field to ensure continued progress toward the network’s vision of a world where all youth are safe.
Frontline staff continued to work diligently to provide basic needs services in spite of the global health pandemic that’s severely impacted programs and communities in unimaginable ways. A regular client, who is homeless, brought a friend with them to the drop-in center to receive food and resources. After intake, the client was provided with bags of food, clothing, and hygiene items. However, a few hours later that same day this new client returned with their friend to disclose they had actually run away from child protective services. This client also felt comfortable enough to let the licensed clinical social worker know they were having thoughts of self-harm. This case manager used her mental health expertise to de-escalate the client and contacted mobile crisis prevention to get the youth transported to a psychiatric hospital that could provide the youth long term care. The direct services manager then followed up with the youth’s child protective service worker to provide aftercare services.

“A young man accessed a QuikTrip location late at night after a violent outburst at home that led to his family kicking him out. He reported being diagnosed with Bipolar Disorder and ADHD several years ago and reports he ran out of his medications. He let the coordinator know his situation during quarantine had been extremely volatile and made it challenging to cope with his mental health. He cried, stating he felt like his emotions and anger take over sometimes and he does things he regrets during these times. He defined a clear goal of getting on track with his mental health treatment so he can find stability and work toward becoming an engineer. During his time at the shelter, the team connected him with the health and vital document resources he needed and collaborated with his family members to connect the whole family with vital resources. Had it not been for Safe Place, he would not have been able to find our services at the moment he was ready and would have been forced to stay on the streets overnight.”
Licensed Safe Place agencies reported ongoing efforts to operate effectively and safely despite challenges posed by COVID-19. Organizations conducted virtual trainings, used social media to maximize outreach to youth in crisis, used technology to complete site checks, and conducted support sessions for youth via Zoom and other web-based platforms. NSPN focused on providing support to these agencies and to new communities seeking to expand the safety net for youth in crisis.

Virtual Implementation Trainings

The Safe Place team offered virtual implementation trainings to agencies in the process of obtaining licensure to operate the Safe Place program. The training was restructured to provide a flexible experience to meet the needs of attendees in a virtual format. The training was also updated to provide a comprehensive approach for agencies and community partners.

Virtual Agency Tours at Focus 2020

NSPN worked with three agencies, YouthCare, Youth Services Tulsa, and Youth Emergency Services and Shelter of Iowa, to provide virtual site visits for attendees of Focus 2020. These agencies shared videos to illustrate different parts of their programs and services offered. These agencies featured dedicated staff, innovative services, and welcoming atmospheres through a creative, digital approach.

Hope Squad Virtual Conference

The NSPN Program Advocate and the Operations and Communications Specialist presented “Safe Place: Someplace to go. Someone to help.” at the first virtual Hope Squad Annual Conference on October 28th. The presentation provided an overview of Safe Place and TXT 4 HELP, as well as how youth can identify the warning signs of familial violence. Hope Squad is a student-led suicide initiative that trains students, nominated by their peers, on peer-to-peer prevention, intervention, and postvention. As a result, a significant number of passionate youth volunteered to become Safe Place ambassadors for their communities.

Virtual Connections Toolkit

Recognizing the need for social and physical distancing, the Safe Place team developed guidance on how to successfully operate Safe Place programs virtually, including ideas for school and community outreach, advocacy, virtual site checks, and more. Featured in this resource are downloadable tip sheets, public service announcements, social media posts, coloring pages, and links to webinars available to all licensed agencies.
EXPANDING SAFE PLACE

Even in a year, when the majority of communities and states shut down, communities opened their doors to youth in crisis. New communities demonstrated their commitment to NSPN’s vision of a world where all youth are safe.

Safe Place programs were launched in the following communities:
- Greenville, South Carolina
- LaPorte County, Indiana
- Vanderburgh County, Indiana

Safe Place Implementation Trainings conducted for the following communities:
- Boise, Idaho
- Columbia, South Carolina
- Frankfort, Kentucky

- Portland, Oregon
- Rapid City, South Dakota
- Wilmington, North Carolina

Businesses involved in Safe Place:

- AAA
- Ace Hardware
- Albertson’s
- American Eagle Outfitters
- Amtrak stations
- Arby’s
- Back Yard Burgers
- Bashkin Robbins
- Bush’s Chicken
- Bojangles
- Burger King
- Church’s Chicken
- Chick-Fil-A
- Circle K
- Cold Stone Creamery
- Comcast
- Comfort Suites
- Country Inn & Suites
- Culver’s
- CVS
- Dairy Queen
- Days Inn
- Domino’s Pizza
- Food Lion
- Greyhound
- Hardees
- HEB Foods
- Hess Express
- Hilton Garden Inn
- Home Depot
- Hy-Vee
- IGA
- IHOP
- Jack in the Box
- Jamba Juice
- KFC
- Kona Ice
- Krispy Kreme
- Kroger
- Lowe’s
- McDonald’s
- Meijer
- Mr. Gatti’s
- National Park Service
- OnCue
- Pizza Hut
- Publix
- Quality Inn
- QuikTrip
- Rally’s
- Red Lion Hotels
- Sleep Inn
- Sonic
- Starbucks
- Subway
- Target
- Terrible Herbst
- Texas Roadhouse
- Tijuana Flats
- Tim Hortons
- Tops Market
- United States Post Office
- United Supermarket
- Valero
- Walgreen’s
- Walmart
- Valero
- Wendy’s
- White Castle

NSPN thanks all of the local business, non-profit, community, and mobile sites for their support of Safe Place and the efforts of local licensed agencies.

YOUTH IN CRISIS – Responding to the Need

In 2020, youth in crisis were at increased risk due to COVID-19. In the majority of communities, schools were not conducting in-person classes. While this decision is aligned with health recommendations, youth found it more challenging to talk with trusted teachers or guidance professionals about personal needs and situations. In some families, loss of employment, accompanied by overwhelming anxiety regarding necessities such as rent, food, and medical care, created increased stress and risk for communication challenges that often led to cases of abuse. Youth still found a way to ask for help and Safe Place was there to assist.

- 4,649 youth helped at Safe Place sites or over the phone
- 38 states and District of Columbia
- 1,497 communities in 383 counties
- 147 licensed agencies
- 22,097 Safe Place stationary and mobile sites
- 1,056 Safe Place volunteers including youth
- 27,273 texts received via TXT 4 HELP
- 252,079 young people were educated about Safe Place and TXT 4 HELP

Reasons Youth Access Services through Safe Place:

- Family problems: 35.1%
- Homeless: 22.3%
- Runaway: 12.2%
- Runaway: 12.2%
- Abuse/exploitation: 9.7%
- Mental health issue: 6.1%
- Suicide: 4.5%
- Locked out: 2.3%
- Immediate safety: 2.3%
- School issue: 1.4%
- Trafficking victim: 0.6%
- Other: 3.5%
Prior to the onset of the pandemic and associated travel and safety precautions, NSPN continued to bring organizations together to learn, network, and to discuss solutions to shared challenges. Grantee satisfaction in these events averaged four and seven-tenths of five with five being the highest rating of positive agreement.

A total of 133 grantees attended regional meetings in Dallas and Chicago with representation from 72 RHY grantee programs.

Additional events included the continued focus to enhance the professionalization of the field through support of CYC certification. 72 attendees participated in the certification training and testing with 100% certification rate. Courses were completed in Nashville, TN, Bloomington, IL, and Louisville, KY.

NSPN operated RHYTTAC throughout the majority of 2020 prior to a shift in FYSB-funding availability. The fiscal year for 2020 brought the beginning of national recognition of the potential impact of COVID-19. As a result, direct services were shifted to respond to emerging needs and challenges faced by the more than 400 organizations operating approximately 600 grant-funded programs to meet the needs of runaway and homeless youth. The NSPN commitment to face the future together with these grantees is a lasting legacy of NSPN’s operation of the center. Staff members of grantee organizations were consistent in their support and appreciation for the culture and climate fostered by the training and technical assistance staff.

**Together to Learn**

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The 2019 National RHY Grantees Training (fiscal year 2019/2020) was held in Ft. Lauderdale, Florida. This event was attended by 824 RHY program representatives who attended 44 workshops, three keynote sessions, pre-institutes, a federal information session, and more. Planning for the FY 2021 event scheduled for Seattle in November of 2021 was completed though the event was postponed due to the pandemic.

In addition, NSPN partnered with the American Institutes for Research (AIR) to create and release a two-part interactive learning series. Building Trauma-Informed Runaway and Homeless Youth Programs consisted of two modules: Understanding Trauma and Its Effects and Adopting a Trauma-Informed approach. In addition, the project with AIR resulted in 76 organizations completing a capacity assessment related to trauma-informed care and participating in individualized consultation and support. NSPN operated the eLearning platform which continued to be an effective resource for capacity assessment related to trauma-informed care and participating in individualized consultation.

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In addition, NSPN expanded learning opportunities through webinars and the release of interactive learning modules to support distance education for all employees of RHY grantee programs. Distance learning and engagement included specific focus on the pandemic and related needs of programs. Topics viewed by 656 attendees included:

- New Grantee Orientation
- FYSB COVID-19 Question and Answer Session
- Listening Session Town Hall
- Self-Care
- Documentation

Runaway and Homeless Youth Program Network (RHYPN) – As the operator of RHYTTAC, NSPN managed RHYPN which brought together the National Runaway Safeline and the National Clearinghouse for Homeless Youth and Families to address immediate and emerging needs of those working with RHY. These monthly meetings featured information exchanges and discussions regarding opportunities to work together to create and share resources.

At the end of September 2020, the funding to operate RHYTTAC shifted based on federal priorities. NSPN staff were able to celebrate eight years of support for runaway and homeless youth programs. Success indicators for the tenure of NSPN operations of the center are shared in the engagement chart.

More important than the numbers, grantees reported feeling heard and valued. The NSPN motto of “together, we can” was evidenced in every aspect of RHYTTAC operations. NSPN looks forward to partnering with RHY organizations via other services in future.

Enhancing Success for the Future through Technical Assistance and Resource Development

Technical assistance for staff and programs continued to be a focus for the organization. The impact of focusing on future directions together was evident in the increased utilization of the services offered. More than 4,000 technical assistance contacts were completed regarding such topics as harm reduction, crisis intervention, youth development, documentation, human trafficking, bullying, suicide prevention, and more. Grantees sought out additional support to address concerns with shifting services to meet the needs of youth while following required pandemic protocols to reduce risk to youth and staff.

2020 was also a year of product and resource development. These products, completed in partnership with the University of Tennessee College of Social Work, the American Institutes for Research, Youth Catalytics, Third Sector, and Chapin Hall of the University of Chicago, were posted to the website and available for free download. Each of the products reflected feedback from the grantees and federal partners and were designed to meet identified needs of the field. Products completed included:

**Chapin Hall – Voices of Youth Count (VOYC)**

- **VOYC Evidence Review Brief** – “Missed Opportunities: Evidence on Interventions for Addressing Youth Homelessness”
- **VOYC Evidence Summaries**
  - “Interventions to Prevent Youth Homelessness”
  - “Shelter and Housing Interventions for Youth Homelessness”
  - “Outreach Interventions for Youth Homelessness”
  - “Individual Counseling and Related Interventions for Youth Homelessness”
  - “Family Interventions for Youth Homelessness”
  - “Economic and Employment Interventions for Youth Homelessness”
  - “Non-housing Case Management and Support for Youth Homelessness”

**Third Sector**

- **Outcomes Contracting Toolkit for RHY Programs**
- **Connecting Resources to Results: Outcomes Oriented Funding**
- **Oriented Funding**
  - Building Career Pathways
  - Creating a Self-Care Culture
  - Creative Compensation
  - Hiring the Right People
  - Nurturing Happiness

**Youth Catalytics**

- **Non-housing Case Management and Support for Youth Homelessness**

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**Youth Catalytics**

- **Non-housing Case Management and Support for Youth Homelessness**

"Non-housing Case Management and Support for Youth Homelessness"
2020 CONTRIBUTIONS AND DONATIONS

$100,000 +
QuikTrip

$10,000 to $50,000
UPS
Anonymous Donor

$2,500 to $9,999
Bank of America
Doug & Lisa Butcher
Tammy L. Hopper
Laurie Jackson

$2,000 to $2,499
T-Mobile U.S.A. Foundation
Gary Colen
Adam Jonas
James T. Wallace, Ph.D.

$1,000 to $1,999
Benevity Community Impact Fund
Dave & Liz Brennan
Michael Fitz
Mark Giuffre
Amy Hawke
Janet T. Ramey
Michelle Tutunjian
Mark Wolf
Youth in Need

$500 to $999
Network for Good
Steven Padilla
Gayle Watts
Children’s Aid Society of Alabama

$200 to $499
The Garabedian Group
Robert & Delores Boellstorff
Reza Eghbali
Kimberly Frierson
Susan J. Harmon
Marie Shaw, in memory of (IMO)
John Shaw
Elizabeth Smith Miller
Daniel Waldoch
YouthCare

$100 to $199
Fidelity Charitable
Safe Harbor Children’s Center
Shauna Brooks
April Carthorn
Kathy E. Hatfield
Gifts IMO Isaac Maxwell-Moore:
Leverne Moore Laws
Carolyn Wright
W. Carlisle Maybrey III
Christine Montgomery
Ashley Neal
Gary Omlor
Gifts IMO Antoinette Owens:
The Rock Church of God by Faith
Virginia Biedron
Nita Patel
Al Lynden Smith II
Scott Fowler
Joy Pierson
Autumn Sandlin
Eric Tadatada
Lori & Kevin Ulrich
George Wang
Diane Wolf
Joan Yankey

$50 to $99
Michele Baxter
Jordan Beeding
Kathleen Byrne, in honor of
(IHO) Kelsey Schrodor
Jolette Rister Elder
Deborah A. Michelle Hurley
David Mount
William Reynolds
Rebecca, IMO Mary-Dawn
Hudspeth
Paul Schleich, IMO Toni Owens

$5 to $49
Baumann Paper Co.
James Andolfo
Alexis Barker, IHO Jamie Bergman
Mary Johanna Beeler
Sherry Casey, IMO Brenton
Seeders
Anice Chenault
Carolyn Cowan
J D
Ruthie Freeman
Frank Green
Diane Heyde, IMO Antoinette
Owens
Jason Leineweber
Asad Quasem
Blake Rudman
Albert Ruiz
John Sanders
Juanita Scott
Kevin Small
Roxanne Springer
Bruce Tetalman
Mary Wertjes
Lisa Williams-Bair

2020 NSPN FINANCIAL STATEMENT

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Expenses</th>
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<tbody>
<tr>
<td>$1,727,701</td>
<td>$1,935,583</td>
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- **Total Revenue**: $1,727,701
- **Total Expenses**: $1,935,583
WHEN THE VISION IS CLEAR STRATEGY IS EASY
Ensuring an effective system of response for youth in crisis through public and private partnerships at a local, state and national level.

Your needs.
Your network.
Together we can!