

San Diego Youth Services  
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# SAN DIEGO YOUTH SERVICES

**Building futures for 50 years**

Outcomes Report 2018-2019

**30** 

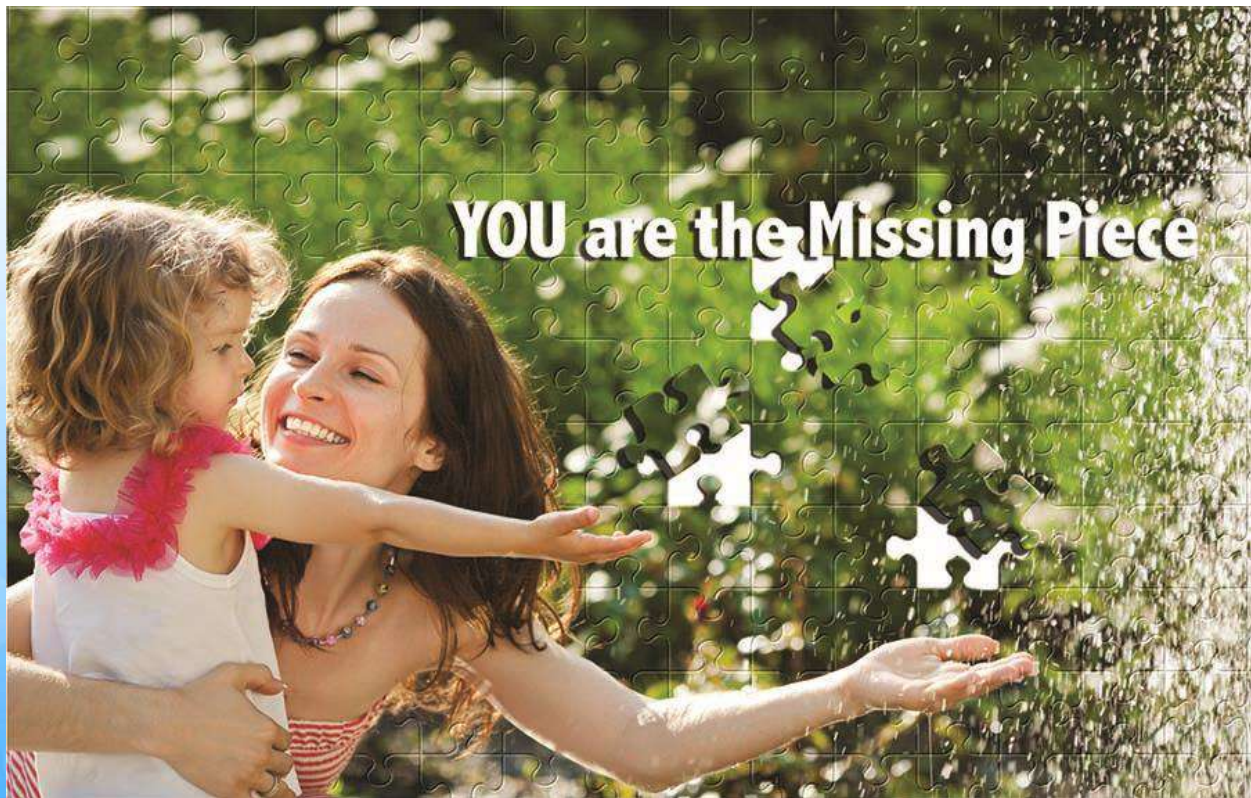
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Celebrating 50 Years



**SAN DIEGO  
YOUTH SERVICES**



**San Diego Youth Services** is a non-profit organization that has helped improve the lives of more than 750,000 homeless, runaway and other vulnerable youth since 1970. Founded in 1970, we now provide services to 28,000 youth from infancy to age 25 at 100+ community and school locations throughout San Diego County every year. Our mission is to empower youth to reach their highest potential. [sdyouthservices.org](http://sdyouthservices.org)



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## Agency Overview

**San Diego Youth Services (SDYS)** is a non-profit organization that has helped improve the lives of more than 750,000 homeless, runaway and other vulnerable youth since 1970. We now provide vital services for youth at 100+ community and school locations throughout San Diego County.

### **We are all about ...**

Striving to end homelessness  
Preventing delinquency and school failure  
Breaking the cycle of child abuse and neglect  
Promoting mental health and addiction recovery.

Our work embraces all youth, regardless of race, ethnicity, gender identity, religion or sexual orientation.

### **We are working to ...**

#### **Meet the basic needs of youth**

Hunger, poverty and youth homelessness are on the rise for many youth and their families today. We help meet these basic needs for youth. What could be more vital than food and shelter? We provide safe places to live and long-term solutions through shelter, foster homes, community centers and transitional housing.

#### **Create positive connections**

We help youth focus on positive life changes and healthy relationships as part of providing needed resources and services. San Diego Youth Services has long provided foster homes and adoption support services for families considering adopting a youth in the foster care system.

#### **Help youth develop life skills**

In addition to a range of safe and stable housing options, we offer support to help youth develop the independent living skills necessary to become self-sufficient and keep off the streets.

#### **Promote overall health and well-being**

Early intervention and care for the whole child are critical. We provide a broad continuum of services to help youth overcome trauma and challenges that put them at risk, including case management, counseling, mental health treatment and educational support and resources.

# Agency Overview

## 2018-19

Total Agency Budget: \$20,754,904

Number of Service Partners/Parents served: 26,554

### Agency demographics breakdown

#### Gender:



Male	Female	Transgender	Other
13,204	12,657	662	31
49.73%	47.67%	2.49%	0.11%

#### Age:



0 to 7	8 to 11	12 to 14	15 to 17	18 to 21	22 to 24+
514	810	12,147	9,273	3,306	453
1.94%	3.06%	45.83%	34.99%	12.47%	1.71%

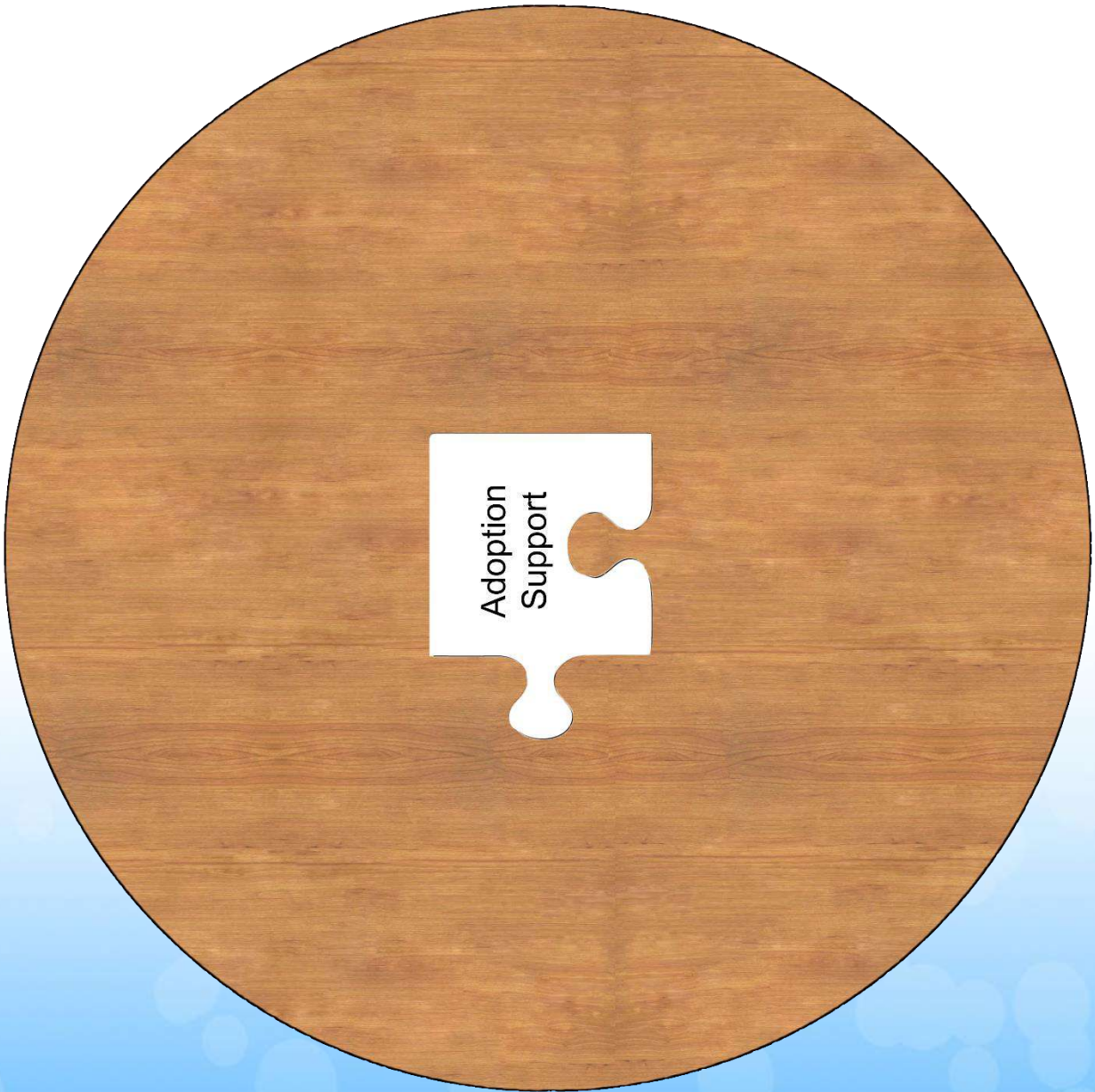
\*51 youth of unknown age not included in Age total.

#### Ethnicity:



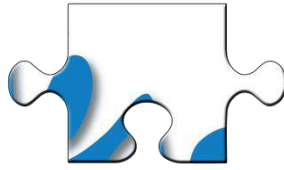
African American	Caucasian	Hispanic	Asian/Pacific Islander	Native American	Middle Eastern	Mixed Race/Other
1,910	6,263	8,197	751	158	2,160	7,115
7.19%	23.59%	30.87%	2.83%	0.60%	8.13%	26.79%





## Adoption Support Services

Total Budget: \$900,000  
Total Youth/Families Served: 407



## Adoption Support:

Total Budget: \$900,000

Total Families Served: 407

Our Adoption Support Services are made possible by a federally mandated, county-funded contract supporting a program manager, four family advocate coordinators, six clinicians, three group assistants and an administrative assistant. San Diego Youth Services has been the sole contractor for 21 years, providing pre-and post-adoption services to families with special needs children throughout San Diego County.

For FY 2018-19, services included:

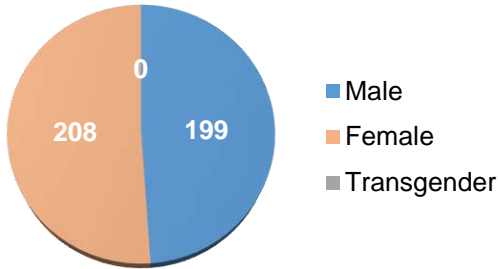
- 46 support groups for parents facilitated by clinicians throughout the county.
- 46 Friday movie nights for youth throughout the county.
- 22 outings provided opportunities for youth to develop social skills and self-esteem, while parents received respite time.
- 157 families received therapy in our clinic, as well as in the home. Of those, parents received clinical services 2,128 times and children received clinical services 1,635 times. Our clinical work is trauma-informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings.
- Service Partners/Families had access to referrals and resources, in-home parent coaching and support offered by the Family Advocate Coordinators, who may also attend school meetings with parents.
- School Advocate Clinician was available to provide specialized support for IEPs and 504s.
- 12 volunteers, four family advocate coordinators and Ed Ladder specialized teachers tutored 64 youth who may be having difficulty in school.
- 150-195 parents and youth participated in twice annual adoptive family events.
- Up to 60 participants attended twice annual professional workshops focusing on attachment and special needs adoption. Participants included community clinicians, child welfare workers, adoption providers and foster/adoptive parents.



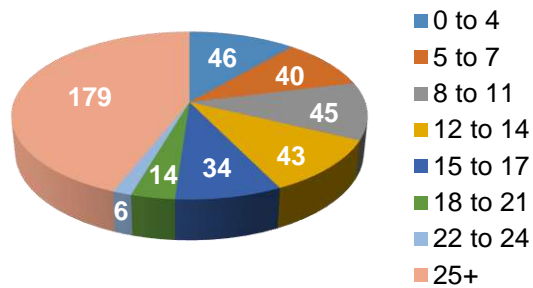
- 4,615.5 hours of respite funding were provided for families. This service addresses some of the needs of parents who benefit from respite/self-care, while parenting traumatized children.
- A monthly newsletter helped to build a sense of community and distributes adoption-specific information to 754 families by email.

407 new youth and families served in FY 2018-19

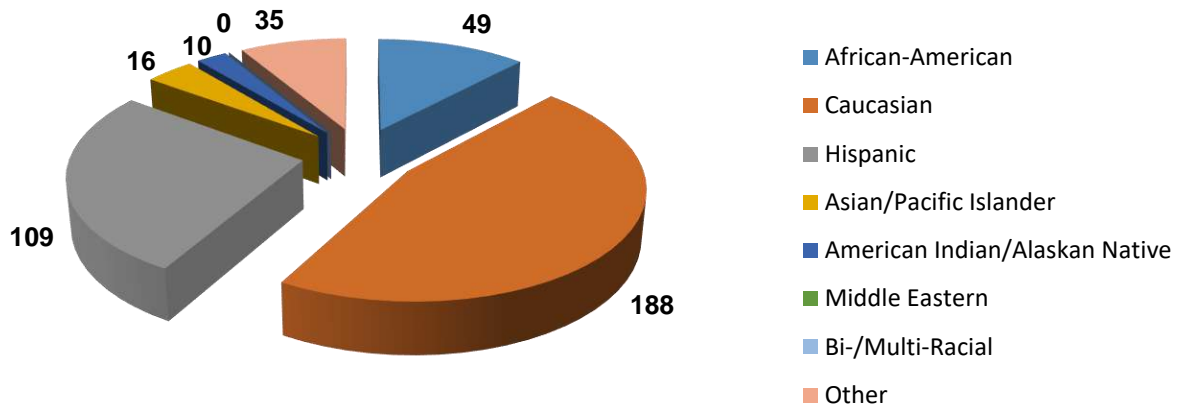
## Gender

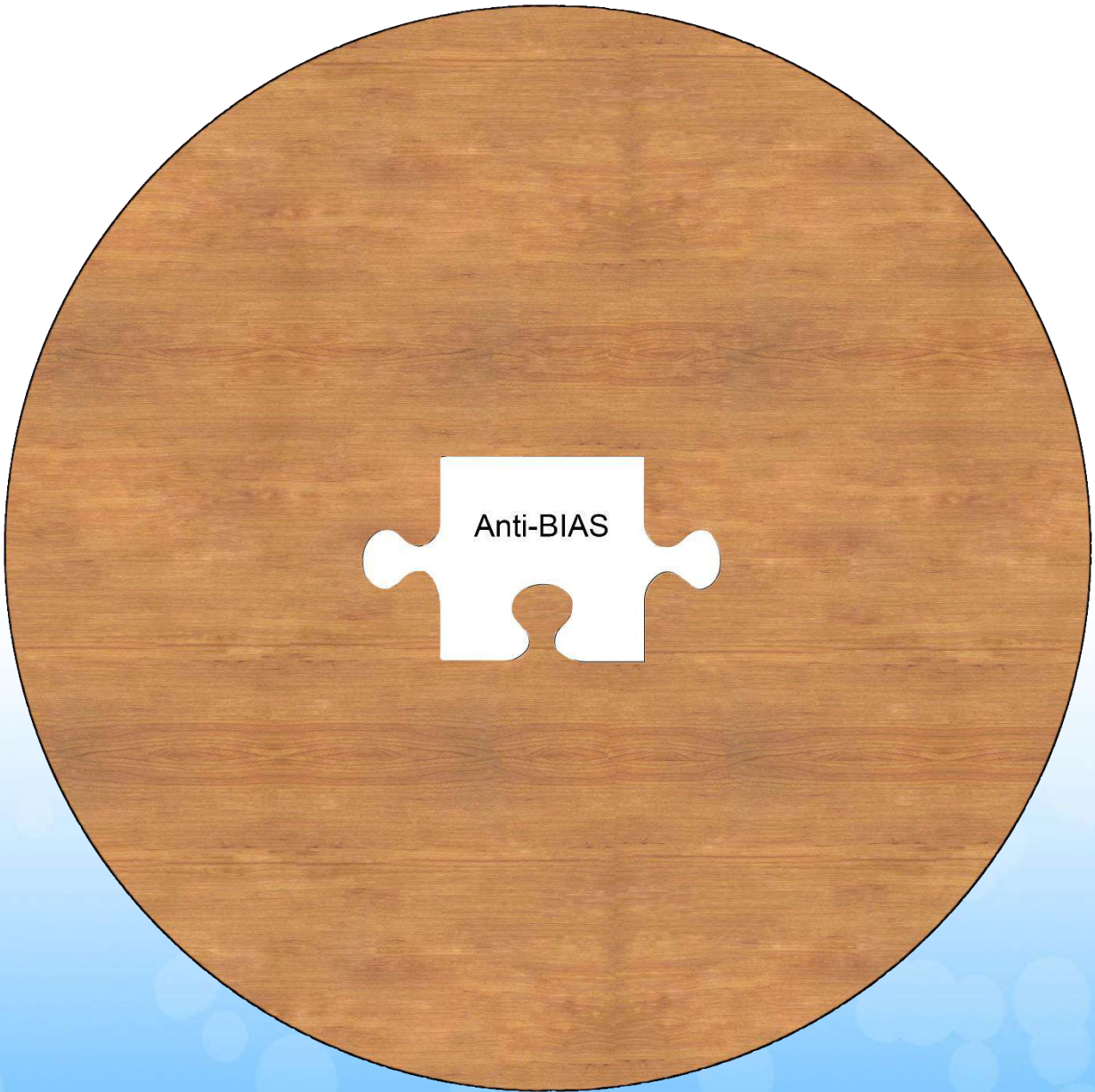


## Age Range



## Ethnicity





**Anti-Bullying Awareness and Support**

Total Budget: \$300,000

Total Youth/Families Served: 42



## Anti-BIAS:

Total Budget: \$300,000

Served: 42 Service Partners (through SDYS)

San Diego Youth Services Anti-Bullying Intervention & Advocacy Supports (Anti-BIAS) Program was funded \$300,000 by the California Office of Emergency Services in October 2016 for 23 months. The SDYS Anti-BIAS program operates together with the HERE Now program to provide assessment, intervention and direct services for youth who identify as being a victim of bullying. The program is available to 7<sup>th</sup>-12<sup>th</sup> grade students attending any of the 20 schools in the Santee and Grossmont Union school districts. Services include assessment, case management, advocacy, counseling and coordination of care.

HERE Now Program met 3 out of 3 objectives:

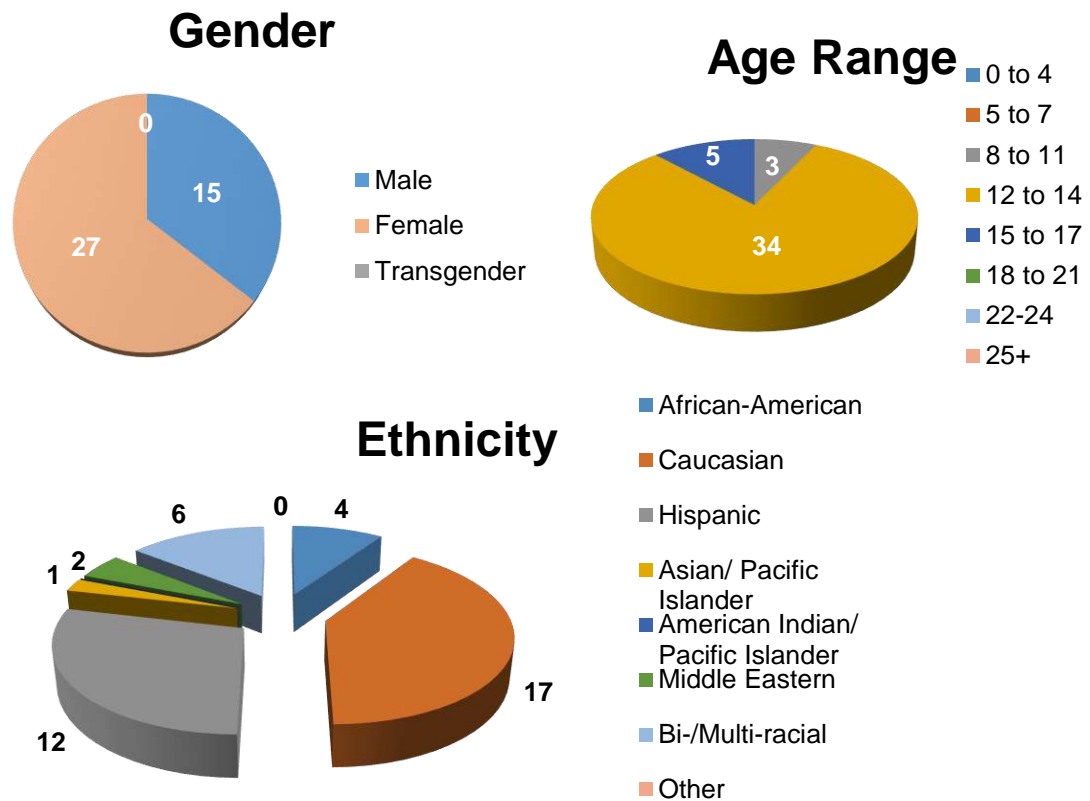
- Objective 1: Create a process and forum for bullied youth to report.
  - As part of the HERE Now program, 1,401 youth from schools who had implemented their Check Your Mood Week were screened for bullying.
  - Screened youth are assessed by trained staff.
- Objective 2: 100% of bullied youth identified through HERE Now will receive referral and/or supportive services.
  - Connected 42 youth to support, including mental health services and CalVCP.
    - All youth who were identified during the assessment process as being a victim of bullying received a referral for additional support through the Anti-BIAS program.
    - Master's level Advocacy Specialists provide risk assessments, individual intervention services and care coordination, including mental health services.
    - Advocacy Specialists provide information on crime victim compensation services with referral to the San Diego County Victims Services office, as appropriate.
    - All identified youth receive triaged follow-up from Advocacy

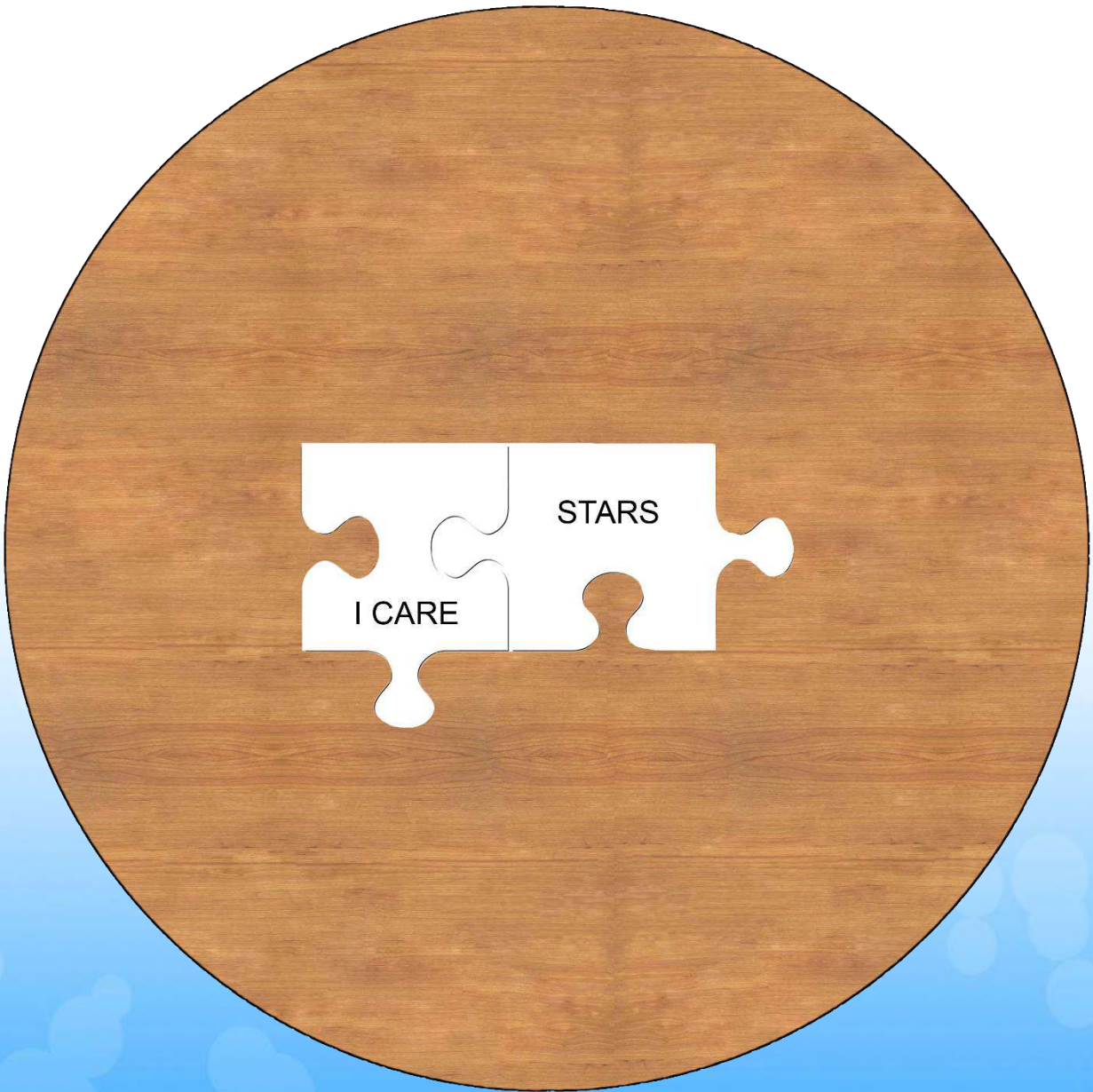


Specialists based on level of risk identified via initial safety assessment no later than one-week after initial report. Follow-up follows required regulations and laws, including parental consent.

- Advocacy Specialists contacts parent/guardian to report the incident and offer resources, with school's permission and in support of school response protocols.
- Objective 3: Offer support to schools and educators to assist bullying victims.
  - Advocacy Specialists advocate on behalf of youth with administrators, as needed.
  - Advocacy Specialists educate teachers and administrators on effective adult follow-through in bullying situations.
  - Advocacy Specialists provides criminal justice and/or CaVCP advocacy, as needed.
  - Collaborate with expert area providers to ensure culturally competent services, including CaVCP, for bullying victims and their families.
  - Provide bystander intervention training to youth through HERE Now to help support peer-level support and intervention

42 new youth served in FY 2018-19





**Child Sex Trafficking Awareness and Recovery**

**Total Budget: \$1,572,976**

**Total Youth/Families Served: 290**



## I CARE

Total Budget: \$1,000,000  
Served: 119 Service Partners

I CARE serves as a Mental Health Clinic and Drop-In Center for youth up to age 21 who are at risk of or are currently involved in Commercial Sexual Exploitation. Beginning in 2017, the program is supported through a 5-year grant of \$1 million per year from San Diego County Behavioral Health Services.

I CARE has successfully completed its second year of services. In 2018-19, I CARE received 175 new referrals and served 119 youth. In addition, I CARE provided community trainings to 2,000 individuals. Highlights include training youth, parents, educators and service providers at California State University San Marcos, Grossmont Union High and San Diego Unified school districts and San Diego State University. Other services providers trained included Center for Community Solutions, Jewish Family Services and Voices for Children. Training and building public awareness assist the community in understanding the issue, decreases stigma, teaches how to identify victims and ultimately learn how to engage youth into services who have experienced trafficking.

I CARE continues to demonstrate innovative and individualized programming for the youth and families served, including individual and family mental health services, caregiver support, case management, drop-in center support, educational services, employment services, community-based services and peer support. These are all offered from a trauma informed and culturally competent lens so that youth are getting the most possible from services. I CARE also provides weekly groups that use prevention and intervention curriculums like *Word on the Street* and *Not a Number*.

One of I CARE's most positive projects has been the Youth Economic Empowerment Opportunity developed and initiated by the Employment Specialist. Participants attend a



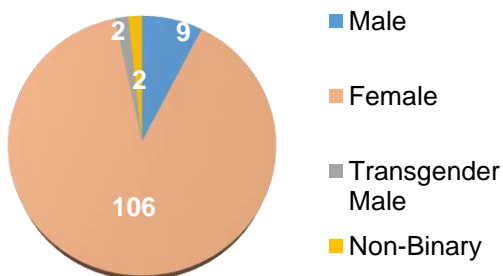
six-week work readiness program and then are placed in a paid internship with one of our many community partners. The education and training provided through this opportunity offers our youth and transitional age youth the knowledge, skills and self-confidence they need to seek out economic opportunities and actively contribute to their communities. Seven youth were placed in paid internships and three of these seven youth have since been hired by either their internship placement site or other community partners.

ICARE Contract Objectives Reached:

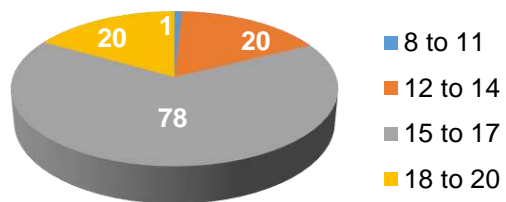
- 99% of youth avoided psychiatric hospitalization or re-hospitalization
- 100% of youth were assessed for substance use, domestic violence issues and transitional services needs
- 100% of youth were connected to a medical home for a primary care physician
- 100% of youth were screened using the Columbia Suicide Severity Rating Scale

119 new youth served in FY 2018-19

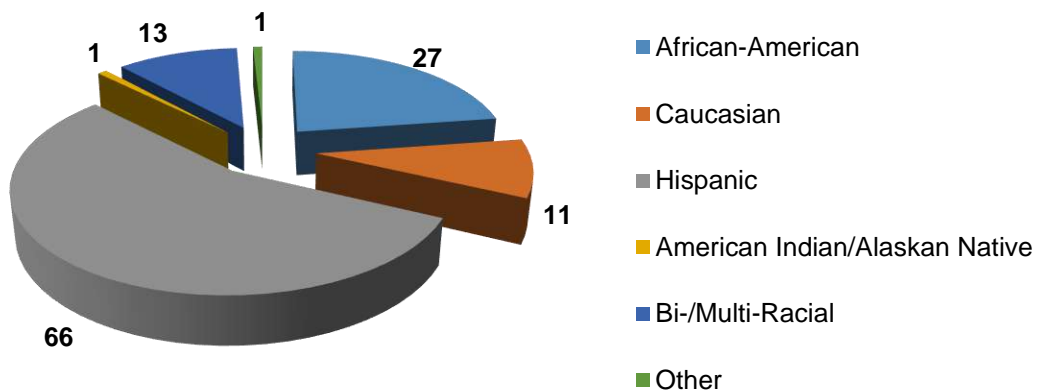
**Gender**



**Age Range**



**Ethnicity**





## Surviving Together, Achieving and Reaching for Success (STARS)

Total Budget: \$572,976

Served: 171 Service Partners

STARS incorporated the following funding sources:

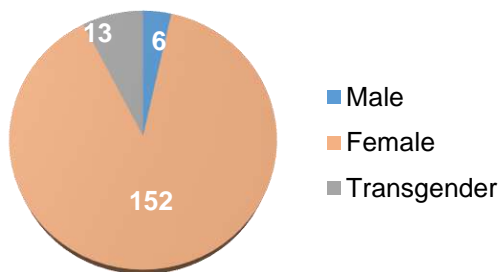
- Office for Victims of Crime (OVC) contract provides employment, housing and peer support partner resources to survivors, ages 12-24 years old.
- California Office of Emergency Services funding supports case management and mental health services to CSEC survivors, ages 12-24 years old.
- North County Lifeline (NCLL) subcontract provides peer support and case management to survivors, 18-24 years old.
- Child Welfare Services CSEC Response Team works in conjunction with Child Welfare Services to provide survivors with referrals, crisis intervention and short-term case management.

In fiscal year 2018-19, STARS received 171 new referrals and served 231 clients with 181 being unduplicated. STARS also works with Service Partners' children and has provided their mothers with services to maintain a healthy pregnancy and ensure proper medical care for the infant/child. In addition, the OVC, OES and CSEC Response Team grants allowed STARS to provide community trainings throughout San Diego County. Highlights include training youth, parents, educators and service providers at San Diego Unified School District, San Diego County Office of Education, the District Attorney's Office and Big Brothers Big Sisters' mentors and mentees. STARS also trained new CWS Social Workers on CSEC and the Response Team Protocol and worked with multiple partners to implement the "Know More" school-based prevention curriculum. Training and building public awareness assist the community in understanding the issue, decreases stigma and helps providers learn how to identify victims and ultimately learn how to engage youth into services who have experienced trafficking. STARS has developed a Survivor Leadership program and utilizes the survivor voice in the design and implementation of direct services as well as in our training program.

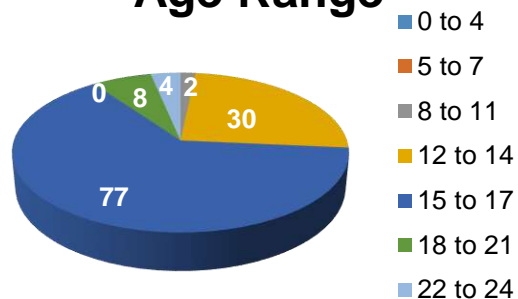
The STARS program provides a developmentally appropriate response to the needs of young people who have been victims of or are at high risk for commercial sexual exploitation and domestic sex trafficking. The goal of the program is to prepare participants for entry or re-entry into mainstream education and employment through a process of learning (skills and knowledge on how to avoid re-victimization and make positive choices), healing (to address feelings of guilt, shame, confusion, anger and abandonment) and exposure to positive opportunities and influences. Although STARS remains primarily gender specific, this new funding has increased our services in the LGBTQ community and with male clients.

171 new youth served in FY 2018-19  
 (50 youth of unknown age not included in Age total)

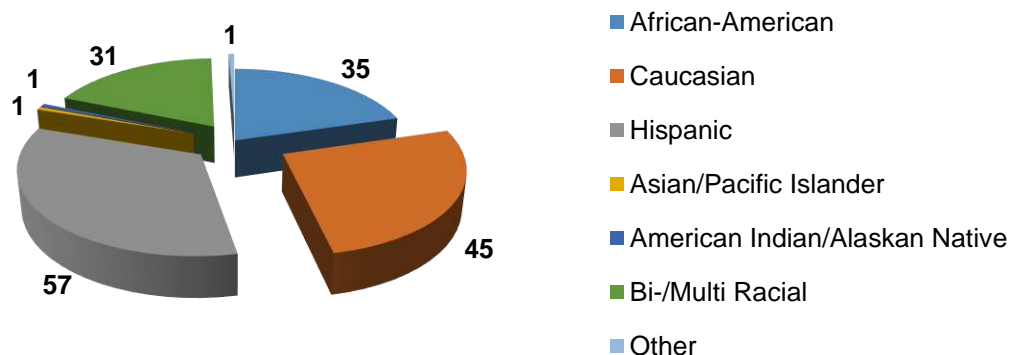
### Gender



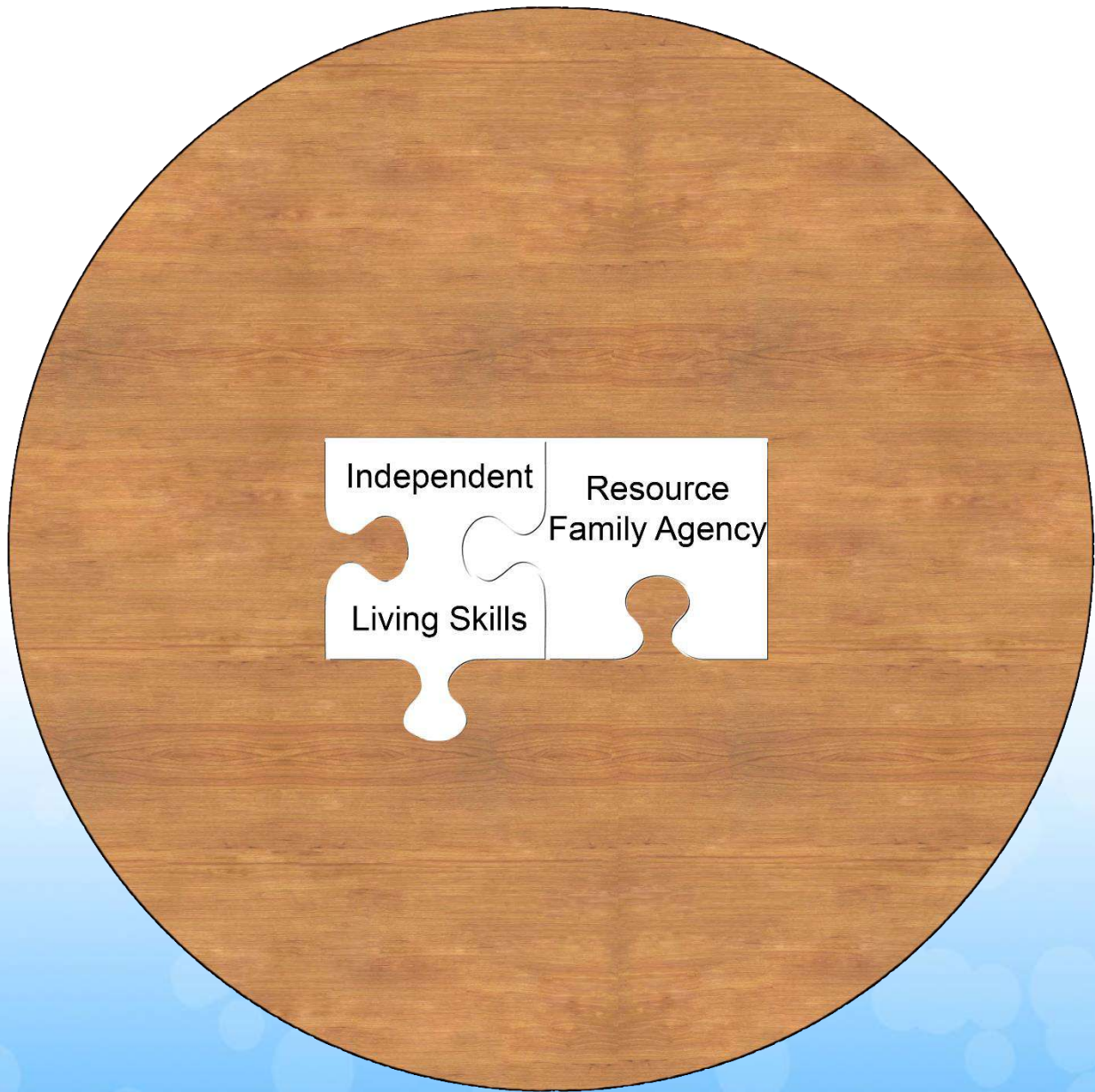
### Age Range



### Ethnicity



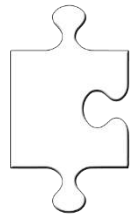




**Foster Care Services**

**Total Budget: \$1,951,885**

**Total Youth/Families Served: 360**



## **Independent Living Skills (ILS) Program: East Region**

Total Budget: \$213,654

Served: 159 Service Partners

The Independent Living Skills (ILS) Program East Region works with foster youth ages 16-21. ILS helps ensure that upon exiting the foster care system, youth have services that are available until his/her 21<sup>st</sup> birthday. Such services include employment, educational and housing assistance, scholarships, Medic-Cal, household items and incentives when possible and other resources. Referrals can be made by a youth's social worker, probation officer or other ILS Partnership.

The ILS East team met 20 out of the 20 objectives in FY 2018-19, including the following:

- 89% (103 out of 116) aftercare and Non-Minor Dependent youth have achieved full time productivity.
- 97% (70 out of 72) aftercare and Non-Minor Dependents youth have achieved stable housing for 12 months.
- 97% (70 out of 72) aftercare and Non-Minor Dependents youth have achieved stable income for 12 months.
- 97% (116 out of 120) aftercare and Non-Minor Dependent who have identified and established a relationship with a supportive adult.
- 98% (117 out of 120) aftercare and Non-Minor Dependent youth were able to independently access needed health, dental and mental health care.
- 96% (115 out of 120) non-minor dependents have maintained health insurance coverage.
- 100% of total number of youth receiving services from the contractor have been educated about the regional One-Stop Career Center.
- 100% of all aftercare youth received referrals to community resources.
- 65 youth referred to the Excel Job Readiness Training this fiscal year.

## **Life Skills Training (LST) program: East Region**

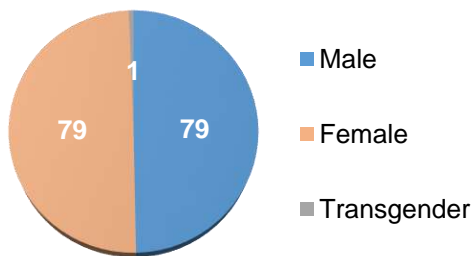
Targeted for youth, ages 14-15 years of age, the Life Skills Training program enhances everyday life skills and includes financial management, healthy living, home

management, school management, transportation, personal growth and self-esteem, sexual education and healthy relationships, career exploration and college and vocational options.

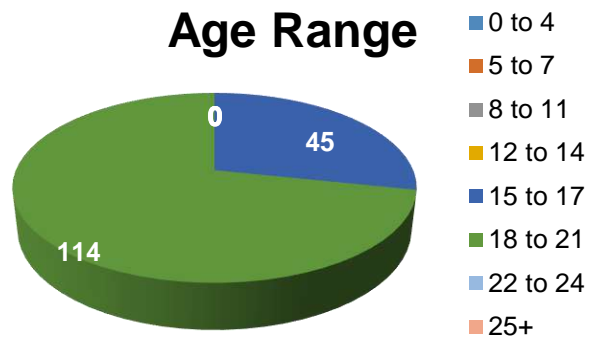
- 5 out of 15 youth successfully completed the program

159 new youth served in FY 2018-19

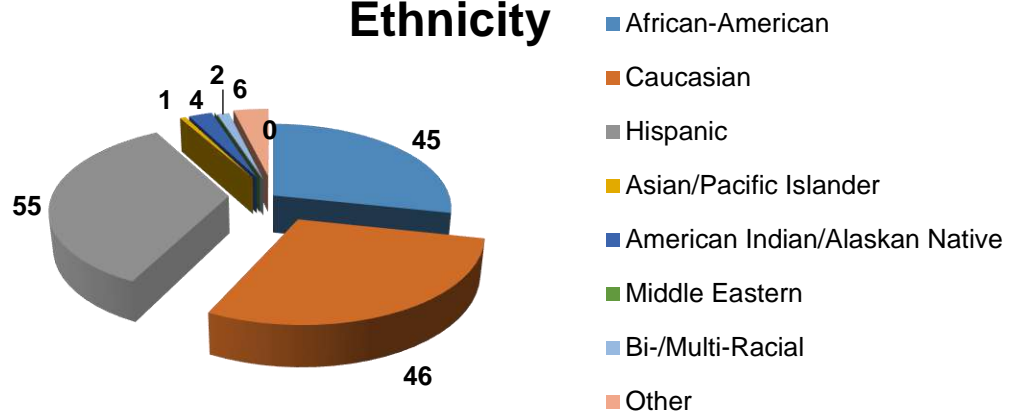
### Gender



### Age Range



### Ethnicity







## **Independent Living Skills (ILS) Program: Metro Region**

Total Budget: \$345,915  
Served: 171 Service Partners

The ILS Program: Metro Region works with foster youth ages 16-21. The ILS Program helps ensure that upon exiting foster care system, youth have services available until his/her 21<sup>st</sup> birthday. Such services include employment, educational and housing assistance, scholarships, Medic-Cal, household items and incentives when possible and other resources. Referrals can be made by the youth's Social Worker, Probation Officer or other ILS Partnership.

The ILS team met 20 out of the 20 objectives in FY 2018-19 including the following:

- 96% (77 out of 80) aftercare and Non-Minor Dependents youth have achieved stable housing for 12 months.
- 96% (77 out of 80) aftercare and Non-Minor Dependents youth have achieved stable income for six months.
- 92% (135 out of 147) aftercare and Non-Minor Dependent who have identified and established a relationship with a supportive adult.
- 92% (135 out of 147) aftercare and Non-Minor Dependent youth were able to independently access needed health, dental and mental health care.
- 88% (129 out of 147) non-minor dependents have maintained health insurance coverage.
- 100% of total number of youth receiving services from the contractor have been educated about the regional One-Stop Career Center.
- 100% of all aftercare youth received referrals to community resources.
- 22 youth referred to the Excel Job Readiness Training this fiscal year.

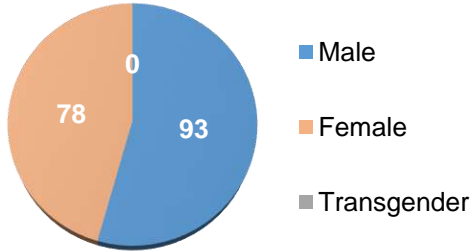
## **Life Skills Training (LST) program: East Region**

Targeted for youth, ages 14 and 15, the Life Skills Training program enhances everyday life skills, including financial management, healthy living, home management, school management, transportation, personal growth and self-esteem, sexual education and healthy relationships, career exploration and college and vocational options.

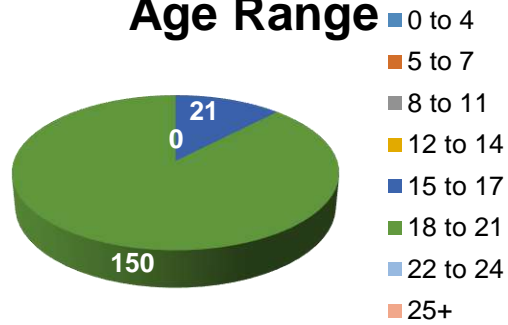
- 3 out of 3 youth successfully completed the program

171 new youth served in FY 2018-19

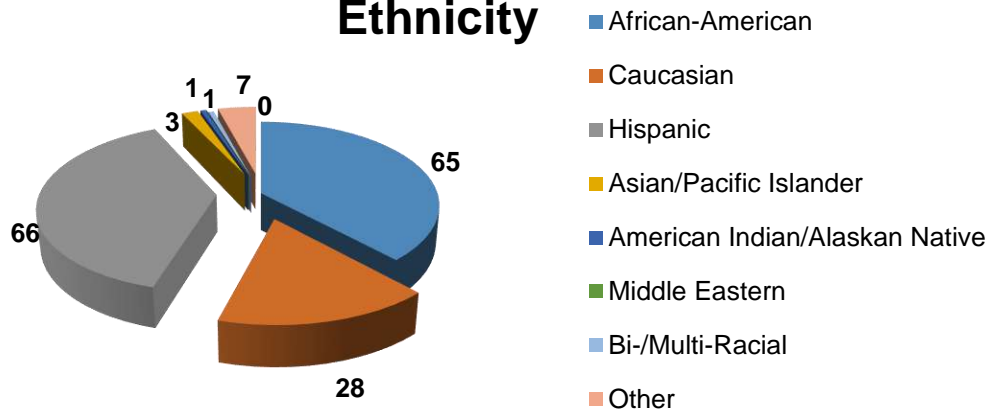
### Gender



### Age Range



### Ethnicity





## Resource Family Agency

Total Budget: \$1,392,316  
Served: 30 Service Partners

This program is supported by contracts for Resource Family Agency and Intensive Services Foster Care. The contracts supported one Program Manager, three Social Work Case Managers, one Clinician, one Permanency Navigator and a Resource Parent Recruitment and Retention Coordinator.

San Diego Youth Services was awarded the XY Grant in FY 16-17, which supports staff in their abilities to provide case management, as well as individual, family and group therapy for foster youths and their families. Two additional staff were funded through this grant. One Placement Navigator evaluates a possible fit between the foster youth and resource family and provides foundational support to increase success of permanency. Also, one Clinician works with the youth identified on the adoption/reunification track and the adoptive family (biological/resource family) to solidify the attachment with each other and minimize the risk of the youth re-entering the foster care system. In addition, the XY Grant provides support to our staff to obtain and utilize specialized resources for our youth and families to maximize effectiveness of treatment and placement/permanency efforts.

For FY 2018-19, foster care services included:

- 30 youth served.
- 98% of the youth were free of incidents of abuse and neglect.
- 100% were having visits with their siblings.
- 77% of youth attended school without any unexcused absences.
- 100% are participating in extracurricular or community activities on a weekly basis.

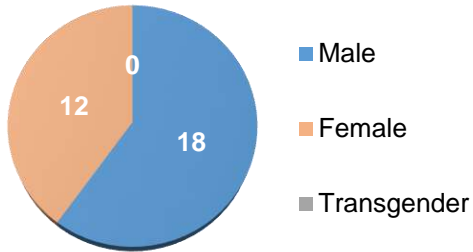
For FY 18-19, Resource Parent recruitment included:

- 4 new families were certified.
- 4 families were converted to Resource Families.
- 8 new families have started their application process.
- 68% (26 of 38) of Resource Parents were retained.

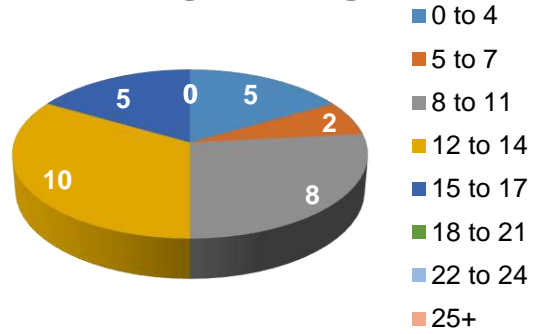


30 new youth served in FY 2018-19

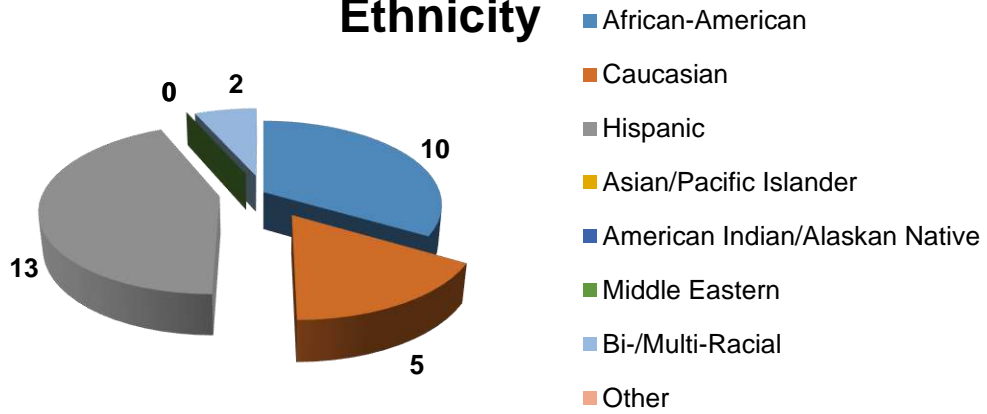
### Gender

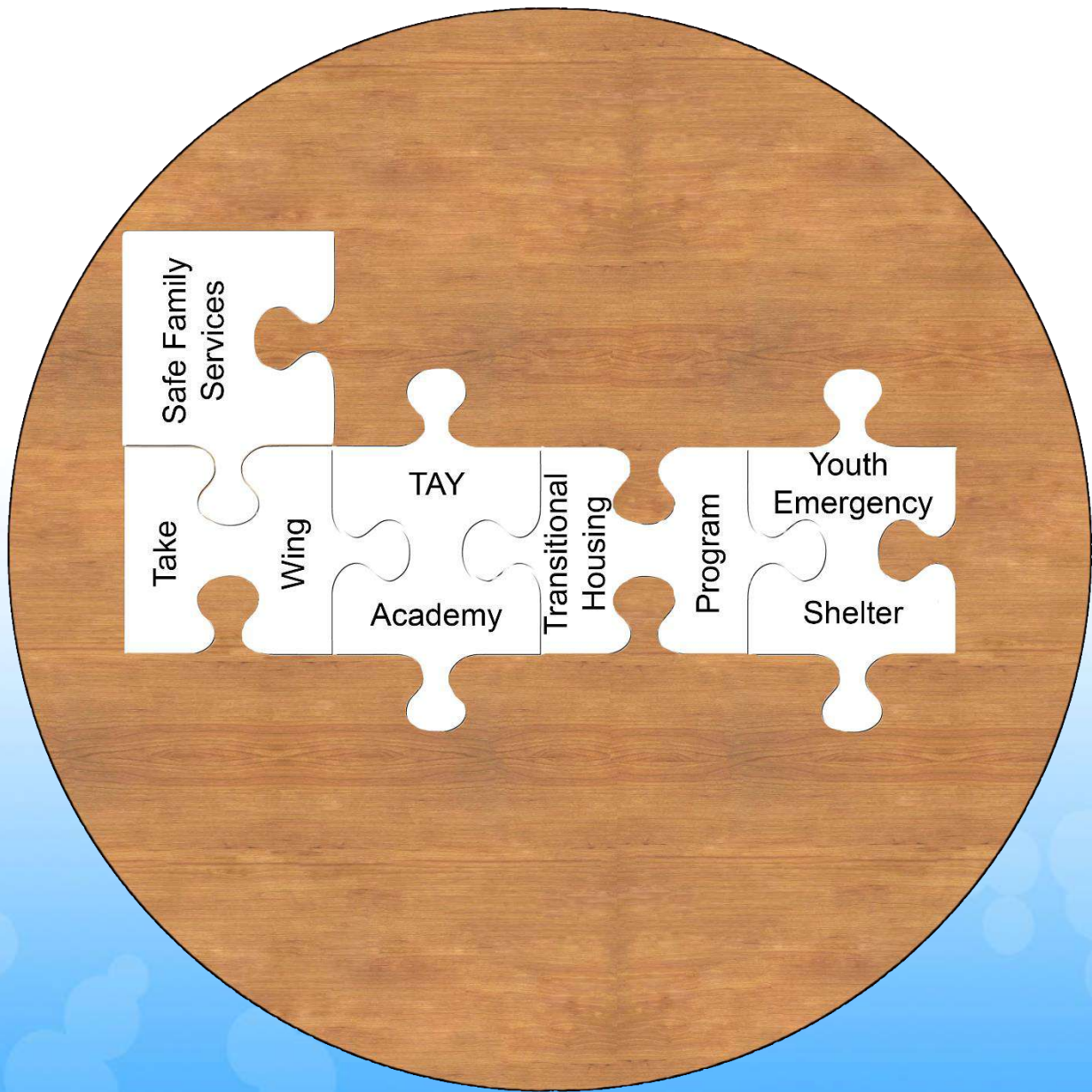


### Age Range



### Ethnicity

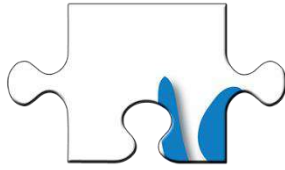




## Homeless Housing and Support Services

Total Budget: \$6,858,210

Total Youth Served: 521



## Take Wing

Total Budget: \$1,061,964  
Served: 48 Service Partners

Take Wing is comprised of two primary populations – community youth experiencing homelessness and former foster/probation youth experiencing homeless. The latter is served through a County contract, TYH, in which SDYS serves as the lead agency in collaboration with three partner agencies (South Bay Community Services, North County Lifeline and YMCA). Staff provides the following services: case management and goal setting, independent living skills training, therapeutic and community groups, counseling, 24-hour crisis support, monthly community meetings, Youth Advisory Board activities and recreational outings.

The current staff consists of seven positions, all slots were filled. The major activities of the year were to improve the outcomes for service partners securing stable and permanent housing upon their exit from the program and to increase their income during the stay in the program. To that end, we have developed a social enterprise internship program, which provided for the development of a job readiness component delivered to service partners during the first 90 days of the program.

### Family and Youth Services Bureau (FYSB)

During the year, the FYSB Program was in its fifth of five contract years. The program is fully operational and outcomes are strong. The major goal for the year was to provide services to the service partners as outlined in the grant and then evaluate their effectiveness via quality management techniques and approaches. The waitlist for the FYSB program has been closed due to the grant ending and the agency re-applying for funds. Throughout the duration of the FYSB program, the waitlist has consistently been very lengthy, as there is a large population of homeless youth who need housing assistance.



## TYH

During the year, the TYH program operated effectively. The staffing component has been stable. Many of the service partners have been in the program for several months or more. The majority of the service partners are single parents with one or more children.

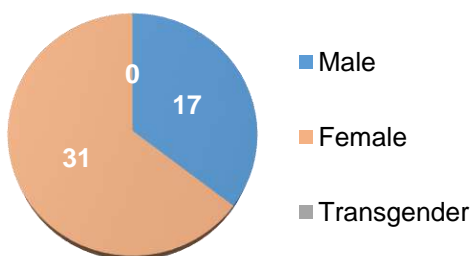
- 100% of former foster/probation youth were able to independently access needed medical, dental and mental health care.
- 86% of former foster/probation youth in the program maintained stable housing.
- 100% of former foster/ probation youth who completed the program established a permanent relationship with a safe and supportive adult.
- 78% of former foster/probation youth left for a permanent destination

## Program Audits

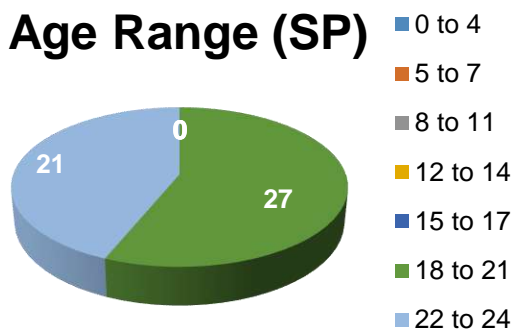
The county of San Diego conducted an audit of the TYH program during the 2018-19 fiscal year. The audit returned a report of no findings and the county reported being pleased with the Take Wing Program and its overall performance and outcomes.

During FY 2018-19, Take Wing served 48 adults and 20 of their children.

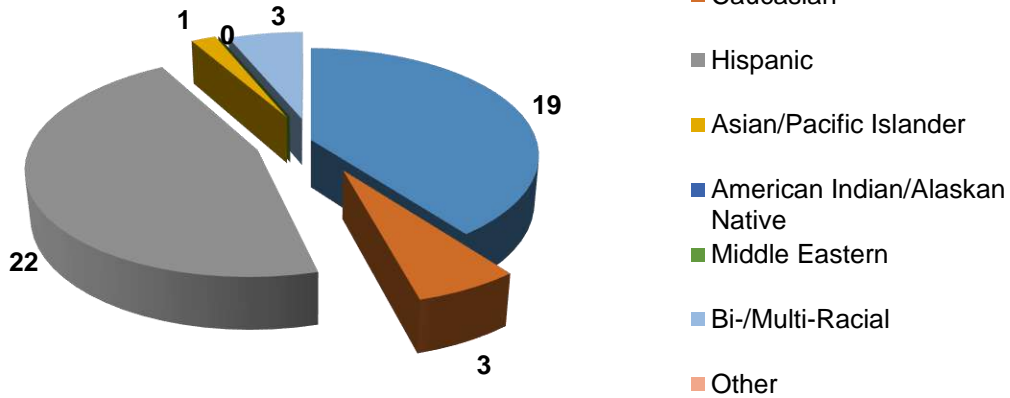
### Gender (SP)



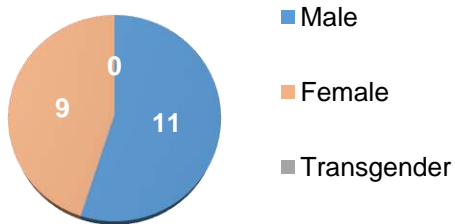
### Age Range (SP)



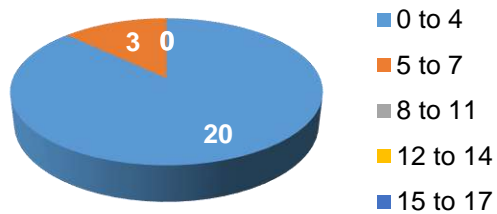
## Ethnicity (SP)



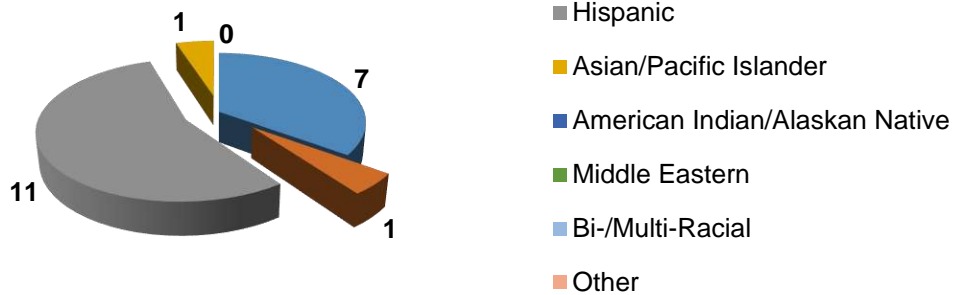
## Gender (Children)



## Age Range (Children)



## Ethnicity (Children)





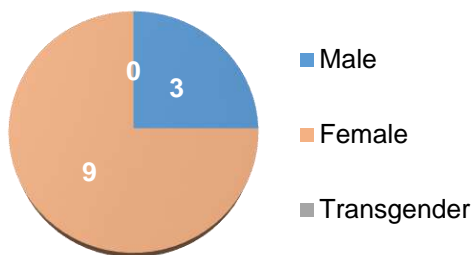
## Safe Family Services

Total Budget: 300,000  
Served: 12 Service Partners

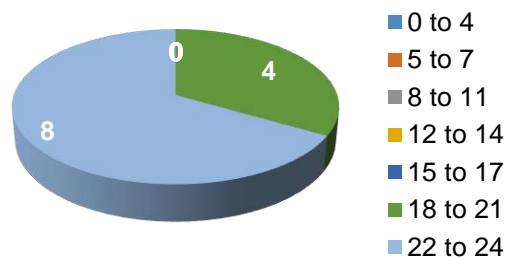
Safe Family Services offers supportive services and financial assistance to our TAY youth between the ages of 18 and 24. Safe Family Services supports TAY youth who are homeless or are at risk of homelessness and have historically experienced or are experiencing domestic violence. Safe Family Services provides various services including: individual therapy, group therapy, case management, housing support, client advocacy, linkage to community resources and financial assistance. Through these services, Safe Family Services is able to support TAY youth in various areas. Youth needing housing support are able to receive either short-term and/or emergency housing assistance between one and three months. Youth are also able to receive short-term financial assistance between one to three months based on the need of the youth.

During FY 2018-19, Safe Family Services served 12 adults and five of their children.

### Gender (SP)

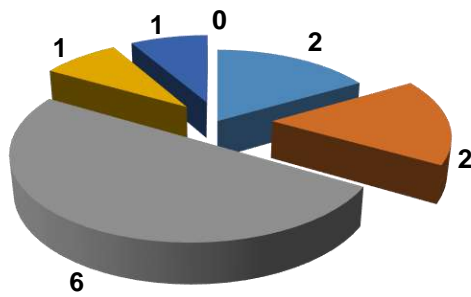


### Age Range (SP)



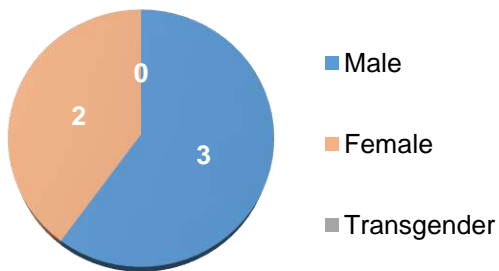


### Ethnicity (SP)



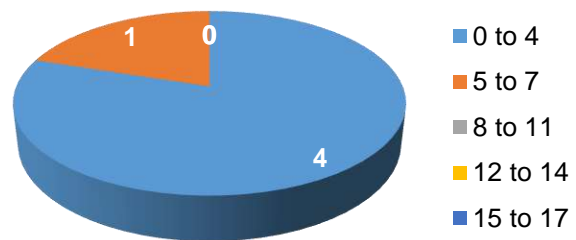
- African-American
- Caucasian
- Hispanic
- Asian/Pacific Islander
- American Indian/Alaskan Native
- Middle Eastern
- Bi-/Multi-Racial
- Other

### Gender (Children)



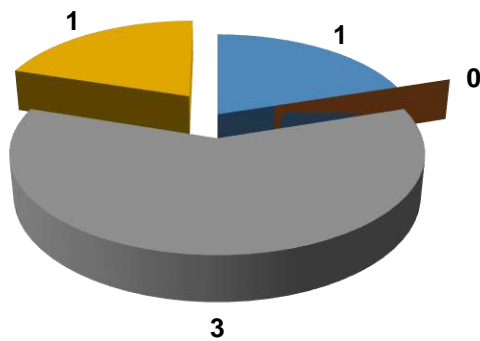
- Male
- Female
- Transgender

### Age Range (Children)

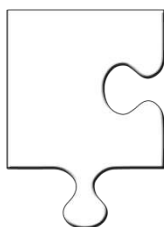


- 0 to 4
- 5 to 7
- 8 to 11
- 12 to 14
- 15 to 17

### Ethnicity (Children)



- African-American
- Caucasian
- Hispanic
- Asian/Pacific Islander
- American Indian/Alaskan Native
- Middle Eastern
- Bi-/Multi-Racial
- Other



## TAY Academy

Total Budget: \$3,262,012

Served: 269 Service Partners

TAY Academy provides a safe, inclusive, youth-led drop in resource center in Golden Hill. The drop-in center is open Tuesday – Friday, 11am – 3pm and offers a range of supportive services. The first level provides a safe space for youth to meet their basic needs. Many youth come to TAY to get off the streets, rest or sleep and access restrooms, food, clean clothing and hygiene supplies. Additional levels of support include social and emotional support and skill building workshops, as well as resource linkages to employment, education and housing. Furthermore, TAY Academy provides individual life/goal planning and limited therapeutic support. TAY Academy is dedicated to serving at-risk youth in a manner that is knowledgeable of and sensitive to the trauma occurring in their lives. Youth of all ethnicities, sexual orientation, housing standings and cultural backgrounds are welcome. TAY Academy houses five separate programs: Urban Beats, Street Outreach, SafeTAY emergency housing, Youth Emergency services and Redwood Transitional Housing.

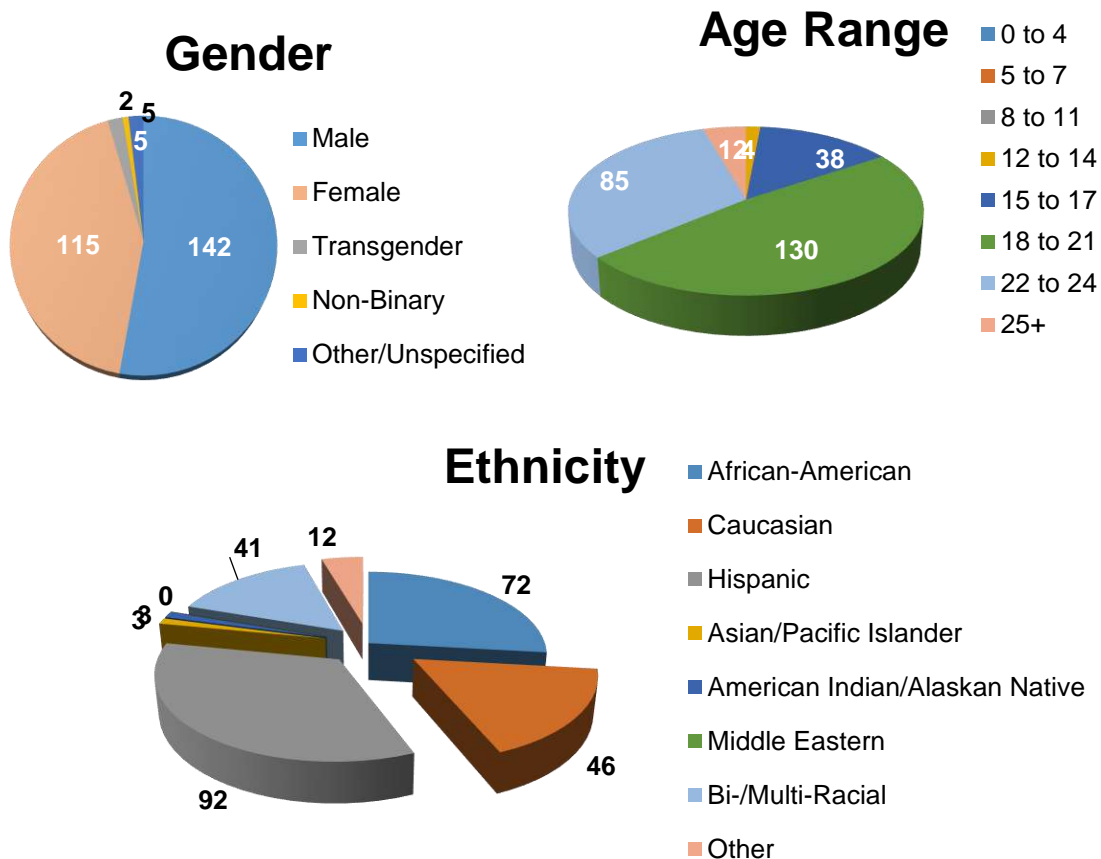
Urban Beats is an innovative 20-week group curriculum to engage TAY in creating and implementing social expression projects on topics relating to youth emotional well-being and destigmatizing mental health, while simultaneously building work-readiness and life skills.

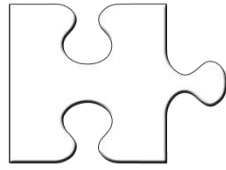
Redwood is a short-term transitional housing program for TAY (18-24). Redwood is a five-bedroom house. The youth are able to stay at Redwood for up to six months; rent and utilities are at no cost to youth. While at Redwood youth meet with their Connection Coach where they work on their vision plan (school, work, mental health needs) and exit plan (applying for housing programs or independent living). The youth are also highly encouraged to participate in groups: financial literacy, coping skills, independent living skills and communal living skills.

TAY Academy also houses Street Outreach and is the lead for street outreach for North and South County. Street Outreach will meet with youth in the community to provide resources and linkage to our Youth Emergency Shelter, TAY Academy and any other resources they might be needing. Street Outreach team also provide intensive case management for youth aged up to 21.

- Daily average attendance is 14 with 2,772 visits to TAY Academy
- 123 youth were assisted with housing
- 20 youth decreased criminal activity
- 25 youth applied for employment; 18 obtained employment
- 23 youth were assisted with educational enrollment, including vocational training
- 50 youth participated in Urban Beats
- Street Outreach has reached 736 youth to date.
- 269 new, unduplicated youth attended TAY Academy

269 new youth served in FY 2018-19





## Transitional Housing Programs (THP)

Total Budget: \$1,682,669  
Served: 63 Service Partners

Transitional Housing Programs is comprised of two programs: THP-Plus and THP-FC (Foster Care). Both programs provide affordable housing and comprehensive supportive services to transitional age youth.

THP-FC supports current foster youth, who are considered Non-Minor Dependents, between the ages of 18 and 21. THP-Plus provides supportive services to emancipated foster youth, between the ages of 18-24, for up to 24 cumulative months if working, or 36 months if enrolled full-time in an educational program. Youth may transition from the THP-FC program to the THP-Plus program, allowing up to 5-6 years of safe and stable housing and support. Youth may be single or parenting. THP offers studio, 1- and 2-bedroom apartments, including SDYS-owned property at 35<sup>th</sup> Street in City Heights, Jean's Place downtown, El Cajon Blvd near SDSU and Johnson Avenue in El Cajon, as well as additional leased remote site apartments. Each youth is provided services to support their individual goals, as well as the overall goal of becoming safe, stable and independent. Some of these services include case management, 24-hour crisis support, individual savings account and housing education.

During fiscal year, 2018-19:

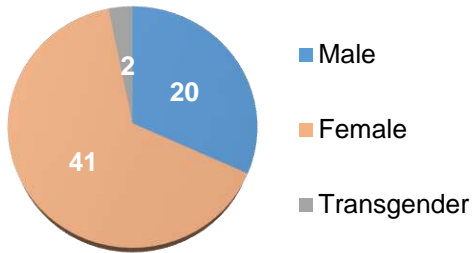
- 12 youth successfully graduated from the programs, including:
  - 7 transitioned into the THP-PLUS program
  - 1 got promoted to contractor liaison at their place of employment
  - 2 were promoted to manager/leader positions at their place of employment
  - 2 transferred to SDSU for a bachelor's degree
  - 1 got custody of a niece
- Youth in the program received over \$40,000 worth of scholarships
- 60% were enrolled in college
- 75% of the youth in programs maintained stable housing



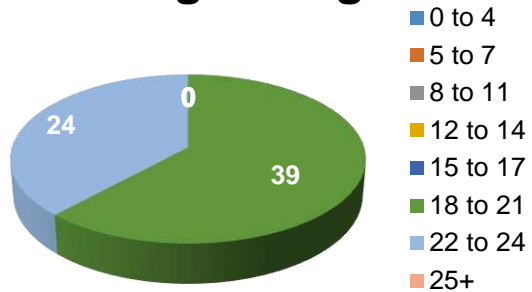
- 70% of the youth achieved full-time productivity (work/school) within three months

63 new youth served in FY 2018-19

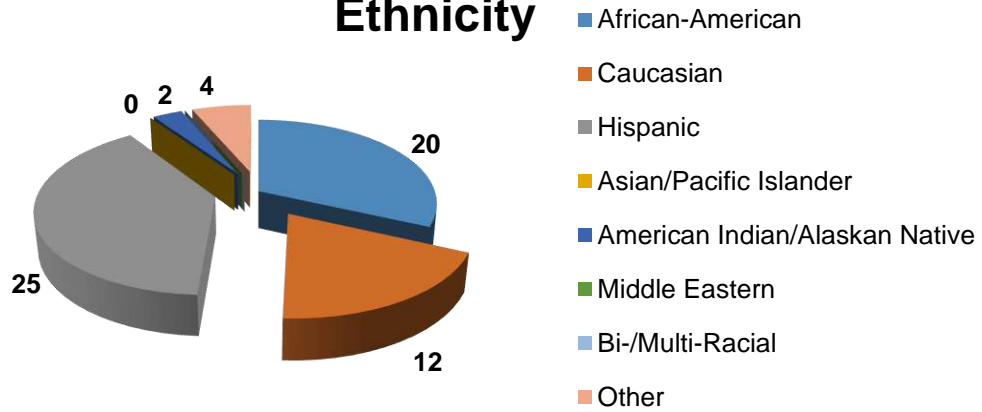
### Gender

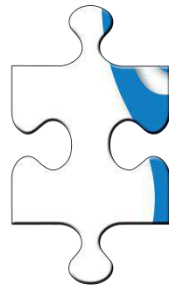


### Age Range



### Ethnicity





## Youth Emergency Shelter

Total Budget: \$551,565

Served: 129 Service Partners

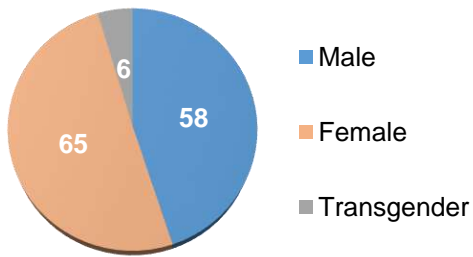
Outreach contacts: 897 (SDYS only)

Staff provided the following services: street outreach as the lead agency in partnership with the YMCA and South Bay Community Services, HIV prevention, emergency shelter, day drop-in center, case management and goal setting, independent living skills training, expressive arts, recreational opportunities and 24-hour crisis support. Lastly, staff also shared the responsibility of answering the San Diego County Access and Crisis hotline, a 24-hour phone service that provides crisis counseling and referrals to youth and their families.

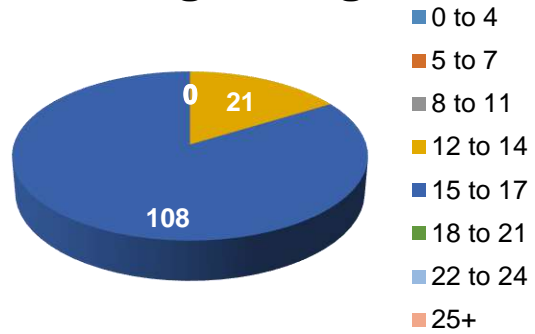
- Provided shelter for 129 unduplicated clients and 23 duplicated clients for a total of 152 youth
- Provided Outreach Services to 897 youth
- Provided food for 129 youth
- Provided Independent Living Skills and Survival Skills education for 97 youth
- Provided basic health care, including medical, dental and vision, for 60 youth
- Provided in-person counseling for 129 unduplicated clients and 23 duplicated clients for a total of 152 youth
- Provided long term stabilization housing for 114 youth

129 new youth served in FY 2018-19

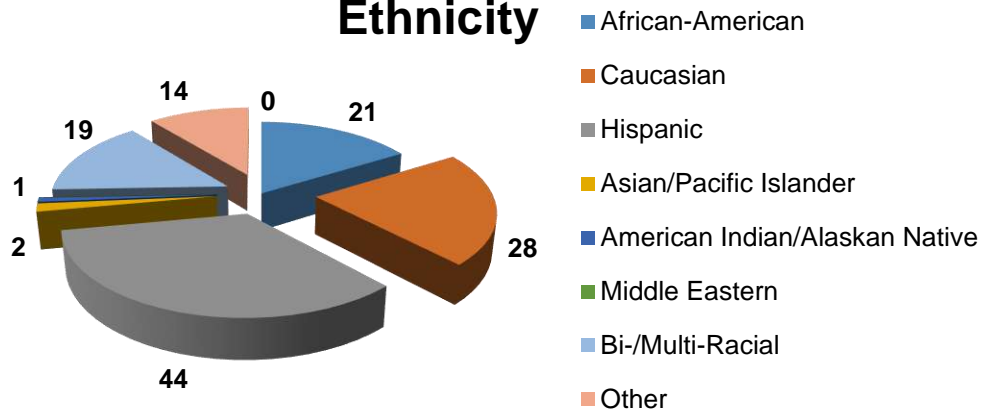
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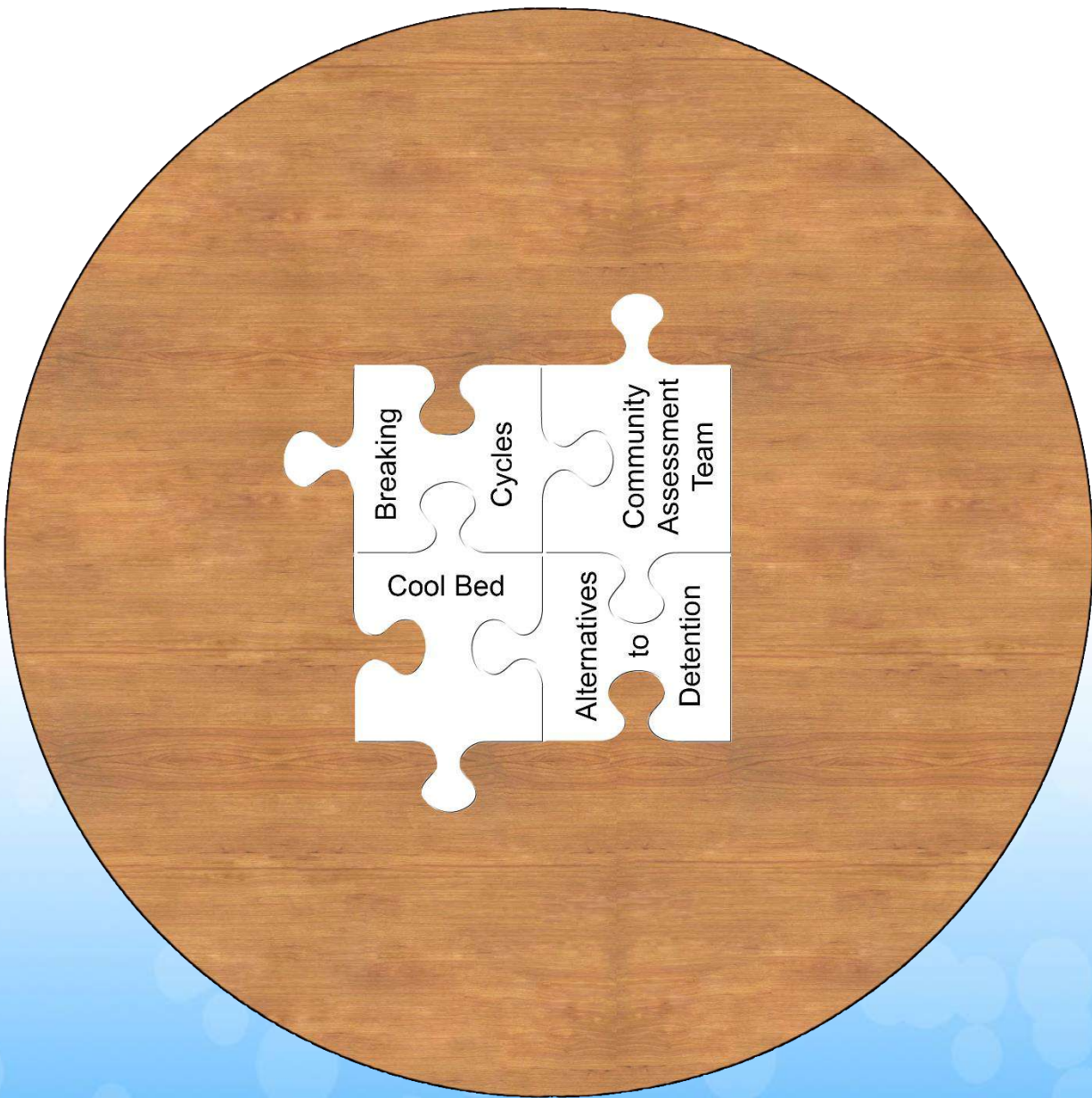


### Age Range



### Ethnicity





**Juvenile Delinquency Diversion and Intervention**

**Total Budget: \$3,688,513**

**Total Youth/Families Served: 2,044**





## Alternatives to Detention

Total Budget: \$ 440,400

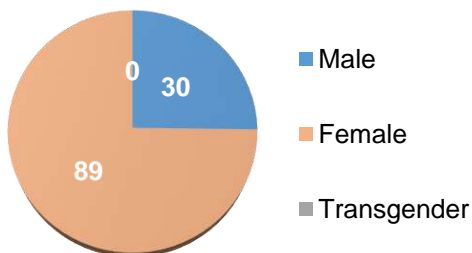
Served: 119 Service Partners

Alternatives to Detention (ATD) is designed to provide a variety of services to low-risk juvenile offenders in San Diego County. ATD is a free, voluntary and short-term program for parents, guardians and minors. ATD provides intensive case management, structured activities, educational groups, decision making skills, goal setting and youth advocacy. ATD also works with parents, guardians, probation officers and other community organizations. ATD provides mental health services under Brief Strategic Family Disparity and Trauma Affected Regulation Guide for Education and Therapy Group.

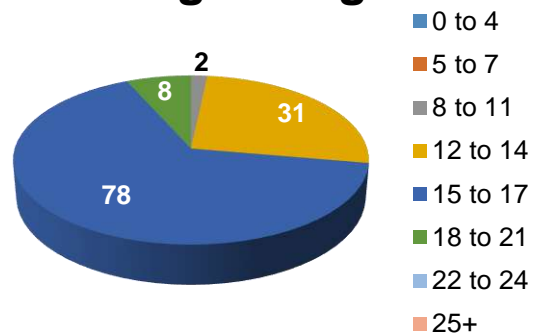
During FY 2018-19:

- 119 families were referred and received initial screening assessment
- 119 families received intensive case management services
- Of the youth who exited the program, 112 youth, or 90%, successfully completed at least one of their goals.
- 95 youth did not enter or re-enter into Juvenile Justice System.
- 25 families also participated in Mental Health Enhancement Program.

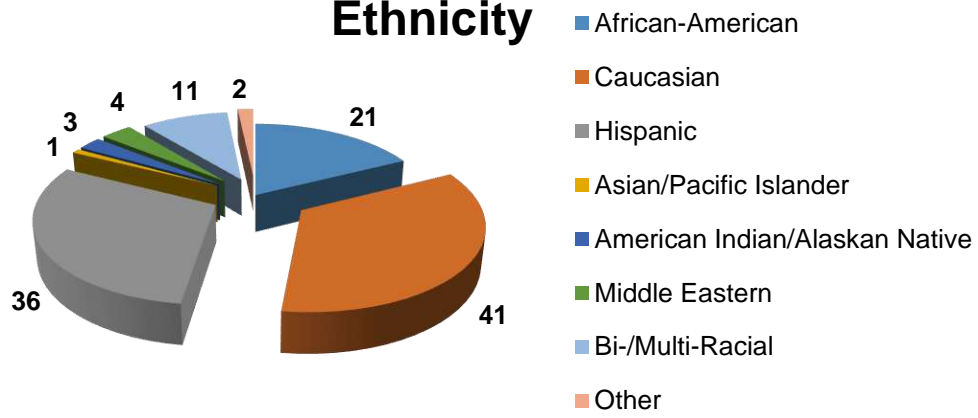
### Gender

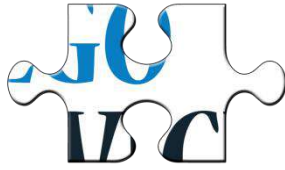


### Age Range



# Ethnicity





## **BridgeWays**

Total Budget: \$2,053,316

Total Service Partners: 850

BridgeWays is a multi-agency, county-wide project administered by the County of San Diego Probation Department. The project is designed to prevent juvenile delinquency. By focusing project efforts through a variety of trauma-informed interventions, BridgeWays is improving the juvenile justice system and community response to juvenile offenders. San Diego Youth Services is the lead agency providing the alcohol and drug treatment component to the San Diego County Probation Department.

In July 2018, the original Breaking Cycles contract was expanded, and San Diego Youth Services took on a more significant role in providing services to youth in the juvenile justice system. A significant part of the program's work is conducting CSEC screening using the CSE-IT tool. Those who are screened and identified as at-risk for CSEC involvement are referred to attend the My Life, My Choice group facilitated by SDYS Connection Coaches. The program also provides psychoeducation groups at all the juvenile detention facilities and provides community-based services through the clinic and probation field offices.

In addition to the Program Manager, the team consists of Juvenile Recovery Specialists (JRS), Connections Coaches and three clinicians who serve as team leads. The program serves youth at Girls Rehabilitation Facility, Youth Day Center-North & Central, Reflections North, Camp Barrett/East Mesa Juvenile Detention Facility, Kearny Mesa Juvenile Detention Facility and the regional probation sites, as well as the College Heights clinic.

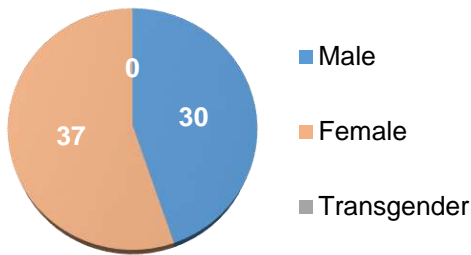
During FY 2018-19:

- 95% (40/42) of clinic youth avoided hospitalization or rehospitalization during the outpatient episode. The goal is 90% and this was exceeded by 5%.
- 546 youth were screened using the CSE-IT tool. This represents 168 female youth and 378 male youth.
- 81 unduplicated youth attended at least one My Life, My Choice group.
- 695 unduplicated youth attended at least one Alcohol & Other Drugs and Wellness Group.
- 382 unduplicated youth attended at least one Anger Management Group.
- 38 unduplicated youth attended at least one Character-Traits Group.
- 73 unduplicated youth attended at least one Gang Diversion Group.
- 111 unduplicated youth attended at least one Life Skills Group.

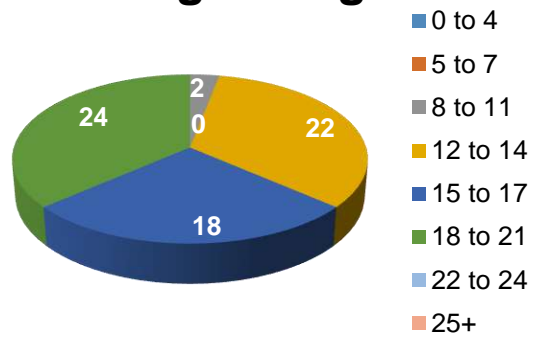
**Clinic – 67 unduplicated youth were served**

(1 youth of unknown age not included in Age total)

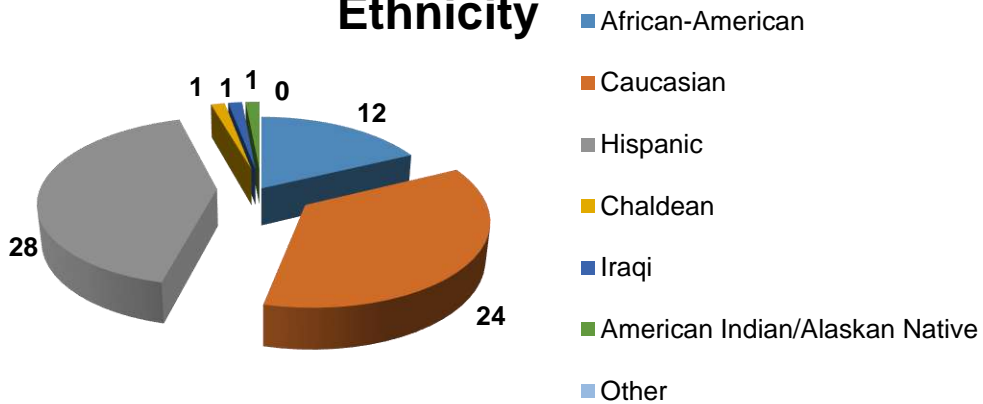
**Gender**



**Age Range**



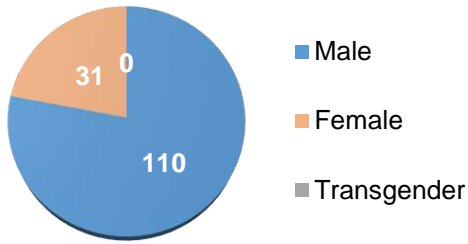
**Ethnicity**



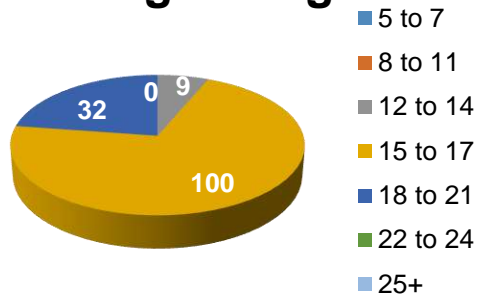


**Field Services – 141 unduplicated youth were served:**

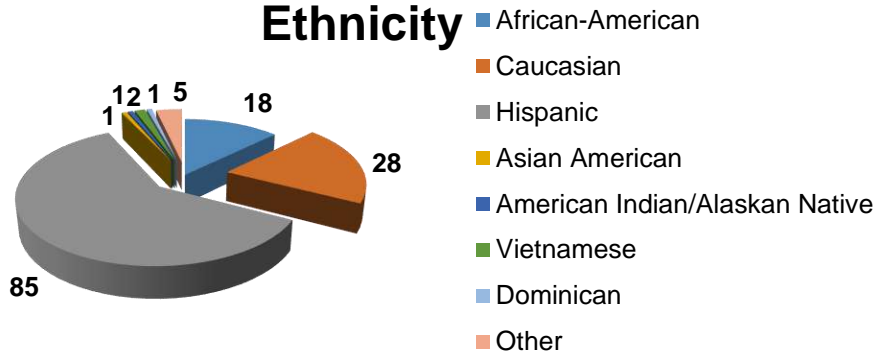
**Gender**



**Age Range**

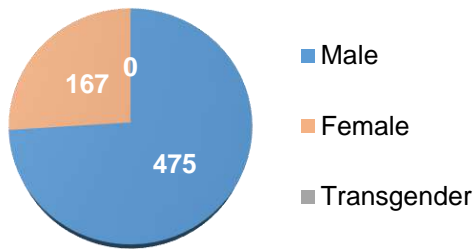


**Ethnicity**

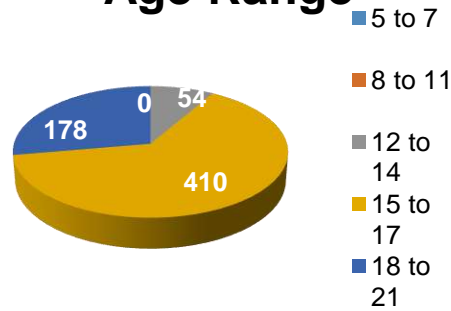


**Institution Services – 642 unduplicated youth were served.**

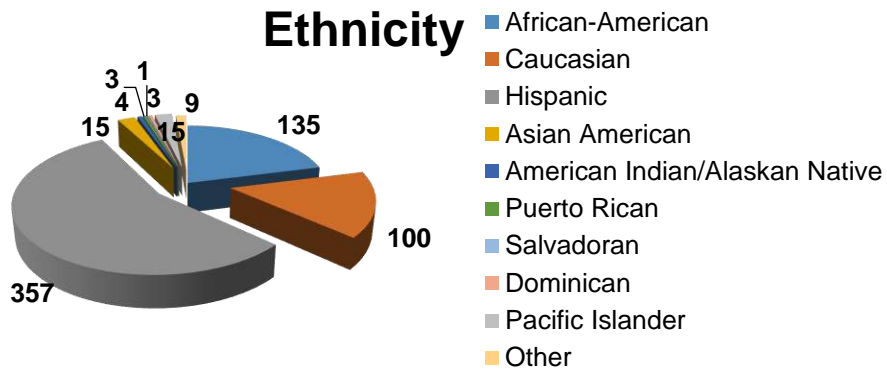
**Gender**



**Age Range**



**Ethnicity**





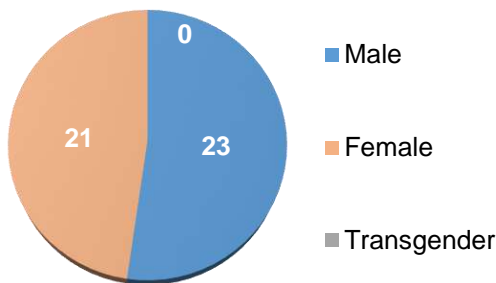
## Cool Bed (Alternatives to Detention)

Total Budget: Included in ATD

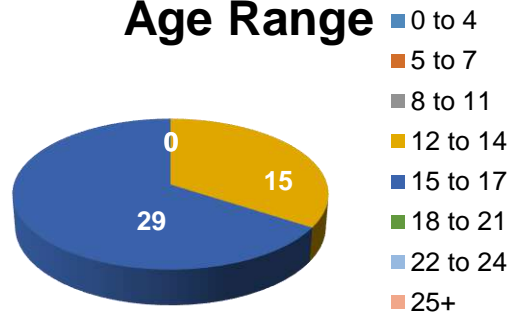
Served: 44 Service Partners

As part of ATD, Cool Bed serves youth who committed an offense, but who do not present a high likelihood of flight danger to the community. This includes but is not exclusive to youth who have committed misdemeanor family crimes and families who primarily needed a “cooling off period” from one another due to high stress and conflict within the family. Services are offered to youth between the ages of 12-17 and referrals are strictly made by law enforcement 24/7 in keeping youth out of detention whenever possible. ATD Cool Bed is also offered countywide.

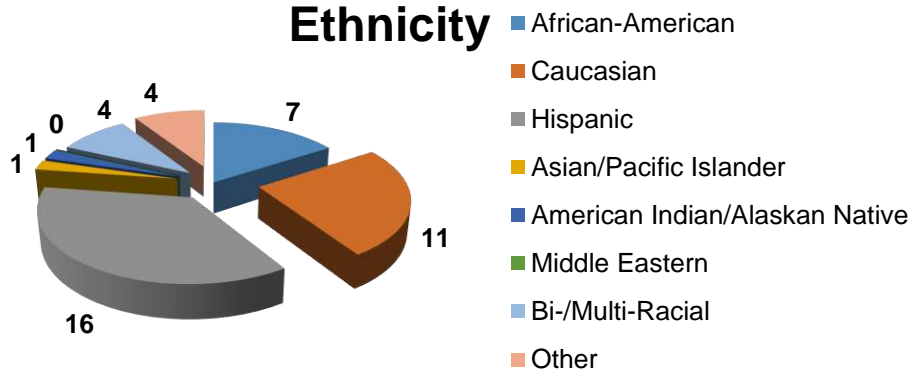
### Gender

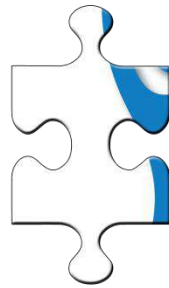


### Age Range



### Ethnicity

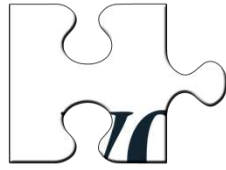




## **Cool Bed (Community Assessment Team)**

Total Budget: Included in Community Assessment Team  
Served: 0 Service Partners

As part of the CAT Program, Cool Bed serves youth and families who primarily need a “cooling off period” from one another, due to high stress and conflict within the family. Services are offered to youth between the ages of 12-17 who are at higher risk as a result of family conflict and run-away behaviors. Cool Bed Program promotes safe coping and independent living skills and connects youth and family to after-care support and mental health services.



## Community Assessment Team

Total Budget: \$1,194,797  
Served: 1,031 Service Partners

The goal of the Community Assessment Team (CAT) is to prevent youth from entering the juvenile justice system by providing prevention programs to identify at-risk youth and their families. CAT serves children and youth ages 6-18 and utilizes a strengths-based, brief case management model that includes home visiting, group intervention services, connection to individual and family counseling and linkage to community resources. Additionally, with the philosophy of meeting the families and youth where they are, CAT case managers go onto the campuses of all named school districts of East County to provide psycho-educational group services. CAT also expands services to various schools in East County to provide therapy services through master's level interns, supervised by the Quality Management team. SDYS was re-awarded the CAT contract in FY 2014-15 with up to six options years not to exceed June 30, 2021. Juvenile Diversion services, a component of CAT, includes partnerships with local law enforcement agencies to give first-time offending youth an opportunity to complete a contract that includes participation in prevention services, community service and not to re-offend. CAT collaborates with law enforcement agencies to conduct curfew sweeps and routine law classes aimed at educating youth and their families about the current laws impacting youth.

CAT exceeded six of the seven objectives this past year including:

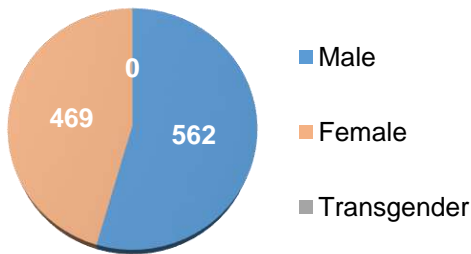
- 1,228 families received initial screening assessment (achieving 121% of contract goal).
- 785 assessments were completed within 30 days of referral to services using the San Diego Risk & Resiliency Checklist II (SDRRC-II) assessment tool (107% of contract goal).
- 822 individualized service plans were completed within 30 days of referral to services. Service plans are completed in collaboration with family and consists of family strengths and identifying areas of concern, with objectives for interventions.
- Of the youth who exited the program this fiscal year, 785 youth successfully completed their goals (114% of contract goal).



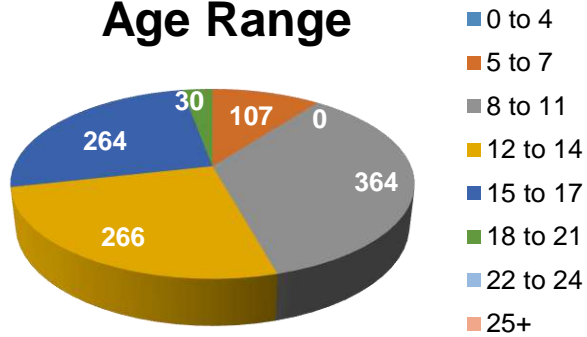
- Of the youth who exited the program this fiscal year, 757 youth had match intake and discharge San Diego Risk & Resiliency Checklist II (SDRRC-II) assessment tool completed (108% of contract goal).
- 651 youth who completed services successfully did not enter or re-enter into Juvenile Justice System within the 90 days after discharge (96% of contract goal).
- 755 youth and/or parents completed customer satisfaction questionnaires (115% of contract goal).
- Approximately \$35,350 in flexible spending funds were utilized to help support families with financial assistance, incentives or programming to meet their goals.

1,031 new youth served in FY 2018-19

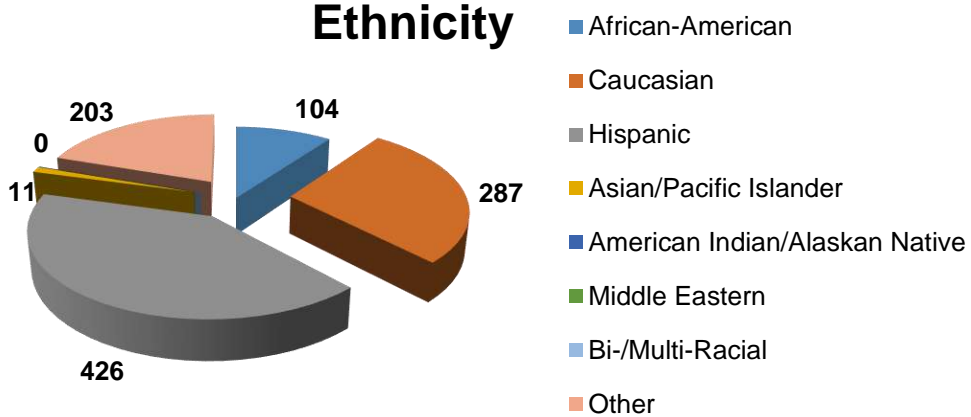
### Gender

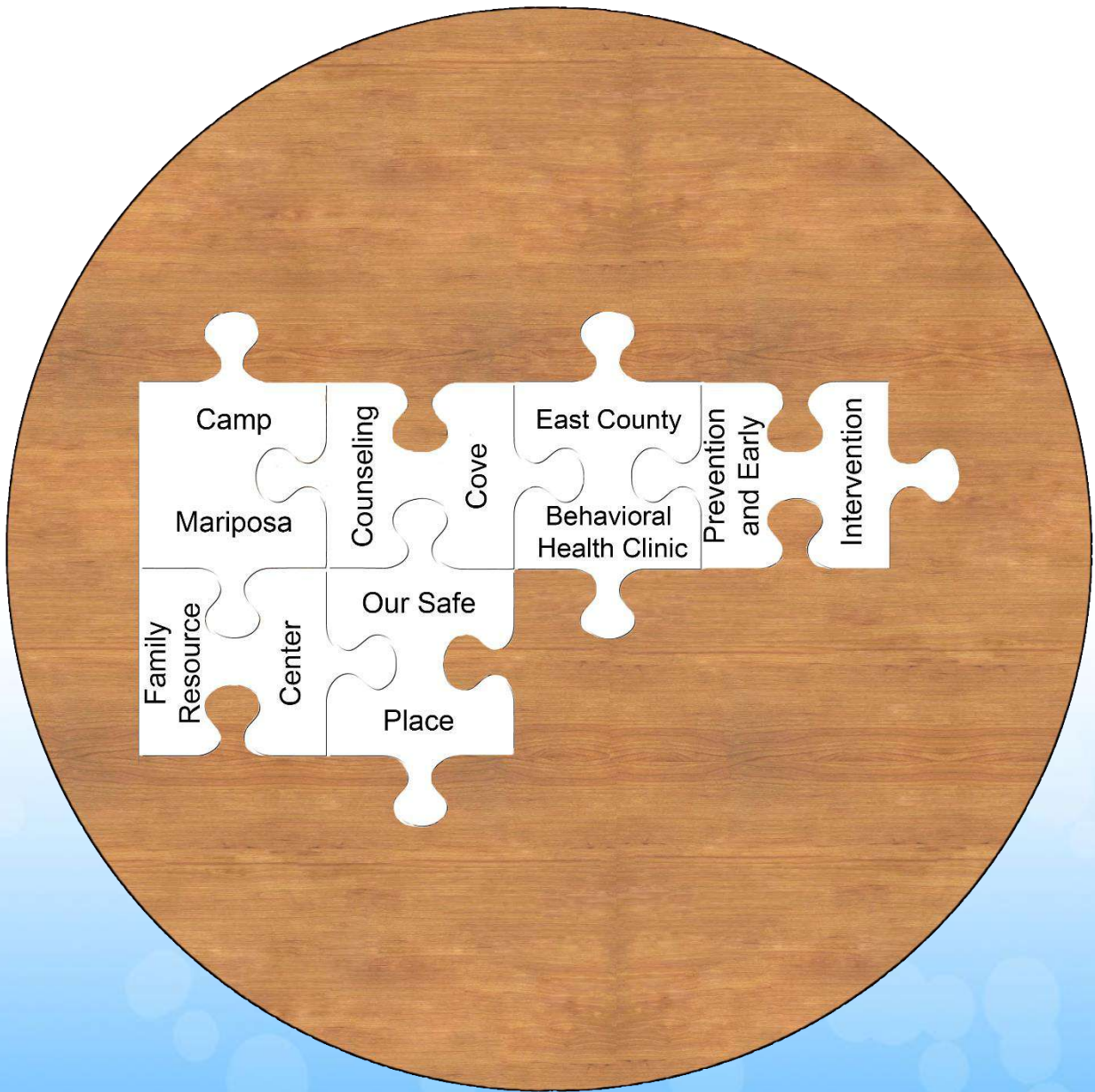


### Age Range



### Ethnicity





## Mental Health Services

Total Budget: \$4,735,426.13

Total Youth/Families Served: 1,255



## Camp Mariposa

Total Budget: \$25,000

\$20,000 Received from Moyer Foundation for Camps

Plus additional \$4,000 for Mentoring Activities and \$1,000 from donations

Served: 40 Service Partners

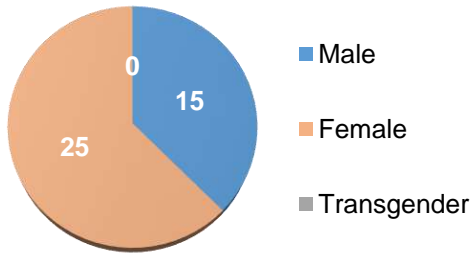
The Camp Mariposa Program started in 2013 and is a partnership between The Eluna Foundation and San Diego Youth Services. The program has offered four to six camps per year. Camp Mariposa is a free, three-day weekend camp for youth ages 9-12 who have been impacted by the substance abuse and addiction of a loved one. Youth are referred by schools, community partners and other SDYS programs, as well as self-referrals. This year, 23 campers came back to continue camp and were joined by 17 new campers for a total of 40 campers served in 2018-19. In 2015, Camp Mariposa became a sub-recipient of a Federal Mentoring grant, providing the program with an additional \$7,000 a year for additional activities with campers, alumni and their families to foster mentoring relationships between youth and staff. The Federal Mentoring grant ended in 2018.

During FY 2018-19:

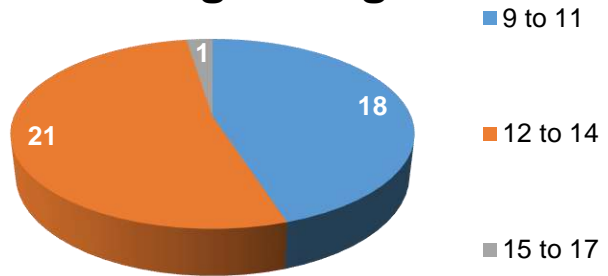
- 48% of the campers attended three or more camps throughout the year.
- About 57.5% of the campers received services through other SDYS programs, such as Foster Care, Community Assessment Team, East County Behavioral Health Clinic and Prevention & Early Intervention.
- In a collaborative effort with SDYS HERE Now Program and The Eluna Foundation, all 25 campers received the Signs of Suicide curriculum and were assessed for symptoms of depression, suicidal thoughts and self-injurious behaviors.

40 new youth served in FY 2018-19

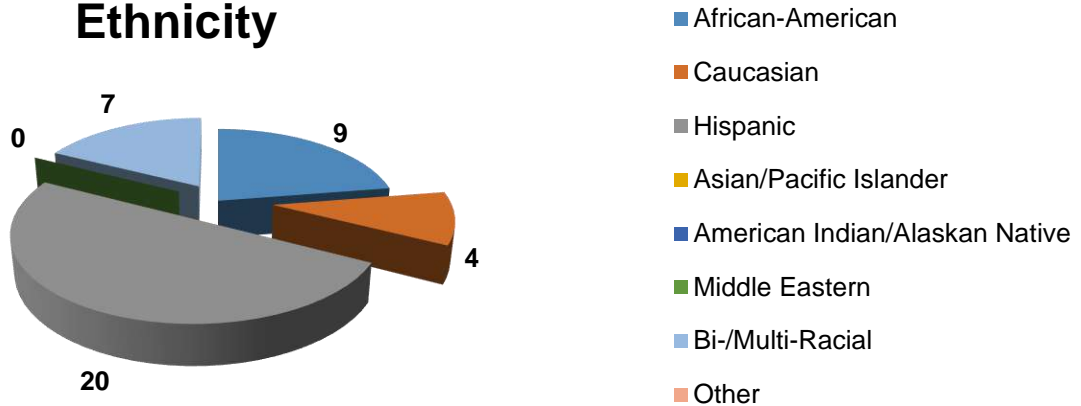
### Gender



### Age Range



### Ethnicity







## Counseling Cove

Total Budget: \$1,045,853

Served: 176 Unduplicated Service Partners

Outreach contacts: 1,199

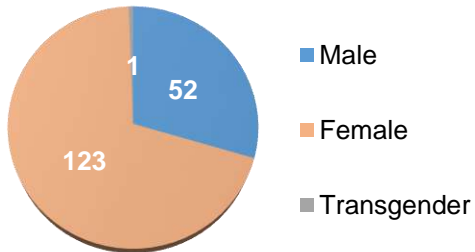
Services are provided throughout San Diego County and are strength-based, focusing on resilience and recovery. Under the Mental Health Services Act, Counseling Cove is a Full Service Partnership Program. As such, staff comprehensively address client and family needs and “do whatever it takes” to meet those needs. Efforts to locate and engage homeless and runaway youth for the purpose of increasing access to mental health services starts with the Support Partner Team utilizing the *Assertive Outreach Best Practices Model*. Once engaged, youth are provided with services including individual, group and family counseling, case management, crisis intervention, rehabilitative services and psychiatric evaluation, medication monitoring and pharmaceuticals utilizing the *Comprehensive, Continuous, Integrated System of Care Model* for persons with co-occurring disorders and the *Eye Movement Desensitization and Reprocessing Model* for persons with Acute Stress Disorder and Post-traumatic Stress Disorder. During the year, the Counseling Cove team consisted of five Clinicians, six Support Partners, a Program Assistant and a Program Manager.

During FY 2018-19:

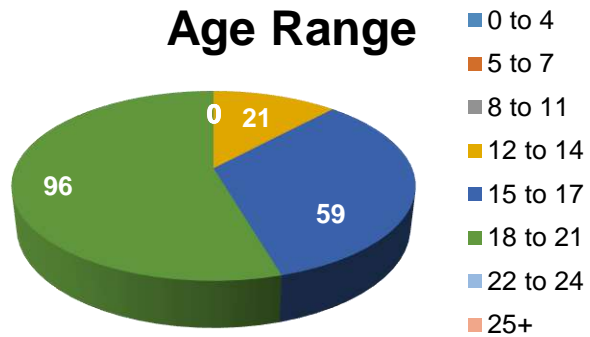
- 176 unduplicated clients served, out of which 108 discharged from program.
- 93% (100 of 108) of clients had a stable living arrangement at time of discharge.
- 96% (104 of 108) of clients demonstrated reduced criminal activity at time of discharge.
- 91% (98 of 108) of clients will be enrolled in an academic or employment program at time of discharge.
- 100% of clients were connected to a medical home and received a wellness notebook.
- Facilitated 18 groups to outreach youth and families.
- Received and screened 286 referrals.
- Completed an average of 99 outreach contacts per month.

- 176 new youth served in FY 2018-19

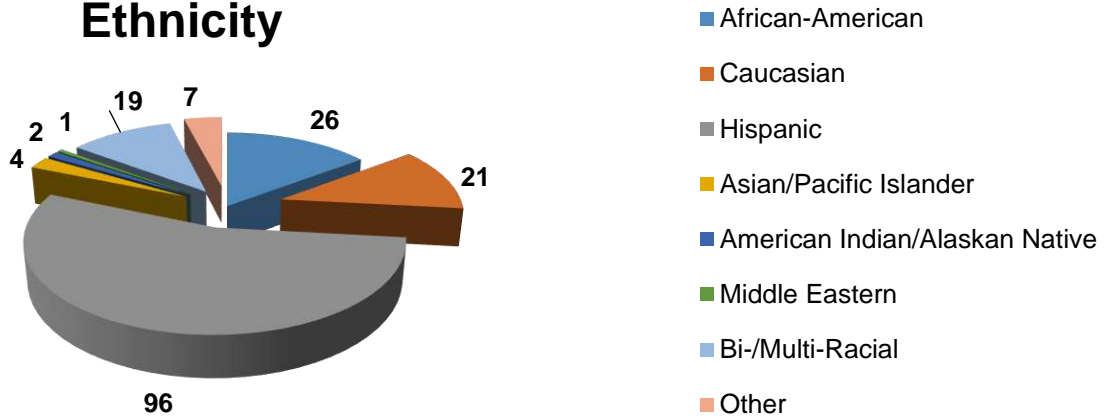
## Gender



## Age Range



## Ethnicity





## East County Behavioral Health Center

Total Budget: \$775,979

Served: 92 Unduplicated Service Partners

East County Behavioral Health Clinic (ECBHC) is an outpatient mental health clinic working with elementary, middle and high school-aged youth in the East County region. ECBHC is funded through HHS Medi-Cal dollars. The ECBHC team provides an array of mental health services including psychotherapy, psychiatry, crisis management and case management services. The program is dual diagnosis capable and works closely with the department of juvenile probation, summit schools and regional school districts, as well as maintains cross collaboration with addiction treatment specialists. As the team strives to meet the needs of the families, services are offered in the El Cajon clinic, Spring Valley and East Communities Campus, the Service Partner's school or home or in the community.

Of the 237 youth referred, 92 new/unduplicated youth were served for fiscal year 2018-19. In addition, there were 63 youth rolled over from FY 2017-2018 for a total of 155 youth served. ECBHC met or exceeded five out of the 15 outcomes in 2018-19 including:

### **EPSDT contract:**

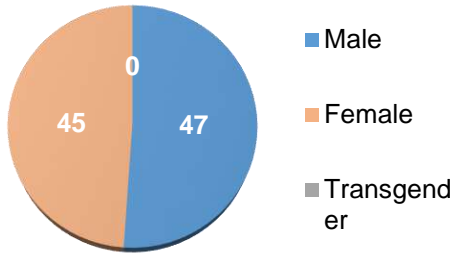
- 38% (15 of 39) of discharged clients ages 3-18 whose episode lasted 2 months or longer had parent PSC data available for both intake and discharge assessments. Minimum requirement was 95%.
- At discharge, 53% (8 of 15) of discharged clients ages 3-18 whose episode lasted 2 months or longer, the Parent PSC total score shall show a 3 – point improvement (reduction in symptoms) between initial and discharge assessments. Minimum requirement was 80%.
- At discharge, 56% of clients (5 of 9) whose episode lasted 2 months or longer, shall show improvement by either falling below the clinical cutoff or having a 3 – point reduction in symptoms on the Parent PSC. Minimum requirement was 80%.

- 64% of discharged clients (7 of 11) whose episode lasted 2 months or longer, had a Youth PSC total score shall show a 3 – point improvement between initial and Discharge. Minimum requirement was 80%.
- Y-PSC: 67% of discharged clients (11-18) whose episode lasted 2 months or longer, shall show improvement by wither falling below the clinical cutoff or having a 3 – point reduction symptoms. Minimum requirement was 80%
- At discharge, 100% of clients (46 of 46) ages 6-21 initial CANS shall have at least one actionable need (2 or 3) on the Child Behavioral and Emotional Needs, Risk Behaviors OR Life Functioning domains. Requirement was 100%
- At discharge, 100% (37 of 37) of clients whose episode lasted 60 days or longer, had CANS data available for both intake and discharge assessments. Requirement was 95%.
- CANS:41% (15 of 37) of discharged clients ages 6-21 whose episode lasted 60 days or longer, with an actionable need (2 or 3) on the Child Behavioral and Emotional Needs, Risk Behaviors OR Life Functioning domains, their number of needs shall go down by at least 3 from initial to discharge assessment indicating improvement. Minimum requirement was 80%.
- CANS: 41% (15 of 37) of discharged clients ages 6-21 whose episode lasted 60 days or longer, with an actionable need (2 or 3) on the Child Behavioral and Emotional Needs, Risk Behaviors OR Life Functioning domains, their number of strengths shall increase by at least 1 from initial to discharge assessment indicating improvement. Minimum requirement was 80%
- 100% (92 of 92) of clients at all sites received a Trauma Informed Assessment upon admission. Requirement is 100%
- 0% (0 of 0) of clients requested to be linked to any faith-based support. Requirements is 100%
- 93% of clients (100 of 107) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode. Minimum requirement was 90%.
- 93% (86 of 92) clients were connected to a primary care physician in a “medical home.” Requirement is 100%
- 100% (92 of 92) of clients were asked if they had health insurance coverage. Requirement is 100%
- 0% (0 of 0) clients without health insurance coverage were referred to Covered California. Requirement is 100%.

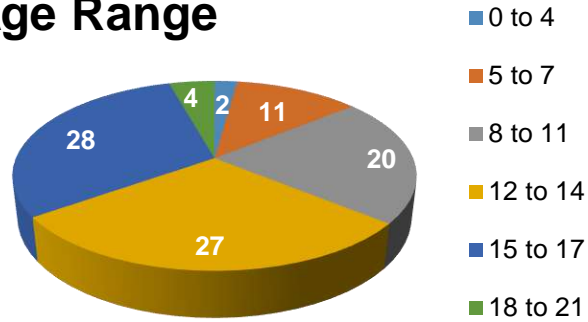


92 new youth served in FY 2018-19

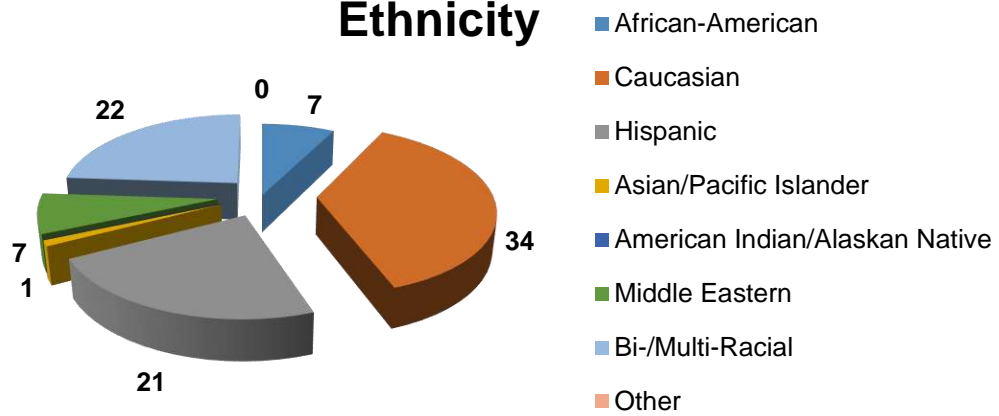
### Gender

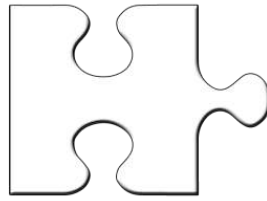


### Age Range



### Ethnicity





## Family Resource Center, El Cajon Valley High School

Total Budget: \$151,703.13

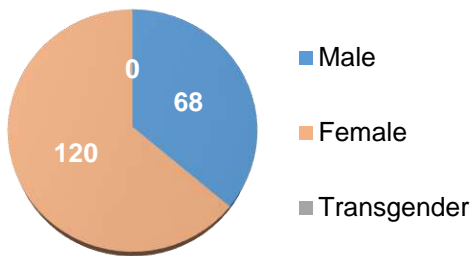
Served: 188 Service Partners

Family Resource Center (FRC) provides youth and family resources and supportive services including: case management, psycho-educational support groups, mental health services and brief interventions, such as crisis management, to students attending El Cajon Valley High School. FRC psycho-educational groups target issues such as healthy relationships; pro-social, peer skills; leadership and acculturation. The goal of services is to increase student success by improving attendance, grades and behavior through integration of school, home and family support services. This past year, the Family Resource Center continued to coordinate with Grossmont Union High School District to provide services tailored to meet the needs of refugee youth and their families, including acculturation services, case management and mental health support.

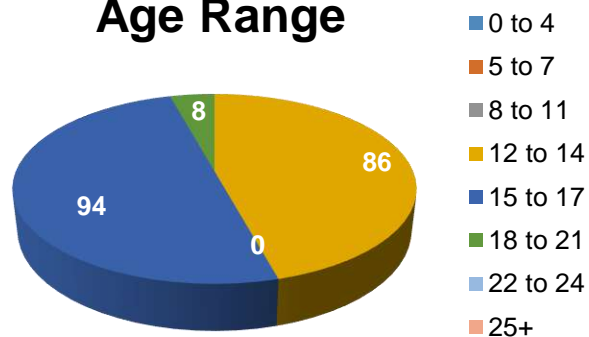
- 14% (188 of 1,360) of the El Cajon Valley High School student body was served by the Family Resource Center in some capacity (case managed, crisis intervention and/or attended facilitated groups).
- 14% (22 of 188) of youth served by the Family Resource Center identified as refugee youth and were provided culturally competent support services including acculturation group, services in their language, case management and mental health support
- 73% (138 of 188) of youth referred to the Family Resource Center were connected to receive mental health services, including:
  - 11% (15 of 138) to SDYS outpatient clinics
  - 22% (30 of 138) to SDYS FRC Marriage and Family Therapist Trainees
  - .06% (9 of 138) to SDYS counseling groups
  - 48% (66 of 138) to SDYS crisis management
  - 0.03% (5 of 138) to other outpatient services
- 100% (138 of 138) of youth who were connected to mental health services were able to access safe, private and conveniently located services on campus in the FRC.

- 100% (15 of 15) connected to SDYS outpatient clinics able to access services on campus at FRC
  - 100% (30 of 30) connected to MFTTs able to access services on campus at FRC
  - 100% (9 of 9) connected to SDYS groups able to access services on campus at FRC
  - 100% (66 of 66) connected to SDYS crisis management able to access services on campus at FRC
- Of the 106 case managed cases that closed during the year, 29% (31 of 106) successfully created goals and made progress toward achieving goals.

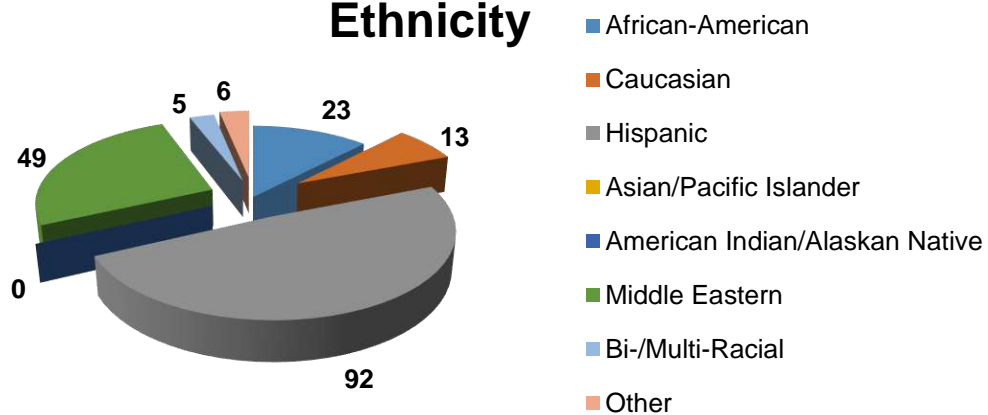
### Gender



### Age Range



### Ethnicity



\*Demographics reflect only those service partners who were formally referred for services through FRC and do not include those service partners served through brief interventions or drop-in capacity.



## Our Safe Place

Budget: \$1,500,000

Served: 61 youth (Clinic) & 132 youth (Drop-In Center)

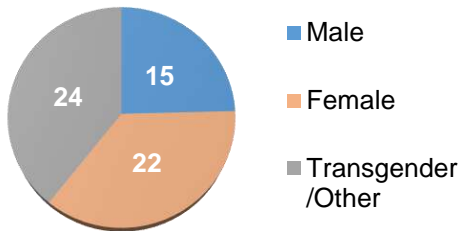
Our Safe Place provides services throughout San Diego County that are strengths- and community-based, as well as culturally appropriate and trauma informed. Under the Mental Health Services Act (MHSA), Our Safe Place provides mental health and drop-in services to youth who identify with the LGBTQ+ community up to age 21. Our Safe Place works with community partners to promote connectedness and reduce stigma and discrimination against LGBTQ+ populations. Our Safe Place youth are provided with various services including individual, group and family counseling, case management, crisis intervention, rehabilitative services, psychiatric evaluation, medication monitoring and pharmaceuticals. Our Safe Place utilizes the Comprehensive, Continuous, Integrated System of Care (CCISC) Model for persons with co-occurring disorders, in addition to Motivational Interviewing aimed at encouraging youth through a strengths-based approach. For those youth experiencing trauma, Our Safe Place utilizes Seeking Safety and the Eye Movement Desensitization and Reprocessing Intervention Model. By the end of FY 2018-19, the program consisted of three Clinicians, two Support Partners, a Connections Coach, a Program Assistant, a Program Manager and a volunteer.

- 100% of clients received Trauma Informed Assessment.
- 100% of clients requesting to be linked to any faith-based support were linked with the organization of their choice.
- 100% of clients were asked about their health insurance coverage.
- 100% of clients without health insurance coverage were referred to Covered California.
- 100% of client receiving clinical services were screen by the Columbia Suicide Severity Rating Scale or a similar tool.
- 100% of clients that requested gender transition services were connected to appropriate medical provider.
- 100% of clients receiving supportive services were screened using the Columbia Suicide Severity Rating Scale or a similar tool.

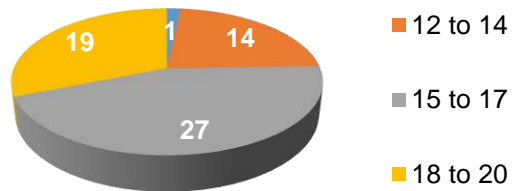


Clinic (61 youth):

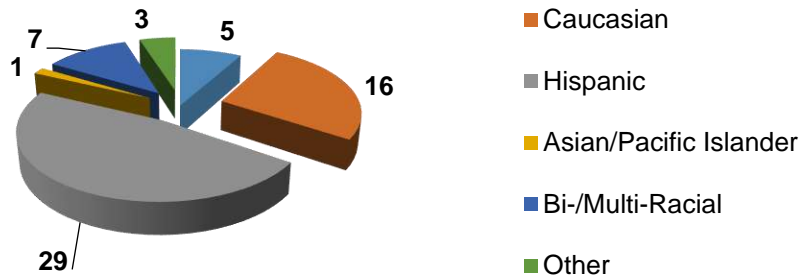
### Gender



### Age Range

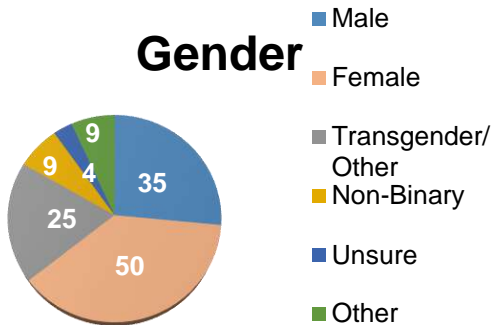


### Ethnicity

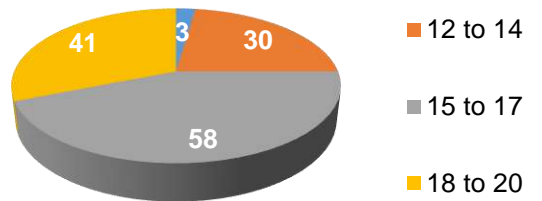


Drop-in Center (132 youth):

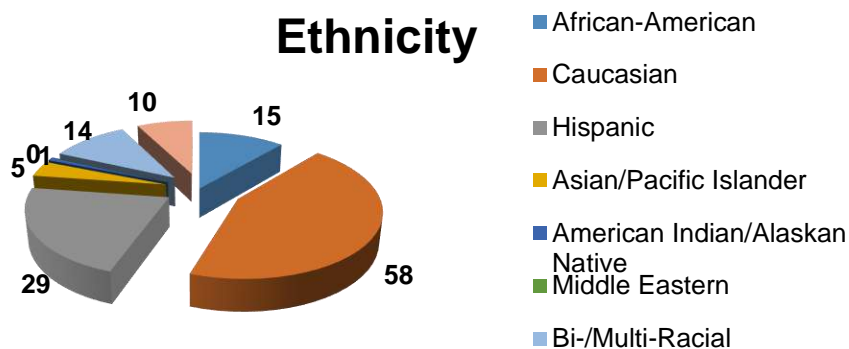
### Gender



### Age Range



### Ethnicity





## Prevention and Early Intervention

Total Budget: \$1,236,891

East County PEI \$936,891

Refugee Component \$300,000

Served: 566 Service Partners (unduplicated)

Provided services to 1,735 participants at events

1,739 students received IY curriculum

East County Prevention and Early Intervention (PEI) provides services utilizing the Incredible Years evidence-based models. Services are provided at Bancroft Elementary and Rancho Elementary in La Mesa Spring Valley School District and Lexington Elementary, Johnson Elementary and Meridian Elementary in Cajon Valley School District. PEI was re-awarded the School-Based Prevention and Early Intervention contract on 8/5/16, which included an additional \$300,000 to provide targeted support services to refugee families in the East Region.

The services East County PEI provides include the following:

- Incredible Years (IY) Child Training classroom curriculum with preschool through third grade children
- IY Child Training small group curriculum with kindergarten through third grade children
- Screening of children and families for prevention/early intervention service
- IY Basic Parent Training curriculum for family members of children enrolled in the five elementary schools
- Culturally appropriate, family-based outreach and activities that focus on family wellness, strengthening resilience, increasing protective factors, reducing disparities and stigma in accessing mental health services and providing wellness activities and community referrals that support the family and reduce isolation

In particular, East County PEI's target population includes stressed families, families of children at risk of school failure, families of children at risk of juvenile justice involvement and underserved cultural populations among the two districts. In all five schools, PEI works in conjunction with school personnel to identify families with refugee status. PEI Family Support Partners provide targeted support and resources to the refugee families. In addition to PEI family wellness events and workshops, PEI provides or co-hosts targeted refugee events and workshops.

Below is a highlight of 6 out of 18 Outcomes for East County PEI:

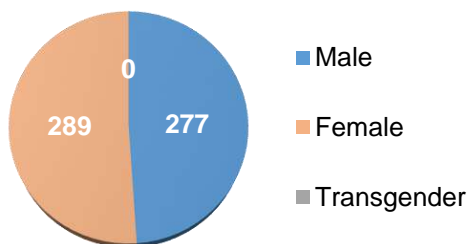
- SOW 3.2.1.1: Contractor shall screen 100% of students enrolled in pre-school through third grade at five (5) targeted schools annually.
  - Screened 99% of students enrolled pre-school through third grade.
- SOW 3.2.1.2: Contractor shall provide early social emotional evidenced-based practice interventions in small child groups, utilizing the Incredible Years program, to pre-school through third grade students identified as High Risk (a minimum of 30% of pre-school through third grade students)
  - Served 23% of students enrolled pre-school through third grade.
- SOW 3.2.1.3: Contractor shall ensure that 75% of children in small groups that completed the curriculum will demonstrate an improved classroom behavior.
  - Served 60% of students pre-school through third grade.
- SOW 3.2.1.4: Contractor shall provide classroom lessons, utilizing the Incredible Years curriculum, to a minimum of 30% of pre-school through third grade students annually.
  - Served 77% of pre-school through third grade.
- SOW 3.2.2.3: Contractor shall ensure that 75% of children whose parents have accepted services from the Family Support Partner will have one of the following: increase in attendance, grades, positive behavior or linkage with community resource.
  - Served 80% of student's parents with positive outcomes.
- SOW 3.2.2.8: Contractor shall screen a minimum of 30% families of students enrolled in pre-school through third grade annually from the identified schools and 75% shall receive some PEI activity.
  - Screened 22% and 100% received some PEI activity.

## Path to Wellness Activities

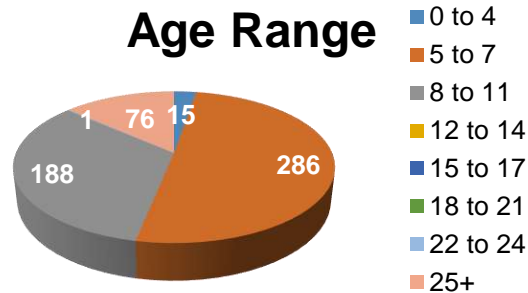
- Celebrated staff birthdays, cultural holidays and team accomplishments throughout the year with healthy snacks and potlucks.
- Encouraged staff at weekly team meetings to read monthly newsletter, attend meet up groups and utilize the EAP.
- Hosted Zumba classes at three of the elementary schools, staff and guardians participated in the weekly classes.
- Provided nutrition, self-care and emotional wellbeing workshops/classes in each of the 5 elementary schools for parents and guardians in English, Spanish and Arabic
- PEI participated in the Multicultural Wellness Fair at Lexington Elementary School and provided Zumba class
- PEI team participated in the SDYS staff appreciation event and enjoyed coming up with cohesive team costumes.
- Healthy snacks are provided at all PEI events, small groups and parenting groups and graduations.

566 new youth served in FY 2018-19

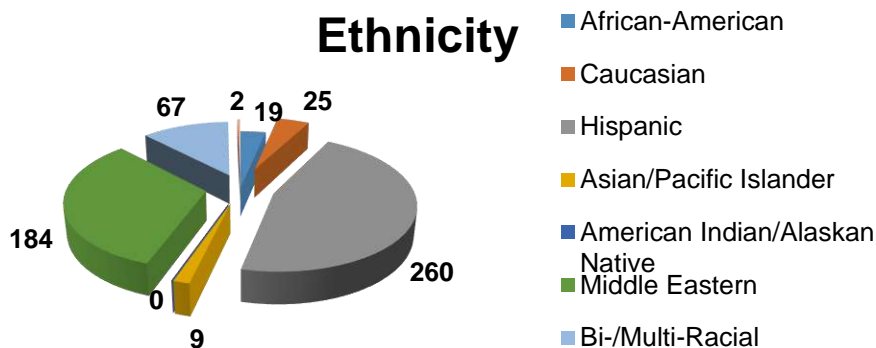
### Gender



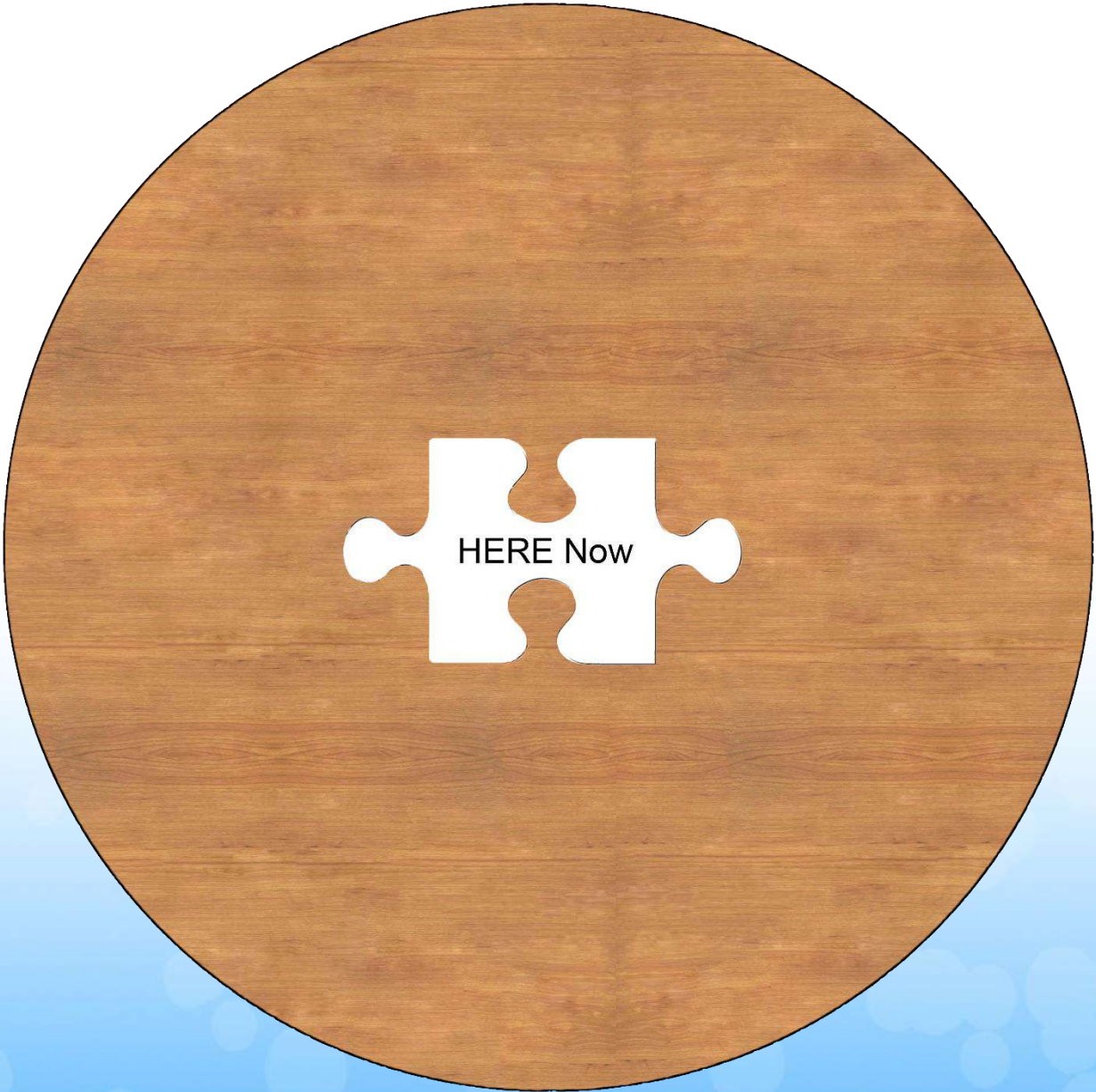
### Age Range



### Ethnicity







**Suicide Prevention and Intervention**

Total Budget: \$1,800,000

Total Youth/Families Served: 19,687



## HERE Now

Total Budget: \$1,800,000

19,687 Service Partners served through SDYS

38,928 Service Partners served through SDYS, SBCS and NCL

SDYS School Based Suicide Prevention and Early Intervention (HERE Now) program was funded by the County of San Diego in July 2016 for one year with four additional option years. The SDYS HERE Now program provides services to the East Region schools as well as the Central Region schools. Additionally, the HERE Now program has subcontracted to North County Lifeline (NCLL) to provide services to schools in the North Inland and North Coastal Regions and South Bay Community Services (SBCS) to provide services to the South Region schools. The HERE Now Program has implemented collectively at 116 San Diego Schools in 22 different school districts to their 7th-12th grade students. Services include classroom presentations using Signs of Suicide curriculum, individual assessments of students, parent education and school staff trainings. This year the HERE Now team presented the Signs of Suicide Curriculum 1,391 times to youth, parents and school staff.

HERE Now has met 5 out of 6 objectives: objectives 1, 3, 4, 5 and 6.

- Objective 1 – Implement the countywide school-based suicide prevention and intervention program for middle through high school students in the region/area/schools selected.
  - The HERE Now collaborative team has implemented their program at 22 School Districts countywide.
  - Implemented at 116 contracted schools this fiscal year.
  
- Objective 2 – Provide outreach and school-wide prevention education to at least 39,000 at-risk youth or 195,000 in grant term, representing a minimum of 80% of students in 7th through 12th grade in selected schools within county districts through the evidence-based Signs of Suicide (SOS) Program:
  - Presented to 38,928 students with 88% attendance rate this fiscal year.

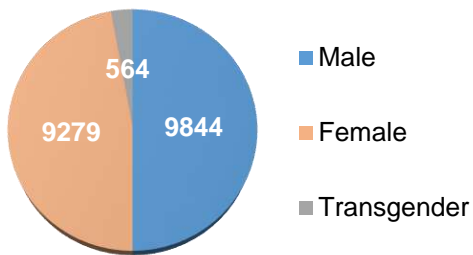
- Objective 3 – Provide a minimum of one parent/caregiver presentation per HHS Region for a total of six (6) in the language required to meet the linguistic need of families.
  - 33 parent/caregiver presentations have been held this fiscal year. At all parent/caregiver presentations there were Bilingual Spanish-speaking staff for translation.
  
- Objective 4 – Provide training in suicide prevention using SOS program materials that will include a focus on reducing stigma and providing information on warning signs, risk factors and protective factors to a minimum of 60% of school staff and gatekeepers:
  - 1,407 staff attended with 74% (1,905 out of 1,407) attendance rate for school personnel of those grade levels
  
- Objective 5 – Implement bullying prevention supports using SOS, leveraging existing school initiatives, presenting materials from the research-based Creating a Safe and Respectful Environment in Our Nations Classrooms developed by Safe & Supportive School Initiative of the U.S. Department of Education to school staff and stopbullying.gov resources at each participating school district.
  - All students who receive an assessment from HERE Now staff are also assessed for any school safety concerns. Anytime a student reports an incident(s) of bullying, HERE Now Staff offer to complete the School Safety Assessment form as a tool for assisting the student in communicating with the school. Once completed the HERE Now Staff will give the original form to the designated school official. Information on this assessment includes:
    - Date of Incident/s
    - Location and time of Incident/s
    - Individual/s involved (include their role i.e. perpetrator, bystander, victim, etc.)
    - Trusted Adults involved (if any)
    - Description of Incident/s (include as many SPECIFIC details as possible)
  
- Objective 6 – Facilitate access to social-emotional services, including individual or group counseling to children and youth identified by partner staff as at-risk of committing suicide or requiring a higher level of mental health intervention via linkages and coordination:
  - This fiscal year 5,653 youth have been assessed one-on-one with HERE Now staff. Of those, 1,263 students developed a safety plan with the HERE Now staff in which warning signs, coping skills and trusted individuals are discussed with the student.
  - Of those assessed, 615 were determined to require a higher level of care and were referred for outpatient mental health services with their school’s EPSDT provider or through their non-Medi-Cal insurance.



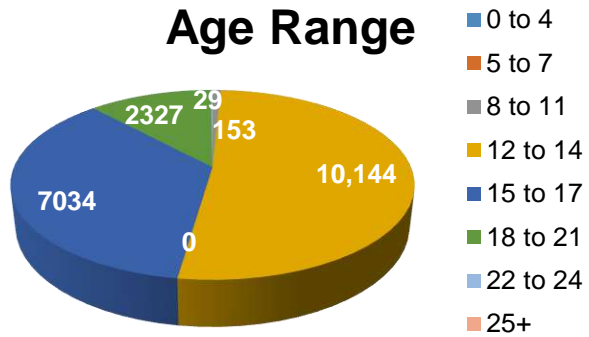
- 18 were referred to the hospital for further assessment, all 18 were transported by their parent or guardian and a 5150 was initiated.

19,687 new youth served through SDYS in FY 2018-19

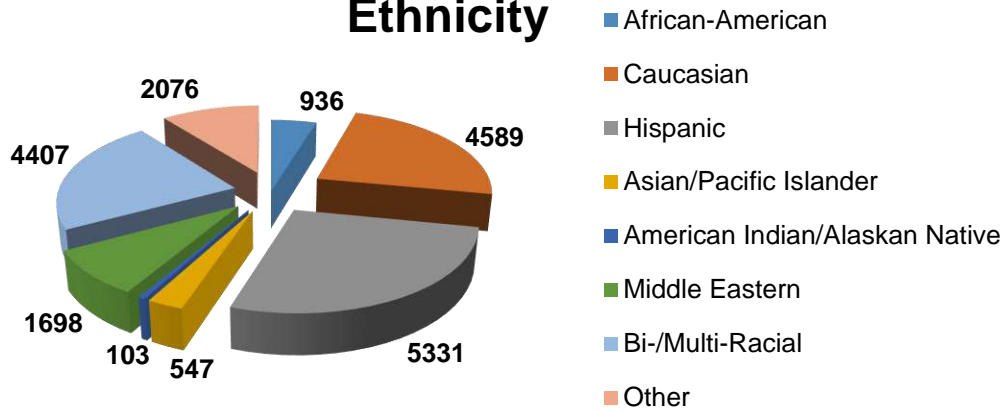
### Gender



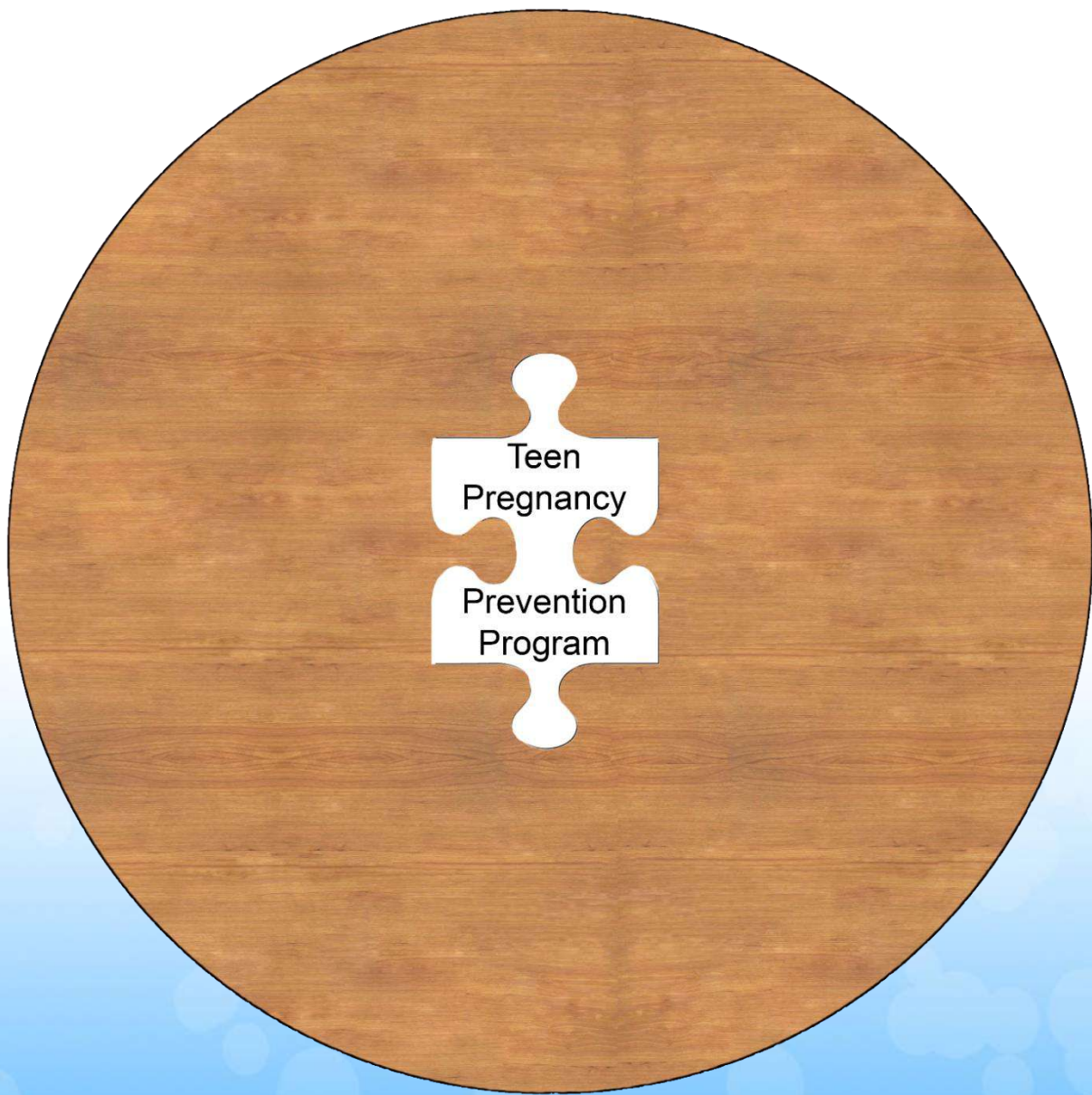
### Age Range



### Ethnicity



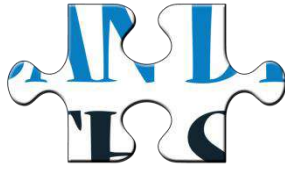




**Teen Pregnancy Prevention/CAT+ Program**

**SDYS Total Budget: \$407,999**

**Total Served by SDYS: 1,948 Service Partners**



## Teen Pregnancy Prevention/CAT+ Program

Total Budget: \$1,249,999

Total Served through all partner agencies: 2,605\*

SDYS Total Budget: \$407,999

Total Served by SDYS: 1,948 Service Partners

The Teen Pregnancy Prevention (TPP) /CAT+ Program was re-funded in July 2015 for an additional five years, by the DHHS Office of Adolescent Health. SDYS is the lead agency for the TPP/CAT+ Program and provides TPP services in the East region, as well as manages a collaborative of four other core partners delivering TPP services throughout the county (North County Lifeline, MHS, SAY and South Bay Community Services). These core partners worked together on the previous TPP grant and have been effectively providing evidence-based teen pregnancy prevention services for more than five years in each of their regions.

The TPP/CAT+ Program approach is to build off of the foundation and relationships currently established with school districts, San Diego County Department of Probation, community collaboratives and other informal partners (such as health centers) to deliver evidence-based TPP curricula (Reducing the Risk and Positive Prevention PLUS) to youth in areas of the county where the teen birth rate is higher than the national average, or that are at higher risk for teen pregnancy/STIs due to their involvement in the juvenile justice system or foster care system.

The objectives of the TPP/CAT+ Program are to reduce teen pregnancy, teen births and rates of STI infections in teens in targeted areas across the county and with higher risk populations across the county. SDYS is working with two evaluators, SANDAG and Nash & Associates, to conduct an impact study and an implementation study of the TPP/CAT+ Program. We will be tracking performance measure outcomes annually (number served, average attendance, fidelity to EBP model), but we will not have results of the impact study (teen pregnancy, birth and STI rates) or implementation study until years four and five of the grant because of the time lag of release of public health data such as birth rates and STI rates.

### **Performance Measure Goals:**

- In FY18/19 we anticipated serving 3,110 youth with a teen pregnancy prevention EBP
  - In FY 18/19 the CAT+ Collaborative served 2,605 youth with an evidence-based teen pregnancy prevention program.
- 75% of youth attend 75% or more of curriculum (measure of program completion)
  - Of the 2,605 youth served, 83% attended at least 75% of the sessions (2,178 out of 2,605), exceeding our goal.
- Observe 5% of sessions for fidelity monitoring by an independent observer
  - In Spring 2019, the CAT+ Collaborative observed 10.17% of all scheduled sessions (exceeding our goal) and facilitators had a 100% adherence rate to the fidelity of the EBP.

### **Program Successes:**

- The TPP/CAT + Program faced funding uncertainty, staff turnover and delayed start implementing in schools. Despite these challenges, collaborative members were able to fill all vacant positions and outreach to rebuild relationships with schools, and as a result additional charter schools and JCCS are interested in utilizing TPP/CAT+ services. The SDYS Program Manager expanded the partnership with the Cajon Valley Union School District and was able to partner with three middle schools in El Cajon and Rancho San Diego. The TPP team worked with the science teachers at Greenfield Middle, Hillsdale Middle and Montgomery Middle School to implement the evidence-based comprehensive sexual health program Positive Prevention PLUS. TPP was very excited to work with the new schools, especially when collaborating with the teachers who have never facilitated the curriculum before. TPP staff were able to shadow and observe before being responsible to teach it on their own. The students also expressed that they were very grateful for the class and appreciated that the TPP staff created a safe and supportive environment from them to freely talk about sexual health education. The TPP team received a lot of positive feedback from both the students and teachers:
  - The teachers expressed gratitude for our presence and our knowledge on the difficult subject.
    - “Thank you all for coordinating classroom facilitation in a short period of time. The TPP team is very knowledgeable and professional and our students were very comfortable having you all here.”
    - “We appreciate you for being here and hope to work with you all again in the future!”
  - Students felt that the TPP team created a safe environment in which to learn about these topics.
    - “I really liked how they were open minded with us and the class. It shows that they care.”



- “I liked how we got to ask anonymous questions and that the teachers answered the questions in the beginning of the class to not make it awkward.”
  - “I liked that the class was taught by someone other than our regular teachers. They made us feel comfortable and safe in class.”
- Our Community Advisory Group (CAG) merged with the San Diego Youth Partnership, whose members consist of community-based organizations, clinics, school administrative staff, higher education and the County HHS office. The collaborative met 10 times starting in August 2018. The group focused on creating a Family Engagement Night, focusing on how youth and their parents/guardians can best communicate to one another about sexual health. In addition, the CAG also looked at ways incoming teachers can be trained on curriculum that follow the California Healthy Youth Act and providing trainings for teachers that teach the special education population.
- As a part of our ongoing efforts toward sustainability, the SDYS Program Manager provided a two-day Foundations Training of Trainers (TOT) with CARDEA Services on Positive Prevention PLUS for the TPP/CAT+ Collaborative in which 35 staff were trained, so that we can facilitate and support our local school districts and teachers who are implementing this curriculum. Our goal is to teach them how to implement this curriculum with fidelity, how to create safe and inclusive spaces and how to provide the information in a trauma-informed way so that when we are no longer directly involved in the facilitation, students will still be receiving high-quality, medically accurate and age-appropriate information.
- The TPP program also held workshops with other programs within the agency such as Independent Living Skills (ILS), Take Wing, I CARE/STARS and the Youth Emergency Shelter. The workshop topics include Consent, Boundaries, Healthy Relationships and more.

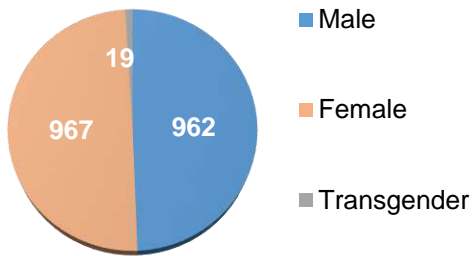
**Wellness Activities:**

- TPP Program Manager worked with Volunteer Engagement to find a volunteer to offer yoga for SDYS staff at SVECC last year. In FY 18/19 we continued to offer yoga 10 times throughout the year (typically the first Friday of the month) for all staff; at least 2-3 TPP staff attended each session.
- The TPP program joins with the staff of CAT, ATD and ILS to do a monthly birthday celebration (lunch or breakfast) for all staff who have birthdays in that month. As well as any other celebrations such as getting into a master’s program, graduating, bridal showers, etc.

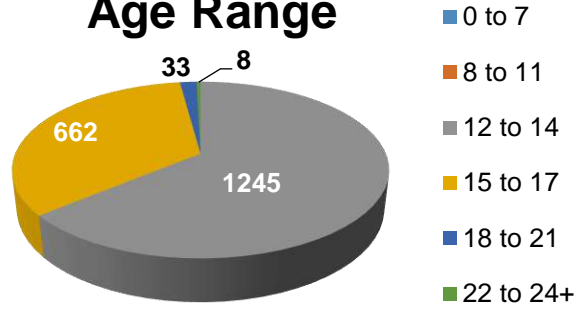
1,948 new youth served in FY 2018-19



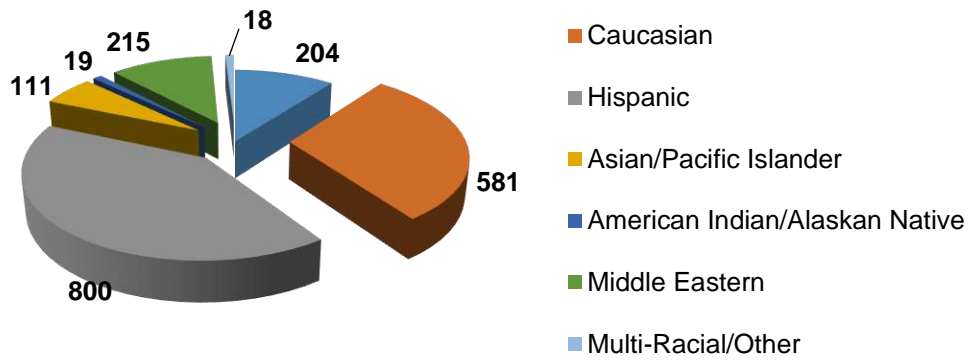
## Gender

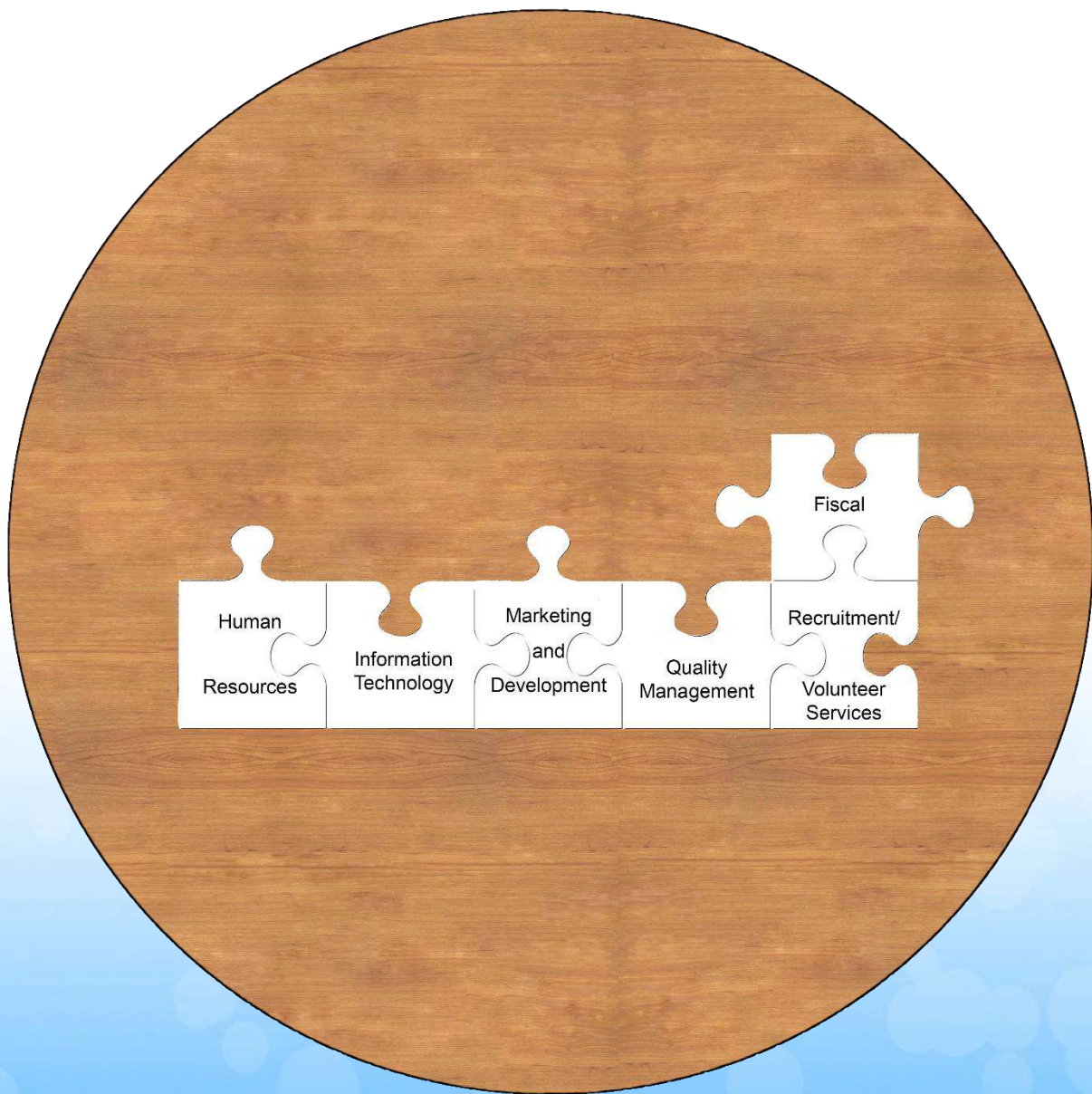


## Age Range



## Ethnicity





## Resources

Fiscal  
Human Resources  
Information Technology  
Marketing and Development  
Quality Management  
Recruitment/Volunteer Services



## Fiscal Department

### Annual Agency Audits:

- Annual Audit with Leaf & Coles
- Federal Single Audit for the Agency (all contracts)
- Housing Commission Annual Audit for Herman, Take Wing and 35<sup>th</sup> Street
- Certified Foster Care Expenditure Audit
- HHS Annual Audit for all county contracts
- Sub Contract Review for sub-recipients under Federal, State and County contracts
- Foster Care Annual expenditures certification by Leaf & Coles

### Program Audits:

- November 2018: ECBHC -HHS (Program Site Visit)
- January 2019: Adoptions (Fiscal In-Depth Review)
- February 2019: Rapid Response Team (Fiscal In-Depth Review)
- March 2019: CAT Program (County Site Visit)
- March 2019: Adoptions, Rapid Response Team (Program Site Visit)
- April 2019: North County Life Line Cal OES Human Trafficking (Desk Review)
- April 2019: South Bay Community Services ILS East/Metro (Desk Review)
- May 2019: BHS contracts in depth reviews
- May 2019: South Bay Community Services ATD Title II (Desk Review)
- May 2019: State ESG (County in Depth Review)
- May 2019: THP, TYH (Site Visit)

### Budget:

- Perform and review program budgets (43 programs)
- Project and revise center budgets (24 centers)

### Accounts Payable:

- Checks and data entry (600 checks monthly)
- Vendor reconciliations (1,050 vendors)

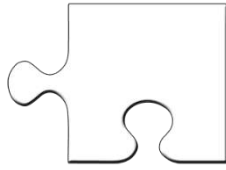
### Accounts Receivable:

- Claims to the County, Federal Cal OES and other private (43 contracts)
- Collection of payment (43 contracts)
- Claims reconciliation (43 contracts)

### Financial Reporting:

- Monthly financial statements for Board and all cost centers
- Financial analysis for all cost centers (24 centers)
- Cash flow and management analysis
- Strategic and budget planning





## Housing and Facilities

### HOUSING

San Diego County has a critical shortage of safe, affordable housing for homeless, at-risk youth and youth aging out of the foster care system. Providing this specialized housing is an essential part of SDYS' continuum of services. Our supportive housing, which includes Independent Living Skills Training, provides a one-two-year period for youth to stabilize their lives, complete their education and learn the skills necessary to live independently.

SDYS' commitment to transitional housing, beginning in 1994, continues to grow. Our agency currently owns and manages eight multi-family properties (102 units), leases approximately 10 additional units from private landlords at various locations and operates a Transitional Living Home (Redwood House) for eight young adults.

### FACILITIES

SDYS operated its programs from 14 separate locations throughout San Diego County during the year. The agency owns 11 of these properties and has long-term leases with local government entities, and private landlords for the other sites.

The maintenance and capital improvement costs for maintaining our facilities and renovating newly acquired properties to meet SDYS' professional standards is considerable. Direct funding for capital improvements is secured, in small part, through public grants. In addition, SDYS has developed long standing relationships with scores of community volunteer groups, local businesses, construction industry guilds, Rotary Clubs, corporate volunteer programs and the Navy.

The ongoing volunteer labor and corporate funds contributed to maintaining and renovating SDYS' properties are substantial. It ranges from small businesses donating

cash and volunteer labor to renovate an apartment for a young family, to large corporations working with SDYS to design large projects that allow their employees the opportunity to perform hundreds of hours of labor on intensive, weekend renovation projects.

### **FACILITIES DONATIONS SUMMARY**

In FY 2018-19, the SDYS Housing & Facilities Department solicited and/or managed in-kind labor and materials donations and cash donations from corporations, professional design consultants, and service groups that totaled more than \$20,000.

### **PROPERTY MANAGEMENT**

In FY 2018-19, the SDYS Property Management staff successfully completed 469 Work Requests from program staff at the various SDYS facilities.

### **SIGNIFICANT ACCOMPLISHMENTS**

In November 2019, the Housing & Facilities Department, working with SDYS Administration, performed the Due Diligence required to allow the agency to purchase a new Transitional Living apartment complex at 4438 56<sup>th</sup> Street in San Diego. This property has 15 apartments that will be converted to Transitional Housing for our youth and young families.

In 2017, SDYS launched a major project to renovate the Auditorium at our Spring Valley Campus. The goal was to transform an aged, deteriorated room into a high-end community conference facility. The Housing & Facilities Dept. with the help of Max Designs and the construction division of Kaiser Permanente coordinated over \$120,000 in donated labor and discounted materials. The project was a huge success, and the Campus has continued to flourish and become a focus of community activity. In addition to the sports leagues that license our sports fields (5,000+ athletes and families in attendance each year) and the hundreds of clients served monthly by SDYS and our other Human Service campus tenants, in FY 2018-19 the Campus hosted 362 public events, seminars, corporate functions, trainings and inter-faith ceremonies. More than 13,377 individuals attended the Campus for these activities. In addition, our recent partnership with the Bancroft Center for Sustainability (BCS) to manage the Community Teaching Garden and Food Forest resulted in BCS providing 112 classes attended by 1,314 residents.

## **NEW PARTNERSHIPS**

For the next Fiscal Year, SDYS will continue to work with our public and private sector partners to improve our facilities and expand our programs. These partners (partial list) include:

CAVO GROUP: This coalition includes: Aspen Risk Management Group, Mira Costa College Risk Management Department and Zenith Insurance Company.

IFMA: The members of this construction/property management organization are committed to yearly renovation projects at SDYS facilities.

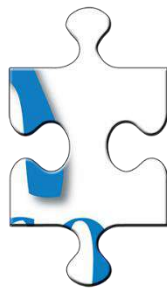
Kaiser Permanente Construction Division: This organization's various Union volunteers have committed to yearly major painting/ building projects at our facilities.

Keller Williams Real Estate

## **NEW PROJECTS**

The Housing & Facilities Director recently negotiated a \$287,500 grant from the City of San Diego to re-roof some of the buildings at Wing Street and install a large array of solar panels on the buildings. This project will significantly reduce the agency's SDG&E costs. This reduction in utilities expenses will allow funds to be transferred to direct services. This project will start in the Spring of 2020.

Our recently approved 3-year Strategic Plan for the agency includes an emphasis on preparing youth for employment. To this end SDYS has negotiated a contract with Orness Design Group to design a Teaching Kitchen at our Spring Valley Campus. Also partnering in this project is the Culinary Arts Program staff at Mesa College. This project is under design and construction is estimated to begin in Summer 2020. The Teaching Kitchen will prepare youth for careers in the Culinary Arts.



## Human Resources Department

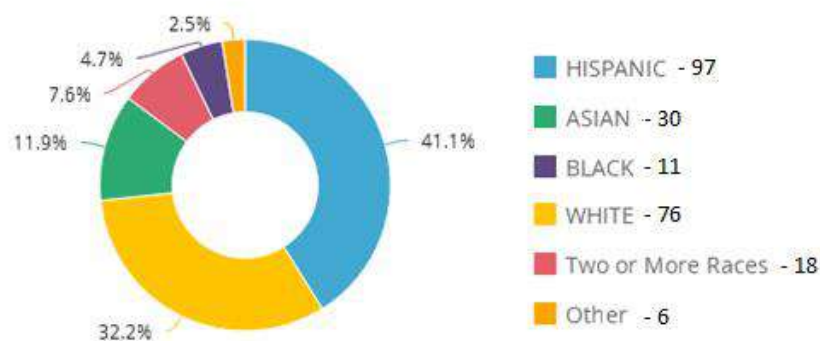
236 Employees

- SDYS welcomed 100 new hires in FY 2018-19
  - 8 were re-hires (former employees who returned to work for the agency again).
  - 13 came from our wonderful volunteer pool

### Gender



### Ethnicity





### Age and Tenure:

Six employees are 65 years old or older. Three of them have worked for the organization for over 20 years and the other three have been employees of SDYS for at least 5 years. The youngest employee is 20 years old. The largest age group is tied at 29 and 30 years old. 107 employees are in their 20s and 75 employees are in their 30s. The average age is 34 years and 3 months.

- 30 employees have worked for over 3 but less than 5 years with SDYS.
- There are 25 employees who have worked with SDYS between 5 and 9 years.
- 6 employees have work with SDYS for 10 to 14 years.
- 6 employees have been with SDYS for 15 to 19 years.
- 4 employees have worked with SDYS for over 20 years, 3 of whom have worked over 20 years.

SDYS has a fluid and dynamic workforce with a core of stability and support.

### Education:

- 37.29% of SDYS staff members hold a two- or four-year college degree, the majority holding bachelor's degrees.
- 35.17% staff members hold master's degrees
- 3 staff members with doctorate degrees
- 12 staff members with various certificates, to administer group home, to teach, to provide alcohol and drug counseling, etc.
- 44 staff members are license-eligible
- 23 staff members are licensed Clinical Social Workers or Marriage and Family Therapists
- 40% of Americans have completed an associate degree.
  - In comparison, 73.73% of SDYS' workforce has at least a two-year college degree.

With the coordination and leadership of Quality Management department, staff received numerous training and development opportunities throughout the year, mostly at an SDYS site. Training starts with SDYS Orientation, Philosophy and Skills, Confidentiality & HIPAA and Trauma Informed Care and covers the entire gamut of interest in the field of social services and non-profit operation.

Trainings and workshops offered during the fiscal year included Group Facilitation &

Skills, Documentation, Mental Health First Aid, LGBTQ training, Motivational Interviewing, Transitional Age Youth with Tots, Psychiatric Emergency Response Team training, TIC supervision, Eating Disorder Treatment & Recovery, Commercial Sexual Exploitation of Children, and Organizational Resiliency Model and Narrative Therapy. The subject and topics were selected to enhance the personal and professional development of staff.

SDYS is approved by the California Association of Marriage and Family Therapists to sponsor continuing education for LMFTs, LCSWs, LPCCs and/or LEPs. Staff reported having attended 7,238 training hours between July 1, 2018 and June 30, 2019.

SDYS partnered with the Workforce Partnership through the San Diego Career Centers in workforce development to reduce unemployment and received \$28,459 of On-the-Job-Training monies under the Workforce Investment Act program. The funds were utilized to support and enhance staff training and development, to support Quality Management, staff appreciation, team building through funding of appreciation activities at the programs and other development and support activities of the work force.

This year, with the continued assistance of a grant from the Office of Statewide Health Planning and Development, SDYS continued with a Career Shadowing program. The objectives of the program is to expose SDYS staff and volunteers to various positions within the organization and the skills needed to advance to these positions, to increase retention within the public mental health workforce by promoting realistic job previews and lateral movements within the agency and the community, increase SDYS community connectedness by exposing current staff and volunteers to different programs and staff roles and better serve Service Partners by familiarizing staff with internal resources.

Under the auspices of the same grant, the program, Greater Recruitment and Outreach for Workforce Success (GROWS), strategically integrated outreach and recruitment, academic support and career development pipeline to strengthen the interest in public mental/behavioral health field. Newly hired staff, whenever appropriate, were connected with current staff employed in the same program for introduction, transitional support and training purposes. Also available to staff was The Career Ladders and Pathways document, a comprehensive guide to Public Mental and Behavioral Health providers and careers in San Diego, including information on training and education. The pursuit of higher education, which in most instances is a necessity to obtain a career in the mental and behavioral field, can be a daunting financial

undertaking. GROWS was able to support staff pursuing education in the mental and behavioral field by providing educational reimbursements for related expenses, such as application fees, fees for SAT or GRE, the cost of books, etc.

Eligible staff receives generous hours of Paid-Time-Off (PTO): 18 days during the first year of employment, 22 days in the 2<sup>nd</sup> and third year; after the 3<sup>rd</sup> year, staff receive 27 days off annually. In addition, SDYS recognizes 13 holidays a year. Part-time employees receive the PTO and holidays on a pro-rata basis. Staff not eligible for PTO are provided with sick leave.

For benefits, eligible staff could choose from health insurance, dental and/or vision coverage, child-care expense-reimbursement and/or retirement savings. In addition, the agency pays for life insurance and long-term disability insurance. Supplemental benefits are offered through AFLAC and Guardian; employees could choose to enroll in short and long-term disability, personal accident, cancer, specified health event, hospital indemnity and life. SDYS makes a matching contribution into the retirement plan equal to 50% of the employee contribution amount during the plan year that does not exceed 4% of staff compensation.

The agency has an emergency notification and plan in place. Staff participate in earthquake and fire drills, and 83% are certified to administer First Aid and CPR.

Support to staff is provided whenever possible. Since SDYS employs a highly educated workforce, the impact of student loans is taken into consideration and staff are encouraged to participate in programs that will assist them such as the public-service loan-forgiveness program.

A smoking policy was maintained to protect non-smokers from 2<sup>nd</sup> hand smoke effect and to provide guidelines to smokers. Employees and Supervisors are provided with a monthly newsletter on "WorkLifeMatters," which covers work, supervision and general life concerns. Employees can obtain help with education, childcare and care giving, legal and financial help such as debt counseling and lifestyle & fitness management such as coping with anxiety & depression, divorce and separation and career development through the Employee Assistance Program (EAP).

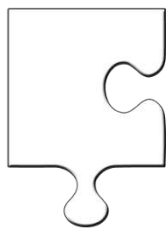
The aforementioned is the beginning of San Diego Youth Services efforts to embrace Live Well San Diego ([www.livewellsd.org](http://www.livewellsd.org)). Live Well San Diego is an initiative of the County of San Diego to improve health, safety and well-being for all residents. It represents a shared vision that can only be accomplished through collaboration with

partners in every sector. This vision also calls on every resident to act to improve their own health, safety and well-being, as well as that of their families and neighbors. In embracing this initiative and based on staff feedback shared during Visioning Day and the Executive Director's visits to programs, the Trauma Informed Care Work Group in partnership with the Human Resources Work Group has developed a more comprehensive and/or broader Wellness Plan that creates a culture at SDYS that supports staff mental and physical health and well-being in every aspect of their life.

This plan is called SDYS Wellness PATH. The agency conducted a wellness survey that formed the basis for Wellness PATH. PATH stands for Personal Achievements Toward Health; its purpose is to create a trauma informed culture that supports employee and volunteers' health, safety and wellness in every aspect of their lives.

Wellness PATH after a successful kick-off with a fun-filled staff appreciation event repeated its success and again held a day of appreciative celebration, featuring food trucks, wellness activities, wellness fair/vendors, team-building games, relaxation, games and networking. This annual event was bolstered with various Meet-Up Groups throughout the year to provide staff with an opportunity to engage in activities that they enjoy and the forum to connect with co-workers outside the work setting. Examples of the Meet-Up Groups activities are books, running and restaurants. In addition, staff were provided with wellness information and newsletters from Kaiser, Sharp and Cigna as medical entities that SDYS works with. Topics are as varied as information on preventing illness, managing fatigue, to summer road trips safety and fitness development. Since February 2019, with the assistance of Cigna Wellness program, SDYS has been able to offer various workshops on topics of physical and mental health maintenance and enhancement, as well as challenges to provide incentives and a bit of fun in maintaining a healthy and happy life style for staff.





## Information Technology Department

San Diego Youth Services Information Technology (SDYS IT) provides the Infrastructure, Applications and Data Security for the Agency's computing resources for staff, volunteers and service partners. SDSY IT strives to provide a high-quality customer experience in delivery of such support services. SDYS IT is led by the Information Technology Manager, who also assumes the dual role of the HIPAA Security Officer. SDYS IT also leverages various external IT solution providers to augment technology services as needed.

During FY 2018-19, IT continued its activities to stabilize the technology landscape for the agency. SDYS experienced growth in the startup of new programs. IT had the opportunity to utilize IT interns to provide some relief of the daily operational tasks. Overall, it was a year of building more upon the foundation of the previous year, developing a higher focus in security and compliance, working on providing more customer-centric solutions for the agency.

SDYS IT exists to CREATE new solutions, in being open-minded and an intent listener to the voice of the Agency. IT strives to MOTIVATE by fostering champions around initiatives that can help the Agency become more efficient and effective in providing excellent service to our youth. With this cultural shift, SDYS IT hopes each participant can EMBRACE technology and its merits.

To promote this philosophy, SDYS IT envisions a four-phase process to achieve its goals and align with the Agency's strategic plan:

1. Discovery – Inventory, investigate and document all IT assets and processes to be able to secure, communicate and build a relevant IT service portfolio.
2. Standardization – Maintain software and hardware standards where application to reduce support and maintenance issues. Create standards for well-defined

- guidelines, processes and policies.
3. Optimization – Construct an IT architecture that minimizes the dependency with on premise computing resources. Develop more efficient and effective processes to deliver IT services.
  4. Transformation – Evolve technologies to define a more innovative and impactful way in delivering a ‘family of services’ to our at-risk youth and their families.

#### IT Asset Management

One critical aspect of IT in any organization is the ability to track and manage the IT assets. This allows for proper security and disposition of the asset from its procurement to its disposal. Within IT, there are many different types of assets to manage.

Infrastructure Assets include computing equipment such as: Networking Devices: Routers, Firewalls, Switches, Wireless Access Points; Servers; Phone Systems; Desktops and Laptops. Mobile Device Assets include wireless devices such as Cell phones, Mobile Hotspots and Tablets.

Below is a summary count of SDYS IT assets for the last three fiscal years. Notice the shift in using more workstations (desktops and laptops), along with mobile devices to keep connected to emails and having the ability for remote access. The shift from basic phones to smartphones provided for more secured communications as well. IT introduced a new tool for managing assets using an online inventory tracking system and conducted a physical inventory for all the sites.

IT Asset	FY 2016-2017	FY 2017-2018	FY 2018-2019
Firewall	8	9	9
Wireless Access Point	14	15	17
Server – Active Directory/File & Print	8	8	8
Server - Email	0*	0*	0*
Server - Intranet	0*	0*	0*
Desktop	240	283	263
Computer Lab PC	20	23	23
Laptop	36	66	104
Telephone/VM system	8	8	8
Cell phones - Basic	82	68	49
Cell phones - Smartphone	72	126	155
Broadband/WIFI device	54	68	77
Tablets - iPad	20	32	33

*\*Using Microsoft Office 365 for Exchange Online Email and SharePoint Online Services*

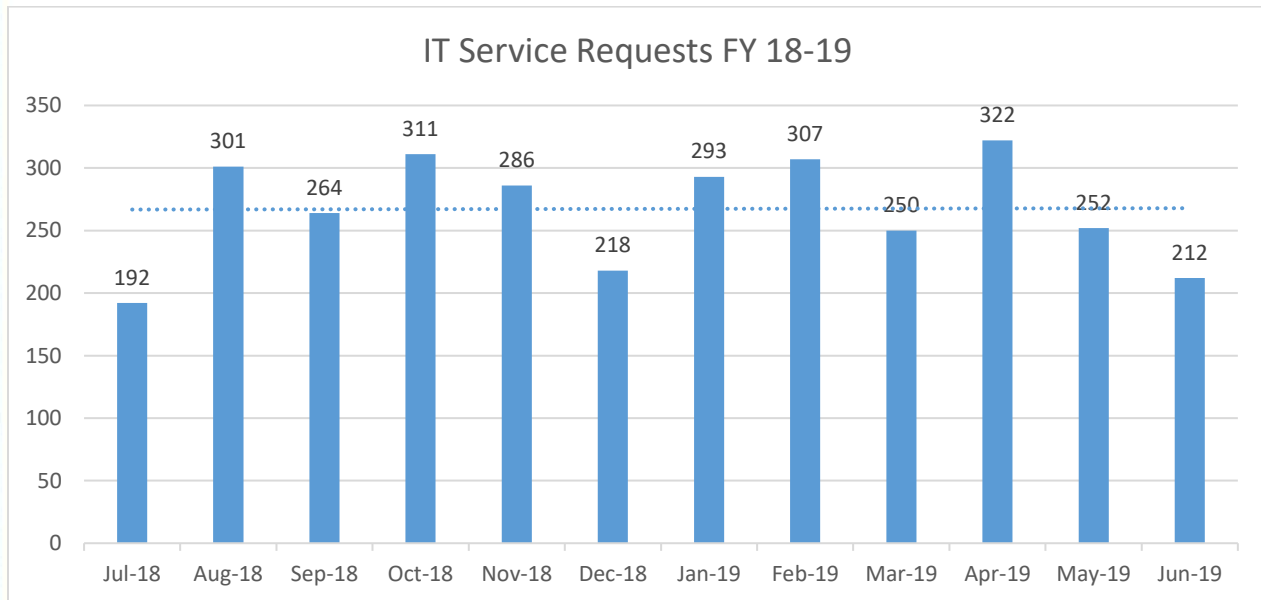
### Risk Assessment and Security Review

SDYS adheres to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) for handling Protected Health Information (PHI) and Personal Information (PI)/Personally Identifiable Information (PII). In continuing with the annual security risk assessments, this task was completed in May of 2019. For this assessment, SDYS expanded the scope to not only cover Article 14 requirements as specified by San Diego County, but to a wider scope for full HIPAA compliance. In addition, a SDYS Risk Management Team was formed with IT and Quality Management in April 2018. The purpose of these monthly meetings is to create and maintain the risk mitigation plan, as well as addressing any security incidents that have occurred.

### IT Managed Services

SDYS IT and EXCEDEO continue their engagement to provide 'Remote Management and Monitoring' as well as 'Helpdesk' services to the agency.

IT Service Requests average 267 tickets per month and for the fiscal year hit a total of 3,208 tickets. The high-ticket months were attributed to an increased amount of activity for creating user accounts and related onboarding tasks or doing hardware setups for reassigned or added staff. About 40% of the requests come from our Point Loma site and 25% originate from our Spring Valley location. This volume is as expected since those sites are the two largest locations within the agency.



### Infrastructure Projects

With a focused concentration on information security and compliance, there were

several projects geared toward this effort. These tasks comprised of the following:

**Mobile Device Management (MDM)** – The existing managed services contract includes

MDM services as well. With this tool/service, IT can centrally manage all its 317 wireless devices, 188 of which are Apple iPhones and iPads. The features with MDM include automated enrollment, Passcode & encryption enforcement, Email, VPN & Wi-Fi profiles, Device restriction settings, Remote locate, lock & wipe (full & selective), Jailbreak & root detection, Policy updates & changes, Compliance reporting, Email access controls, Corporate directory integration, Certificate management and BYOD privacy settings.

**Security banner policy for all SDYS workstations** – To ensure all devices have this requirement, a group policy is enforced so that the desktop wallpaper and the lock screen image displays the following notice:

*“You are logging in to the SDYS data systems, which contain confidential Personally Identifiable Information/Personal Information. All Access to data is logged. Use of this system is for business purposes only by authorized users. If you do not agree with these requirements, please log off immediately.”*

**Webfilter Implemented** – Websense/Forcepoint webfilter software, can provide for a more stable and robust platform to be able to enforce policies, manage and report on all SDYS Internet activity.

**Server Consolidation** – To better maintain our servers, there were opportunities to merge 2 servers into 1 for our YES and Counseling Cove servers.

**Hardware Upgrades** – In preparation for the retirement of Windows 7 operating system, the Agency is systematically upgrading those 167 computers with computers running Windows 10.

**New Telephone System** – The Agency has embarked to implement a new telephone system from Cox Business called IP Centrex. IP Centrex is a business VoIP phone service that delivers advanced, cloud-based calling and is fully hosted on the Cox Business private network. It also provides reliability through roll-over services and disaster recovery plans. It offers scalability that provides the flexibility of our changing



environment. This is all very important functionality that is currently unavailable with our current telephone system.

**Bandwidth upgrades** – With the advent of the new programs, staff relocations and cloud-based computing the network activity increased significantly and as such, there was a need to increase bandwidth throughout. The Internet bandwidth was increased to 100Mbps/20Mbps connection for the Mid-City Youth Center, Uptown Youth Center and East County Behavioral Health Center.

**SharePoint Intranet** – To increase the flow of information to all staff, Agency and department policies and procedures are made readily available on our SDYS Intranet (SharePoint Online).

**Virtual Extensions** – With the PEI program at the Spring Valley site, the staff are oftentimes not in the office as they are primarily working out at local school sites. To improve their communications and make things more convenient to reach these 'remote staff', virtual extensions were set up on the phone system. These act as regular phone extensions but forward the calls to the staff's respective cell phones instead.

#### AGENCY PROJECTS

**Cox Business Security System** – To provide site visibility and protect our staff and service partners, we deployed out to 10 of our 14 sites a contemporary video surveillance with high resolution cameras and software that allows access from various computing devices. This solution will be eventually deployed to all SDYS sites.

**Raiser's Edge NXT** – Marketing and Development continues to work with Blackbaud on their Raiser's Edge NXT platform. It provides added functionality to better manage our constituents' information and further cultivate our donor base.

**ExtendedReach** – Foster Care continues to use ExtendedReach, a case management system for their staff. ExtendedReach provides them the tools needed to ensure compliance by completing their necessary steps, not only in the sequence required, but also gives them the ability to access the information when needed for their and their client's use.

**Cloud Computing** – This is a significant initiative for the agency but fits nicely with the organizational structure and direction of IT service delivery in the future. With a single IT

staff person and utilizing multiple service providers, this model suits well to keep the operation costs and tasks to a manageable level while still have the capacity and

flexibility to deliver IT services. To begin this journey a Cloud Readiness Assessment was completed, which gave insight into the cost, design and effort needed to implement this solution agency-wide. The Agency is currently hosting one site server in Microsoft Azure and are taking steps to move three additional location's site servers to Azure.

**ASSP** – The ASSP client tracking system for Adoptions was a Microsoft Access database created around 2004 and since that time, the staff and program had outgrown its use and was in need for it to be upgraded. In examining its current and intended use, there was a business process mapping that was completed to understand its requirements and how this data would be incorporated eventually into a data warehouse that could be used for business intelligence and data analytics. As such, the old database was redesigned and migrated to a MS SQL database with a .NET web-based client. The reporting tool was evolved into a MS Power BI tool. This was all hosted in a MS Azure cloud platform utilizing Microsoft's donated subscription to offset the hosting costs. We will look at repeating this same customized process for other legacy Access databases if an existing software solution does not exist to meet the data needs of the program.

**Boardroom and Conference Room Audio Visual Improvements /Video Conferencing** – The Boardroom at the Point Loma Campus provides a venue for several activities such as Board and staff meetings, trainings and staff and Service Partner activities/events. To provide the proper equipment for such use, the large TV display and the Polycom phone conferencing equipment was upgraded to provide more reliability and performance. A mini PC with a web camera was also introduced to expand the phone conferencing to have video conferencing ability. Also, to make the equipment safe and aesthetically pleasing, the cabling for the audio, video and network was redone to make it a cleaner and secured setup. Audio is now provided through ceiling mounted speakers. Wall mounted displays and ceiling mounted speakers have been installed in the Executive Conference room, Conference Room #1 and Conference Room #2.



## Marketing and Development

SDYS marketing and development efforts are designed to advance the agency's mission to empower youth to reach their highest potential. The Marketing and Development Department leads efforts to raise vital funds for services and needs that are often not covered by governmental grants. It also plays an important role in ensuring the agency is recognized as a premier youth-serving agency in San Diego for our leadership, innovation and service excellence. This includes multi-channel marketing and communications about our mission, needs and outcomes.

### Giving

Funds raised totaled \$563,862.08, with donations from individuals, corporations and foundations. This included SDYS welcoming long-time partner NAIOP Foundation and the Brian A. McCarthy Foundation to our community of donors with annual giving at \$10,000 and up. Other donors who gave at this level included the Albatross Foundation, HMT Electric and the Century Club of San Diego on behalf of Farmers Insurance.

We also welcomed \$101,427.46 in in-kind donations, from hundreds of backpacks and school supplies for youth to furniture for our transitional housing communities. The total giving was \$665,289.54 for the year.

**Funds Raised:** \$563,862.08

- Unrestricted Donations, \$461,072.58
  - Individual Donations, \$279,257.31
  - Corporate Giving, \$105,986.25
  - Foundation, \$74,853.64
  - United Way, \$975.38
  
- Restricted Donations, \$102,789.50

**In-Kind Donations:** \$101,427.46

**Total Giving:** \$665,289.54

## Online

The Department continued to scale up its online outreach and engagement to expand our online community, engagement and fundraising. This includes consistent expansion and engagement on our social media channels (Facebook, Instagram and Twitter) and consistently updating and expanding our website content.

Funds donated online totaled \$62,924, with 277 donations made online.

Additionally, 239 donors donated \$97,020 through our holiday campaign, Champions for Youth. The total raised through Champions for Youth earned SDYS \$63,360.93 in bonus funds from Farmers Insurance through the Century Club of San Diego, a record for our participation in this campaign.

We also opened the ability for community members to donate directly on Facebook this fiscal year, generating \$1,502.07 on this platform without any fees.

The website, Champions for Youth and Facebook donations brought our total online giving to \$161,446.

### **Website highlights**

- 48,493 users
- 185,745 pages viewed – 68% ▲
- Average session: 2.23
- Top 10 pages visited
  - Homepage
  - Careers
  - Services
  - Contact Us
  - Volunteer
  - 10 Facts on Sex Trafficking
  - About
  - What We Do
  - Leadership
  - Homeless Housing & Support Services

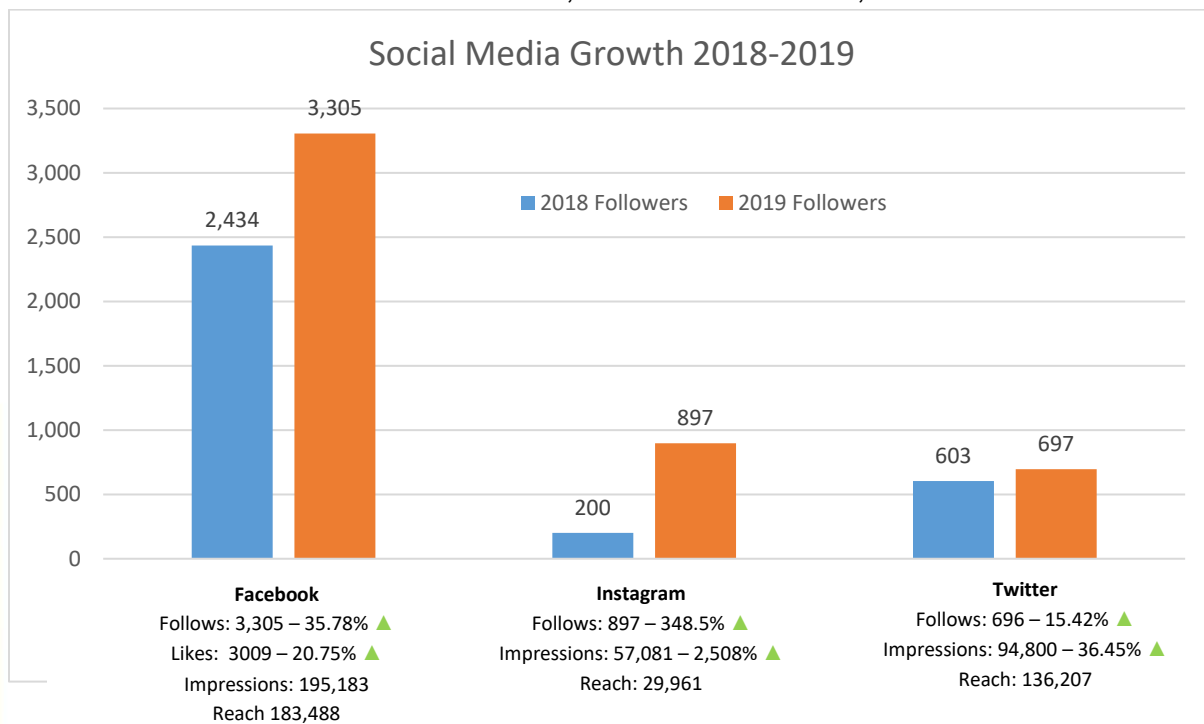


## Social media

The Department managed and expanded SDYS' active profiles on Facebook, Instagram and Twitter to reach a wider audience, including youth, partner agencies and influencers as well as potential new donors not reached by traditional media.

We met our goal to increase followers on all three channels by 15% and surpassed it on Facebook and Instagram, our newest and fastest growing channel with followers increasing 348.5% during the year. Facebook continues to be our most popular social media channel, with our followers increasing 35% to 3,305 during the year.

Across the three social media channels, SDYS reached 349,650.



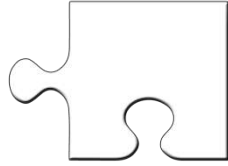
Facebook: How we rank in followers  
 8,100 – YMCA of San Diego County  
 7,000 – Father Joe's Villages  
 3,000 – San Diego Youth Services  
 2,000 – SAY San Diego  
 1,900 – South Bay Community Services

## Media Outreach

Public awareness in the community regarding SDYS' mission, needs and outcomes is an important part of the Department's work to help meet our mission. SDYS seeks third party media placements for newsworthy events and works in partnership with media partners and public relations firms to secure media coverage and opportunities.

SDYS earned more than 12 mentions in the media during the year, surpassing our goal to be featured at least once quarterly. Prominent placements included coverage about:

- Former homeless youth Samantha Benner, a youth success story by San Diego Union-Tribune
- Ben & Jerry's Free Cone Day benefiting SDYS by CBS 8, KUSI and the San Diego Union-Tribune
- New funding for homeless youth services by the San Diego Union-Tribune, Times of San Diego and 10News
- New survey techniques to count homeless youth by Youth Today



## Quality Management Department

Number of Policies & Procedures Revised: 16

Number of Program Reviews: 8

Number of Trainings: 40 (Internal) and 1 (External)

SDYS Quality Management Net Revenue: \$141,506

### Team Reorganization:

The Quality Management (QM) Department includes the Director of Quality Management, four full-time Clinical Supervisors and the full-time QM Coordinator. The QM Team provides quality oversight to all SDYS programs and services in all three Divisions and Administrative Departments, and focuses on the following:

- Policies and Procedures
- Program and Documentation Reviews
- SDYS Comprehensive Training Program
- Clinical Interns and Trainees
- Individual and Group Clinical Supervision

### Policies & Procedures:

From the reviews conducted by the QM Coordinator, Clinical Supervisors and Programs Contractors, problems that are found to be universal are dealt with by creating and implementing new policies and procedures. Serious Incidents may also warrant changes.

This year, QM continued focusing on updating and creating Policies and Procedures, some of which included mileage reimbursement, home visitation and creation of the credentialing policy and procedure, and we continue to work on the creation and implementation of program-specific P&Ps. In Fiscal Year 2019-20, QM will continue reviewing and updating various policies and procedures, having begun updating the on-call and SIR policies.

## Program Reviews:

The QM Department conducts the internal review of program activities to see that standards, processes and policies are in place and carried out. The measurement of the review is compared to the contract standards of the program. The monitoring process and feedback to Program Managers include any risks the program may be developing, and therefore, provides an opportunity to ensure that these risks are resolved. The recommendations to the program help to ensure the security of the funding source and effectiveness of the contract.

QM conducted 8 internal programmatic reviews throughout the agency, which also included the examination of subcontractor's files and documentation. Program Reviews included detailed assessment of Service Partner files, HIPAA compliance within the offices, safety issues, cleanliness, Human Resources reviews and overall standards of practice.

Programmatic support is often needed after any review, especially Corrective Actions that are applied by the Contractor. QM helps support the programs with these Corrective Action Notices and/or changes in their programming. This is done by implementing new guidelines to better meet contractual obligations, construction of new files, updating forms, reviewing the contracts and educating staff on changes with their program.

QM also coordinated five medical record reviews last year with San Diego County Quality Management. Any findings were essential in helping programs improve documentation and encourage more thorough and frequent internal peer reviews.

## Training Efforts:

This year, the QM Department hosted a total of 40 internal and one external training as part of the comprehensive SDYS Training Program. The QM Department's goal was to ensure that staff and volunteers can participate in up to 2-3 trainings per month, and this goal was met.

All new employees participate in SDYS New Hire trainings, including Orientation, Philosophy and Skills (OPS) training, Trauma Informed Care 101, Documentation and HIPAA/Confidentiality.



This year, the QM Department hosted 10 Agency Orientation Trainings, which included 140 hours of training and 99 staff and volunteers in attendance. In total, there were **318** hours of training for the agency and **909** attendees for the year.

### Trainings Open to the Public and External Trainings:

The SDYS QM Department has created a training program where outside entities come to San Diego Youth Services for their training needs. Many SDYS trainings this year were open to the public for a fee, which helped off-set trainer costs.

### Clinical Interns and Trainees:

Every year, the SDYS QM Department recruits clinical interns and trainees to help support staff at different sites. The clinical interns and trainees can provide services to children, youth and families who would not normally receive services through SDYS contracts. For example, children with insurance other than Medi-Cal may not be eligible for counseling services at some of our programs; however, with the oversight of the QM team, the clinical interns and trainees can provide these hard-to-reach children and families with services.

In FY 2018-19, SDYS QM hired, trained and supervised 26 interns and trainees from four disciplines and 13 universities. The clinical interns and trainees cover **13 FTE**, which would have cost the agency **\$824,798** (with fringe benefits).

The SDYS Intern and Trainee volunteer positions have become some of the most competitive positions in the County. Starting in August 2019, we are bringing on 27 clinical interns for FY 2019-20.

The SDYS clinical interns and trainees participate in a comprehensive training program over one week each August to prepare them for their work with the Service Partners and families. The interns and trainees receive clinical supervision and accrue hours toward their degrees and/or licensure.

### Clinical Supervision and Documentation Reviews:

The SDYS QM Department provides clinical oversight to programs throughout the agency with four FTE of Clinical Supervisors. SDYS is on the cutting edge in San Diego

County by building internal resources for Clinical Supervision instead of relying on expensive subcontracts. The QM team provided clinical supervision as follows:

- **48** staff received Individual Clinical Supervision per week
- **21** interns and trainees received Individual Clinical Supervision per week
- **12** different Clinical Supervision Groups were provided per week
- **6** Treatment Teams were provided with clinical oversight per week

The QM Clinical Supervision Team reviewed and provided quality control to more than **4,882 clinical documents** this fiscal year (e.g. Behavioral Health Assessments, Client Plans, Progress Notes), which is approximately **513 hours**.



## [Recruitment/Volunteer Services Department](#)

SDYS recruits and trains interns and adult volunteers from all walks of life to effectively meet the diverse needs and demands of our Service Partners, their families and community groups. SDYS relies on trained volunteers to provide high quality services in our emergency and residential shelters, substance abuse prevention and treatment centers, counseling and emergency services facility, gang prevention and intervention programs, community centers, foster care and adoptions support services programs located throughout San Diego County. The impact these volunteers have made on the lives of others is immeasurable.

SDYS Volunteer Engagement offers a wide variety of volunteer roles and projects to community members. All projects, located at various sites, schools and community centers, benefit high-risk children, teens, young adults and families. We provide myriad opportunities to affect community development by collaboratively planning events and promoting leadership skills. Some volunteer opportunities may include co-facilitating therapeutic groups with foster and adopted youth, mentoring and tutoring youth or simply planning a special group event with an SDYS program. We have numerous group projects and volunteer opportunities available, dedicated to creating and promoting a better San Diego.

### **A Year of Growth and Stability: An Overview**

#### **Recruitment**

SDYS Volunteer Engagement maintains an aggressive recruitment strategy. This year we have continued our recruitment in the community by tabling at various Job and Service Fairs, as well as events such as our very own GROWS (Greater Recruitment and Outreach for Workforce Success) Program Public/Mental Behavioral Health Resource Fair, PRIDE San Diego and the NAMI San Diego (National Alliance on Mental Illness) 5<sup>th</sup> Annual Mental Health Well-being Celebration and Resource Fair. We have continued to expand our outreach through the partnerships with the local colleges and universities by attending volunteer and job fairs, campus organization meetings and partnering with

professors to provide service-learning opportunities for their students at local community colleges, SDSU, UCSD, USD, CSUSM, Point Loma Nazarene University, National University, Alliant University and USC School of Social Work. The best method of recruiting long term volunteers has simply been by word of mouth from staff and former staff, as well as our amazing volunteers!

During 2018-19, SDYS Volunteer Engagement:

- Had over 7,046 webpage views and thousands of requests for more information about our volunteer program.
- 373 individuals who filled out an online application.
- 160 individuals attended orientation, while 104 became new volunteers/interns at the agency.
- Through our GROWS Program, 63 prospective volunteers were referred to our partner programs such as HomeStart, South Bay Community Services, Jewish Family Service, NAMI (National Alliance on Mental Illness) San Diego, North County Lifeline and SAY San Diego.

### **Volunteer Tracking**

Volunteer Engagement uses a volunteer tracking system that is an online database called Volgistics. Volgistics has provided stability to the department by ensuring that volunteer information is safe and secure. Volgistics also increases the department's ability to run reports and track volunteer progress and statistics.

### **Interviewing & Matching**

The key to involving volunteers is interviewing and matchmaking. Volunteer Engagement speaks with individuals who are interested in getting involved, discussing programs and asking screening questions to find the best opportunities to meet volunteer desires, as well as program needs. Potential volunteers meet with Program Managers for a one-on-one interview to discuss their goals, expectations and responsibilities to ensure they are well matched before going through the background clearances.

### **Orientation & Training**

Fundamental to the success of volunteer placement are the numerous trainings and staff activities that SDYS sponsors. Volunteer Engagement requires all new volunteers to attend a volunteer orientation to prepare them to work with our youth by increasing each volunteer's knowledge and experience in Trauma Informed Care, HIPAA, crisis intervention, boundaries and self-disclosure, confidentiality and issues related to abuse and neglect. The SDYS Quality Management Department supports



volunteers by offering trainings that address special populations, important trends among youth and techniques for working with Service Partners that further prepares them to meet the needs of the youth that they work with.

### **Supervision & Evaluation**

Volunteers are assigned to paid personnel who supervise their performance. The supervisor and volunteer set mutual expectations for work performance, along with work schedules and meeting times. Volunteer Engagement administers an evaluation system

that allows both, the supervisor and volunteer, to provide feedback, ask questions and evaluate performance to help guide program and volunteer development. This evaluation is to be completed the third month of beginning volunteer service and annually thereafter.

### **Motivation, Recognition & Engagement**

Volunteers are aware that they can make a difference in the life of a child when working with SDYS. Many volunteers are motivated to become involved in their communities, while others are obtaining experience for future goals and school requirements. SDYS considers volunteers [unpaid] staff, which gives them the opportunity to attend all staff trainings, workshops and events. Volunteers are invited and encouraged to participate in agency events and are acknowledged on their birthdays.

We continue our ongoing recognition program to recognize volunteers and interns every six months with certificates of appreciation. This is the fifth year that we have included volunteers at our annual staff appreciation event. This year's theme was Disney and it was an eventful day with engaging team building activities and opportunities, delicious food and plenty of relaxation and self-care time! Our vendors for the event were San Diego Humane Society, LoDo Massage, Local Kebab, La Taquiza Catering, Cucina Caprese and Perky Beans Coffee. Volunteers and donors for the event were from The StrongHold Club, Ben & Jerry's, Sweet Looks Cakes and Forever Productions Photography. SDYS also showed its appreciation to volunteers with gifts such as t-shirts, gift cards and insulated SDYS water bottles.

We continue to engage volunteers in the SDYS community with the monthly Volunteer and staff publication "Bits & Bytes," which highlights events and happenings around the agency, spotlights volunteers and staff and provides information on trainings and opportunities, meet up groups and self-care tips and other topics of interest.

## **GROWS Program**

This past year the Office of Statewide Health Planning and Development (OSHPD) expanded its support of SDYS GROWS (Greater Recruitment and Outreach for Workforces Success) program. In line with OSHPD Public Mental/Behavioral Health Pipeline program to introduce individuals to and prepare them for employment in the Public Mental Health System, GROWS served not only SDYS staff, volunteers and interns, but also our community members including those exploring their career options, high school seniors and college students. Within the last two years, hundreds of GROWS participants were connected across our SDYS programs and partner agencies for educational and growth opportunities, such as experiential placements, training, career shadowing and mentoring. GROWS program assisted with over \$16,000 worth of educational expenses, removing some financial barriers frequently faced by students in pursuing their degrees. Our GROWS team provided outreach to more than 170 educational institutions, community organizations and were present at numerous career and educational community events across San Diego county. The GROWS program provided not only a foundation of career exploration for many, but also supported those interested in advancing and furthering their career and education in the public mental/behavioral health field. Though funding ended June 30, 2019, the Volunteer Engagement team will still connect SDYS staff and volunteers with resources to continue exploration and learning opportunities about the public mental and behavioral health field and San Diego Youth Services.

## **Trainings/ Program Meetings Facilitated**

We continue to provide annual Volunteer Engagement meetings with program managers and program specific volunteer/intern coordinators, as well as ongoing training to ensure that the needs of volunteers and managers are met. Through individual volunteer needs assessments with program managers and follow up at annual meetings, we have been able to get feedback on the current volunteer processes, how volunteers are doing, areas to improve in and how we can better support the staff to work with and engage volunteers so that they are effective and efficient in the work that they are doing for the programs. This year, thanks to the wider recruitment of GROWS, Volunteer Engagement has received an increase in interest from volunteers, so our department has been working diligently with each program in creating new volunteer positions to benefit the increase in participants as well as our growing agency!

## **Networks, Initiatives & Partnerships**

This year the agency continued membership and participation in the Volunteer Administrator's Network (VAN), which provides the Volunteer Engagement team with professional development through trainings, roundtable discussions and networking.

In 2014, San Diego Youth Services was part of a California Volunteer initiative called California Volunteers Service Enterprise Initiative (CVSEI). We were a part of the first Service Enterprise Initiative (SEI) cohort in San Diego. We received Service Enterprise Certification in January 2015. “An agency that is certified as a Service Enterprise is an organization that leverages volunteers and their skills to successfully deliver on the social mission of the organization. These high-performing organizations have deeply integrated volunteers into their strategic plan and organizational infrastructure, thereby allowing them to reduce costs, and increase efficiency and effectiveness in providing services to fulfill their mission. As a result, volunteers change the core economics of the organization for the better!” We are in the process of recertification for the following years to come.

During the 2018-19 year, we were honored to have a Jesuit Volunteer work within our Resource Family Agency as the Family Support Counselor. SDYS has hosted at least one Jesuit Volunteer, more often two and occasionally three, every year since 1993.

Through our GROWS Program, we have partnered with NAMI to plan a resource fair in collaboration with their 5<sup>th</sup> Annual mental health wellness celebration event. The celebration evening was filled with fun and engaging activities, great food, giveaways and many community resources. The event was followed by positive feedback from those who attended the resource fair and are interested in volunteering or learning more about our volunteer and employment opportunities.

### **Volunteer Engagement Team**

SDYS Volunteer Engagement is staffed by a Volunteer Engagement Lead and a Volunteer Coordinator and Recruitment Specialist. We also received support from two volunteer engagement volunteers throughout this past year. The Volunteer Engagement team oversees all volunteer related activities and supports the HR department, QM Department, Marketing Department and others as needed.

## 2018-19 Volunteer Services Statistical Highlights

- 7,046 webpage views for more information about our volunteer program
- 160 prospective volunteers attended orientation
- 104 new volunteers cleared to serve
- 174 individual volunteers served the agency
- 19 out of 105 new hires in the agency were former volunteers
- Average of 79 individual volunteers per month
- Average of 57 group/one-time volunteers per month
- An average of 2,292 volunteer hours completed per month
- 26,503.30 volunteer hours completed this fiscal year, valued at \$793,773.80
- 146 volunteers have been with the agency for more than the six-month minimum commitment
- 8 volunteers have been with us for more than three years

<b>Program</b>	<b>Number of Individual Volunteers</b>
Administration/HR/Fiscal/QM/IT/Board	21
Adoptions	24
Breaking Cycles/BridgeWays	3
CAT/Camp Mariposa & Avondale	7
Counseling Cove	3
ECBHC	1
ECCC	18
Family Resource Center	4
Foster Care - RFA	12
Our Safe Place	8
STARS & I CARE	25
Youth Emergency Shelter Night Shelter	14
Youth Emergency Shelter Drop-In-Center	14
TAY Academy	13
Take Wing & THP/+	5
TPP	2
<b>Agency Total</b>	<b>174</b>



<b>Referral Source</b>	<b>Number of Volunteers</b>
University/School	62
Not Available	7
Online	26
Friend or Family Referral	16
Other Agency	22
Former SP or Staff	9
SDYS Employee	26
Faith Based	1
Walk-By	5
<b>Total</b>	<b>174</b>

<b>Ethnicity</b>	<b>Number of Volunteers</b>
Asian/Pacific Islander	30
Black/African-American	9
Caucasian/White	60
Hispanic/Latino	44
Middle Eastern	5
Mixed	13
Not Available	15
<b>Total</b>	<b>174</b>

<b>Length of Service</b>	<b>Number of Volunteers</b>
1-6 Months	28
7-12 Months	73
1-2 Years	65
3-5 Years	7
6+ Years	1
<b>Total</b>	<b>174</b>





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**YOUTH SERVICES**

**Building futures for 50 years**