San Diego Youth Services (SDYS) is a non-profit organization that since founded, has helped to improve the lives of hundreds of thousands of homeless, runaway, abused and at-risk youth in the San Diego area. Launched in 1970 when volunteers established one of the first runaway youth shelters in America, SDYS now provides intensive services to more than 20,000 children and their families each year. This nationally recognized agency offers emergency services, safe places to live and long-term solutions for kids “on their own” by providing shelters, group homes, foster homes, community centers and transitional housing. Professional help for high risk youth is provided at all our locations in San Diego County.

Our Mission is to help at-risk youth and their families become self-sufficient and reach their highest potential.
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San Diego Youth Services

Agency Overview

2014-2015

Total Agency Budget: $14,101,137.70
Number of Service Partners/Parents served: 16,891

Agency wide demographics breakdown

Gender:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
<th>Percentage</th>
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<tr>
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<td>8,264</td>
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<tr>
<td>Female</td>
<td>8,271</td>
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<tr>
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Age:

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<tr>
<td>8 to 11</td>
<td>804</td>
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<td>12 to 14</td>
<td>8,827</td>
<td>52%</td>
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<td>15 to 17</td>
<td>4,862</td>
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<td>18 to 21</td>
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Ethnicity:

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<tbody>
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<td>African American</td>
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<tr>
<td>Caucasian</td>
<td>4,644</td>
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<tr>
<td>Hispanic</td>
<td>5,631</td>
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<tr>
<td>Native American</td>
<td>170</td>
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<tr>
<td>Middle Eastern</td>
<td>65</td>
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</tr>
<tr>
<td>Mixed Race/Other</td>
<td>45</td>
<td>&lt;1%</td>
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<tr>
<td>Asian/Pacific Islander</td>
<td>390</td>
<td>3%</td>
</tr>
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</table>
End Homelessness

Total Budget: $4,609,974
Total Youth/Families Served: 1,463
Independent Living Skills (ILS) Program
Total Budget: $164,224
Served: 184 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 20 out of the 20 objectives in FY 2014-2015 including the following:

- 88% (70 out of 80) youth receiving services, 19 years and older, received a high school, diploma, Certificate of High School Completion or a GED.
- 84% (100 out of 119) aftercare and Non Minor Dependent youth have achieved full time productivity.
- 85% (39 out of 46) aftercare and Non-Minor Dependents youth have achieved stable housing for six months.
- 83% (45 out of 54) aftercare and Non-Minor Dependents youth have achieved stable income for twelve months.
- 94% (114 out of 119) aftercare youth have identified and established a relationship with a supportive adult.
- 94% (112 out of 119) aftercare youth were able to independently access needed health, dental, and mental health care.
- 97% (113 out of 119) 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% (49 out of 49) Non-County Dependents and Wards who need information about education beyond high school have been provided with assistance.
- 87% (27 out of 31) aftercare youth received direct face-to-face services this FY.
- 88% (105 out of 120) Non-County dependents and non-minor dependents received direct face-to-face services this FY.
- 98% (48 out of 49) wards and non-county dependents youth received direct face-to-face services this FY.
- 100% of all KinGAP and Guardianship youth received direct face to face services this FY.
- 100% (35 out of 35) youth enroll and complete the Excel Job Readiness Training this FY.
Transitional Housing Program (THP)
Total Budget: $1,154,525
Served: 57 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, El Cajon Blvd near SDSU 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, individual savings account and more.

- 100% of youth were able to independently access needed medical, dental, and mental health care.
- 83% 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.
- 94% of youth in the program maintained stable housing.
- 95% youth who completed the program established a permanent relationship with a safe and supportive adult.
- 90% of the foster youth who entered the program achieved full-time productivity (work/school) within three months.

### Gender
- Male: 7
- Female: 38
- Transgender: 12

### Age Range
- 0 to 7: 5
- 15 to 17: 7
- 18 to 21: 14
- 22 to 24+: 38
Ethnicity

- African American
- Caucasian
- Hispanic
- Middle Eastern
Take Wing:  
Total Budget: $890,261.00  
Total Served: 77 Service Partners – 41 adults, 36 children including 18 served by our TYH service partners

Take Wing is comprised of two primary populations, community youth experiencing homelessness and former foster/probation youth experiencing homelessness. 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, counseling, 24-hour crisis support, monthly community meetings, Youth Advisory Board activities, and recreational outings.

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

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<tr>
<td>Male</td>
<td>18 to 21</td>
</tr>
<tr>
<td>Female</td>
<td>22 to 24+</td>
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</table>
Ethnicity

- African American: 16
- Caucasian: 4
- Hispanic: 3
- Asian/Pacific Islander: 3
- Biracial: 15

Legend:
- African American
- Caucasian
- Hispanic
- Asian/Pacific Islander
- Biracial
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, resources and referrals, classes and support groups, leadership and youth development activities, temporary 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, sexual orientation, housing standings, 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 1,500 psycho-educational groups and activities offered.
- 46 youth were provided temporary stabilization housing, and supported another 180 youth to obtain housing other than stabilization housing.
- 237 youth have received Trauma-Informed Connections Coaching.
- Over 320 youth have participated in Leadership Development.
- Over 215 youth were employed with assistance and/or support.
Youth Emergency Shelter:
Total Budget: $684,258
Total Unduplicated sheltered: 137 Service Partners
Total with duplicated: 146
Outreach contacts: 1572 (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
  - 1572 clients were provided with outreach services, exceeding the objective with 104%.
- Provide food for 175 clients
  - Provided food to 348 clients, meeting 199% of the objective (this number includes 202 youth fed during TAY Day services)
- Provide shelter to 175 clients
  - 137 unduplicated clients were provided shelter and 9 duplicated clients for a total of 146 clients, meeting 83% of the objective
- Provided in-person counseling to 60 clients
  - 137 unduplicated clients were provided counseling, and 9 duplicated clients for a total of 146 clients exceeding the objective with 243%
- Provide long term stabilization housing to 125 clients
  - 129 clients were provided long term stabilization, exceeding the objective with 103%

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<th>Transgender</th>
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<td>86</td>
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</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>19</td>
<td>117</td>
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</table>
Prevent Delinquency and School Failure

Total Budget: $2,700,438.68
Total Youth/Families Served: 2,866
Community Assessment Team
Total Budget: $1,010,902
Served: 849 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. SDYS was rewarded the CAT contract in FY 2014-2015 with up to six (6) options years not to exceed June 30, 2021. Diversion services now provided through the CAT program including curfew sweeps.

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

- 1409 families received initial screening assessment (156% of contract goal),
- 849 families received prevention or intervention services,
- Of the youth who exited the program, 819 youth successfully completed their goals (131% of contract goal),
- 752 youth did not enter or re-enter into Juvenile Justice System (142% of contract goal)
- 708 youth and/or parents completed customer satisfaction questionnaires (143% of contract goal).

### Gender

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<tr>
<td>Female</td>
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### Age Range

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<td>12 to 14</td>
<td>357</td>
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<tr>
<td>15 to 17</td>
<td>276</td>
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<tr>
<td>18 to 21</td>
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</table>
Ethnicity

- 411 Other/Bi-/Multi-Racial
- 322 Asian/Pacific Islander
- 117 Caucasian
- 155 Hispanic
- 5 Native American
- 2 African American

Legend:
- Other/Bi-/Multi-Racial
- Asian/Pacific Islander
- Native American
- Caucasian
- Hispanic
- African American
**Cool Bed**

Total Budget: Included in Program  
Served: 9 Service Partners

As part of the CAT 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.

- 9 youth were given temporary shelter in the Cool Bed program.  
- 100% (9/9) Successful Case Closures.

### Gender

- Male: 3  
- Female: 6

### Age Range

- 12 to 14: 5  
- 15 to 17: 4

### Ethnicity

- African American: 4  
- Caucasian: 5
Family Resource Center, El Cajon Valley High School

Total Budget: $165,629
Served: 309 Service Partners

Family Resource Center (FRC) provides family and youth resources and case management to students attending El Cajon Valley High School. This past year, the Family Resource Center coordinated the first Health & Wellness Fair on El Cajon Valley High School Campus which Senator Joel Anderson’s office presented a certificate of recognition for SDYS programs’ outstanding community service. The Fair allowed students and families to access over 22 community agencies for resources and support. The FRC team also continues to provide monthly Coffee Talks to parents regarding relevant topics such as Gang Awareness, Teen Relationship Violence and Communication with your teens. The FRC team continues to provide psycho-educational groups that target issues such as Bullying, Commercially Sexually Exploited Children and Acculturation. In February, May Hasan’s, a Bilingual Arabic/English case manager at the FRC, journey as a refugee was showcased. Tears of War: The Many Faces of Refugee Women was on exhibit from February 6, 2015 - April 19, 2015 at the Women Museum of California located at NTC Liberty Station. As described on the museum’s website: “Since the 1970s, San Diego has become home to almost 200,000 refugees from at least 30 war-torn nations where homes, livelihood, and family life were destroyed. Women refugees observed death and/or torture, fled their homes, experienced rape and terror, sought shelter, pleaded for asylum. In their new homes they adjusted to unfamiliar surroundings and society, living with their trauma, and surviving against all odds.” In August 2014, May Hasan was recognized by San Diego Refugee Forum for her personal achievement and outstanding performance in the community. It is due to the dedicated efforts of staff and volunteers that the FRC was able to serve 309 students. Case Management services were received by 170 students of which 91 of the students were cases that were carried over from the previous year. An additional 139 students, received other services such as facilitated referrals, counseling groups, or brief crisis interventions. A grand total of 309 students were served by the FRC in 2014-2015.

- 19% (309 of 1,670) 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).

- 77% (131 of 170) of case managed youth were connected to mental health treatment (37% to SDYS Outpatient clinics, and 34% to SDYS FRC Marriage and Family Therapist Trainees, 18% to SDYS FRC counseling groups, 9% to SDYS HERE Now crisis management and 2% to other outpatient service providers).
- 93% of youth that were connected to mental health services were able to access safe, private and conveniently located services on high school campus in the FRC.

- Of the 81 case managed cases that closed this year, 93% had successfully created goals and had met all goals or made progress towards achieving most of the goals.

### Gender

- Male: 94
- Female: 76

### Age Range

- 12 to 14: 8
- 15 to 17: 32
- 18 to 21: 130

### Ethnicity

- African American: 28
- Caucasian: 1
- Hispanic: 2
- Middle Eastern: 1
- Pacific Islander: 2
- Other/Bi-/Multi-Racial: 26
Prevention and Early Intervention:
Total Budget: $1,130,000
Served: 498 Service Partners (provided services to 2,667 participants)

East County Prevention and Early Intervention (PEI) Program provides services utilizing the Positive Behavioral Intervention and Support and Incredible Years evidence-based models. In 2010 our services were first introduced in the La Mesa / Spring Valley School District at Avondale Elementary and La Mesa Dale Elementary. In 2012 we expanded our services into Bancroft Elementary. This year (2014-15), we have restructured the program and transitioned our services out of Avondale and La Mesa Dale and into Highlands Elementary and Loma Elementary. The services East County PEI provides include the following: (1) Positive Behavioral Intervention and Support (PBIS) implemented through the Building Effective Schools Together (BEST) model; (2) Incredible Years (IY) Child Training classroom curriculum with preschool through third grade children; (3) IY Child Training small group curriculum with preschool through sixth grade children; (4) Screening of children and families for prevention / early intervention services; (5) IY Basic Parent Training curriculum for adult family members of children enrolled in the three Elementary Schools; and (6) 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, underserved cultural populations within the La Mesa and Spring Valley communities.

- **SOW 3.5.2**: 1500 children shall be served with BEST positive behavioral support universal prevention activity at the schools.
  - **Served 1,940 children**, exceeding the objective with **129%**

- **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 1,074 children**, exceeding the objective with **119%**

- **SOW 3.5.4**: 270 children shall be enrolled in Incredible Years Child Training small group.
  - **Served 339 children**, exceeding the objective with **124%**

- **SOW 3.2.3.1**: 600 shall be screened for prevention/early intervention from the participating elementary schools.
  - **Screened 727 families**, exceeding the objective with **121%**
- SOW 3.2.3.2: 240 families shall receive some prevention/early intervention activity.
- Served 689 unduplicated families, exceeding the objective with 287%
Teen Pregnancy Prevention/CAT+ Program

Total Budget: $1,361,664.61
Total Served through all partner agencies: 1909 (Sept 2014 – Feb 2015)
SDYS Total Budget: $393,907.68
Total Served by SDYS: 1,167 Service Partners (July 2014 – June 2015)

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. The TPP program at SDYS alone served 1,167 Service Partners last year with 3.5 FTEs and 2 BSW interns.

RTR is an evidence-based comprehensive sexual health curriculum which 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 choices.

The TPP/CAT+ program is on target to meet and/or exceed each of its three goals by the end of August 2015 (TPP federal fiscal year is Sept 2014 – Aug 2015). The numbers below are from our 6-month progress report, reporting on progress made from Sept 2014 – Feb 2015.

- Although we will not have any findings/outcomes from the long-term survey data until 2016, our local evaluator (SANDAG) provided a summary report of comparison of pre and post test data, and found a 25% increase in knowledge of teen pregnancy risks, STI transmission, and methods of contraception for youth who successfully completed the program (attended at least 75% or more of the sessions), which indicates that RTR is effective in increasing knowledge of these important topics.
• In the first 6-months of our fiscal year, the TPP/CAT+ Collaborative served 1,909 youth and is 87% (1,909 youth out of 2,200) towards reaching our annual goal of serving 2,200 youth.
  o The Collaborative is on target to meet its 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 2014 – Feb 2015, 90% of youth (1,781 youth out of 1,909) attended at least 75% of the sessions (at least 12 or more of the 16 sessions).
  o The Collaborative facilitated 66 cycles of RTR from Sept 2014 – Feb 2015 (10 community groups and 56 school groups)
  o The Collaborative met and exceeded its goal of delivering RTR 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 96%.

• In an effort to make the TPP program as trauma-informed as possible, this year we changed our intake/demographic form to include an option for any youth who identified their gender with something other than male/female. After much discussion with the TPP team, we intentionally chose to not use the word “other” as implicit in that is the idea that “other” is different, strange, and foreign. Instead we simply provided a space for them to write in whatever description they felt best described their gender identity. Over the course of the year we had two youth identify as transgender on our intake form, and through their feedback to staff they shared how much they appreciated the opportunity to be able to accurately represent themselves on our paperwork.

• The TPP program was selected to present a workshop at the Annual California Coalition for Youth conference in Sacramento in April 2015; our workshop was entitled “Navigating California Sexual Health Legislation: How to Support and Advocate for Transition-Aged Youth Rights”. Although we had a small turn-out at our workshop, we received very positive feedback about how important and helpful our presentation was both for youth and providers in better understanding CA sexual health legislation.

![Gender and Age Range Graphs](image-url)
Ethnicity

- African American
- Caucasian
- Hispanic
- Asian/Pacific Islander
- Native American/Alaskan Native
- Middle Eastern
- Other/B-/Multi Racial
Break the Cycle of Child Abuse and Neglect

Total Budget: $3,700,967

Total Youth/Families Served: 883
Adoptions:
Total Budget: $470,000
New: 699 Service Partners/Families
Total Served: 3,560 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:

- 2,030 children and 1,530 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.
- 104 unique families receive therapy in our clinic as well as in the home. Of those, parents received clinical services 1,477 times and children received clinical services 1,393 times. Our clinical work is trauma informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings.
- 3,560 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.
- 18 volunteers tutor 59 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.
- 1337 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 713 families by email.
Gender

- Male: 369
- Female: 330

Age Range

- 0 to 4: 285
- 5 to 7: 13
- 8 to 11: 66
- 12 to 14: 91
- 15 to 17: 91
- 18 to 21: 37
- 22 to 24: 13
- 25+: 1

Ethnicity

- African American: 119
- Caucasian: 291
- Hispanic: 182
- Asian/Pac Islander: 23
- American Indian/Alaskan Native: 93
- Middle Eastern: 72
- Other/Bi-/Multi-Racial: 22
The Bridge has a foster care contract and a mental health contract which support a Program Manager, Mental Health Clinician, Case Manager, Residential Coordinator, 4 Full Time and 21 On-Call Residential Counselors. 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, individualized behavior support plans, education support, and independent living skills training.

- The Bridge served 27 youth.
- 93% (25 of 27) of the youth have identified with a caring adult in their life.
- 100% (27 of 27) of the youth are current on annual well child exams, bi-annual dental exams, and immunizations.
- 100% (22 of 22) of the youth aged 16 or older actively participated in their Transitional Independent Living Plan.
- 93% (25 of 27) of the youth were enrolled in school and regularly attending without unexcused absences.
Bridgman Group Home:
Total Budget: $535,519
MHSA Budget shared with Bridge Group Home: $147,840
Served: 5 Service Partners

The Bridgman Home is supported by a foster care contract, a mental health contract, an adoptions contract, a contract with Eureka County, and a contract with Sonoma County. These contracts support a Program Manager, Mental Health Clinician, Case Manager, Residential Coordinator as well as one full time Residential Counselor, three part time Residential Counselors and five Relief Residential Counselors. The six 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, individualized behavioral support plans, education support, and independent living skills training.

- 100% (5 of 5) of the youth were involved in an individualized extracurricular activity.
- 100% (5 of 5) of the youth have identified a relationship with a caring deaf adult.
- 80% (4 of 5) of the youth were enrolled in school and regularly attending without unexcused absences.
- 100% (5 of 5) of the youth are current on annual well child exams, bi-annual dental exams, and immunizations.

**Gender**

- Male: 2
- Female: 3

**Age Range**

- 12 to 14: 3
- 15 to 17: 2
Foster Family Agency:
Total Budget: $1,711,020
Served: 42 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, three case managers, a MTFC-C program specialist, a MTFC-C family therapist, a MTFC-C skills trainer, three family support counselors, and a training and certification specialist.

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

- **Foster Parent Recruitment**
  - 6 new families were certified.
  - 4 new families have started their application process.
  - 89.74% (35 of 39) of Foster Parents were retained.

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- 13 Male
- 29 Female
- 9 0 to 4
- 11 5 to 7
- 11 8 to 11
- 17 12 to 14
- 3 15 to 17
- 1 18 to 21
Ethnicity

- African American: 1
- Caucasian: 6
- Hispanic: 24
- Asian/Pacific Islander: 8
- Other/Bi-/Multi-Racial: 3
Promote Mental Health and Addiction Recovery

Total Budget: $3,089,758
Total Youth/Families Served: 11,679
Breaking Cycles:
Total Budget: $671,291
Served: 537 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 Breaking Cycles contract was amended to include a new JRS position as part of the Positive Youth Justice Initiative (PYJI). PYJI is a specialized unit designed to serve high risk delinquent youth with previous histories in the Child Welfare system. Total JRS (Juvenile Recovery Specialist) Staff including Program Manager 10, one full time YFC (Youth & Family Counselor) and for six months a DD (Dual Diagnosis Clinician).

Breaking Cycles has exceeded all three outcomes in 2014/2015 including:

- 85% (349/406) 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 5%.
- 88% (361/406) of youth were alcohol and drug free at time of discharge. Minimum required 80%. Exceeded goal by 8%.
- 94% (382/406) 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 9%.
- Out of the 536 youth referred, 414 new adolescents were served for fiscal 2014-2015. In addition, there were 123 youth rolled over from FY 13-14.

### Gender

- Male: 430
- Female: 232

### Age Range

- 12 to 14: 649
- 15 to 17: 6
- 18 to 21: 7
Camp Mariposa
Total Budget: $46,665
Received from Moyer Foundation
Served: 45 Service Partners

The Camp Mariposa program started in 2013 and is a partnership between The Moyer Foundation and San Diego Youth Services. 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. Nineteen campers came back this year to continue camp and were join by 26 new campers for a grand total of 45 campers served in 2014-2015.

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

- 71 % of the campers attended 3 or more times
- About 52% 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 (PEI) Program).
- In a collaborative effort with SDYS HERE Now Program and The Moyer Foundation, all 45 campers received the Signs of Suicide curriculum and were assessed for symptoms of depression, suicidal thoughts and self-injurious behaviors.

### Gender

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### Age Range

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Counseling Cove
Total Budget: $1,045,823
Served: 223 Unduplicated Service Partners
Outreach contacts: 2305

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. The Counseling Cove team consist of 5 Clinicians, 6 Support Partners, 1 Program Assistant, 1 Program Manager, 4 Master’s Level Interns, and 2 office assistant volunteers.

- 223 unduplicated clients served, out of which 151 discharged from program.
- 89% (135 of 151) of clients had a stable living arrangement at time of discharge.
- 100% (151 of 151) of clients demonstrated improvement in street safety behaviors at discharge.
- 100% (151 of 151) of clients demonstrated reduced criminal activity at time of discharge.
- 87% (131 of 151) 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
- 96% Family Participation for minors engaged in counseling services
- Facilitated 163 groups to outreach youth and families
- Received and screened 237 referrals
- Completed an average of 192 outreach contacts per month.
**Critical Voices**

Total Budget: $60,000
Total Served: 50 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 Voice holds workgroup meetings, provides community presentations, media events. In May, Critical Voice sponsored a booth at the NAMI Walk where they raised awareness around homeless youth. 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.

**Gender**

- Male: 26
- Female: 20
- Transgender: 4

**Age Range**

- 15 to 17: 8
- 18 to 21: 38
- 22 to 24+: 4

**Ethnicity**

- African American: 15
- Caucasian: 13
- Hispanic: 3
- Other/Bi-/Multi-Racial: 19
East County Behavioral Health Clinic:
Total Budget: $859,425
Served: 248 Service Partners

Total Budget: $665,979
8 FTEs and 3 volunteers
Served: 327 New, Unduplicated Service Partners

East County Behavioral Health Clinic is an outpatient mental health clinic working with elementary, middle, and high school aged youth in the East County region. ECBHC is funded through HHSA 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, SVECC, SP’s school, the SP’s home, or in the community.

This year ECBHC brought on board its first ever Anasazi trained volunteer trainee. In addition to being a wonderful training and growth experience for our trainee, having the team work closely with her offered developmental leadership opportunities for the more seasoned ECBHC team. ECBHC also utilized a massage student volunteer for two months this fiscal year to provide stress relief and relaxation for youth 18+ and parents of youth. This was a wonderfully positive experience for the families who participated as we got to see firsthand the great need being fulfilled by our massage student. Finally, ECBHC welcomed the Humane Society into the clinic on a monthly basis for a period of 3 months! The use of the Humane Society animals welcomed wonderfully creative mental health interventions and brought to life the importance of body relaxation and impulse control techniques.

ECBHC continued in last year’s footsteps and enhanced the clinic makeover by adding more art tools, child sized seating, chalk boards and white boards to the common areas. ECBHC continues to strive toward bringing to life the agency vision of providing Trauma Informed Care by creating a warm and welcoming environment for our SPs and their families. This increased awareness to the needs of the families has made it easier for families to bring SPs in for services as younger siblings are more than happy to keep busy in our waiting areas; this has improved the ease of access to services, and
families are taking notice!

ECBHC met or exceeded eight of eight outcomes in 2014-2015 including:

**EPSDT contract:**

- 83% of discharged clients (113 of 136) whose episode lasted 2 months or longer had a P-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.
- 85% of discharged clients (85 of100) whose episode lasted 2 months or longer had a Y-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.
- 94% (188 of 200) 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%.
- 96% of clients (191 of 200) 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%.
- 97% of clients (298 of 306) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode. Minimum requirement was 90%.
- At Discharge, 82% of clients (136 of 165) whose episode lasted 2 months or longer had parent CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.
- At Discharge, 84% of clients (100 of 119) whose episode lasted 2 months or longer, had child 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%.

Of the 413 youth referred, 238 new/unduplicated youth were opened and served for fiscal year 2014-2015. In addition, there were 89 youth rolled over from FY13-14 for a grand total of 327 youth served.

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HERE Now:
Total Budget: $600,000
9 FTEs
Served: 10,620 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 45 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 or Suicide curriculum 382 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:**
  - Implemented at 90% of contracted districts (9 out of 10 School Districts this fiscal year)
  - Implemented at 78% of contracted schools (35 out of 45 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 within the three year contract period:**
  - Presented to 11,786 students with 85% 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:**
  - 24 parent/caregiver presentations have been held this year. Thus, 24 out of 35 (69%) schools that have been served have received a parent presentation. At all 24 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:**
- 164 staff attended with 87% (645 out of 745) 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:
  
  - 1,699 youth have been assessed one on one with HERE Now staff. Of those, 258 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, 129 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.
  
  - 13 were referred to the hospital for further assessment, 11 were transported by their parent or guardian and a 5150 was initiated, 4 in which law enforcement/PERT transported them to the hospital.

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### Gender

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### Ethnicity

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Surviving Together, Achieving and Reaching for Success (STARS)
Total Budget: $230,000
Served: 85 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 82 new 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 awarded $15,000 from Women’s Give and $10,000 from SDG&E SEMPRA to support the program. Specifically SEMPRA assists “Leadership Stipends” where Service Partners who are a part of the leadership program are paid to co-facilitate training, lead support groups, and assist with programming.

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.

STARS OVC Contract Objectives:
- Since OVC funding has been released in March 2014, 82 unduplicated female victims of sex trafficking between the ages of 12 to 24 have been served, reaching 68% (82 of 120) of the two year objective.
- Since OVC funds were released in mid-March 2014, 47 trainings have been facilitated with 1,277 individuals who are engaged in preventing trafficking, identifying victims and/or serving victims in attendance. SDYS STARS has surpassed the goal set in this two year objective (1,277 of 1,000) with 9 months left in funding.
Teen Options is an outpatient alcohol and drug treatment program for pregnant and parenting teen girls ages 12-18. 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 youth is referred by their probation officer and the remainders are self-referred.

Teen Options met or exceeded 5 out of 5 outcome objectives this past year including:
- 25 youth were served
- 8 babies of the youth were served
- 100% (25 of 25) of the youth who discharged, had successfully completed treatment with Teen Options
- 80% (25 of 25) of the youth admitted into Teen Option, stayed in the program at least 90 days
- 100% (8 of 8) babies were born drug-free to mothers; 2 remain pregnant
- 80% (20 of 25) of the youth discharged had no new arrests in the 30 days prior to discharge
- 100% (25 of 25) youth were clean and sober at program completion
- 100% (25 of 25) of the youth who discharged & made success progress on their treatment plan, continued their education, received their high school/GED or join the work force; 3 of the youth obtain gainful employment.
Ethnicity

- African American: 3
- Caucasian: 3
- Hispanic: 19
- Other/Bi-/Multi-Racial: 2
Department Reports

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

- SDYS welcomed 51 new hires in fiscal year 2014 - 2015
  - 4 of which were re-hires (former employees who returned to work for the agency again).

**Gender**

- Male: 51
- Female: 154

**Ethnicity**

- African American: 20
- Caucasian: 15
- Hispanic: 17
- Asian/Pacific Islander: 74
- Other/Bi-/Multi-Racial: 79

**Age and Tenure:**

Six employees are 65 years old or older. Two of them have worked for the organization for over 20 years and the other four have been employees of SDYS for at least 4 years. The youngest employee is 20 years old. The largest age group are the 28 years old. 95 employees are in their twenties and 59 employees are in their thirties. The average age is 34 years and 8 months.

- 28 employees have worked for over 3 but less than 5 years with SDYS.
- There are 23 employees who have worked with SDYS between 5 and 9 years.
• 10 employees have work with SDYS for 10 to 14 years.
• 7 employees have been with SDYS for 15 to 19 years.
• 5 employees have worked with SDYS for over 20 years, 2 of whom have worked over 30 years.

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

Education:

• 46.34% of SDYS staff members hold a two- or four-year college degree, the majority holding Bachelor degrees.
• 25.85% staff members hold Master degrees
• 3 staff members with Doctorate degrees
• 19 staff members with various certificates, to administer group home, to teach, to provide alcohol and drug counseling, etc.
• 23 staff members are license-eligible
• 16 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.
  o In comparison, 73.65% 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 2014 - 2015 fiscal year: Motivational Interviewing, Trauma Informed Care, Mental Health First Aid, HIPAA & Confidentiality, LGBTQ, Change: Parallel Process in Treatment, CPR/First Aid certification, Law & Ethics, Licensing Exams – preparation workshop, Signs of Suicide, Seeking Safety, Preserving & Stabilizing Placement Utilizing Crisis Intervention Strategies, Volunteer Services, Cultural Competency Hispanic Training, Getting a Grip on Your Student Loan, Group Culture, and Healing Trauma. The subject and topics were selected to enhance the personal and professional development of staff. Most of the training offered met the requirements for continuing education units (CEU) for the Board of Behavioral Sciences, CAADAC and CAARR and some are also applicable for CCL Administrator CEUs. Staff reported having attended 6,643 training hours between July 1, 2014 and June 30, 2015.

SDYS partnered with Occupational Training Services in workforce development to reduce unemployment and received $71,414 which was utilized to support and enhance staff training and development, and bolster the development of volunteer services which resulted in the certification of SDYS as a Service Enterprise organization.

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. Part-time employees receive the PTO and holidays on a pro-rata basis.
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.

The agency has an emergency notification and plan in place. Staff participate in earthquake and fire drills, and 87% 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. 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 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 which formed the basis for Wellness PATH. PATH stands for Personal Achievements Towards 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 kicked-off was held in conjunction with a successful fun-filled Staff/Volunteer appreciation which featured food trucks, wellness activities (i.e. Yoga Drum, Zumba, Salsa), wellness fair/vendors, team-building games, relaxation, volleyball, and networking in the park under the sky. This annual event 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.
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.
- Foster Care Annual expenditures review by Leaf & Coles.

Program Audits:

- July 2014: Adoptions (In Depth Review)
- July 2014: OVC/Department of Justice
- June 2014: THP+, ADS – State, Adoptions, ILS East
- April 2014: CAT Wings
- May 2015: BHS/Indepth Review

Budget:

- Perform and review program budgets (16 programs)
- Project and revise center budgets (30 centers)

Accounts Payable:

- Checks and data entry (900 checks monthly)
- Vendor reconciliations (150 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: $1,029,269
- Unrestricted Donations, $730,180
  - Agency Events, $251,796
  - Individual Donations, $186,298
  - Corporate Giving, $161,660
  - Foundation, $130,115
  - United Way, $ 311
- Restricted Donations, $299,089

In-Kind Donations, $129,269
Total Giving: $1,158,538

Agency Website
- Funds Raised through website $61,554
- Average gift amount $128; increase of 12%
- 482 Donors

Website Visits
- 64,443 unique visitors in 2014-15
- 285,962 pages viewed
- Monthly 6,467 people spent between 0 and 2 minutes on the website; increase of 9.4%
- Monthly 1,053 spent between 2 and 15 minutes on the website
- Top 10 pages visited
  - Homepage
  - Employment
  - Storefront/Youth Emergency Shelter
  - Volunteer
  - TAY Academy
  - Transitional Living Communities
  - Prevent Delinquency and School Failure
  - Promote Mental Health and Addiction Recovery
  - Our History
  - End Homelessness
Social Media

Facebook

Gender and Age Range of “Likes/Followers”

- Facebook had a 13% increase of “Likes/Followers” from 1,685 to 1,906
- Top 10 countries from which “Likes/Followers” come
  - United States of America
  - Mexico
  - Denmark
  - India
  - Egypt
  - Iraq
  - Australia
  - Uganda
  - United Kingdom
  - South Africa

- How we rank:
  - Father Joe’s Villages 2.9k Likes
  - San Diego Youth Services 1.9k Likes
  - SAY San Diego 1.6k Likes
  - South Bay Community Services 1.6k Likes

Twitter

Since last FY, grew from 350 followers to 428. 22% increase in followers. Significant interactions have led to direct cash and in-kind donations to the agency. Over 10,000 unique impressions with members in the community. These can be in the form of tweets being retweeted, favored, or direct replies to one of our messages.
**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 six (6) multi-family properties (78 units), and leases additional units at various locations. In November 2014 we purchased an additional 12 unit apartment complex at 7232 El Cajon Blvd.

**Facilities**

SDYS operates its programs from fourteen (14) separate locations throughout the County. The agency owns nine (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 2014-15 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 $12,000.

Property Management

During this period, the SDYS Property Management staff successfully completed approximately 712 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 in 2014, offered to sell the property to the SD Youth Foundation. Negotiations are in progress. This project generates a substantial amount of unrestricted income to SDYF each year.

More importantly, the Spring Valley Campus has become a focus of community activity. In addition to the sports leagues (6,000+ athletes and families in attendance each year) and clients served by the Campus’ Human Service tenant organizations, in FY 2014-15 the Campus hosted 536 public events, seminars, corporate functions, trainings, inter-faith ceremonies, and Community Teaching Garden activities. Over 15,500 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 Partnerships

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

Qualcomm’s Q Cares Volunteer Program: Major upgrades to Herman Street Housing.

CAVO GROUP: This coalition includes: Aspen Risk Management Group, Zenith Insurance Company, Mira Costa College Risk Management Department: Spring Valley Rare Fruit Growers of San Diego: This volunteer organization has committed to improving our Community Teaching Garden and expanding the development of our unique Urban Food Forest Project to provide free food for low income families.

New Projects

SDYF has received the design and construction documents to install Solar Carports at the Spring Valley Campus. The fund raising for this project is in progress.
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 (275), Laptop/IPAD computers (54), Computer Labs for Service Partners (12), Interns Computer Lab (50), 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 efficiency managed by a department of one (for most of the 2014-15 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 2014-15 Fiscal year 25% 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 150 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 2014-15 allowing direct dialing of staff via extension only within all sites with the exception of the Bridgman Home. SDYS subscribed to a professional MIR3 People Reach 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.

We’re currently working on HIPAA compliance for over 275 work station per the County of San Diego requirements. We also have to implement, Policies & Procedures to comply with the HIPAA’s policy, The IT Department also working on the Mid City build-out, and implementation of Cloud-based e-mail and data storage, etc.,

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 2014-15. 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 125 intern and volunteer accounts and 90 staffs were hired which required new user accounts during the 2014-15 Fiscal Year. Combining staff, interns and volunteers, the number of individuals supporting the organization throughout the year totaled approximately 400 people for whom the I.T. Department setup user and e-mail accounts, provided telephone/voice-mail support and provided ongoing technical support. The THP Plus Program was added to the Mid-City 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 I.T. department has saved SDYS over $24,000.00 a year in Verizon bills due to the reduction in the cost of over the usage of mobile phone annually. We also saved $75,000.00 on the purchase of the computer equipment for the agency.

A Sophos Internet Filtering and Security Appliance was upgraded for 2014-2015.
Quality Management (QM) Department

Number of Policies & Procedures Revised: 15
Number of New Policies & Procedures: 2
Number of Program Reviews: 24
Number of Trainings: 47 (Internal) and 14 (External)
SDYS Quality Management Net Revenue: $40,090

Reorganization:

The Quality Management (QM) Department includes the QM Lead, two 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. The SDYS QM Department generated 2 new policies and 15 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 pregnant and parenting Transitional Aged Youth (TAY) than ever before. As a result, the QM Coordinator created an agency Policy and Procedure on providing best practices to pregnant and parenting TAY (called TAY with Tots). The QM Coordinator also created a training that will roll out in FY 2015-16, a comprehensive resource packet for staff conducting services with pregnant and parenting TAY, and methods for tracking outcomes associated with these efforts.
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 21 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.

Training Efforts:

This year, the QM Department hosted a total of 47 internal and 14 external 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) and California Consortium of Addiction Programs and Professionals (CCAPP).

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:

- 20 Orientation Trainings, which included 80 hours of training
- 270 staff and volunteers attended

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.
Additionally, SDYS QM was hired by the San Diego County Office of Education (SDCOE), San Diego Unified School District (SDUSD), and Julian Unified School District to provide a training series on creating Trauma-Informed Schools in San Diego County. The series included three consecutive trainings, including Trauma-Informed Schools 101 (Overview), Trauma-Informed Schools 201 (Skills-Building Training), and Trauma-Informed Supervision for administrators. These efforts brought in over $20,900 of unallocated funds to the agency.

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

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

- 5 internal CCL trainings
- 98 staff and volunteers attended

**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 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 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 2014-15, SDYS QM hired, trained and supervised 36 interns and trainees from 4 disciplines and 12 local universities. The clinical interns and trainees cover 17.7 FTE, which would have cost the agency $849,816 (with fringe benefits). With 3.0 FTE (QM Lead, 2.0 FTE Clinical Supervisors), this is a cost savings of more than $575,490.27.

The SDYS Intern and Trainee volunteer positions have become some of the most competitive positions in the County. We received approximately 126 resumes, and are bringing on 38 clinical interns for FY 2015-16 starting in August 2015.

The SDYS clinical interns and trainees participate in a comprehensive training program over a 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 towards their degrees and/or licensure. Some highlights include:

Nearly 100% of Clinical Staff hired by SDYS in FY 2014-15 received training from the SDYS QM Clinical Supervision team during their clinical traineeship or internship. This significantly decreased program start-up costs associated with training new employees, and increased productivity within the agency.

**Clinical Supervision and Documentation Reviews:**
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:

- 40 staff received Individual Clinical Supervision per week
- 36 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

The QM Clinical Supervision Team reviewed and provided quality control to more than 1,351 clinical documents this fiscal year (e.g. Behavioral Health Assessments, Client Plans, Progress Notes), which is approximately 112.6
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. This year we have expanded our recruitment by tabling at events such as the Farmer’s Insurance Open, at various Job Fairs, SunFEST, and at the One Love Yoga event at the San Diego Waterfront Park. We have also expanded our outreach through the partnerships we have 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 UCSD, USD, CSUSM, and USC School of Social Work. One of the service projects that we partnered with at CSUSM
was a film class where a group of students created and produced a volunteer recruitment video to show the impact of volunteers in the agency so that we can recruit even more volunteers to help the youth and families in our programs!

During 2014-2015, SDYS Volunteer Services had over 8,000 website visits and thousands of requests for more information about our volunteer program. 173 volunteers/interns went through the application process, and 100 became new volunteers/interns at the agency.

Volunteer Engagement Advisory Board
This year we initiated a Volunteer Engagement Advisory Board. The Advisory Board meets quarterly to discuss how we can best engage and utilize volunteers as part of the agency and also enhance the volunteer experience. Members of the Advisory Board are volunteers, staff of all levels, and the Volunteer Services Team. They bring the knowledge of many years of working with the agency, on various levels as staff, volunteers, volunteers who have become staff and most of all the passion to see the agency grow and thrive by engaging the community to get involved in the work that we are doing.

Interviewing & Matching
Key to involving volunteers is interviewing and matchmaking. Volunteer Services speaks with individuals who are interested in getting involved, discussing programs, and asking screening questions in order to find the best opportunities to meet volunteer desires to help with program needs. 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 attend a mandatory new volunteer orientation put on by Volunteer Services to prepare them to work with our youth, by exploring 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 agency promotes activities, such as participatory planning, cultural competency, professional development and other special events to enhance the volunteer knowledge of the population that they are service and to better engage them in the work of the agency.

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 & Engagement
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. Since we view volunteers as staff we have combined the annual staff appreciation to include volunteers. We also celebrated volunteer appreciation month in April with a BBQ potluck.

We wanted to engage volunteers more within the agency so we brought back the Volunteer Newsletter to keep the volunteers informed about agency events. It has become more than just a Volunteer Newsletter, it has become a way for staff and volunteers to get updated on agency news, upcoming trainings, wellness tips and more. Our desire for the newsletter is to engage staff and volunteers to get involved within the agency, as well as, feel like part of the SDYS family. We look forward to creating more opportunities for volunteers to engage with staff and with the agency as a whole.

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. Through Individual needs assessments with the program managers and follow up through attending division meetings we have been able to get feedback on the current processes, how they 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.

Networks, Initiatives & Partnerships

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

Last year, San Diego Youth Services was part of a CaliforniaVolunteer initiative called CaliforniaVolunteers Service Enterprise Initiative (CVSEI). We were a part of the first Service Enterprise Initiative (SEI) cohort in San Diego. This year we applied for Service Enterprise Certification and received it 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!" (Laying the Foundation, 2, para 2).

The Service Enterprise Initiative and working towards becoming a Service Enterprise pair well with our participation with the AmeriCorps Volunteer Infrastructure Program (VIP). Through the AmeriCorps VIP program we had an AmeriCorps Fellow placed at
SDYS to help work on the Infrastructure of the volunteer department to build capacity and infrastructure by leveraging volunteers effectively and efficiently, which is also part of what defines a Service Enterprise agency.

Through our participation with the AmeriCorps VIP Program, that has a cohort of 11 AmeriCorps Fellows that serve at various non-profits throughout the county we were able to build better networks and relationships that lead to collaborative efforts of volunteer engagement and recruitment. We have built a better referral relationship with Jewish Family Services and Hands On San Diego to direct volunteers that may not be able to volunteer with SDYS to still get involved in the greater San Diego community. We also participated in the first Volunteer Speed Matching event that was a one stop shop for individuals looking to get involved in their community. There was positive feedback and we are looking forward to participating in the event again.

The Volunteers Services Team is an active participant in the County of San Diego’s LiveWell San Diego Thriving Plan.

“Thriving Plan is part of the County of San Diego’s 10-year LWSD initiative, complementing the initiative’s other two components: “Building Better Health” and “Living Safely.” This strategic plan was developed from a shared vision and priorities from key stakeholders throughout the region under the leadership of two principal County Executives of the Community Services Group and Land Use and Environment Group. Thriving Plan includes strategies and actions adopted by the County Board of Supervisors that are embraced and jointly implemented by community partners to help all residents grow, connect, and enjoy the highest quality of life.” (County of San Diego Thriving Plan, Summary Report, Volunteer Action Team Meeting #1, February 13, 2015.)

**Volunteer Services Team**

SDYS Volunteer Services is staffed by a Volunteer Coordinator, a Human Resources/Volunteer Services Program Clerk and are currently hosting an AmeriCorps Volunteer Infrastructure Program (VIP) Fellow that has helped enhance and grow our volunteer services throughout the agency. We are so thrilled by all of the ways that we have able to grow and expand Volunteer Services to better serve and meet the needs of the programs and service partners.

**2014-2015 Volunteer Services Statistical Highlights**

- Nearly 8,500 webpage visits for more information about our volunteer program
- 173 New Volunteers went through the application process
- 100 New Volunteers cleared to serve
- 234 Individual Volunteers served the agency
- 18 out of 63 new hires in the agency were former volunteers
- Average of 98 individual volunteers per month this year compared to 78 from last year
- Average of 147 group/one-time volunteers per month compared to an average of 76 from last year
- An average of 4,561 volunteer hours completed per month compared to 2,865 last year
- 54,734 volunteer hours completed this fiscal year, valued at $1,470,706 compared to 36,734 hours completed last valued at $967,560
- 101 volunteers have been with the agency for more than the 6 month minimum commitment
- 23 volunteers have been with us for more than 3 years
## 2014-2015 Volunteer Services Statistics

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<tbody>
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<td>Individual Volunteers Hours</td>
<td>3750</td>
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<td>4975.25</td>
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<td>Group/ onetime Volunteers Hours</td>
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<td>187</td>
<td>104</td>
<td>160</td>
<td>267</td>
<td>166</td>
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<td>YTD Value of Volunteer Time</td>
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### Length of Service

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<th>Number of Volunteers</th>
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<tr>
<td>1-6 Months</td>
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<tr>
<td>7-12 Months</td>
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<tr>
<td>1-2 Years</td>
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<tr>
<td>3-5 Years</td>
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<td>6+ Years</td>
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### Referral Source

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<tr>
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<td>Former SP or Staff</td>
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<td>Faith Based</td>
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<td>Walk -By</td>
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<td>National City</td>
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<td>Vista</td>
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<table>
<thead>
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<tr>
<td>Asian/Pacific Islander</td>
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<tr>
<td>Black/African-American</td>
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<tr>
<td>Middle Eastern</td>
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<tr>
<td>Other</td>
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<tr>
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<td><strong>Total</strong></td>
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