SAN DIEGO YOUTH SERVICES
Building futures for at-risk youth
Outcomes Report 2015-2016

27
10x7” · 25x18CM
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 15,000 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

2015-2016

Total Agency Budget: $11,816,516.45
Number of Service Partners/Parents served: 14,458

Agency wide demographics breakdown

Gender:

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<thead>
<tr>
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<th>Female</th>
<th>Transgender</th>
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<tr>
<td></td>
<td>7,061 (49%)</td>
<td>7,228 (50%)</td>
<td>169 (1%)</td>
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Age:

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<td>401</td>
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<td>8 to 11</td>
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<td>15 to 17</td>
<td>5,198</td>
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<td>18 to 21</td>
<td>689</td>
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<tr>
<td>22 to 24+</td>
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Ethnicity:

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<td>1,090</td>
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<tr>
<td>Caucasian</td>
<td>4,252</td>
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<td>4,599</td>
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<tr>
<td>Asian/Pacific Islander</td>
<td>93</td>
<td>&lt;1%</td>
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<tr>
<td>Native American</td>
<td>27</td>
<td>&lt;1%</td>
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<tr>
<td>Middle Eastern</td>
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<td>Mixed Race/Other</td>
<td>4,255</td>
<td>29%</td>
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</table>
End Homelessness

Total Budget: $3,589,593
Total Youth/Families Served: 615
Independent Living Skills (ILS) Program

Total Budget: $164,224
Served: 161 Service Partners

ILS Program work with foster youth ages 17-21. The ILS Program helps ensure that upon exiting the 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 2015-2016 including the following:

- 93% (69 out of 74) youth receiving services, 19 years and older, received a high school, diploma, Certificate of High School Completion or a GED.
- 85% (104 out of 123) aftercare and Non Minor Dependent youth have achieved full time productivity.
- 97% (32 out of 33) aftercare and Non-Minor Dependents youth have achieved stable housing for six months.
- 86% (49 out of 57) aftercare and Non-Minor Dependents youth have achieved stable income for twelve months.
- 98% (120 out of 123) aftercare youth have identified and established a relationship with a supportive adult.
- 99% (122 out of 123) 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.
- 100% (29 out of 29) aftercare youth received direct face-to-face services this FY.
- 87% (107 out of 123) Non-County dependents and non-minor dependents received direct face-to-face services this FY.
- 100% (30 out of 30) wards and non-county dependents youth received direct face to face service this FY.
- 100% of all KinGAP and Guardianship youth received direct face to face services this FY.
- 100% (33 out of 33) youth referred and enroll to the Excel Job Readiness Training this FY.
### Gender

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Male</td>
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</tr>
<tr>
<td>Female</td>
<td>83</td>
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### Age Range

<table>
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<tbody>
<tr>
<td>15 to 17</td>
<td>98</td>
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<tr>
<td>18 to 21</td>
<td>63</td>
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### Ethnicity

<table>
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<tr>
<th>Ethnicity</th>
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<tbody>
<tr>
<td>African American</td>
<td>55</td>
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<tr>
<td>Caucasian</td>
<td>32</td>
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<tr>
<td>Hispanic</td>
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<td>Asian/Pacific Islander</td>
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<td>American Indian/Alaskan Native</td>
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<tr>
<td>Other/Bi-/Multi Racial</td>
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Transitional Housing Program (THP)
Total Budget: $1,327,355
Served: 95 Service Partners

THP is comprised of two programs: THP-Plus and THP-FC (Foster Care). Both Transitional Housing Programs provide affordable housing and comprehensive supportive services to transitional age youth. THP-FC supports current foster youth, who are considered Non-Minor Dependents, between the ages of 18 and 21. THP-Plus provides supportive services to emancipated foster youth, between the ages of 18-24, for up to 24 cumulative months if working, or 36 months if enrolled full-time in an educational program. Youth may transition from the THP-FC program to the THP-Plus program, allowing up to 5-6 years of safe and stable housing and support. Youth may be single or parenting. THP offers studio, 1 and 2 bedroom apartments, including SDYS owned property at 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, individual savings account, housing education and more.

- 12 youth successfully graduated from the programs including:
  - One who received a full ride scholarship to law school
  - One who joined the military

- 4 youth who left the program returned for the support offered by THP, grateful for a 2nd chance

- More family units; two parents with children/sibling sets

- 94% of the youth in programs maintained stable housing

- 84% of the youth achieved full-time productivity (work/school) within three months
**Gender**
- Male: 61
- Female: 34

**Age Range**
- 0 to 7: 19
- 15 to 17: 53
- 18 to 21: 21
- 22 to 24+: 2

**Ethnicity**
- African American: 45
- Caucasian: 18
- Hispanic: 30
- Asian/Pacific Islander: 2
**Take Wing:**
Total Budget: $1,181,196.00
Total Served: 103 Service Partners – 54 adults, 49 children

Take Wing is comprised of two primary populations, community youth experiencing homelessness and former foster/probation youth experiencing homelessness. The latter are 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.

The current staff component consists of 7 positions, all slots were filled. During this operating year, we filled 1 staff position. The person occupying the Childcare worker position resigned and the position was filled shortly after the resignation. The major activities of the year were to improve the outcomes for service partners securing stable and permanent housing upon their exit from the program and to increase their income during the stay in the program. To that end, we have developed a manualized housing curriculum which will provide direction in the area of attaining housing, the training and development of a job readiness component that will be delivered to all service partners during the first 90 days of the program.

**FYSB**
Last year the FYSB program was in its infancy. The grant had been awarded early in FY14-15 so the majority of the year was committed to program development. At the beginning of the second grant cycle, this fiscal year, the program had become fully operational. The major goal for the year was to provide services to the service partners as outlined in the grant and then evaluate their effectiveness via quality management techniques and approaches. At certain points during the year, adjustments were made in the delivery of services to improve their quality. At year end, the program was operating effectively.

**TYH**
During the year, the TYH program operated effectively. The program operated with a full client census throughout the year. Many of the service partners have been in the program for several months or more. The majority of the service partners are single parents with one or more children.

- 99% of former foster/probation youth were able to independently access needed medical, dental, and mental health care
- 76% of former foster/probation youth in the program maintained stable housing
- 71% of former foster/probation youth who completed the program established a permanent relationship with a safe and supportive adult
- 83% of former foster/probation youth left for a permanent destination

Program Audits
The County of San Diego conducted an audit of the TYH program during the 2015-2016 fiscal year. The audit returned a report of “no findings,” an excellent outcome for TYH. The other major audit of the reporting period was conducted by San Diego Housing Commission Section 8. Their audit consisted of an inspection of all Section 8 apartments; they found no faults, problems or discrepancies – another favorable outcome.
TAY Academy
Total Budget: $245,300
Served 120 Unduplicated Service Partners

TAY Academy provides a safe, inclusive, youth-led drop in resource center in Golden Hill. TAY Academy offers skill-development workshops, resources and referrals, classes and support groups, leadership and youth development activities, 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. TAY Academy is open Tuesday through Friday from 11:00 a.m. to 3:00 p.m. Out of TAY Academy, Urban Beats is also ran. Urban Beats is an innovative 20 week group curriculum to engage TAY in creating and implementing social expression projects on topics relating to youth emotional well-being and destigmatizing mental health, while simultaneously building work-readiness and life skills.

- Daily average attendance is 15 with 2834 units of visits to TAY Academy.
- 15 youth were assisted with housing.
- 28 youth decreased criminal activity.
- 28 youth applied for employment; 16 obtained employment.
- 11 youth were assisted with educational enrollment including vocational training.
- 65 youth have participated in Urban Beats; 10 have completed two 20 week cohorts.
- 120 new unduplicated youth attended TAY Academy
Youth Emergency Shelter:
Total Budget: $671,518
Total Unduplicated sheltered: 136 Service Partners
Total with duplicated: 146
Outreach contacts: 1510 (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
  - 1510 clients were provided with outreach services

- Provide food for 175 clients
  - Provided food to 348 clients,

- Provide shelter to 175 clients
  - 136 unduplicated clients were provided shelter and 9 duplicated clients for a total of 146 clients

- Provided in-person counseling to 60 clients
  - 136 unduplicated clients were provided counseling, and 9 duplicated clients for a total of 145 clients

- Provide long term stabilization housing to 125 client
  - 119 clients were provided long term stabilization
### Gender
- Male: 52
- Female: 84

### Age Range
- 12 to 14: 21
- 15 to 17: 115

### Ethnicity
- African American: 35
- Caucasian: 26
- Hispanic: 44
- Asian/Pacific Islander: 12
- Native American/Alaskan Native: 16
- Biracial: 2
- Other: 1
- Biracial: 2

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San Diego Youth Services Outcomes Report 2015-2016
Prevent Delinquency and School Failure

Total Budget: $2,996,359.45
Total Youth/Families Served: 2,127
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 6-18 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. Juvenile Diversion services now provided through the CAT program include partnerships with local law enforcement agencies to conduct curfew sweeps and divert youth from entering the juvenile justice system.

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

- 1,203 families received initial screening assessment (128% of contract goal),
- 759 families received prevention or intervention services,
- Of the youth who exited the program, 703 youth successfully completed their goals (100.4% of contract goal), demonstrating a 92% success rate for the program
- 784 youth did not enter or re-enter into Juvenile Justice System (120% of contract goal)
- 653 youth and/or parents completed customer satisfaction questionnaires (99% of contract goal).
### Gender
- Male: 433
- Female: 403
- Transgender: 2

### Age Range
- 5 to 7: 15
- 8 to 11: 65
- 12 to 14: 276
- 15 to 17: 257
- 18 to 21: 225

### Ethnicity
- African American: 348
- Caucasian: 246
- Hispanic: 124
- Asian/Pacific Islander: 101
- American Indian/Alaskan Native: 17
- Other: 2

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CAT Cool Bed
Total Budget: Included in CAT Program
Served: 4 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. During the 15-16 FY cool bed didn’t have a host parent for 7 months which reflects on the program number.

- 4 youth were given temporary shelter in the Cool Bed program.
- 100% (4/4) Successful Case Closures.
Alternative To Detention (ATD) Program
Total Budget: $ 157,069.45
Served: 78 Service Partners

ATD Program is designed to provide a variety of services to low-risk juvenile offenders (under the age of 18) in San Diego County. ATD is a free, voluntary, and short term program for parents, guardians, and minors. ATD provides intensive case management, mental health services, structured activities, educational groups, decision making skills, goal setting and youth advocacy. ATD program also work with parents, guardians, probation officers and other community organization.

- 108 families were referred and received initial screening assessment the first FY year of this contract.
- 78 families received Intense case management services
- Of the youth who exited the program, 72 youth successfully completed at least one of their goal. (92%)
- 39 youth did not enter or re-enter into Juvenile Justice System.
- 23 families also participated in Mental Health Enhancement Program
Gender
- Male: 34
- Female: 41
- Transgender: 3

Age Range
- 8 to 11: 1
- 12 to 14: 8
- 15 to 17: 46
- 18 to 21: 23

Ethnicity
- African American: 20
- Caucasian: 7
- Hispanic: 11
- Other/Bi-/Multi-Racial: 40
As part of the ATD Program, Cool Bed serves youth who committed an offense, but who do not present a high likelihood of flight danger to the community. This includes, but is not exclusive to, youth who have committed misdemeanor family crimes, and families who primarily needed a “cooling off period” from one another due to high stress and conflict within the family. Services are offered to youth between the ages of 12 and 17 and referrals are strictly made by law enforcement 24/7 in keeping youth out of detention whenever possible. ATD cool bed is also offered county-wide.
Family Resource Center, El Cajon Valley High School
Total Budget: $165,629
Served: 404 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 with Grossmont Union High School District to provide continuing services following Camp LEAD and Unity Day. The FRC also continues to provide psycho-educational groups that target issues such as Healthy Coping, Commercially Sexually Exploited Children, Leadership and Acculturation.

- 83% (67 of 81) of refugees served by the Family Resource Center successfully completed an Acculturation Group provided by SDYS Staff.

- 24% (404 of 1,658) 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).

- 37% (148 of 404) of youth referred to the Family Resource Center were connected to continuing mental health treatment (12% to SDYS Outpatient clinics, and 11% to SDYS FRC Marriage and Family Therapist Trainees, 9% to SDYS counseling groups, 4% to SDYS crisis management and 1% to other outpatient service).

- 16% (47 of 299) of students who attended Unity Day received follow up services that were requested by the student.

- 89% of youth that were connected to mental health services were able to access safe, private and conveniently located services on campus in the FRC.

- Of the 141 case managed cases that closed this year, 94% had successfully created goals and had made progress towards achieving goals.
Prevention and Early Intervention:
Total Budget: $1,130,000
Served: 480 Service Partners (provided services to 3,052 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. In 2014 PEI has 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 kindergarten 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 **1,868 children**, exceeding the objective with **124%**

- **SOW 3.5.3**: 900 children shall be provided with Incredible Years Child Training classroom curriculum as the universal mental health social emotional evidence based prevention activity for all preschool through third graders.
  - Served **1,124 children**, exceeding the objective with **125%**

- **SOW 3.5.4**: 270 children shall be enrolled in Incredible Years Child Training small group.
  - Served **328 children**, exceeding the objective with **121%**
- SOW 3.2.3.1: 600 shall be screened for prevention/early intervention from the participating elementary schools.
  - Screened 781 families, exceeding the objective with 130%
- SOW 3.2.3.2: 240 families shall receive some prevention/early intervention activity.
  - Served 796 unduplicated families, exceeding the objective with 332%
Teen Pregnancy Prevention/CAT+ Program

Total Budget: $1,249,999
Total Served through all partner agencies: 1281
SDYS Total Budget: $412,999
Total Served by SDYS: 323 Service Partners

The TPP/CAT+ Program was re-funded in July 2015 for an additional 5 years, by the DHHS Office of Adolescent Health. SDYS is the lead agency for the TPP/CAT+ Program, and provides teen pregnancy prevention (TPP) services in the East region, and manages a collaborative of 4 other core partners who are delivering TPP services throughout the county (NCLL, MHS, SAY, SBCS). These core partners worked together on the previous TPP grant, and have been effectively providing evidence-based teen pregnancy prevention services for over 5 years in each of their regions.

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

The objectives of the TPP/CAT+ Program are to reduce teen pregnancy, teen births, and rates of STI infections in teens in targeted areas across the county and with higher risk populations across the county. SDYS is working with two evaluators, SANDAG and Nash & Associates, to conduct an impact study and an implementation study of the TPP/CAT+ Program. We will be tracking performance measure outcomes annually (number served, average attendance, fidelity to EBP model), but we will not have results of the impact study (teen pregnancy, birth, and STI rates) or implementation study until Years 4 and 5 of the grant, due to the time lag of release of public health data such as birth rates and STI rates.

Performance Measure Goals:

- In the Pilot Year (15/16) we anticipated serving 2,600 youth with a teen pregnancy prevention EBP
  - In FY 15/16 the CAT+ Collaborative served 1,281 youth with an evidence-based teen pregnancy prevention program, due to a delayed start from our funders with training and other systems for the new grant.
- 75% of youth attend 75% or more of curriculum (measure of program completion)
  - Of the 1,281 youth served, 85% attended at least 75% of the sessions (960 out of 1,281), exceeding our goal.
• Observe 5% of sessions for fidelity monitoring by an independent observer
  
  o In FY 15/16 the CAT+ Collaborative observed 5% of all scheduled sessions (meeting our goal) and facilitators had a 94% adherence rate to the fidelity of the EBP.

Program Successes:
• In FY 15/16 the SDYS Program Manager established two new County-wide partnerships for the CAT+ Collaborative, connecting TPP services with two high-risk populations:
  
  o The CAT+ Collaborative began a partnership with the Juvenile Court and Community School District which will allow each of the five core CAT+ partners to work with JCCS sites in FY 16/17 to deliver a teen pregnancy prevention program to every student in the JCCS district.
  
  o The CAT+ Collaborative began a partnership with the Student Success Programs, a network of Charter Schools across San Diego County, to deliver a teen pregnancy prevention program to sites where the students are at higher risk of teen pregnancy based on socio-economic status.

• An additional component to our grant is Community Mobilization, whereby we create opportunities for education and to raise awareness in the community around the issues of teen pregnancy and STI/HIV.
  
  o SDYS facilitated 9 presentations in FY 15/16 covering a wide range of topics (healthy relationships, STIs, Birth Control, How to Talk to your Kids about Sex) to a wide range of populations (youth, grandparents as caregivers, parents, foster parents, the deaf community, youth in foster care), and was contacted by the County to present a workshop at their Parent Expo.
  
  o SDYS attended over 30 collaborative and committee meetings in the East County in FY 15/16 to promote awareness and education around teen pregnancy prevention.
  
  o SDYS attended 11 outreach events in FY 15/16 to promote awareness and education around teen pregnancy prevention through tabling and providing resources.

• SDYS TPP/CAT+ staff created a community map of local clinics in the East County and evaluated them on a number of criteria, such as being accessible, youth-friendly, trauma-informed and inclusive.
Gender

- Male: 174
- Female: 148
- Transgender: 1

Age Range

- 12 to 14: 230
- 15 to 17: 84
- 18 to 21: 9

Ethnicity

- African American: 59
- Caucasian: 31
- Hispanic: 135
- Asian/Pacific Islander: 22
- Native American/Alaskan Native: 11
- Middle Eastern: 6
- Other/B-/Multi Racial: 59
Break the Cycle of Child Abuse and Neglect

Total Budget: $1,991,397

Total Youth/Families Served: 395
Adoptions:
Total Budget: $500,000
New: 350 Service Partners/Families; Duplicated: 730 Parents/Youth
Total Served: 2,927 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 16 years providing pre and post-adoption services to families with special needs children throughout San Diego County.

Services include:

- 1,465 children and 1,462 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.
- 130 unique families receive therapy in our clinic as well as in the home. Of those, parents received clinical services 2,047 times and children received clinical services 1,727 times. Our clinical work is trauma informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings.
- 2,927 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.
- 26 volunteers tutor 88 youth who may be having difficulty in school.
- 200-250 parents and youth participate in twice annual adoptive family events.
- 80-100 participants attend twice annual professional workshops focusing on attachment and special needs adoption. Participants include community clinicians, child welfare workers, adoption providers, and foster/adoptive parents.
- 1,456 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 680 families by email.
Foster Family Agency:
Total Budget: $1,155,897
Served: 45 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.
### Gender
- Male: 27
- Female: 18

### Age Range
- 0 to 4: 9
- 5 to 7: 4
- 8 to 11: 4
- 12 to 14: 6
- 15 to 17: 13
- 18 to 21: 4

### Ethnicity
- African American: 7
- Caucasian: 8
- Hispanic: 7
- Other/Bi-/Multi-Racial: 23
Surviving Together, Achieving and Reaching for Success (STARS)
Total Budget: $335,500
Served: 91 Service Partners

In 2013 STARS received a two year grant of $200,000 per year from the U.S. Department of Justice (DOJ) through the Office of Justice Program and the Office of Victims of Crime (OVC). In 2015 STARS was re-awarded the contract for additional three years to provide intensive case management and counseling services to victims of domestic sex trafficking. In 2015, STARS received additional funding of $125,000 from CAL OES for three years. A subcontract was awarded through North County Lifeline under additional CAL OES funding and will go into effect next fiscal year.

In fiscal year 15/16 STARS received 66 new referrals and served a total of 91 clients. In addition, the OVC and OES grants allowed STARS to provide community trainings to 1,260 individuals. Highlights include training youth, parents, educators and service providers at Girls Scouts, San Diego Unified, South Bay School District, Office of Ed, DA’s Office, and medical professionals. Training and building public awareness assists the community in understanding the issue, decrease stigma, learn how to identify victims and ultimately learn how to engage youth into services who have experienced trafficking. STARS has developed a Survivor Leadership program and utilizes the survivor voice in the design and implementation of direct services as well as our training program. Additionally, several of our youth have been trained as Youth Advocates and actively train along staff as experts on the topic of trafficking.

The STARS program is a gender-specific and provides a 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. This fiscal year saw an expansion of services with the addition of our Mental Health Clinician and Peer Support Partner through our CAL OES funding. Although STARS remains primarily gender-specific, the CAL OES funding allowed services to expand to minor victims of labor trafficking as well as males.

STARS OES Contract 3-year Objectives:
- Provide crisis intervention services to 100 minor victims of human trafficking.
  - 28 served and 33% completion towards overall objective.
- Provide follow-up counseling services to 100 minor victims of human trafficking.
  - 15 served and 17% completion towards overall objective.
- Provide advocacy services to 100 minor victims of human trafficking.
  - 10 served and 12% completion towards overall objective.
- Provide information and referral services to 100 minor victims of human trafficking.
  - 23 served and 27% completion towards overall objective.
- Provide 100 minor victims of human trafficking in-person counseling.
  - 22 served and 26% completion towards overall objective.
- Provide 18 community education presentations.
  - 22 presentations were provided resulting in reaching 122% of the objective.
Promote Mental Health and Addiction Recovery

Total Budget: $3,239,167
Total Youth/Families Served: 11,321
Breaking Cycles:  
Total Budget: $762,698  
Served: 582 New Service Partners; 898 Duplicated

Breaking Cycles is a multi-agency, county wide project administered by the County of San Diego Probation Department. The project is designed to prevent juvenile delinquency. By focusing project efforts through a system of graduated sanctions, 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.

In February 2016, SDYS Breaking Cycles contract received $145,833 additional funds via Mental Health Service Act from County of San Diego HHSA Behavioral Health Services to provide Commercial Sex Exploitation (CSEC) prevention & intervention services to females at Kearney Mesa Juvenile Detention Facility (KMJDF) and facilitate Alcohol & Other Drugs and Wellness (AODW) groups to males and females at KMJDF. As part of the CSEC prevention and intervention services, SDYS is administering the Commercial Sexual Exploitation Identification Tool (CSE-IT) in an effort to screen all females at KMJDF. Those who are screened and identified as at-risk for CSEC involvement are referred to attend the My Life My Choice group facilitated by SDYS Connection Coaches.

In addition to the program manager, the team consist of 10 Juvenile Recovery Specialists (JRS) and two Connections Coaches. The JRS component serve youth at Girls Rehabilitation Facility, Reflections Central, Youth Day Center-North & Central, Camp Barrett/East Mesa JDF, and various regional Community Units.

Breaking Cycles has exceeded all three outcomes for JRS Component in 2015/2016 including:

- 81% (288/352) 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 1%.
- 84% (298/352) of youth were alcohol and drug free at time of discharge. Minimum required 80%. Exceeded goal by 4%.
- 92% (325/352) 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 7%.
- Since services began in March 2016, 149 youth have been screened by the CSE-IT and 110 youth have attended at least one My Life My Choice group.
- Since services began April 2016, 180 youth have attended at least one AOD & Wellness group.
- JRS Component served 434 youth with AOD assessments and service plans. In addition, there were 118 youth rolled over from FY 14 -15. With the new funding augmentation, 464 youth received services at KMJDF. Thus, 898 new adolescents were served in 2015-2016.
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Camp Mariposa
Total Budget: $54,667
$41,667 Received from Moyer Foundation
$13,000 Received from Discount Tire Driven to Care
Served: 48 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. Twenty-eight campers came back this year to continue camp and were joined by 20 new campers for a grand total of 48 campers served in 2015-2016.

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

- 42% of the campers attended 3 or more times

- About 60% 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 48 campers received the Signs of Suicide curriculum and were assessed for symptoms of depression, suicidal thoughts and self-injurious behaviors.
### Gender

- Male: 25
- Female: 23

### Age Range

- 8 to 11: 30
- 12 to 14: 18

### Ethnicity

- African American: 16
- Caucasian: 17
- Hispanic: 8
- Middle Eastern: 1
- Other/Bi-/Multi-Racial: 6
Counseling Cove
Total Budget: $1,045,823
Served: 198 Unduplicated Service Partners
Outreach contacts: 1256

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 Support Partner Team utilizing the Assertive Outreach Best Practices Model. Once engaged, youth are provided with services including individual, group and family counseling, case management, crisis intervention, rehabilitative services and psychiatric evaluation, medication monitoring, and pharmaceuticals utilizing the Comprehensive, Continuous, Integrated System of Care (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. During FY 15-16, the Counseling Cove team consisted of 5 Clinicians, 6 Support Partners, 1 Program Assistant, 1 Program Manager, and 3 Master’s Level Interns.

- 198 unduplicated clients served, out of which 128 discharged from program.
- 89% (114 of 128) of clients had a stable living arrangement at time of discharge.
- 100% (128 or 128) of clients demonstrated improvement in street safety behaviors at discharge.
- 98% (125 of 128) of clients demonstrated reduced criminal activity at time of discharge.
- 84% (107 of 128) 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
- 73.9% Family Participation for minors engaged in counseling services
- Facilitated 131 groups to outreach youth and families
- Received and screened 217 referrals
- Completed an average of 105 outreach contacts per month.
Gender

- Male: 67
- Female: 129
- Transgender: 2

Age Range

- 12 to 14: 31
- 15 to 17: 119
- 18 to 21: 48

Ethnicity

- African American: 23
- Caucasian: 4
- Hispanic: 101
- Asian/Pacific Islander: 4
- Native American/Alaskan Native: 2
- Bi-/Multi-racial: 2
- Other: 2
East County Behavioral Health Clinic:
Total Budget: $775,979
8.63 FTEs and 1 volunteer
Served: 332 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.

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 seven of eight outcomes in 2015-2016 including:
EPSDT contract:
- 78% of discharged clients (130 of 167) whose episode lasted 2 months or longer had parent CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.
- At Discharge, 86% of clients (112 of 130) whose episode lasted 2 months or longer had a P-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.
- At Discharge, 81% of clients (108 of 133) whose episode lasted 2 months or longer, had child CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.
- 81% of discharged clients (88 of 108) whose episode lasted 2 months or longer had a Y-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.
At discharge, 100% (213 of 213) of clients whose episode lasted 3 weeks or longer, had CFARS data available for both intake and Discharge. Requirement was 100%.

91% (193 of 213) 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 (204 of 213) 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%.

93% of clients (296 of 319) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode. Minimum requirement was 90%.

Of the 430 youth referred, 204 new/unduplicated youth were opened and served for fiscal year 2015-2016. In addition, there were 128 youth rolled over from FY14-15 for a grand total of 332 youth served.
HERE Now:
Total Budget: $600,000
9 FTEs
Served: 9,754 Service Partners

The San Diego Youth Services (SDYS) School Based Suicide Prevention and Early Intervention (HERE Now) Program is in its final year of funding, funded by the County of San Diego. SDYS was awarded the grant in August 2013 for two years with one option year. 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 375 times to youth, parents, and schools staff.

HERE Now Program has met 5 out of 5 objectives.

- Objective 1- Implement the HERE Now Project to all middle through high school students in the East County region:
  - Implemented at 80% of contracted districts this fiscal year (8 out of 10 School Districts)
  - Implemented at 100% of contracted districts throughout three years of the contract (10 out of 10 School Districts)
  - Implemented at 60% of contracted schools this fiscal year (27 out of 45 school campuses)
  - Implemented at 89% of contracted schools throughout the three years of the contract (40 out of 45 school 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 9,754 students with (9,754/ 11,919) 82% attendance rate this fiscal year
  - Presented to 30,194 students with (30,194/ 35,871) 84% attendance rate in the three year contract period

- Objective 3- Coordinate at least one culturally and linguistically appropriate suicide prevention education presentation using SOS Program materials for parents/caregivers at each school:
  - 17 parent/caregiver presentations have been held this fiscal year. Thus, out of the 27 schools that have been served 63% have received a parent presentation. At all parent/caregiver presentations there were Bilingual Spanish speaking staff for translation
  - 35 of the 40 schools served during the three year contract have received a parent presentation
• Objective 4- Provide training in suicide prevention using SOS program materials that will include a focus on reducing stigma and providing information on warning signs, risk factors and protective factors to a minimum of 60% of school staff and gatekeepers from 8 East County school districts:
  o 299 staff attended with 75% (299 out of 401) attendance rate for school personnel’s of those grade levels
  o 1316 staff from the 8 East County School Districts have attended a training on suicide prevention during the three year contract

• 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:
  o This fiscal year 1,318 youth have been assessed one on one with HERE Now staff. Of those, 333 students developed a safety plan with the HERE Now staff in which warning signs, coping skills, and trusted individuals are discussed with the student.
  o Of those assessed, 185 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.
  o 6 were referred to the hospital for further assessment, all 6 were transported by their parent or guardian and a 5150 was initiated
  o Over the duration of the three year contract, 4,154 youth have been assessed one on one by a HERE Now staff

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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
181 Employees

- SDYS welcomed 62 new hires in fiscal year 2015 - 2016
  - 5 were re-hires (former employees who returned to work for the agency again).
  - 11 came from our volunteer pool

**Gender**

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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 21 years old. The largest age group are the 26 years old. 86 employees are in their twenties and 50 employees are in their thirties. The average age is 34 years and 8 months.

- 51 employees have worked for over 3 but less than 5 years with SDYS.
- There are 18 employees who have worked with SDYS between 5 and 9 years.
- 7 employees have work with SDYS for 10 to 14 years.
- 10 employees have been with SDYS for 15 to 19 years.
- 6 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:

- 56.91% of SDYS staff members hold a two- or four-year college degree, the majority holding Bachelor degrees.
- 30.94% staff members hold Master degrees
- 3 staff members with Doctorate degrees
- 20 staff members with various certificates, to administer group home, to teach, to provide alcohol and drug counseling, etc.
- 35 staff members are license-eligible
- 13 staff members are licensed Clinical Social Workers or Marriage & Family Therapist
- 39.4% of Americans between the ages of 25 – 64 holds a two- or four-year college degree.
  - In comparison, 65.19% 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, Confidentiality & HIPAA, Trauma Informed Care 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 2015 - 2016 fiscal year: Motivational Interviewing, TAY with Tots, Mental Health First Aid, synthetic Drugs, Break the Cycle of Addiction, Fair Housing, CPR/First Aid certification, TDC Test Preparation, Seeking Safety, Middle Eastern Cultural Development Training, Trauma Informed Care Supervision, Effective Behavioral Interventions for children & Adolescents, Volunteer Engagement, AATBS Test Preparation, Refugee Populations, Children & Early Adolescent Psych & Transforming the Difficult Child, Assertive Communication, and Working with challenging Behaviors, Creating Boundaries, & Learning Self-Respect. 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, CAARR, and CAADE, 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 East County Career Center in workforce development to reduce unemployment and received $40,341 which was utilized to provide a modest bonus for staff at the holidays, support and enhance staff training and development, and maintained the development of volunteer engagement as a certified Service Enterprise. The funds were also utilized to enhance staff’s professional knowledge of services in the community through a Services and Resources Fair that were attended by 38 different service providers and agencies.

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

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. Staff not eligible for PTO are provided with sick leave.

For benefits, eligible staff could choose from health insurance, dental and/or vision coverage, child-care expense-reimbursement, and/or retirement savings. In addition the agency pays for life insurance and long term disability insurance. Supplemental benefits are offered through AFLAC and Guardian; employees could choose to enroll in short and long term disability, personal accident, cancer, specified health event, hospital indemnity, and life. SDYS makes a matching contribution into the retirement plan equal to 50% of the salary reduction amount during the plan year that does not exceed 2% of staff compensation.

The agency has an emergency notification and plan in place. Staff participate in earthquake and fire drills, and 85% are certified to administer First Aid and CPR.

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

A smoking policy was maintained to protect non-smokers from 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 after a successful kicked-off with a fun-filled staff appreciation event repeated its success and again held a day of appreciative celebration, featuring food trucks, wellness activities, wellness fair/vendors, team-building games, relaxation, volleyball, and networking in the park under the sky. This annual event was bolstered with various Meet-Up Groups throughout the year to provide staff with an opportunity to engage in activities that they enjoy and the forum to connect with co-workers outside the work setting. Examples of the Meet-Up Groups activities are: books, crochet, hiking, parents & babies & toddlers, restaurants. As a cap to SDYS Wellness PATH: SDYS is sponsoring 8 entries in the Live Well San Diego 5K and Walter Philips, CEO, and Megan McDonnell, Intern, are running 100K to support the work and Mission of the organization.
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 2015-2016: Adoptions (In Depth Review)
- July 2015-2016: OVC/Department of Justice
- June 2015-2016: THP+, ADS – State, Adoptions, ILS East
- April 2015-2016: CAT Wings
- May 2015-2016: BHS/In-depth Review

Budget:

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

Accounts Payable:

- Checks and data entry (1,200 checks monthly)
- Vendor reconciliations (160 vendors)

Accounts Receivable:

- Claims to the County and other private (36 contracts)
- Collection of payment (36 contracts)
- Claims reconciliation (36 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**: $633,502
  - Unrestricted Donations, $337,719
    - Individual Donations, $160,070
    - Corporate Giving, $86,976
    - Foundation, $88,873
    - United Way, $1,800
  - Restricted Donations, $295,783

In-Kind Donations, $126,757

**Total Giving**: $760,259

- **Agency Website**
  - Funds Raised through website $84,630
  - Average gift amount $270; increase of 111% from last year average gift amount $128
  - 313 Donors

- **Website Visits**
  - 61,430 unique visitors in 2014-15
  - 270,579 pages viewed
  - Monthly 6,076 people spent between 0 and 2 minutes on the website
  - Monthly 999.5 spent between 2 and 15 minutes on the website
  - Top 10 pages visited
    - Homepage
    - Employment
    - Youth Emergency Shelter
    - Volunteer
    - Transitional Living Communities
    - Prevent Delinquency and School Failure
    - Our History
    - End Homelessness
    - TAY Academy
Social Media

Facebook

Gender and Age Range of “Likes/Followers”

<table>
<thead>
<tr>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>23%</td>
</tr>
</tbody>
</table>

- Facebook had a 14% increase of “Likes/Followers” from 1,906 to 2,170
- Top 10 countries from which Likes/Followers come
  - United States of America
  - Mexico
  - Denmark
  - United Kingdom
  - Canada
  - Germany
  - Netherlands
  - France
  - Austria
  - Australia
- How we rank:
  - Father Joe’s Villages 3.6k Likes
  - San Diego Youth Services 2.2k Likes
  - SAY San Diego 1.5k Likes
  - South Bay Community Services 1.3k Likes
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 (79 units), leases additional units at various locations, and operates a Transitional Living Home for eight (8) young adults.

Facilities

SDYS operates its programs from thirteen (13) separate locations throughout the County. The agency owns nine (9) properties, and has long term leases with local government entities, and private landlords for the other sites.

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

The ongoing volunteer labor and corporate funds contributed to maintaining and renovating SDYS’ properties 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 2015-165 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 $15,000.
**Property management**

During this period, the SDYS Property Management staff successfully completed 445 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 43,000 sq. ft.); built two sports fields, established a Community Teaching Garden and substantially upgraded the entire property. Based on this success, the School District offered to sell the property to the SD Youth Foundation. In February 2016 SDYF/SDYS completed negotiations and purchased this 10 acre Campus.

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 2015-16 the Campus hosted 512 public events, seminars, corporate functions, trainings, inter-faith ceremonies, and Community Teaching Garden activities. Over 13,200 individuals attended the Campus for these activities. The Campus is also used 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:

- **Keller Williams Real Estate**: Painting & upgrades to two (2) Campus Portable buildings
- **Qualcomm’s Q Cares Volunteer Program**:
- **CAVO GROUP**: This coalition includes: Aspen Risk Management Group, Zenith Insurance Company, Mira Costa College Risk Management Department: Spring Valley
- **Kaiser Permanente Labor Unions**: This organization’s Union volunteers have committed to a major painting/ building project at the Spring Valley Campus.

**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 (11), File/Print Server (@each of 7-sites), SharePoint Intranet (on the Cloud), Sophos Endpoint Security Cloud-based Service, Sophos Internet Filtering Security Appliance, Microsoft Office365 E-Mail Services (on the Cloud), FTP Server; PC workstations (235), Laptop computers (24), Computer Labs for Service Partners (6), Interns Computer Lab (1), Telephone and Voice-Mail Systems (8), Networks – LANs (8), WAN (1); Agency Intranet for Staff (1), Cell Phone Service (approx.185 devices) including Broadband Internet Cards (25), PDA Phones (26) and iPads (24); Firewalls (8), Secure Wi-Fi Access Points (12) 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, PRI circuit, Fax lines and Internet) Services contracts, implementation, moves, changes, repairs; all wireless equipment purchases, maintenance, upgrades, lost/stolen phone replacement and repairs, Internet Security and Filtering, Web Site oversight including Domain Name Management, DNS Management, Web site hosting, onsite and offsite Data backup (local and remote) for all Servers and management of the Computers for Youth program.

SDYS has a high standard of excellence in Information Technology and maintains quality electronic communications systems which generously support the needs of the agency. All SDYS I.T. administration and support is managed extremely economically by a department of one and a half staff, including the I.T. Director and a part-time I.T. Assistant. Also, the I.T. Consulting organization, Exceedo was used to help monitor Servers, manage backups and assist with various I.T. projects. The I.T. Department is provided a conservative budget and ended the 2015-16 Fiscal year approximately $30k 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 90 quality workstations, received 10-donated computers and implemented 80 computers as upgrades for staff and computer lab workstations.
The major efforts for the I.T. Department in 2015-16 were to migrate 250-users to Microsoft Office365 for our HIPAA Compliant E-Mail solution. This effort involved upgrading 80-workstations, setting up a hybrid environment for the transition, upgrading password authentication to a HIPAA compliant level for many users, testing and full cut-over. Additionally, SDYS shifted our Sophos EndPoint Security service to the more up-to-date Cloud-based Sophos EndPoint Security Services for all user workstations. All SDYS Servers were placed on a monitoring service which proactively identified Server issues before users were affected. On several occasions, hard drives that were going bad were identified and repaired before users were impacted. No data was lost on any occasion. Other Server-related issues were identified and addressed with no impact to users. Uptime for SDYS Servers and workstations was at a very high level of availability, with minimal downtime only for minor repairs for very short periods of time.

SDYS’ first formal HIPAA Evaluation was conducted in the November-December, 2015 timeframe. The findings were largely addressed through the workstation upgrades and e-mail migration to the Cloud efforts. Security Warning banners were implemented on all workstations. Plans and actions are in place and moving forward to resolve all other HIPAA-recommendations.

A Cloud-based data backup service is used to backup 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 agency data, if/when necessary. On a few occasions, accidental deletions of files were easily recovered from SDYS’ data back-up systems. A secondary backup service was implemented on 7 of SDYS’ most critical Servers which provides image backup of changes in data every 15-minutes allowing for minimal loss of data in the case of any Server or user data loss issues.

Copy Machines equipped with high speed scanners are leased and implemented at all sites to help convert paper documents to electronic documents for storage at all sites. Two high speed scanners are setup at the Spring Valley site to do document scanning for converting to electronic document format. 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 paper documents is being used to store electronic data files as well.

**Systems and Accounts**

The SDYS Intranet (SDYS Insider) provides services which allow the Marketing & Development Department as well as Volunteer Services Department to manage requests from various Programs. These systems assist in providing important support for managing needs for in-kind donations, events and helps identify 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 systems for managing an equipment lending library, 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. In addition, all SDYS Training Announcements and the Training Schedule are
posted on the Intranet with information on how to register for Trainings online, etc.

In preparation for migrating the SDYS Insider SharePoint system to the Cloud, the SharePoint Software was upgraded 2 versions up to the current 2016 SharePoint version. The SharePoint system has since been migrated to the Cloud and is running in the most current version of the Cloud-based Microsoft SharePoint software. These efforts including the migration of SDYS’ E-Mail to the Cloud eliminated the need for several SDYS Servers. By shutting down these Servers, expenses for maintenance, repairs and energy to run the Servers produced a significant savings for the SDYS I.T. Department.

SDYS added approximately 100 intern and volunteer accounts and 62 staff were hired which required 162 new user accounts during the 2015-16 Fiscal Year. Combining staff, interns and volunteers, the number of individuals supporting the organization throughout the year totaled approximately 275 people for whom the I.T. Department provided telephone/voice-mail support and provided ongoing data security and technical support.

New Office space was designed and implemented for the THP Plus Program at the MidCity Youth Center which included setting up networking for 11-workstations and 2-printers as well as 11-telephones for staff, Interns and Volunteers. 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 Counseling Cove Program site merged with the Youth Emergency Shelter (Storefront) Program site. This merge included: designing and implementing network expansion to accommodate 14 users, relocating the phone system and all computer, printers and network equipment, transferring telecommunications services, setting up the phone system, testing, installing new wifi equipment, etc. Additionally, the old Counseling Cove site needed to be cleaned and prepared for releasing the leased site to the landlord.

SDYS migrated all users to the Sophos Cloud-based Endpoint Security for workstations, Servers and network anti-virus/malicious activity protection. A Sophos Internet Filtering and Security Appliance is implemented, maintained and upgraded as necessary which screens users from inappropriate web sites and filters malicious programs from infecting workstations and the overall network. SDYS replaced all SonicWall Firewall hardware at all sites and updated the network security providing an additional layer of anti-virus and spyware, etc. protection for all sites.

Agency Wi-Fi networks were upgraded and standardized to assist in Wi-Fi access throughout the agency as staff move from one site to another. Wi-Fi units which are remotely managed provide Wi-Fi for: 1) appropriate Staff, 2) a general Wi-Fi access for visitors for general use (attendees at meetings/trainings, auditors and general visitors) and 3) Wi-Fi for wireless lab computers where appropriate for SDYS Service Partners. The Wi-Fi technology provides appropriate screening for security purposes as well as the ability to manage and control Wi-Fi access authentication and access times.
SDYS Computer Labs for the Youth were all redesigned and reconfigured to include recovery software, and multiple layers of threat detection software to insure integrity of the computers. In order to prevent unauthorized activity in the Computer Labs, some Computer Labs were locked down more thoroughly to prevent youth from bringing in their own devices and attaching them to the network. The computers also have physical locks to prevent tampering and/or theft of the computers.
Quality Management (QM) Department

Number of Policies & Procedures Revised: 13
Number of Program Reviews: 14
Number of Trainings: 28 (Internal) and 18 (External)
SDYS Quality Management Net Revenue: $49,577

Team Reorganization

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

- Policies and Procedures
- Program and documentation reviews
- SDYS Comprehensive Training Program
- Clinical Interns and Trainees
- Individual and Group Clinical Supervision

Policies & Procedures

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

This year, 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), as well as a training that was offered quarterly during FY 2015-16. The QM Coordinator also created 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 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 28 internal and 18 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 2-3 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
- 286 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), Sweetwater Union High School District, and the Lemon Grove Library 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 $30,000 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:

- 4 internal CCL trainings
- 94 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 2015-16, SDYS QM hired, trained and supervised **36** interns and trainees from **5** disciplines and **6** 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. Starting in August 2016, we are bringing on 39 clinical interns for FY 2016-17.

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 2015-16 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:
• 32 staff received Individual Clinical Supervision per week
• 24 interns and trainees received Individual Clinical Supervision per week
• 11 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 801 clinical documents this fiscal year (e.g. Behavioral Health Assessments, Client Plans, Progress Notes), which is approximately 66.75 per month.
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 fifteen 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 Engagement offers a wide variety of volunteer roles and projects to community members. All projects, located at various sites, schools and community centers, benefit high-risk children, teens, young adults and families. We provide myriad opportunities to affect community development by collaboratively planning events and promoting leadership skills. Some volunteer opportunities may include co-facilitating therapeutic groups with foster and adopted youth, mentoring and tutoring youth, or simply planning a special group event with an SDYS program manager. We have numerous group projects and volunteer opportunities available, dedicated to creating and promoting a better San Diego.

Recruitment
SDYS Volunteer Engagement maintains an aggressive recruitment strategy. This year we have continued our recruitment by tabling at events such as the Farmers Insurance Open, at various Job and Service Fairs, Soroptomist’s “If She Can Dream it, Help Her Be It” Event and PRIDE San Diego. We have continued to expanded our outreach through the partnerships with the local colleges and universities by attending volunteer and job fairs, campus organization meetings and partnering with professors to provide service learning opportunities for their students at SDSU, UCSD, USD, CSUSM, National University, Alliant University and USC School of Social Work. We were even
asked to guest speak at a University of San Diego, Volunteer Engagement class as an expert in the field of Volunteer Engagement and Internships. The best method of recruiting long term volunteers has been simply by word of mouth from staff and current volunteers. One of our Program Managers was able to recruit a volunteer that she met on a flight by simply being an ambassador of SDYS and letting others know how to get involved!

During 2015-2016, SDYS Volunteer Engagement had over 7,500 website visits and thousands of requests for more information about our volunteer program. 146 filled out an online application. 120 attended orientation, and 133 became new volunteers/interns at the agency.

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 Engagement Team. They bring the knowledge of many years of working with the agency in various levels as staff, volunteers, volunteers who have become staff. The Board also brings their passion for seeing the agency grow and thrive by engaging the community to get involved with San Diego Youth Services.

Some accomplishments for this year:
- Volunteer Services has been renamed Volunteer Engagement
- With the encouragement of the Volunteer Engagement Advisory Board, SDYS Volunteer Engagement and Human Resources department wrote for a grant to support recruitment and retention among staff and volunteers.
- Members of the board created a satisfaction survey that is being distributed to volunteers when they receive their recognition certificates.
- The volunteer application process has been streamlined and made available on the website.
- Group volunteer opportunities have been identified and shared, matching the desire of companies to give back with the needs of the agency.
- Volunteer Engagement has worked collaboratively with other internal departments to make volunteer opportunities available, including facilities and Marketing and Development.
- VE has identified and shared resources for staff who are working with and supervising volunteers.

Interviewing & Matching
The key to involving volunteers is interviewing and matchmaking. Volunteer Engagement speaks with individuals who are interested in getting involved, discussing programs, and asking screening questions in order to find the best opportunities to meet volunteer desires as well as program needs. Potential volunteers meet with Program Managers for a one on one interview to discuss their goals, expectations, and responsibilities to ensure they are well matched before going through the background clearances.
Orientation & Training  
Fundamental to the success of volunteer placement are the numerous trainings and staff activities that SDYS sponsors. Volunteer Engagement requires all new volunteers to attend a volunteer orientation to prepare them to work with our youth by increasing each volunteer’s knowledge and experience in Trauma Informed Care, HIPAA, crisis intervention, boundaries and self-disclosure, confidentiality and issues related to abuse and neglect. The SDYS Quality Management Department support volunteers by offering trainings that address special populations, important trends among youth, and techniques for working with Service Partners that further prepares them to meet the needs of the youth that they work with.

Supervision & Evaluation  
Volunteers are assigned to paid personnel who supervise their performance. The supervisor and volunteer set mutual expectations for work performance, along with work schedules and meeting times. Periodic need-assessments, both informally and formally, help guide program and volunteer 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.

We continue our ongoing recognition program to recognize volunteers every 4 months with certificates of appreciation. This is the second year that we have included volunteers at our annual staff appreciation event. This years’ theme we “Super Heroes” because all of our staff and volunteers are everyday heroes to the youth and families that we serve. It was a fun filled day with relay races, food, and spending time out of the office! We had a photo booth and community mural that everyone was able to participate in. We also hosted a volunteer appreciation BBQ Potluck in June!

We continue to engage volunteers in the SDYS community with the monthly Volunteer Engagement newsletter. The newsletter highlights events and happenings around the agency, spotlights volunteers and staff, and provides information on trainings, meet up groups and self-care tips!

RISE Program and Volunteers  
This year we were able to bring on a new position to help with Recruitment and Retention of staff and volunteers in the public mental health field. Our Recruitment and Retention Specialist oversees and develop activities related to the Retention through Individual and System Enrichment (RISE) Program. Some RISE initiatives that have been offered to volunteers include additional trainings, career shadowing opportunities, a social service provider resource fair, and increased health and wellness events.

Trainings/Workshops Facilitated  
We continue to provide an annual Volunteer Engagement workshop for agency program managers, as well as ongoing training to ensure that the needs of volunteers and
managers are met. Through individual volunteer needs assessments with program managers and follow up at division meetings, we have been able to get feedback on the current volunteer processes, how volunteers are doing, areas to improve in and how we can better support the staff to work with and engage volunteers so that they are effective and efficient in the work that they are doing for the programs.

Networks, Initiatives & Partnerships
This year the agency continued membership and participation in the Volunteer Administrator’s Network (VAN), which provides the Volunteer Engagement team with professional development through trainings, roundtable discussions and networking. Our Recruitment and Retention Specialist is looking into getting even more involved with VAN by joining the VAN council.

In 2014, San Diego Youth Services was part of a California Volunteer initiative called California Volunteers Service Enterprise Initiative (CVSEI). We were a part of the first Service Enterprise Initiative (SEI) cohort in San Diego. Last 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). We are a certified through 2017 and will be gearing up towards recertification in the upcoming fiscal year.

We have continued our participation with the AmeriCorps Volunteer Infrastructure Program VIP for the second year. This year’s cohort is made up of 10 AmeriCorps Fellows that serve at various non-profits throughout the county. This year’s AmeriCorps VIP has really been focusing on strengthening our stability as we continue to scale and increase the number of volunteer we have at the agency. We have continued to build better networks and relationships that lead to collaborative efforts of volunteer engagement and recruitment throughout the San Diego County.

The Volunteers Engagement Team continues to be active participant in the County of San Diego’s LiveWell San Diego Thriving Plan. This year the committee’s focus is getting an all-county volunteer portal set up.

“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 Engagement Team
SDYS Volunteer Engagement is staffed by a Volunteer Coordinator, a Recruitment and Retention Specialist and currently hosting our second AmeriCorps Volunteer Infrastructure Program (VIP). We are thrilled by all of the ways that we have able to grow and expand Volunteer Engagement to better serve and meet the needs of the programs and service partners.

2015-2016 Volunteer Services Statistical Highlights
- Over 7,500 webpage visits for more information about our volunteer program
- 120 prospective volunteers attended orientation
- 133 new volunteers cleared to serve
- 211 individual volunteers served the agency
- 11 out of 62 new hires in the agency were former volunteers
- Average of 105 individual volunteers per month
- Average of 107 group/one-time volunteers per month
- An average of 3,676 volunteer hours completed per month
- 47,396 volunteer hours completed this fiscal year, valued at $1,307,649.57
- 140 volunteers have been with the agency for more than the 6 month minimum commitment
- 27 volunteers have been with us for more than 3 years
### 2015-2016 Volunteer Services Statistics

<table>
<thead>
<tr>
<th>Program</th>
<th>Number of Individual Volunteers</th>
</tr>
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<tbody>
<tr>
<td>Administration/HR/Fiscal/QM/Board</td>
<td>32</td>
</tr>
<tr>
<td>Adoptions</td>
<td>32</td>
</tr>
<tr>
<td>Breaking Cycles</td>
<td>5</td>
</tr>
<tr>
<td>Bridge</td>
<td>3</td>
</tr>
<tr>
<td>Bridgman</td>
<td>1</td>
</tr>
<tr>
<td>Camp Mariposa</td>
<td>8</td>
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<td>Counseling Cove</td>
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<td>ECBHC</td>
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<td>Family Resource Center</td>
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<td>STARS</td>
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<td>Storefront Night Shelter</td>
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<td>Storefront Drop-In-Center</td>
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<td>Storefront Outreach</td>
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<tr>
<td>TAY</td>
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<tr>
<td>Agency Total</td>
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<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Number of Volunteers</th>
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<tbody>
<tr>
<td>1-6 Months</td>
<td>71</td>
</tr>
<tr>
<td>7-12 Months</td>
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<tr>
<td>1-2 Years</td>
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<td>3-5 Years</td>
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<tr>
<td>6+ Years</td>
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<td><strong>Total</strong></td>
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<table>
<thead>
<tr>
<th>Referral Source</th>
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<tbody>
<tr>
<td>University/School</td>
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<td>Online</td>
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<td>Friend or Family Referral</td>
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<td>Other Agency</td>
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<td>Former SP or Staff</td>
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<td>SDYS Employee</td>
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<td>Faith Based</td>
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<td>Walk -By</td>
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<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Number of Volunteers</th>
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<tbody>
<tr>
<td>Asian/Pacific Islander</td>
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<td>Black/African-American</td>
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<td>Caucasian/White</td>
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<td>European</td>
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<td>Mixed</td>
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<td>Other</td>
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<td><strong>Total</strong></td>
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<td>Monthly Hours</td>
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<td>Individual Volunteers</td>
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<td>Hours</td>
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<td>Average # hours/month</td>
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<td>Group/ one time Volunteers</td>
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<tr>
<td>Hours</td>
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<td>YTD total hours</td>
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<tr>
<td>YTD Value of Volunteer Time</td>
<td>$1,307,649.57</td>
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**Sources**


State of California.
