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San Diego Youth Services
Agency Overview
2013-2014

Total Agency Budget: $15,529,518.00
Number of Service Partners/Parents served: 20,096

Agency wide demographics breakdown

**Gender:**

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<td>9,560 (48%)</td>
<td>10,100 (50%)</td>
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**Age:**

|       | 0 to 7 1,852 (9%) | 8 to 11 2,074 (10%) | 12 to 14 7,158 (36%) | 15 to 17 6,569 (33%) | 18 to 21 1,221 (6%) | 22 to 24+ 1,222 (6%) |

**Ethnicity:**

|                | African American 2,082 (10%) | Caucasian 4,792 (24%) | Hispanic 7,511 (37%) | Asian/Pacific Islander 144 (<1%) | Native American 46 (<1%) | Middle Eastern 65 (<1%) | Mixed Race/Other 2,155 (11%) | Bi-Racial 3,301 (16%) |
End Homelessness

Total Budget: $4,194,391
Total Youth/Families Served: 1,494
Independent Living Skills (ILS) Program

Total Budget: $161,948
Served: 106 Service Partners

ILS Program work with foster youth ages 17-21. The ILS Program helps ensure that upon exiting foster care system, after services are available until his/her 21st birthday. Such services include: employment, educational, and housing assistance, scholarships, Medic-Cal, household item, 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 15 out of the 20 objectives in FY 2013-2014 including the following:

- 80% (56 out of 70) youth receiving services, 19 years and older, received a high school, diploma, Certificate of High School Completion or a GED.
- 87% (97 out of 111) aftercare and Non Minor Dependent youth have achieved full time productivity.
- 92% (44 out of 48) aftercare and Non-Minor Dependents youth have achieved stable housing for six months.
- 67% (37 out of 55) aftercare and Non-Minor Dependents youth have achieved stable income for twelve months.
- 92% (98 out of 106) aftercare youth have identified and established a relationship with a supportive adult.
- 95% (101 out of 106) aftercare youth were able to independently access needed heath, dental, and mental health care.
- 95% (101 out of 106) 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.
- 100% (26 out of 26) Non-County Dependents and Wards who need information about education beyond high school have been provided with assistance.
- 85% (51 out of 60) aftercare youth received direct face-to-face services this quarter.
- 85% (70 out of 82) Non-County dependents and non-minor dependents received direct face-to-face services this quarter.
- 84% (32 out of 38) wards and non-county dependents youth received direct face to face services this quarter.
### Gender

- Male: 53
- Female: 53

### Age Range

- 15 to 17: 54
- 18 to 21: 52

### Ethnicity

- African American: 38
- Caucasian: 46
- Hispanic: 7
- Other/Multi Racial: 15
Partners Program
Total Budget: $357,000
Total Served: 74 Service Partners

Under the Mental Health Services Act (MHSA), Partners Program was a Full Service Partnership Program. As such, staff comprehensively addressed client and family needs and “did whatever it took” to meet those needs. Typically, FSPs helped the parent/caregiver understand the needs of the family, assisted the family in building a support network, attended and supported the parent/caregiver in meetings with providers and assisted the family in identifying potential crises and in developing crisis plans. Typically, the YSP attempted to involve youth in positive activities that build self-esteem and to help youth advocate for their own needs within different systems. Services were provided throughout San Diego County and were provided in both home and clinic settings, whichever was preferred by the family. Services were coordinated with the referring/treating clinician. The program closed as of 6/30/14.

- 100% (24 of 24) of youth and families who completed a client satisfaction survey were able to identify at least two means by which the Partners Program improved their ability to benefit from mental health services.
- 100% (24 of 24) gave a rating of 3.5 or better (on a scale of 1-5) on the client satisfaction survey.
- 100% (74 of 74) clients referred to the Partners Program were referred to an appropriate service provider for additional services (substance abuse, domestic violence issues, transitional service needs, and referral to a primary care doctor).

### Gender

- Male: 38
- Female: 36

### Age Range

- 0 to 7: 16
- 8 to 11: 3
- 12 to 14: 4
- 15 to 17: 18
- 18 to 21: 33
Ethnicity

- African American: 10
- Caucasian: 1
- Hispanic: 44
- Biracial: 9
- Other/Multi Racial: 10
Transitional Housing Program (THP)
Total Budget: $945,488
Served: 48 Service Partners

THP is comprised of two programs: THP-Plus and THP+FC. THP-Plus provides affordable housing and comprehensive supportive services to emancipated foster youth. Youth are allowed up to 24 cumulative months of services, must be between the ages of 18-24, and may be single or parenting. THP+FC provides affordable housing and comprehensive supportive services to foster youth who are considered Non-Minor Dependents (between the ages of 18 and 21). THP offers studio, 1 and 2 bedroom apartments, including SDYS owned property at 35th Street in City Heights, Jean’s Place downtown, and Johnson Avenue in El Cajon, as well as additional leased remote site apartments. Each youth is provided services in an effort 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-hours crisis support, incentive programs, supportive in-home counseling, individual savings account and more.

- 100% of youth who were enrolled in an educational or vocational training program completed a term and earned credit for at least 80% of the course load in which they had enrolled.
- 86% of youth were able to independently access needed medical, dental, and mental health care.
- 82% of youth who completed their first 3 months of residence in the program began making timely rental payments according to the schedule outlined in the rental/lease agreement.
- 93% of youth in the program maintained stable housing.
- 95% youth who completed the program established a permanent relationship with a safe and supportive adult.

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**Take Wing:**
Total Budget: $483,424
Total Served: 82 Service Partners, including 33 served by our TYH 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 The Y). Staff provides the following services: case management and goal setting, independent living skills training, counseling, 24-hour crisis support, monthly community meetings, Youth Advisory Board activities, and recreational outings.

- 94% of former foster/probation youth were able to independently access needed medical, dental, and mental health care.
- 91% of former foster/probation youth in the program maintained stable housing.
- 83% of former foster/probation youth who completed the program established a permanent relationship with a safe and supportive adult.
- 63% of all youth left for a permanent destination.

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TAY Academy
Total Budget: $1,812,706
Served 1,030 Service Partners through all partner agencies

The TAY Academies provide safe, inclusive, youth-led drop in resource centers at four regionally based locations throughout San Diego County. Each center offers skill-development workshops, classes and support groups, leadership and youth development activities, stabilization housing, fun, psycho-educational groups and coaching to participants, ages 14-25. TAY Academy is dedicated to serving at-risk youth in a manner which is knowledgeable of, and sensitive to, the trauma occurring in their lives. Youth of all ethnicities, interest groups and cultural backgrounds are welcome at each center. San Diego Youth Services collaborates with YMCA and South Bay Community Services to provide four locations for TAY Academy: All sites are open Tuesday through Saturday from 11:00 a.m. to 7:00 p.m. San Diego Youth Services also partners with Harmonium and their Epicentre's Eco-Eventerprise program to help youth who wish to eventually develop their own businesses.

- More than 1,400 psycho-educational groups and activities offered.
- 37 youth provided temporary stabilization housing, and supported another 122 youth to obtain housing other than stabilization housing.
- 144 youth have received Trauma-Informed Connections Coaching.
- Over 120 youth have participated in Leadership Development.
- Over 130 youth were employed with assistance and/or support.

![Gender and Age Range Analysis](chart.png)
Ethnicity

- African American: 175
- Caucasian: 82
- Hispanic: 237
- Biracial: 155
- Other/Multi Racial: 381
Youth Emergency Shelter:
Total Budget: $433,825
Total Unduplicated sheltered: 154 Service Partners
Outreach contacts: 1570 (SDYS only)

Staff provides 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 shares the responsibility of answering the hotline, a 24-hour phone service that provides crisis counseling and referrals to youth and their families.

- Provide Outreach Services to 1500 clients
  - 1570 clients were provided with outreach services, exceeding the objective with 105%.
- Provide food for 175 clients
  - Provided food to 154 clients, meeting 88% of the objective
- Provide shelter to 175 clients
  - 154 clients were provided shelter, meeting 88% of the objective
- Provide in-person counseling to 60 clients
  - 154 clients were provided counseling, exceeding the objective with 241%
- Provide long term stabilization housing to 125 clients
  - 137 clients were provided long term stabilization, exceeding the objective with 110%

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Prevent Delinquency and School Failure

Total Budget: $4,002,148.00
Total Youth/Families Served: 5,341
Community Assessment Team
Total Budget: $808,307
Served: 464 Service Partners

The goal of the CAT program 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 5-18 and utilizes a strengths-based, brief case management model that includes home visiting, group intervention services, and connection to individual and family counseling. 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. This past year SDYS was rewarded the CAT contract with up to six (6) options years not to exceed June 30, 2021.

CAT met or exceeded all seven objectives this past year including:

- 1,030 families received initial screening assessment (128% of contract goal),
- 435 families received prevention or intervention services,
- Of the youth who exited the program, 320 youth successfully completed their goals (113% of contract goal),
- 646 youth did not enter or re-enter into Juvenile Justice System (160% of contract goal)
- 346 youth and/or parents completed customer satisfaction questionnaires (122% of contract goal).
- 147 youth participated in psycho-educational groups on school campuses.

**Gender**

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**Age Range**

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<td>139</td>
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<tr>
<td>18 to 21</td>
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Cool Bed

Total Budget: Included in Juvenile Diversion Program
Served: 15 Service Partners

As part of the Diversion Program, Cool Bed serves youth 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 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.

- 15 youth were given temporary shelter in the Cool Bed program.
- 100% (15/15) Successful Case Closures.
Family Resource Center, El Cajon Valley High School  
Total Budget: $154,000  
Served: 333 Service Partners

Family Resource Center (FRC) provides family and youth resources and case management to students attending El Cajon Valley High School. The FRC Case Managers connected 30% students/families with a Certified Application Assistant to apply for Medi-Cal or Healthy Families Insurance. This past year FRC was able to include new group topics on campus, such as, Reducing the Risk (RTR) group, Acculturation group, and caregiver coffee talk topic such as “Talking to your children about Mental Health and suicide” and “Talking to your children about relationship violence and commercial sexual exploitation”.

FRC created internal goals all of which were exceeded in 2013-2014:

- 63% (109 of 173) of case managed youth were connected to mental health treatment (38% to SDYS East County Behavioral Health Clinic, the school's EPSDT provider, and 25% to SDYS FRC Marriage and Family Therapist Trainees).
- 20% (333 of 1,668) of the entire El Cajon Valley High School student body was served by the FRC in some capacity (case managed, crisis intervention, and/or attended facilitated groups).
- 9% (17 of 173) of youth case managed identified as refugee status.
- Of the 68 case managed cases that closed, 92% had successful service plan outcomes.
- Out of the 182 youth referred, 173 new adolescents received case management services for fiscal year 2013-2014. In addition, there were 54 youth rolled over from FY 12/13 for grand total of 227 youth case managed in fiscal year 2013-2014.

### Gender Distribution

- Male: 179
- Female: 154

### Age Range Distribution

- 12 to 14: 23
- 15 to 17: 57
- 18 to 21: 253
Juvenile Diversion Program:
Total Budget: $373,588
Served: 661 Service Partners

By building an individualized and supportive family service plan, Juvenile Diversion program helps youth stay on track and prevent entry or re-entry into the juvenile justice system. Specifically, the Sheriff Department, SARB and San Diego Police Department’s partnership of this program achieves the goal of reducing crime, preventing delinquency, and enhancing safety and health for youth and families. We also collaborate with the Sheriff Stations and San Diego Departments on their curfew, truancy and social-host home sweeps through-out the year. We provide opportunities for the youth to complete their community service, anti-theft class, substance abuse prevention class, juvenile law class, and write a 400-600 word essay in which the youth recount the consequences of their actions.

Juvenile Diversion Program has met or exceeded all four outcomes for the East region in 2013-2014:

- 506 youth served in Juvenile Diversion East Program (100% of outcome to serve 506 youth)
- 94% (455/482) of the youth who discharged completed their treatment plan successfully.
- 99% (480/482) of youth who discharged showed an increase in resiliency assessment score at case closure.
- 99% (480/482) of the youth who discharged were Non-entry/Re-entry for criminal offenses at case closure.

Juvenile Diversion Program has met or exceeded three out of four outcomes for the Central region in 2013-2014:

- 155 youth served in Juvenile Diversion Central Program (76% of outcome to serve 203 youth)
- 99% (139/140) of the youth who discharged completed their treatment plan successfully.
- 100% (141/140) of youth that discharged showed an increase in resiliency assessment score at case closure.
- 99% (139/140) of the youth discharged were Non-entry/Re-entry for criminal offenses at case closure.
Prevention and Early Intervention:
Total Budget: $1,130,000
Served: 468 Service Partners (provided services to 2,612 participants)

The Prevention and Early Intervention program provides school-based mental health services to children and families at Avondale, Bancroft and La Mesa Dale Elementary Schools, which include students from preschool through 6th grade. PEI utilizes the Incredible Years and BEST Behavior evidence-based models to prevent the onset of serious behavioral or mental disorders, and to provide early intervention groups to children who continue to struggle despite an improvement in their school environment. These children and their families were served within the following two service components, School-based Services and Family/Community Services. This year, the program was honored in receiving an award from the San Diego County Children’s System of Care Counsel for demonstrating the foundational principles within the system.

- **SOW 3.5.2**: 1500 children shall be served with BEST positive behavioral support universal prevention activity at the schools.
  - Served 1,853 children, exceeding the objective with **124%**

- **SOW 3.5.3**: 900 children shall be provided with Incredible Years Child Training classroom curriculum as the universal mental health social emotional evidence based prevention activity for all preschool through third graders.
  - Served 1,090 children, exceeding the objective with **121%**

- **SOW 3.5.4**: 270 children shall be enrolled in Incredible Years Child Training small group.
  - Served 292 children, exceeding the objective with **108%**

- **SOW 3.2.3.1**: 600 shall be screened for prevention/early intervention from the participating elementary schools.
  - Screened 759 families, exceeding the objective with **127%**

- **SOW 3.2.3.2**: 240 families shall receive some prevention/early intervention activity.
  - Served 738 families, exceeding the objective with **308%**
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<tr>
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<td>22 to 24+</td>
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</tbody>
</table>

| Ethnicity | |  |
|-----------|---|---|---|---|---|---|---|---|
| African American | 26 | 14 | 26 | 274 | 261 |
| Caucasian     | 209 | | | | |
| Hispanic      | | | | | |
| Asian/Pac Islander | | | | | |
| Biracial      | | | | | |
| Native American | | | | | |
| Other/Multi Racial | | | | | |

San Diego Youth Services Outcomes Report 2013-2014

Page 26
Teen Pregnancy Prevention/CAT+ Program

Total Budget: $1,536,253.85
Total Served through all partner agencies: 3,239
SDYS Total Budget: $482,428.40
Total Served by SDYS: 1,256 Service Partners

Working as the lead agency and in collaboration with four partner agencies (SBCS, SAY, MHS, NCLL) and our evaluator SANDAG, the goals of the Teen Pregnancy Prevention Program/CAT+ are to reduce the incidents of teen pregnancy and STIs among high risk populations throughout San Diego County and specifically within communities that are identified “hot spots” for teen pregnancy, by providing Reducing the Risk (RTR), an evidence-based group curriculum and to conduct a replication study of Reducing the Risk to further the knowledge of the effectiveness of RTR with high-risk youth populations.

This evidence-based comprehensive sexual health curriculum provides accurate and up-to-date information about all forms of birth control and STI/HIV prevention, as well as teaches skill-building around decision-making (delay tactics, refusal skills) to better equip the youth to be empowered in their own sexual health and make healthy and safe decisions moving forward.

The TPP/CAT+ Collaborative reached a huge milestone this year, by successfully completing enrollment for the Teen Pregnancy Prevention Replication Study (funded by the US Department of Health and Human Services). “This study will enable the US Department of Health and Human Services to rigorously analyze the impact of RTR on the lives of its young participants, and will also help funders determine how to allocate funds more effectively. Finally, the study will help service providers nation-wide better understand how to select and implement effective programs to help teens make better decisions and take control of their health and future well-being” as noted in our official letter from the Director of the Office of Adolescent Health.

Another milestone achieved this year was that the TPP/CAT+ program (SDYS Program Manager along with our lead evaluator from SANDAG) was selected to present on some of the initial baseline data and evaluation design at a Regional conference, the Sexual Health Summit in Los Angeles in February 2014.

The TPP/CAT+ program is on target to meet and/or exceed each of its three goals by the end of August 2014 (TPP Federal fiscal year is Sept 2013 – Aug 2014). The numbers below are from our 6-month progress report, reporting on progress made from Sept 2013 – Feb 2014.
• The collaborative will not have long-term data from the evaluation and its direct impact on teen pregnancy prevention rates in San Diego County until the conclusion of the evaluator’s study in 2016. However, we have heard through reports from the County that teen pregnancy rates in San Diego have declined for several years in a row.

• In the first 6-months of our fiscal year, the TPP/CAT+ Collaborative served 1,981 youth and is 92% (1,981 youth out of 2,160) towards reaching their annual goal of serving 2,160 youth ages 13-18 who are enrolled in San Diego schools or are participating in community-based programs serving high-risk youth in Year 4 of the grant.
  o The Collaborative is on target to meeting it’s attendance goal of 75% of youth attending at least 75% or more of the program in the first 6 months
    ▪ For all the RTR groups provided from Sept 2013 – Feb 2014, 64% of youth (1,268 youth out of 1,981) attended at least 75% of the sessions (at least 12 or more of the 16 sessions).
  o The Collaborative facilitated 22 community groups and 65 school groups from Sept 2013 – Aug 2014.
  o The Collaborative met and exceeded its goal of delivering Reducing the Risk with fidelity by exceeding its goal of observing 10% of all groups; 12% of all groups were observed in this 6-month reporting period, with an average fidelity rate of 97%.

• As noted above, the Collaborative achieved a huge milestone this year towards goal #3 by successfully completing recruitment into the federal evaluation, a year ahead of schedule.

• SDYS exceeded its goal of serving 980 youth in Year 4 as it has already served 1,256 youth (federal contract fiscal year ends Aug 2014).
Break the Cycle of Child Abuse and Neglect

Total Budget: $4,126,387.00

Total Youth/Families Served: 3,349
Adoptions:
Total Budget: $434,548
Served: 3,192 Service Partners/Families

This federally mandated county funded contract supports a program manager, two family advocate coordinators, two clinicians, five group assistants, and an administrative assistant. San Diego Youth Services has been the sole contractor for 15 years providing pre and post-adoption services to families with special needs children throughout San Diego County.

Services include:

- 1,908 children and 1,284 parents served.
- 54 support groups for parents facilitated by clinicians throughout the county while family advocate coordinators run social skills sessions for youth.
- 95-100 Friday movie nights and Saturday outings provided opportunities for youth to develop social skills and self-esteem while parents receive respite time.
- 98 unique families receive therapy in our clinic as well as in the home. Of those, parents received clinical services 1,351 times and children received clinical services 1,285 times. Our clinical work is trauma informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings.
- 3,192 Service Partners/Families have access to referrals and resources, in-home parenting and support offered by the Family Advocate Coordinators may also attend school meetings with parents.
- 12-20 volunteers tutor 30-60 youth who may be having difficulty in school.
- 200-250 parents and youth participate in twice annual adoptive family events.
- 80-100 participants attend twice annual professional workshops focusing on attachment and special needs adoption. Participants include community clinicians, child welfare workers, adoption providers, and foster/adoptive parents.
- 1,083 hours of respite funding was 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 helps to build a sense of community and distributes adoption specific information to 627 families by email.
**Bridge:**
Total Budget: $730,460
MHSA Budget shared with Bridgman Group Home: $147,840
Served: 23 Service Partners

The Bridge has a foster care contract and a mental health contract which support a program manager, case manager, clinician, residential coordinator, 8 full time and 15 on-call staff. The nine bed CCL level 12 group home was licensed in 1993 to serve youth 12 to 17 years old. The youth are placed by San Diego County Child Welfare Services and Probation Department. The Bridge is also a free standing EPSDT clinic. Youth receive intensive supervision, case management, therapy, medication management, education support, and independent living skills training.

- Bridge served 23 youth.
- 67% (6 of 9) of youth successfully transitioned to the home of a relative, foster family, or transitional living program.
- 95% (22 of 23) of the youth have participated in weekly extracurricular activities.

### Gender
- Male: 12
- Female: 11

### Age Range
- 23 youth: 12 to 18

### Ethnicity
- African American: 11
- Caucasian: 7
- Hispanic: 4
- Native American: 1
Bridgman Group Home:
Total Budget: $535,519
MHSA Budget shared with Bridge Group Home: $147,840
Served: 9 Service Partners

The Bridgman home is supported by a foster care contract, a mental health contract, a contract with Ventura County, and a contract with the State of Hawaii. These contracts support a program manager, clinician, outreach worker, four full time and three part time staff. The five bed CCL level 12 group home was licensed in 2008 to serve deaf and hard of hearing youth 12 to 17 years old. Bridgman is also a free standing EPSDT clinic. Youth receive intensive supervision, case management, therapy, medication management, education support, and independent living skills training.

- 9 youth served, 4 still enrolled in program.
- 60% (3 of 5) of youth returned to family.

**Gender**
- Male: 5
- Female: 4

**Age Range**
- 12 to 18: 9

**Ethnicity**
- African American: 4
- Caucasian: 3
- Hispanic: 2
Foster Family Agency:
Total Budget: $1,711,020
Served: 39 Service Partners

This program is supported by contracts for Foster Family Agency, Intensive Treatment Foster Care, and Multidimensional Treatment Foster Care placement and an EPSDT mental health contract for MTFC. The contracts supported two program managers, five case managers, a family therapist, a skills trainer, five family support counselors, and a training and certification specialist.

• **Foster Care**

  - 39 youth served.
  - 100% of the youth were free of incidents of abuse and neglect.
  - 100% were having visits with their siblings.
  - 96% of youth attended school without any unexcused absences.
  - 76% are participating in extracurricular or community activities on a weekly basis.

• **Foster Parent Recruitment**

  - 9 new families were certified.
  - 4 new families have started their application process.
  - 85% (35 of 41) of Foster Parents were retained.

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<tr>
<td></td>
<td></td>
<td>18 to 21</td>
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</tbody>
</table>

Male | Female | 0 to 7 | 12 to 14 | 15 to 17 | 18 to 21
Ethnicity

- African American: 20
- Caucasian: 10
- Hispanic: 7
- Asian/Pac Islander: 1
Promote Mental Health and Addiction Recovery

Total Budget: $3,206,592
Total Youth/Families Served: 9,912
Breaking Cycles:
Total Budget: $656,314
Served: 662 Service Partners

Breaking Cycles is a multi-agency, county wide project administered by the County of San Diego Probation Department. The program is designed to prevent juvenile delinquency. By focusing program efforts through a system of graduated sanctions on at-risk youth and their families, Breaking Cycles is improving the juvenile justice system and community response to juvenile offenders. SDYS is the lead agency providing the alcohol and drug treatment component of the Breaking Cycles project. This past year SDYS was rewarded the Breaking Cycles contract with up to four (4) options years not to exceed June 30, 2018.

Breaking Cycles has exceeded all three outcomes in 2013/2014 including:

- 84% (420 of 498) of youth who exited successfully completed goals and strategies outlined in their individual intervention and recovery plans at time of discharge. Minimum required 80%. Exceeded goal by 4%.
- 88% (440 of 498) of youth were alcohol and drug free at time of discharge. Minimum required 80%. Exceeded goal by 8%.
- 91% (457 of 498) of youth did not have any new criminal activity that resulted in a conviction while participating in the program. Minimum required 85%. Exceeded goal by 6%.
- Out of the 569 youth referred, 498 new adolescents were served for fiscal 2013-2014. In addition, there were 164 youth rolled over from FY 12/13 for grand total of 662 youth served.

Gender

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Age Range

- 12 to 14: 7
- 15 to 17: 6
- 18 to 21: 649
Ethnicity

- African American
- Caucasian
- Hispanic
- Other/Multi Racial

- 450
- 79
- 106
- 27
**Camp Mariposa**
Total Budget: $70,000
$60,000 received from Moyer Foundation
$10,000 received from Sempra Energy Grant
Served: 49 Service Partners

The Camp Mariposa program is a new program and is a partnership between The Moyer Foundation and San Diego Youth Services. The grant was received in July 2013 and the first Camp was help in August 2013, in which 24 youth participated. The program offers six camps per year. Camp Mariposa is a free, three-day weekend camp for youth ages 9-12 that have been impacted by the substance abuse and addiction of a loved one. Youth are referred by schools, community partners, other SDYS programs, and self-referrals.

Some highlights of this program in its first fiscal year are:

- 82% of the campers attended 3 or more times
- About 40% of the campers are receiving services through other SDYS programs (such as Foster Care, Community Assessment Team, East County Behavioral Health Clinic, and Prevention & Early Intervention (PEI) Program).
- In a Collaborative effort with SDYS HERE Now Program and The Moyer Foundation, all 28 campers received the Signs of Suicide curriculum and were assessed for symptoms of depression, suicidal thoughts and self-injurious behaviors.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age Range</th>
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<tbody>
<tr>
<td><img src="chart_gender.png" alt="Gender Chart" /></td>
<td><img src="chart_age_range.png" alt="Age Range Chart" /></td>
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</tbody>
</table>
Ethnicity

- African American
- Caucasian
- Hispanic
- Other/Multi Racial
Counseling Cove
Total Budget: $845,853
Served: 275 Service Partners
Outreach contacts: 1,903

Services are provided throughout San Diego County and are strength-based, focusing on resilience and recovery. Under the Mental Health Services Act (MHSA), Counseling Cove is a Full Service Partnership (FSP) Program. As such, staff comprehensively addresses client and family needs and “does 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 Rehab Outreach 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 (CCISC) Model for persons with co-occurring disorders and the Eye Movement Desensitization and Reprocessing (EMDR) Model for persons with Acute Stress Disorder and Post-traumatic Stress Disorder.

- 201 clients served, out of which 120 discharged from program.
- 91% (109 of 120) of clients had a stable living arrangement at time of discharge.
- 100% (120 of 120) of clients demonstrated improvement in street safety behaviors at discharge.
- 99% (119 of 120) of clients demonstrated reduced criminal activity at time of discharge.
- 83% (99 of 120) of clients will be enrolled in an academic or employment program at time of discharge.
- In addition, the team makes approximately 159 outreach contacts per month.

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</table>

San Diego Youth Services Outcomes Report 2013-2014
Ethnicity

- African American
- Caucasian
- Hispanic
- Asian/Pacific Islander
- Biracial
- Native American
- Other/Multi Racial

Numbers: 102, 47, 40, 74, 4, 4
Critical Voices
Total Budget: $75,000
Total Served: 16 Service Partners

SDYS subcontracts with SAY San Diego to organize and lead a group of 14-25 year old Lesbian, Gay, Bisexual, Transgender, Questioning, and Intersex youth in community education on alcohol and other drugs in the Central Region neighborhoods of North Park, South Park, Golden Hill, and Hillcrest. Critical Voices employs a community organizer and two community members to hold weekly workgroup meetings, make one community presentation, and one media event per year. The collective goal is to reduce LGBTQ youth substance abuse, bullying, suicide, depression, and the overall oppression that our community is faced with every day. Over 200 youth were served this fiscal year.

Staff was accompanied by one of the Critical Voice members to the monthly Hillcrest Town Council meeting when Council President Todd Gloria was there to speak about issues in the Hillcrest community. We brought up the issue of the oversaturation of bars in the community and how it relates to crimes that are committed. We handed out a sheet that had all of the numbers. Many community members came up to us after the meeting telling us that they were glad we brought the issue up.

![Gender and Age Range Charts]
Ethnicity

- African American
- Caucasian
- Hispanic

Counts:
- African American: 4
- Caucasian: 7
- Hispanic: 5
East County Behavioral Health Clinic:
Total Budget: $859,425
Served: 248 Service Partners

East County Behavioral Health Clinic is an outpatient mental health clinic targeting youth in select K-8, middle, and high schools. ECBHC is funded through Medi-Cal EPSDT and MHSA dollars. ECBHC provides an array of mental health services including psychotherapy, psychiatry, 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. Services are either provided in the El Cajon clinic, at the school, or at the service provider’s home.

With the addition of a volunteer published author, ECBHC was able to start a writing group titled “Healing Pens” which aims to teach youth how to utilize creativity as a coping skill. Healing Pens aims to find the youth voice in creative expression. ECBHC also underwent a theoretical change this fiscal year to Solution Focused Brief Therapy. The theoretical change has been beneficial in carrying forward the SDYS vision of providing trauma informed care. ECBHC is working toward creating a wall of Solution Focused Power Hands created by youth identifying positive attributes about themselves. To further the TIC vision, ECBHC got a makeover! The waiting room and common clinic area were redecorated to provide a more youth friendly, warm and inviting environment. The impact has been seen in the way youth are thrilled to walk through the doors and into the clinic.

ECBHC met or exceeded six of eight outcomes for School Based/MHSA in 2013-2014 including:

**EPSDT/MHSA contract:**

- 75% of discharged clients (78 of 104) whose episode lasted 2 months or longer had a P-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.
- 77% of discharged clients (62 of 81) whose episode lasted 2 months or longer had a Y-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.
- 93% (142 of 153) of discharged youth whose episode lasted 3 weeks or longer, the CFARS score was at least one level lower (improvement) at Discharge than at intake in at least one index area. Minimum requirement was 80%.
• 99% of clients (151 of 153) whose episode lasted 3 weeks or longer, the discharge summary reflected no increased impairment resulting from substance use, as measured by the domain rating for substance use. Minimum requirement was 80%.

• 95% of clients (227 of 238) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode. Minimum requirement was 90%.

• At Discharge, 80% of clients (104 of 130) whose episode lasted 2 months or longer had child CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.

• At Discharge, 80% of clients (81 of 101) whose episode lasted 2 months or longer, had parent CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.

• At discharge, 100% of clients whose episode lasted 3 weeks or longer, had CFARS data available for both intake and Discharge. Requirement was 100%.

ECBHC met or exceeded nine of twelve outcomes for CAT-YAR in 2013-2014 including:

**CAT contract:**

• 79% of discharged clients (69 of 87) whose episode lasted 2 months or longer had a P-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.

• 78% of discharged clients (53 of 68) whose episode lasted 2 months or longer had a Y-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.

• 93% (127 of 136) of discharged youth whose episode lasted 3 weeks or longer, the CFARS score was at least one level lower (improvement) at Discharge than at intake in at least one index area. Minimum requirement was 80%.

• 99% (134 of 136) of clients whose episode lasted 3 weeks or longer, the discharge summary reflected no increased impairment resulting from substance use, as measured by the domain rating for substance use. Minimum requirement was 80%.

• 91% (116 of 128) of clients avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode. Minimum requirement was 90%.

• At Discharge, 83% (87 of 105) of clients whose episode lasted 2 months or longer had parent CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.

• At Discharge, 78% (68 of 87) of clients whose episode lasted 2 months or longer had youth CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.

• At discharge, 100% (136 of 136) of clients whose episode lasted 3 weeks or longer, had CFARS data available for both intake and Discharge. Requirement was 100%.

• 74% (105 of 141) of all clients received ongoing face to face family therapy. Minimum requirement was 65%.

• 90% (115 of 128) of clients were not arrested or suspended from school during treatment duration. Minimum requirement 80%.

• Program received a favorable rating of 97% of completed community partner satisfaction surveys. Requirement was 95%.
• 100% of clinical staff received a minimum of 16 hours of SFBT training in order to increase clinical competency and fidelity to the SFBT model.

• Across all contracts, of the 482 youth referred, 248 new adolescents were served for fiscal year 2013-2014. In addition, there were 105 youth rolled over from FY 12/13 for a grand total of 353 youth served.

Gender

![Gender Pie Chart]

Age Range

![Age Range Pie Chart]

Ethnicity

![Ethnicity Pie Chart]
Here Now:
Total Budget: $700,000
Served: 8,662 Service Partners

The San Diego Youth Services (SDYS) School Based Suicide Prevention and Early Intervention (Here Now) Program is a new program of San Diego Youth Services, funded by the County of San Diego. SDYS was awarded the grant in August 2013 for two years with one option year to be completed by August 2016. The Here Now Program is available at 41 East County Schools to all 7th-12th grade students. Services include classroom presentations using the Signs of Suicide curriculum, individual assessment of students, parent education and school staff trainings. This year the Here Now team presented the Signs of Suicide curriculum 237 times to youth, parents, and schools staff.

Here Now Program has met 4 out of 5 objectives and is on track to complete all 5 objectives at the end of the third contract year.

- Objective 1- Implement the Here Now Project to all middle through high school students in the East County region:
  o Implemented at 63% of contracted districts (5 out of 8 School Districts)
  o Implemented at 59% of contracted schools (24 out of 41 schools campuses)
- Objective 2- Provide outreach and school-wide prevention education to at least 26,300 at-risk youth representing a minimum of 80% of students grades in 7th through 12 grade:
  o Presented to 8,662 students with 85% (8,662/10,180) attendance rate
- Objective 3- Coordinate at least one culturally and linguistically appropriate suicide prevention education presentation using SOS Program materials for parents/caregivers at each school:
  o 13 parent/caregiver presentations have been held this year. Thus, 13 out of 24 schools that have been served have received a parent presentation. At all 13 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 from 8 East County school districts:
  o 367 staff attended with 66% (367 out of 555) attendance rate for school personnel’s of those grade levels
- Objective 5- 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:

- 1,137 youth have been assessed individually by HERE Now staff. Of those, 288 students referred for mental health services.
- Of the 288 students referred for a higher level of care 9 required a 5150 hospitalization assessment and/or hold.

### Gender

- Male: 4158
- Female: 4071

### Age Range

- 8 to 11: 346
- 12 to 14: 3032
- 15 to 17: 5197
- 18 to 21: 1732

### Ethnicity

- African American: 1732
- Caucasian: 2425
- Hispanic: 2425
- Biracial: 433
- Other/Multi Racial: 348
Surviving Together, Achieving and Reaching for Success (STARS)
Total Budget: $230,000
Served: 73 Service Partners

Since its inception in 2008, STARS has been funded by community donations and small foundation grants until this year. The U.S. Department of Justice (DOJ) through the Office of Justice Program and the office of Victims of Crime (OVC) awarded SDYS STARS program the Services for Victims of Human trafficking contract for $200,000 per year for two years to provide intensive case management and counseling services for 60 female victims of human trafficking per year starting March 2014. In addition, the OVC grants tasks STARS to provide community training to at least 500 individuals per year. The training will work to increase community responses to this important issue impacting San Diego by building awareness and education on how to engage youth with human trafficking experiences and how to identify victims and vulnerable youth. Additionally, STARS was award $15,000 from CalMHSA (California Mental Health Services Authority) and $15,000 from Women’s Give to support the STARS’s youth driven Speakers Bureau where Service Partners receiving Aftercare Support are paid stipends to co-facilitate training with staff. The STARS’ Speakers Bureau was newly implemented this past year.

Over 60% of the girls are referred to STARS by their probation officer. 40% referred to STARS by VICE. The STARS program is a gender-specific, developmentally appropriate response to the needs of young girls who have been victims of commercial sexual exploitation. 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. Participants complete a 12 week curriculum that combines Independent Living Skills (ILS) sessions with group counseling utilizing the My Life, My Choice curriculum.

- 82% (14 out of 17) of the girls who started the 12 week STARS counseling program had successfully graduated from the program.
- 24% (4 out 17) girls who successfully graduated from 12 week counseling program continued in attending STARS aftercare services.

STARS is on track to meeting 2 of 2 OVC contract objectives:
- Since OVC funding has been released in March 2014, there has been 28 new youth served by STARS.
- Since OVC funding has been released in March 2014, there has been 10 CSEC awareness trainings conducted with over 250 attendees trained.
Teen Options:
Total Budget: $337,000
Served: 13 Service Partners

Teen Options is a county funded outpatient alcohol and drug treatment program for pregnant and parenting teen girls ages 12-17. Our focus is on recovery, the birth of drug-free babies, parenting skills, child development and developing life skills. Our goal is to provide a safe, supportive environment for the target population will learn to live a healthy lifestyle and become positive role models for their children. The majority (90%) of the youth are referred by their probation officer and the remainder are self-referred. This past year, Teen Options had a graduation celebration ceremony sponsored by the Heels2Heal. Each girl was awarded a certificate based on their accomplishment of their goals- three successfully completing probation and Teen Options program. All the teen moms were honored for given birth to healthy, drug-free baby. H2H provided lunch and gift cards to all of our girls celebrating their success.

Teen Options met or exceeded 4 out of 5 outcome objectives this past year including:

- 13 babies of the SPs were served
- 77% (7 of 9) of the youth who discharged, had successfully completed treatment with Teen Options (The contract objective was 35%)
- 100% (9 of 9) of the youth admitted into Teen Option, stayed in the program at least 90 days (The contract retention rate objective was 35%)
- 100% (13 of 13) of the babies were born drug-free to the teen mothers (The contract objective was 85%)
- 88% (8 of 9) youth were clean and sober at program completion as measured by UA tests.
- 100% (9 of 9) of the youth discharged had no new arrests in the 30 days prior to discharge (The contract objective was 90%)
- 77% (7 of 9) of the youth who discharged & made success progress on their treatment plan, were enrolled in educational setting or received their high school diploma/GED. (The contract objective 90%)
- 77% (7 of 9) of the youth who discharged & made success progress on their treatment plan, were employed or initiated employment readiness. (The contract objective 70%).
Department Reports

- Human Resources
- Fiscal
- Marketing and Development
- Housing & Facilities
- Information Technology
- Quality Management (QM)
- Recruitment/Volunteer Services
### Human Resources Department
212 Employees

- There were 86 new hires in fiscal year 2013 - 2014
  - 9 of which were re-hires (former employees who returned to work for the agency again).

#### Gender

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#### Ethnicity

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<td>Other/Multi Racial</td>
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### Age and Tenure:

The eldest employee was 74 years old and in 2014 she was in her 10th year of employment with SDYS. The second eldest employee was 71 years and in her 9th year of employment. The youngest employee is 19 years old. The median age is 34 years and 10 months. The average length of employment is 3 years and 9 months.

- 3 employees have worked for the agency for 30 years or more
- 4 employees have been with SDYS for 20 years or more
- 11 employees have been with SDYS for 15 years or more
- 22 employees have been with SDYS for 10 years or more

**Education:**

- 5.66% staff members with AA/AS degrees
- 39.15% staff members with BA/BS degrees
- 24.53% staff members with Master degrees
- 3 staff members with Doctorate degrees
- 11 staff members with various certificates
- 32 staff members are license-eligible
- 12 staff members are licensed Clinical Social Workers or Marriage & Family Therapist
- 39.4% of Americans between the ages of 25 – 64 holds a two- or four-year college degree.
  - In comparison, 70.75% of SDYS work-force has at least a two year college degree.

With the coordination and support of Quality Management (QM) department, staff was provided with over 50 training and development opportunities through-out the year, mostly at an SDYS site. Training starts with SDYS Orientation, Philosophy and Skills and covers the entire gamut of interest in the field of social services and non-profit operation. A few examples of trainings and workshops that were offered during the 2013 - 2014 fiscal year: Motivational Interviewing, Trauma Informed Care, Working on “Self” Issues as a Behavioral Intervention, HIPAA & Confidentiality, Middle East Acculturation, Window to the Adopted Child’s Inner World, CPR/First Aid certification, Domestic Violence Essentials, Licensing Exams – preparation workshop, Safe Lifting and Blood Pathogens, Seeking Safety, Solution Focused Brief Therapy. Most of the training offered met the requirements for continuing education units (CEU) for the Board of Behavioral Sciences, CAADAC and CAARR. Staff reported having attended 5,369 training hours between July 1, 2013 and June 30, 2014. $5,150 was collected in training fees by opening workshops to those outside of the agency and providing training to other entities such as the school district.

SDYS partnered with Occupational Training Services in workforce development to reduce unemployment and received $16,287 which was utilized to support staff training and development.

Eligible staff receives generous hours of Paid-Time-Off (PTO): 18 days during the first year of employment, 22 days in the 2nd and third year; after the 3rd year, staff received 27 days off annually. In addition SDYS recognizes 13 holidays a year.

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; employees could choose to enroll in short term disability, personal accident, cancer, specified health event, hospital indemnity, and life.

The agency has set up a “reverse 911,” a notification system to staff in case of emergencies and disasters. Staff participate in earthquake and fire drills, and 85% 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 on staff was assessed. Consequently resources were directed to assist student-loan borrowers, for starters with an informative Webinar. A smoking policy was maintained to protect non-smokers from 2nd hand smoke effect and to provide guidelines to smokers. The agency sponsored several fun, health promoting events “Biggest Loser” competitions and “Fitness Challenges.” 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, child care and care giving, legal and financial help such as debt counseling, and life-style & fitness management such as coping with anxiety & depression, divorce & 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). 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 take action 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 your feedback shared with us 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 been tasked with creating a more comprehensive and/or broader Wellness Plan that creates a culture at SDYS that supports your mental and physical health and well-being in every aspect of your life. This plan will be called SDYS Wellness PATH (Personal Achievements Towards Health).

Staff appreciation was bolstered with the implementation of a practice to acknowledge the employment anniversaries of staff. The Fun Fund formalized the agency’s support for “local” efforts to appreciate staff. Program Managers and Department Directors are allocated a fund to help support the appreciation and recognition of staff within program, department and site. This fiscal year the annual staff appreciation event for the whole agency was held at Dave & Busters.
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 Bridge
- Certified Foster Care Expenditure Audit
- HHSA Annual Audit for all county contracts
- Sub Contract Audit for TPP, PEI, TAY, TYH

Program Audits:

- February 2014: BHS (In Depth Review), Teen Options, Breaking Cycles
- April 2014: THP, Storefront, CAT/WINGS
- April 2014: THP, ADS, Solutions 4 & 2/5, ILS, Housing Commission.
- May 2014: TYH review.
- June 2014: Juvenile Diversion East
- July 2014: Adoption (In Depth Review), OVC Fiscal Review.
- August 2014: Independent Audit, 403 (b).
- September 2014: Federal programs, Workers’ Comp.

Budget:

- Perform and review program budgets (17 programs)
- Project and revise center budgets (30 centers)

Accounts Payable:

- Checks and data entry (700 checks monthly)
- Vendor reconciliations (350 vendors)

Accounts Receivable:

- Claims to the County and other private (50 contracts)
- Collection of payment (50 contracts)
- Claims reconciliation (50 contracts)
Financial Reporting:

- Monthly financial statements for Board and all cost centers
- Financial analysis for all cost centers (30 centers)
- Cash flow and management analysis
- Strategic and budget planning
- Review of monthly GL close
Marketing and Development Department

Funds Raised: $728,139

- Restricted Donations, $245,933
- In-Kind Donations, $120,972
- Unrestricted Donations, $482,206
- Individual Donations, $105,623
- Agency Event, $110,721
- Foundation, $53,117
- Corporate Giving, $210,802
- United Way, $1,943

Agency Website

- Funds Raised through website $89,618; increase 2.2%
- Average gift amount $115
- 778 Donors; increase by 11%

Website Visits

- 66,488 unique visitors in 2014; increase of 6.2%
- 349,763 pages viewed; increase of 3.9%
- Monthly 6,932 people spent between 0 and 2 minutes on the website; increase of 9.4%
- Monthly 1,377 spent between 2 and 15 minutes on the website
- Top 10 pages visited
  o Homepage
  o Employment
  o Storefront
  o Volunteer
  o Photo Albums
  o Our History
  o Our Programs
  o Foster Care
  o TAY Academy
  o Upcoming Events
Social Media

Facebook

Gender and Age Range of “Likes/Followers”

- Facebook had a 59% increase of “Likes/Followers” from 1,020 to 1,720
- Top 10 countries from which “Likes/Followers” come
  - USA
  - Mexico
  - Denmark
  - India
  - Egypt
  - Uganda
  - Iraq
  - Netherlands
  - UK
  - Australia
- Top 3 external referrers
  - Google
  - Ad2
  - Alliance Health Care Foundation

Twitter

Since last FY, grew from 200 followers to over 350. 57% increase in followers. Significant interactions have led to direct cash and in-kind donations to the agency. Over 500 unique interactions with members in the community. These can be in the form of tweets being retweeted, favored, or direct replies to one of our messages.

SDYS Blog

Started October 2013
1,705 pageviews all time.
1,115 views come from people visiting the main SDYS page.
### Pageviews by Countries

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### Pageviews by Operating Systems

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<tr>
<td>Android</td>
<td>153 (9%)</td>
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<tr>
<td>iPhone</td>
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Housing and Facilities Department

Housing

San Diego County has a critical shortage of safe, affordable housing for homeless, at-risk youth, and youth ageing 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 1-2 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 five (5) multi family properties (64 units), and leases additional units at various locations. We are in the process of purchasing an additional 13 unit apartment complex.

Facilities

SDYS operates its programs from fourteen (14) separate locations throughout the County. The agency owns eight (9) properties, and has long term leases with local government entities, school districts, 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 is 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 which allow their employees the opportunity to perform hundreds of hours of labor on intensive, weekend renovation projects.

Facilities Donations Summary

In FY 2013-14 the SDYS Housing & Facilities Department solicited and/or managed in-kind labor and materials donations and cash donations from corporations and service
groups that totaled over $22,000.

Property Management

During this period, the SDYS Property Management staff successfully completed approximately 677 Work Requests from staff at the various SDYS facilities.

Significant Accomplishments

In October 2009, SDYS signed a Master Lease with the La Mesa Spring Valley School District to take over the vacant campus of the former Spring Valley Elementary School. This partnership was a model, demonstration project designed to turn a seventy (70) year old vacant, deteriorating campus into a multi service community center and renovate the buildings. Within 2 years, SDYS completed the 100% leasing of the property (over 50,000 sq ft); built two sports fields, established a Community Teaching Garden and substantially upgraded the entire property. Based on this success, the School District signed a new twenty-five (25) year lease with SDYS in 2012. This project generates a substantial amount of unrestricted income to SDYS each year.

More importantly, the Spring Valley Campus has become a focus of community activity. In addition to the sports leagues and clients served by the Campus’ Human Service tenant organizations, in FY 2013-14 the Campus hosted 291 public events, seminars, corporate functions, trainings, inter-faith ceremonies, and Community Teaching Garden activities. Over 17,000 individuals attended the Campus for these activities. The Campus is also used on a regular basis by the San Diego County Sheriff’s Department and other law enforcement agencies.

New Donor Partnerships

For the next Fiscal Year, SDYS has finalized donation agreements with the following corporations and organizations to donate labor and financial resources to renovate SDYS facilities:

Qualcomm’s International Internship Program: Renovations at the Spring Valley Campus

Qualcomm’s Q Cares Volunteer Program: Upgrades to various SDYS facilities.

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

Development/Planting of an innovative Urban Forest Project at the Spring Valley Campus to provide free food for low income families.
Information Technology Department

Overview

San Diego Youth Services Information Technology Department is responsible for all agency Electronic Communications Systems (ECS) hardware and software including: Servers (16), File/Print Server (@each site), SharePoint Server, Sophos Security Management Server, Sophos Internet Security Appliance, E-Mail Exchange Server, FTP Server; PC workstations (235), Laptop computers (24), Computer Labs for Service Partners (8), Interns Computer Lab (1), Telephone and Voice-Mail Systems (9), Networks – LANs (9), WAN (1); Agency Intranet for Staff (1), Board of Directors Intranet (1), Cell Phone Service (approx.185 devices) including Broadband Internet Cards (20), PDA Phones (17) and iPads (24); Firewalls (9), Secure WiFi Access Points (9) E-Mail SPAM/Anti-virus filtering technology. The I.T. Department manages all Hardware and Software installation, maintenance and disposal, software updates, user support and problem resolution, hardware repairs and upgrades, Technology purchases and donations, HIPAA Security and Management of Telecommunications (Telephone lines, Fax lines and Internet) Services contracts, implementation, moves, changes, repairs; all wireless equipment purchases, maintenance, upgrades, lost/stolen phone replacement and repairs, Internet Security and Filtering, Web Site oversight including Domain Name Management, DNS Management, Web site hosting, onsite and offsite Data backup (local and remote) for all Servers and management of the Computers for Youth program.

SDYS has a high standard of excellence in Information Technology and maintains quality electronic communications systems which generously support the needs of the agency. All SDYS I.T. administration and support is managed extremely economically by a department of one (for most of the 2013-14 Fiscal year), the I.T. Director and a part-time I.T. engineering consultant, contracted for 50-hours/month. In May, 2014, a part-time (20-hours/week) I.T. Assistant staff position was added to help support the I.T. Department. The I.T. Department is provided a conservative budget and ended the 2013-14 Fiscal year 24% under budget.

Infrastructure

SDYS relies on quality refurbished and/or donated computers to provide the workstation needs of the agency. The I.T. Department purchased 100 quality workstations, received 10-donated computers and implemented 75 computers as upgrades for staff and computer lab workstations. Approximately 3-computers were delivered to the Computers for Youth Program which provided youth with computers to assist them in
their education and school activities.

The effort to integrate the agency’s telephone systems technology across the agency was completed in 2013-14 allowing direct dialing of staff via extension only within all sites with the exception of the Bridgman Home. SDYS subscribed to a professional MIR3 PeopleReach Emergency Notification System Service (Reverse 911 Technology) to alert as many as possible Staff, Interns, Volunteers and Foster Parents if a major disaster or safety issue were to occur. The system is very high quality and promises to support a rapid response to any emergency situation that may arise.

The capability to write PDF files for all staff was added to support the need to report Google Maps data for Mileage Reimbursement with the San Diego County contracts. The McAfee SPAM/Anti-virus filtering solution is in use which eliminates 99.8% of all e-mail SPAM supporting a maximally productive work environment. The service also provides e-mail archiving, e-mail continuity for all staff and e-mail encryption for upper management staff.

An offsite Cloud-based data backup service is implemented which backs up all critical SDYS data in a remote geographic area in the case of a local disaster. This provides the capability for rapid recovery of all critical agency data, if necessary.

Copy Machines equipped with high speed scanners are leased and implemented at all sites to help convert paper documents into electronic documents for storage at all sites. Additionally 2-high speed scanners were purchased and a dedicated scanning network was setup in the Spring Valley site to do large scale scanning of stored paper documents. In this effort, hundreds of boxes of documents were scanned into electronic format and hardcopy materials were shredded and eliminated from storage. Scanning documents reduces the amount of storage space required for long term document retention and substantial effort is being made to move toward increased paperless information management reducing the expense of paper. In Administration, scanning of Fiscal, HR and Administrative documents is being used for retention of electronic data files.

**Systems and Accounts**

The SDYS Intranet provides services which allow the Marketing & Development as well as Volunteer Services departments to manage requests from various Programs to assist in providing important support for in-kind donations, other donations, events and needs for Volunteers across the agency. The Intranet helps streamline management of important corporate data and provides a master library of critical agency information including agency forms, Policies and Procedures, etc. The Intranet includes an equipment lending library management capability, a Meeting Rooms management/sign-out for all meeting rooms throughout the agency, the ability to manage work requests for both the Facilities and Information Technology Departments, opportunity for all upper management to review important monthly Fiscal Reports, etc. Human Resources posts open positions to staff internally via the agency Intranet.

The SDYS Wing Street File/Print Server and software was replaced and upgraded during 2013-14. Additionally, 2-Servers were donated and used to upgrade the
Counseling Cove File/Print Server and the East County Behavioral Health File/Print Server including newer software. All of the Exchange Server accounts which were stored at each site were migrated to the Wing Street Exchange Server thereby centralizing that sites’ e-mail onto one centralized E-Mail Server. All Exchange E-Mail Software which resided on site Servers was decommissioned and removed from each of the Servers.

SDYS added approximately 95 intern and volunteer accounts and 86 staff were hired which required new user accounts during the 2013-14 Fiscal Year. Combining staff, interns and volunteers, the number of individuals supporting the organization throughout the year totaled approximately 300 people for whom the I.T. Department setup user and e-mail accounts, provided telephone/voice-mail support and provided ongoing technical support. New Office space was established for the PEI HERE Now Program which included setting up networking for 12-workstations and 2-printers as well as 12-telephones for staff at the Spring Valley location. The THP Plus Program was added to the Fairmount location in the back room of the building. The network was expanded to accommodate 15-ports for workstations, printers and telephones for staff. The I.T. Department helped relocate and setup the staff workstations, printers and telephones. Several staff seating rearrangement efforts and workspace redesign efforts throughout the agency were supported by the I.T. Department, which involved modifying and expanding networks, adding or moving workstations, etc.

The rented I.T. Storage unit was moved to a location at the Sprint Valley site eliminating the expense for the previous $2,400/annual rent.

A Sophos Internet Filtering and Security Appliance is implemented, maintained and upgraded as necessary which screens users from inappropriate web sites and filters malicious programs from infiltrating the workstations and network. Additionally, a remote appliance provides security with appropriate access screening for the controlled wifi provided for use by the TAY Program Service Partners at the Golden Hill site. Agency wifi networks were upgraded and standardized to assist in wifi access throughout the agency as staff move from one site to another.
Quality Management (QM) Department

Number of Policies & Procedures Revised: 7
Number of New Policies & Procedures: 2
Number of Program Reviews: 45
Number of Trainings: 47
SDYS Training Revenue: $12,085

Reorganization:

This year, the Quality Management (QM) Department reorganized to include the QM Lead, two full-time Clinical Supervisors, and the full-time QM Specialist. The QM Team provides quality oversight to all SDYS programs and services in all three Divisions. The QM Team focuses include:

• Program Policies and Procedures
• Internal program and documentation reviews
• Grant Management
• SDYS Comprehensive Training Program
• Clinical Intern and Trainees
• Individual and Group Clinical Supervision

Policies & Procedures:

From the reviews conducted by the QM Specialist, 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. The QM Department generated 2 new policies and 7 revisions this fiscal year.

This year, SDYS focused on integrating the Trauma Informed Care philosophy throughout the agency’s Policies and Procedures. Incorporating this important philosophy heightened the staff member’s awareness of being more trauma-informed and therefore, impacted services provided to families.

SDYS is serving more Transitional Aged Youth (TAY) than ever before. Many of these TAY Service Partners are parents themselves. SDYS consequently saw a need for these “tots” to be included in the overarching services that are being provided to the parenting Service Partners. A policy surrounding the services to be offered to the “tots” was therefore created. Other policies around Marketing & Development, dress code and branded attire were updated to be more comprehensive.

SDYS is striving to uphold the San Diego Live Well initiative by continuing to hold
agency-wide weight loss and exercise competitions. All employees were provided opportunities to lose weight and/or increase exercise by participating in contests. “The Biggest Loser” SDYS Edition took place total of 2 times over the year with 33 participants competing in the first challenge, losing a total of 276.3 lbs. The top “losers” were celebrated with money from the entry fees. The second “Biggest Loser” competition is still under way with a total of 22 participants. SDYS also created a Fitness Challenge for staff that wanted to increase their exercise routines. This competition is under way currently with a total of 38 agency participants competing. Again, the winners of this competition will also be congratulated with money raised from the entry fees.

**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 will include any risks the program may be developing and therefore, will provide 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 45 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.

**Grant Management:**

Throughout the year, grants are being sought after, reviewed and submitted. Once a grant is processed, the QM Specialist updates the grant management page on the SDYS Insider to show all grants received, submitted and those that we did not obtain.

This fiscal year, SDYS wrote for and was awarded 18 grants at a total of $5,196,732. SDYS also wrote for, but were precluded from three grants and currently, there are five pending grants for a total of $289,622.00.

**Trainings:**

This year, the QM Department hosted a total of 47 trainings as part of the comprehensive SDYS Training Program. The QM Department’s goal was to ensure
that staff and volunteers have the ability to participate in up to 3-4 trainings per month, and this goal was met.

The QM Department is also in charge of recertifying the agency’s Continuing Education Unit (CEU) credibility, so that CEU’s can be provided to staff and the public. Currently, SDYS has the ability to provide CEU’s for the Board of Behavioral Sciences (BBS), California Association of Alcohol and Drug Abuse Counselors (CAADAC), and California Association of Addiction and Recovery (CAARR).

**Agency Orientation Trainings:**

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

This year, the QM Department hosted the following Agency Orientation Trainings:

- 13 Orientation Trainings
- 44 hours of training
- 197 people in attendance

**Trainings Open to the Public:**

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, which brought in a total of $8,585 to the agency. This money helps pay for additional agency trainings, as well as snacks, coffee, water and supplies. Additional information is as follows:

- 5 trainings open to the public
- 146 external attendees
- 30 hours of training

One of the many successes this year occurred when the San Diego County Office of Education (SDCOE) hired San Diego Youth Services to provide a training series on creating Trauma-Informed Schools in San Diego County. The training series brought in $3,500 to the agency, and included three consecutive weeks including Trauma-Informed Schools 101 (Overview), Trauma-Informed Schools 201 (Skills-Building Training), and Trauma-Informed Supervision for administrators.

**Community Care Licensing (CCL) Trainings:**

As part of quality of services that SDYS provides to SP’s at the Group Homes, the Storefront, Transitional Housing Programs, and Foster Family Agency, our staff participates in CCL trainings. This year, we had:

- 2 trainings open to these specific staff
- 49 staff members attended
- 14 hours of training
Clinical Intern and Trainee Orientation Week:

Every year, the SDYS QM Department recruits clinical interns and trainees to help support staff at different sites. The clinical interns and trainees are able to provide services to children, youth and families who would not normally receive services through SDYS contracts. For example, children with insurance other than MediCal 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.

The interns and trainees participate in a comprehensive training program over a week each August to prepare them for their work with the SP’s. The interns and trainees receive clinical supervision and accrue hours towards their degrees and/or licensure. Some highlights include:

- 4 full-day trainings
- 28 interns and trainees from 4 disciplines
- 12 different University programs
- 32 hours of training

Clinical Supervision:

The SDYS QM Department provides clinical oversight to programs throughout the agency with 2.5 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:

- 30 staff received Individual Clinical Supervision per week
- 26 interns and trainees received Individual Clinical Supervision per week
- 10 different Clinical Supervision Groups were provided per week
- 6 Treatment Teams were provided with clinical oversight per week
Recruitment/Volunteer Services Department

San Diego Youth Services (SDYS) is a nationally recognized, comprehensive non-profit organization that has helped stabilize the lives of more than a half-million young people and their families since 1970. Every day we work to fight the tragedies of homeless youth and youth in crisis. We administer our programs from fourteen locations throughout San Diego County. Our approach is based on practices that have proven to be effective -- focusing on long-term solutions. Many of our services are replicated in communities across the nation.

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 and 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 Services 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 manager. We have numerous group projects and volunteer opportunities available, dedicated to creating and promoting a better San Diego.

Recruitment

SDYS Volunteer Services maintains an aggressive recruitment strategy. During 2013-2014, SDYS Volunteer Services had over 2,000 requests for more information about our volunteer program. 215 volunteers/interns were met by staff, and 154 became new volunteers/interns at the agency.

Interviewing & Matching

Key to involving volunteers is interviewing and matchmaking. Volunteer Services
speaks with individuals who are interested in getting involved, discussing programs and volunteer opportunities available within each. Potential volunteers meet with Program Managers for a one on one interview to discuss their goals, expectations and service partners 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 Services requires all new volunteers to be trained on site by their supervisor to prepare them to work with our youth, by exploring each volunteer’s knowledge and experience in crisis intervention, boundaries and self-disclosure, confidentiality and issues related to abuse and neglect. The agency promotes activities, such as participatory planning, cultural competency and other special events.

**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. Periodic need-assessments, both informally and formally, help guide program development.

**Motivation & Recognition**

Volunteers are aware that they are able to 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. This year, we are continuing an ongoing recognition program to recognize volunteers every 4 months with certificates of appreciation, and with tote bags and t-shirts for longer-term volunteers. We also celebrated volunteer appreciation month in April with a taco party for the volunteers.

**Trainings/Workshops Facilitated**

We continue to provide an annual Volunteer Services workshop for agency program managers, as well as ongoing training to ensure that the needs of volunteers and managers are met.

**Networks and Initiatives**

This year the agency joined the Volunteer Administrator’s Network, which provides the volunteer services team with professional development through trainings, roundtable discussions and networking.

San Diego Youth Services also applied to be part of a CaliforniaVolunteer initiative called CaliforniaVolunteers Service Enterprise Initiative (CVSEI). We are part of the first
Service Enterprise Initiative (SEI) cohort in San Diego. “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!” (Laying the Foundation, 2, para 2).

The benefits of service enterprise are:

- More effectively serve the community through increased organizational capacity
- Improve networking opportunities (with people who are enthusiastic about an organization’s mission and value)
- Realize operational and infrastructure efficiencies through the engagement of volunteers
- Recognize opportunities to grow organizational revenues through leveraging the tie and talent of paid staff and volunteers alike in new and creative ways (Laying the Foundation, 2, para 4)

Eight characteristics of Service Enterprise:

- Demonstrated Executive Support for Volunteer Engagement
- Resource Allocated to Priority Initiatives
- Effective Training for Paid Staff and Volunteers
- Tracking System Used to Manage Volunteer Resources
- Technology Leveraged to Enhance Engagement of Volunteers
- Clear On-Boarding and Expectation Setting with Volunteers
- Ongoing Funding Outreach to Support Volunteers
- External Partnerships to Extend Reach into the Community (Laying the Foundation, 7-8)

The Volunteer Coordinator, CEO and Human Resources Director were the participants of a 16-hour training to work SDYS’ vision for volunteers. Through the training we were able to identify key areas that we are doing well in and want to continue, as well as, identifying key areas where we need improvement to be certified as a Service Enterprise. We identified our vision as TEAM SDYS (Training, Embracing, Acknowledging, and Managing Volunteers to be part of the SDYS team). Through accomplishing this vision we hope to integrate volunteers as well as enhance the structure of volunteer services agency-wide so that we can better serve the youth and families that come through our doors.

**Volunteer Services Team**

SDYS Volunteer Services is staffed by a new Volunteer Coordinator and an extraordinary Human Resources/Volunteer Services Program Clerk. This Fall we are hosting an AmeriCorps Volunteer Infrastructure Program (VIP) Fellow to help enhance and grow our volunteer services throughout the agency. We are excited to welcome a new member to our team!
Statistical Highlights

- Nearly 2,000 inquiries for more information about volunteer program
- 215 New Volunteer interviewed
- 154 New Volunteers cleared to serve
- 215 Individual Volunteers served the agency
- 20 out of 118 new hires in the agency were former volunteers
- Average of 78 individual and 76 group volunteers per month
- 2,865 volunteer hours completed per month
- 36,734 volunteer hours completed this fiscal year, valued at $967,560
- 80% volunteers are female
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<th># of Online inquiries</th>
<th># of Volunteers Interviewed</th>
<th># of Volunteers Cleared</th>
<th># of Individual Volunteers</th>
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| Total # of Volunteer Hours Completed | 36734 |
| Total Value of Volunteer Time | $967,560 |
# 2013-2014 Volunteer Services Statistics

## Area Code

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<th>Area Code</th>
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<tr>
<td>Santee</td>
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<tr>
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## Ethnicity

<table>
<thead>
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<td>Hispanic/Latino</td>
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<td>Black/African-American</td>
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<td>Middle Eastern</td>
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<td>Indian</td>
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<tr>
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## Months with us

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<td>1-6 Months</td>
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<td>7-12 Months</td>
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<tr>
<td>1-2 Years</td>
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<td>2-3 Years</td>
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<td>3-4 Years</td>
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## Referral Source

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<td>Former SP or Staff</td>
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<td>Friend or Family Referral</td>
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## Gender

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<td>Multiple Sites</td>
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