SAN DIEGO YOUTH SERVICES
Building futures for at-risk youth
Outcomes Report 2016-2017 29
10x7” · 25x18CM
San Diego Youth Services (SDYS) is a nationally recognized, non-profit organization that has helped improve the lives of more than 700,000 homeless, runaway, abused and at-risk youth in San Diego County. Every day, we work to fight the tragedies of homeless youth and youth in crisis. Founded in 1970, SDYS now provides intensive services to more than 19,000 children and their families each year. SDYS offers emergency services, safe places to live and long-term solutions for kids “on their own” by providing shelters, foster homes, community centers and transitional housing. Professional help for high-risk youth is provided at all our locations.

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

2016-2017

Total Agency Budget: $14,907,686.45
Number of Service Partners/Parents served: 19,094

Agency demographics breakdown

Gender:

<table>
<thead>
<tr>
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<th>Female</th>
<th>Transgender</th>
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<tr>
<td>Number</td>
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<td>9,186 (48%)</td>
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Age:

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<td>0 to 7</td>
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<td>8 to 11</td>
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<td>12 to 14</td>
<td>8,605 (45%)</td>
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<td>15 to 17</td>
<td>6,535 (34%)</td>
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<tr>
<td>18 to 21</td>
<td>1,614 (8%)</td>
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</tr>
<tr>
<td>22 to 24+</td>
<td>614 (3%)</td>
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Ethnicity:

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<thead>
<tr>
<th>Ethnicity</th>
<th>Number</th>
<th>Percentage</th>
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<tr>
<td>African American</td>
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<tr>
<td>Caucasian</td>
<td>4,965 (26%)</td>
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<tr>
<td>Hispanic</td>
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<tr>
<td>Asian/Pacific Islander</td>
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<tr>
<td>Native American</td>
<td>175 (1%)</td>
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<tr>
<td>Middle Eastern</td>
<td>1,154 (6%)</td>
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<tr>
<td>Mixed Race/Other</td>
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End Homelessness

Total Budget: $4,462,675
Total Youth/Families Served: 632
Independent Living Skills (ILS) Program

Total Budget: $ 215,682
Served: 195 Service Partners

The ILS Program works with foster youth ages 17-21. The ILS Program helps ensure that upon exiting foster care system, after services are available until his/her 21st birthday. Such services include: employment, educational, and housing assistance, scholarships, Medic-Cal, household items, incentives when possible and other resources. Referrals can be made by the youth’s Social Worker, Probation Officer or other ILS Partnership.

The ILS team met 15 out of the 15 objectives in FY 2016-2017 including the following:

- 86% (65 out of 76) of youth receiving services, 19 years and older, received a high school, diploma, Certificate of High School Completion or a GED.
- 78% (107 out of 138) of aftercare and Non-Minor Dependent youth have achieved full time productivity.
- 96% (26 out of 27) of aftercare and Non-Minor Dependents youth have achieved stable housing for six months.
- 78% (58 out of 74) of aftercare and Non-Minor Dependents youth have achieved stable income for twelve months.
- 91% (125 out of 138) of aftercare youth have identified and established a relationship with a supportive adult.
- 91% (126 out of 138) of aftercare youth were able to independently access needed health, dental, and mental health care.
- 99% (137 out of 138) of 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% (36 out of 36) of Non-County Dependents and Wards who need information about education beyond high school have been provided with assistance.
- 100% (40 out of 40) of aftercare youth received direct face-to-face services.
- 94% (106 out of 113) of Non-County dependents and non-minor dependents received direct face-to-face services.
- 100% (50 out of 50) of wards and non-county dependents youth received direct face-to-face service.
- 100% of all KinGAP and Guardianship youth received direct face to-face services.
- 100% (32 out of 32) of youth referred to and enrolled in the Excel Job Readiness Training.
Transitional Housing Programs (THP)
Total Budget: $1,702,050
Served: 69 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.

- 22 minor children/dependents of the SP’s were served.
- 92% of the youth in programs maintained stable housing.
- Half of the youth are attending school, and of those 95% have passed 80% of their classes.
- Over half of the youth have either full-time or part-time jobs, and many are attending school and work at the same time.
- One youth graduated from the program and was able to take over the lease on her apartment, a THP first!
**Take Wing:**
Total Budget: $1,181,196.00
Total Served: 88 Service Partners – 51 adults, 37 children

Take Wing is comprised of two primary populations, community youth experiencing homelessness and former foster/probation youth experiencing homeless. The latter is served through a County contract, TYH, in which San Diego Youth Services 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. During this operating year, two Case Managers and the Residential Advisor resigned their positions. All three positions were hired. 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.

The County of San Diego conducted an audit of the TYH program during the 2016-2017 fiscal year. The audit returned a report of “no findings”, an excellent outcome for TYH. The program was notified by Section 8 that they were not going to conduct a review of the Section 8 program for the FY 2016-2017. Section 8 explained that because the program had had very good reviews in the last two year fiscal years, it was not necessary to conduct a review.

**FYSB**

The Take Wing program is concluding the 3rd year of the FYSB grant, and is providing its 6th semi-annual (i.e., 6-month) report. The FYSB program at Take Wing has progressed through the general stages of program development – from start-up to where it is now, past the halfway mark with the grant and in a position of stability and effective performance.

The newly developed housing curriculum for youth has now been manualized. Staff will be working intensively with FYSB youth with these new manuals throughout the next period. In the process of this work, staff will be evaluating the usefulness of the manual in improving the rate of youth obtaining viable housing; in this manner, the manual can be adjusted if and as needed to provide the greatest possible value to youth in the essential task of securing permanent affordable housing.
As part of continuing to develop partnerships with job readiness, apprenticeship, and technical certification programs, we plan to host a series of monthly workshops on-site at Take Wing which will be presented by representatives from these training and skill programs. We expect that the results of this activity will be at least twofold: 1) The youth will gain vital information about trades, careers, and the means of preparing themselves for those fields; 2) The youth will be in direct contact with people who specialize in job readiness and/or training that eventuates in good-paying careers and who may be able to enroll the youth in apprenticeships or certification trainings.

In order to further our goal of assisting youth in learning healthy stress management techniques and increasing their sense of well-being, we will be adding pertinent components in the next period to the resources currently available in the program. Take Wing already has an individual counseling component; we have begun a self-care group which has been meeting regularly. In addition to these resources, we will develop and begin to utilize a stress education pamphlet which will be given to all youth as they enter the Take Wing program. The pamphlet will define and explain basic concepts related to stress and distress and will include suggestions for stress reduction.

We will also plan to begin a series of monthly on-site tutorials which will teach and guide practices of a variety of stress management/stress reduction skills such as breathing techniques, muscle relaxation, mindfulness, self-talk, and time management. FYSB youth have struggled with developing permanent connections with a stable, positive adult, as was reflected in the outcome measure noted in the major activities section of this report. We intend to make an effort to help youth with this aspect of well-being by developing a pool of mentors for the youth, and training the mentors so that the mentoring relationship can be effective and so that it is a life-enhancing experience for the youth and for those who volunteer to become mentors.

TYH

The following comments will serve to outline some of our plans for optimizing conditions that assisted program participants in meeting the specified program standards.

All program participants received training in financial literacy, which enhanced their understanding of practical personal finance, including the importance of making essential payments and strategies for doing so.

We introduced the concepts, methods and measurements of productivity during orientation to the program, so that participants understand from the beginning that productivity is a core element of their program, that it must be achieved, and the achieving productivity hours is a meaningful measure of personal success/progress.

We introduced a graduated approach to achieving full productivity within 90 days of program entry. Program participants are expected to gradually increase productivity hours, meeting a new level at the end of each 30 day segments – i.e., at least 10 hours at the end of 30 days; at least 20 hours at the end of 60 days; and at least 32 hours (full-time productivity) at the end of 90 days. An achievement certificate will be awarded
at each achievement level when the standard is met and a gift card will be awarded at the end of 90 days, if the desired productivity level has been reached.

Everyone who is going to school or attending vocational training was mandated to connect with a tutor, EOPs, or an in-school academic assistance/support program. The purpose of meeting is to develop a plan to meet the individual needs and challenges in such a way to maximize their chances of educational success. Program participants who are students meet with their case managers at regular intervals, as determined by the students and case managers, to evaluate academic progress, as documented by ongoing grades and academic evaluations provided by the students. This enables the case managers/program to intervene in a positive way if it appears that academic performance is slipping so that a failure or drop-out can be averted.

We increased the number of volunteers and mentors involved with the programs which maximized opportunities for participants to have contacts with those volunteers. The volunteers/mentors in some cases may become the ongoing safe, supportive adults needed by the youth. The program activity calendars, social events and recreational outings are scheduled to bring about more contacts between program participants and community members, again, to increase the opportunities for forming relationships with safe, supportive adults.

The rent pay procedure was revised. The first instance of late payment of rent will not involve a penalty. The next instance will mandate a meeting with the case manager to create a payment plan, along with a late payment fee. If there is a failure to meet the guidelines of the payment plan, or should there be another late payment or nonpayment, a Pay or Quit notice will be issued. Failure to follow the stipulations of the Pay or Quit will result in the issuing of an eviction notice.

Average number of occupants served each night with children – 40.01
Gender

- Male: 21
- Female: 42

Age Range

- 18 to 21: 30
- 22 to 24: 21

Ethnicity

- African American: 24
- Caucasian: 4
- Hispanic: 20
- Biracial/Other: 3
TAY Academy
Total Budget: $831,700
Served 294 Duplicated Service Partners
Served 166 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, referrals, classes, 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 that is knowledgeable of, and sensitive to, the trauma occurring in their lives. Youth of all ethnicities, sexual orientation, housing standings, and cultural backgrounds are welcome. TAY Academy is open Tuesday through Friday from 11:00 a.m. to 3:00 p.m.

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

Redwood is a short term transitional housing program for TAY (ages 18-24). Redwood is a five bedroom house with one room designated for a family allowing up to six residents plus a child. The youth are able to stay at Redwood for up to six months; rent and utilities free. While at Redwood youth meet with their Connection Coach where they work on their vision plan (school, work, mental health needs) and exit plan (applying for housing programs or independent living). The youth are also highly encouraged to participate in groups; financial literacy, coping skills, independent living skills, and communal living skills.

TAY Academy is also now housing Street Outreach and is the lead for street outreach in North and South County. Street Outreach meets with youth in the community to provide resources and linkages to Storefront shelter, TAY Academy, and any other resources they might be needing. The Street Outreach team also provides intensive case management for youth aged up to 21.

- Daily average attendance is 17 with 3,441 units of visits to TAY Academy.
- 40 youth were assisted with housing.
- 6 youth were placed in Redwood Transitional Housing.
- 33 youth decreased criminal activity.
- 23 youth applied for employment; 15 obtained employment.
- 36 youth were assisted with educational enrollment including vocational training.
- 31 youth have participated in Urban Beats; 14 completed two 20-week cohorts.
- 261 youth have benefited from our showers and laundry services.
- 1,293 youth have been contacted to date by Street Outreach.
- 166 new unduplicated youth attended TAY Academy.

### Gender
- Male: 101
- Female: 54
- Transgender: 11

### Age Range
- 12 to 14: 54
- 15 to 17: 5
- 18 to 21: 21
- 22 to 24+: 85

### Ethnicity
- African American: 42
- Caucasian: 39
- Hispanic: 46
- Asian/Pacific Islander: 2
- Indian/Alaskan Native: 8
- Other/Bi-/Multi-Racial: 29
Youth Emergency Shelter:
Total Budget: $532,047
Total Unduplicated sheltered: 147 Service Partners
Total with duplicated: 155
Outreach contacts: 1279 (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 1200 clients
  - 1279 clients were provided with outreach services
- Provide food for 150 clients
  - Provided food to 155 clients
- Provide shelter to 175 clients
  - 147 unduplicated clients were provided shelter and 8 duplicated clients for a total of 155 clients
- Provided in-person counseling to 60 clients
  - 81 unduplicated clients were provided counseling, and 8 duplicated clients for a total of 89 clients
- Provide long term stabilization housing to 125 clients
  - 115 clients were provided long term stabilization, (8 youth were still in shelter at time of this report)
Prevent Delinquency and School Failure

Total Budget: $3,137,260.45
Total Youth/Families Served: 3,185
Community Assessment Team
Total Budget: $1,186,831
Served: 786 Service Partners

The goal of the CAT program is to prevent youth from entering the juvenile justice system by providing prevention programs to identify at-risk youth and their families. CAT serves children and youth ages 6-18 and utilizes a strengths-based, brief case management model that includes home visiting, group intervention services, and referrals to individual and family counseling or other appropriate community services. Additionally, with the philosophy of meeting the families and youth where they are, CAT case managers and interns go onto the campuses of all named school districts of East County. SDYS was re-awarded 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 four of the seven objectives this past year including:

- 1,196 families received initial screening assessment within 2 days of referral being received (114% of contract goal).
- 711 families received prevention or intervention services.
- Of the youth who exited the program, 687 youth successfully completed their goals (102% of contract goal).
- 588 youth did not enter or re-enter into Juvenile Justice System (91% of contract goal).
- 658 youth and/or parents completed customer satisfaction questionnaires (101% of contract goal).
Gender

- Male: 394
- Female: 392

Age Range

- 5 to 7: 7
- 8 to 11: 242
- 12 to 14: 238
- 15 to 17: 218
- 18 to 21: 242

Ethnicity

- African American: 323
- Caucasian: 105
- Hispanic: 132
- Asian/Pacific Islander: 213
- American Indian/Alaskan Native: 11
- Other: 2
Cool Bed
Total Budget: Included in CAT Program
Served: 3 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. The 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 16-17 FY Cool Bed had 87 referrals.

- 3 youth were given temporary shelter in the Cool Bed program.
- 100% (3/3) Successful Case Closures.
Alternative To Detention (ATD) Program
Total Budget: $157,069.45
Served: 139 Service Partners

The 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. The ATD program also works with parents, guardians, probation officers and other community organizations.

- 139 families were referred and received initial screening assessment the first FY year of this contract.
- 100 families received intensive case management services.
- Of the youth who exited the program, 80 out of 89 (90%) youth successfully completed at least one of their goals.
- 29 families also participated in the Mental Health Enhancement Program.
### Gender
- Male: 35
- Female: 104

### Age Range
- 8 to 11: 17
- 12 to 14: 10
- 15 to 17: 34
- 18 to 21: 78

### Ethnicity
- African American: 20
- Caucasian: 40
- Hispanic: 11
- Other/Bi-/Multi-Racial: 7
ATD Cool Bed
Total Budget: Included in ATD Program
Served: 33 Service Partners

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 12-17 and referrals can strictly be made by law enforcement 24/7 in keeping youth out of detention whenever possible. ATD cool bed is also offered county-wide.

**Gender**

- Male: 7
- Female: 26

**Age Range**

- 12 to 14: 2
- 15 to 17: 8
- 18 to 21: 23

**Ethnicity**

- African American: 12
- Caucasian: 6
- Hispanic: 2
- Middle Eastern: 2
- Bi-/Multi-racial: 2
- Other: 10
Family Resource Center, El Cajon Valley High School
Total Budget: $192,400
Served: 467 Service Partners

Family Resource Center (FRC) provides family and youth resources, case management and crisis counseling to students attending El Cajon Valley High School. This past year, the Family Resource Center coordinated with Grossmont Union High School District to provide acculturation services and mental health support to Newcomer youth and families. The FRC also continues to provide psycho-educational groups that target issues such as Healthy Coping, Commercially Sexually Exploited Children, Leadership and Self-Esteem.

- 87% (120 of 138) of refugees served by the Family Resource Center successfully completed an Acculturation Group provided by SDYS Staff.

- 26% (467 of 1,767) of the entire El Cajon Valley High School student body was served by the FRC in some capacity (case management, crisis intervention, and/or attended facilitated groups).

- 75% (351 of 467) of youth referred to the Family Resource Center were connected to continuing mental health treatment, including:
  - 13% to SDYS outpatient clinics
  - 11% to SDYS FRC Marriage and Family Therapist Trainees
  - 12% to SDYS counseling groups
  - 36% to SDYS crisis management
  - 3% to other outpatient service

- 94% 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 96 youth receiving case management that closed this year, 93% had successfully created goals and had made progress toward achieving their goals.
**Gender**
- Male: 182
- Female: 284
- Transgender: 1

**Age Range**
- 12 to 14: 11
- 15 to 17: 167
- 18 to 21: 289

**Ethnicity**
- African American: 203
- Caucasian: 13
- Hispanic: 42
- Middle Eastern: 42
- Other/Bi-/Multi-Racial: 171
Prevention and Early Intervention:

Total Budget: $1,120,516
Served: 678 Service Partners (provided services to 1,180 participants)

The San Diego Youth Services (SDYS) East County Prevention and Early Intervention (PEI) Program provides services utilizing the Incredible Years (IY) evidence-based models. Services are provided at Bancroft Elementary and Rancho Elementary in La Mesa Spring Valley School District and Lexington Elementary, Johnson Elementary and Meridian Elementary in Cajon Valley School District.

PEI was re-awarded the School Based-Prevention and Early Intervention contract on 8/5/16. Due to this delay, services started at the beginning of the school year at Bancroft Elementary, Lexington Elementary, and Johnson Elementary. Rancho Elementary started in October 2016 on a modified schedule of only receiving IY classroom curriculum. Full services including IY small groups and parenting started at Rancho in January 2017. Meridian Elementary started screening students in December in order for full service implementation in January with both IY classroom presentations and after school small groups.

The services East County PEI provides include the following: (1) Incredible Years (IY) Child Training classroom curriculum with preschool through third grade children; (2) IY Child Training small group curriculum with Kindergarten through third grade children; (3) Screening of children and families for prevention/early intervention services; (4) IY Basic Parent Training curriculum for family members of children enrolled in the five Elementary Schools; and (5) culturally appropriate, family-based outreach and activities that focus on family wellness, strengthening resilience, increasing protective factors, reducing disparities and stigma in accessing mental health services, and providing wellness activities and community referrals that support the family and reduce isolation. In particular, East County PEI’s target population includes stressed families, families of children at risk of school failure, families of children at risk of juvenile justice involvement, and underserved cultural populations among the two districts.

In all five schools, PEI works in conjunction with school personnel to identify families with refugee status. PEI Family Support Partners provide targeted support and resources to the refugee families. In additional to PEI family wellness events and workshops, PEI provides or co-hosts targeted refugee events and workshops.
SOW 6 of 18 Outcomes:

Below is a highlight of 6 out of 18 Outcomes for the East County Prevention and Early Intervention Program. EC-PEI achieved 14 out of 18 outcomes.

- **SOW 3.2.1.1:** Contractor shall screen 100% of students enrolled in pre-school through third grade at five (5) targeted schools annually.
  - Screened 99% of students enrolled pre-school through third grade.

- **SOW 3.2.1.2:** Contractor shall provide early social emotional evidenced-based practice interventions in small child groups, utilizing the Incredible Years program, to pre-school through third grade students identified as High Risk (a minimum of 30% of pre-school through third grade students)
  - Served 22% of students enrolled pre-school through third grade.

- **SOW 3.2.1.3:** Contractor shall ensure that 75% of children in small groups that completed the curriculum will demonstrate an improved classroom behavior.
  - Served 52% of students pre-school through third grade.

- **SOW 3.2.1.4:** Contractor shall provide classroom lessons, utilizing the Incredible Years curriculum, to a minimum of 30% of pre-school through third grade students annually.
  - Served 87% of pre-school through third grade.

- **SOW 3.2.2.3:** Contractor shall ensure that 75% of children whose parents have accepted services from the Family Support Partner will have one of the following: increase in attendance, grades, positive behavior or linkage with community resource.
  - Served 48% of student’s parents with positive outcomes.

- **SOW 3.2.2.8:** Contractor shall screen a minimum of 30% families of students enrolled in pre-school through third grade annually from the identified schools and 75% shall receive some PEI activity.
  - Screened 99% and 100% received some PEI activity.
**Gender**

- Male: 380
- Female: 298

**Age Range**

- 0 to 4: 190
- 5 to 7: 131
- 8 to 11: 7
- 12 to 14: 1
- 18 to 20: 56
- 21 to 23: 39

**Ethnicity**

- African American: 383
- Caucasian: 41
- Hispanic: 56
- Native American/Alaskan Native: 1
- Middle Eastern: 1
- Other: 133
Teen Pregnancy Prevention/CAT+ Program

Total Budget: $1,343,160
Total Served through all TPP/CAT+ Collaborative partner agencies: 3146*
SDYS Total Budget: $480,444
Served by SDYS: 936 Service Partners*

The TPP/CAT+ Program was re-funded in July 2015 for an additional 3 years, by the DHHS Office of Adolescent Health. SDYS is the lead agency for the TPP/CAT+ Collaborative, and is implementing a three-tiered teen pregnancy prevention (TPP) strategy including 1) delivery of evidence-based TPP curricula; 2) community mobilization efforts; and 3) increasing healthcare linkages/referrals to youth-friendly services, in all regions of the county. SDYS delivers this strategy in the East region, and manages a collaborative of 4 core partners in addition to SDYS who are delivering TPP services throughout the county (NCLL, MHS, SAY and SBCS). These core partners worked together on the previous TPP grant, and have been effectively providing evidence-based teen pregnancy prevention services for more than 7 years in each of their regions.

The TPP/CAT+ Program approach is to build off of the foundation and relationships currently established with school districts, San Diego County Department of Probation, community collaboratives, and other informal partners (such as health centers) to deliver evidence-based TPP curricula (Reducing the Risk and Positive Prevention PLUS) to youth in areas of the county where 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/HIV 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 collect performance measures and conduct an implementation study of the TPP/CAT+ Program. We track performance measure outcomes annually (number served, average attendance, fidelity to EBP model) and are conducting an implementation evaluation to better understand the obstacles, barriers, and successes involved with effectively providing evidence-based teen pregnancy services in San Diego County.

*Of the 936 total Service Partners served by SDYS, 383 were counted toward the overall total for the TPP/CAT+ Collaborative and included in the Performance Measures goals listed below; the remaining 553 were served with an evidence-based TPP curricula that for various reasons we could not officially count toward our grant, or participated in a one-time workshop or presentation provided by the TPP staff.
Performance Measure Goals:

- Goal 1 - In Year 2 of our grant (FY 16/17) we anticipated serving 3,110 youth with a teen pregnancy prevention EBP
  - In FY 16/17 the TPP/CAT+ Collaborative served 3,127 youth with an evidence-based teen pregnancy prevention program
- Goal 2 - 75% of youth attend 75% or more of curriculum (measure of program completion)
  - Of the 3,127 youth served, 87% attended at least 75% of the sessions (2,720 out of 3,127), exceeding our goal.
- Goal 3 - Observe 5% of sessions for fidelity monitoring by an independent observer
  - In FY 16/17 the TPP/CAT+ Collaborative observed 7% of all scheduled sessions (exceeding our goal) and facilitators had a 99% adherence rate to the fidelity of the EBP.

Program Successes:

- In FY 16/17 the SDYS Program Manager established a new partnership with the Cajon Valley Union School District, and was able to partner with a middle school in El Cajon to provide teen pregnancy prevention services for the first time in the history of the TPP program. The TPP team worked with the science teachers at Greenfield Middle School to implement the evidence-based comprehensive sexual health program Positive Prevention PLUS. Four out of five of the teachers had never taught the curriculum before and were excited to partner with the TPP staff and be able to shadow and observe before being responsible to teach it on their own. The students also expressed that they were very grateful for the class and the opportunity to “talk about sex and not have it be weird”. The TPP team received a lot of positive feedback from the students:
  - Overwhelmingly the students requested more time for the lessons/program.
    - “I wish more time was spent on this”
    - “It would have been good to have had more time to go into more detail”
    - “I wish we could have had more lessons”
  - Students felt that the TPP team created a safe environment in which to learn about these topics.
    - “I liked how everyone was respectful about peoples’ opinions and their comments”
    - “I liked that you can speak freely and feel a little bit more safe when the advisor is teaching and supporting us”
    - “The person teaching us was nice, caring, and understanding of students”
    - “It felt like a safe environment”
    - “I can’t believe how much I learned in one week. And I loved the teacher’s way of teaching”
    - “I liked how we got to ask anonymous questions. I felt comfortable”
  - A majority of students felt like after these workshops they knew how/where to access free and confidential reproductive healthcare services.
• As a part of our Community Mobilization strategy, the SDYS Program Manager developed a Community Advisory Group (CAG), which is made up of community partners and stakeholders to help provide feedback and guidance to the TPP program as well as to lead education/awareness efforts out in the community about issues around teen pregnancy prevention. The CAG has representatives from community-based organizations, clinics, school administrative staff, higher education, the community college system, and the County HHSA office, and met three times since January 2017. The CAG identified a need to support school districts with the full implementation of the California Healthy Youth Act (through the provision of training, resources, and other technical assistance as needed) and will be focusing on that in the coming school year.

• As a part of our ongoing efforts toward sustainability the SDYS Program Manager coordinated a Positive Prevention PLUS Train the Trainer training for the TPP/CAT+ Collaborative in which 13 staff were trained, so that we can train and support our local school districts and teachers who are implementing this curriculum. Our goal is to teach them how to implement this curriculum with fidelity, how to create safe and inclusive spaces, and how to provide the information in a trauma-informed way so that when we are no longer directly involved in the facilitation, students will still be receiving high-quality, medically accurate, and age appropriate information.

• The TPP program responded to a request to facilitate a 2-hour training on Teen Dating Violence for the county-wide YWCA 40-hour DV training series, and the responses from the attendees were overwhelmingly positive.
**Gender**

- Male: 509
- Female: 421
- Transgender: 6

**Age Range**

- 8 to 11: 2
- 12 to 14: 33
- 15 to 17: 119
- 18 to 21: 782

**Ethnicity**

- African American: 457
- Caucasian: 196
- Hispanic: 19
- Asian/Pacific Islander: 93
- Native American/Alaskan Native: 51
- Middle Eastern: 55
- Other/B-/Multi Racial: 65
Break the Cycle of Child Abuse and Neglect

Total Budget: $2,666,732
Total Youth/Families Served: 897
Adoptions:
Total Budget: $900,000
New: 724 Parents & Youth
Total Served: 3,961 Service Partners (860 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:

- 2,478 children and 1,483 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 received respite time.
- 135 unique families received therapy in our clinic as well as in the home. Of those, parents received clinical services 1,771 times and children received clinical services 1,543 times. Our clinical work is trauma informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings.
- 3,961 Service Partners/Families have access to referrals and resources, in-home parenting and support offered by the Family Advocate Coordinators. They may also attend school meetings with parents.
- 15 volunteers tutor 92 youth who may be having difficulty in school.
- 200-250 parents and youth participate in bi-annual adoptive family events.
- 80-100 participants attend bi-annual professional workshops focusing on attachment and special needs adoption. Participants include community clinicians, child welfare workers, adoption providers, and foster/adoptive parents.
- 2765.5 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 784 families by email.
Gender

- Male: 383
- Female: 341

Age Range

- 0 to 4: 74
- 5 to 7: 68
- 8 to 11: 103
- 12 to 14: 70
- 15 to 17: 50
- 18 to 21: 19
- 22 to 24: 7
- 25+: 9

Ethnicity

- African American: 328
- Caucasian: 216
- Hispanic: 71
- Asian/Pacific Islander: 64
- American Indian/Alaskan Native: 54
- Middle Eastern: 40
- Other/Bi-/Multi-Racial: 28
- Other: 12
- Unknown: 5

San Diego Youth Services Outcomes Report 2016-2017
Foster Family Agency:
Total Budget: $1,189,080
Served: 45 Service Partners

This program is supported by contracts for Resource Family Agency and Intensive Service Foster Care. The contracts supported 1 Program Manager, 3 Social Work Case Managers, and 1 Foster Parent Recruitment and Retention Coordinator.

San Diego Youth Services was awarded the XY Grant, which supports staff in their abilities to provide case management, as well as individual, family and group therapy for foster youths and their families. Two additional staff were funded through this grant: 1 Placement Navigator, evaluates a possible fit between the foster youth and resource family and provides foundational support to increase success of permanency, and 1 Clinician, who works with the youth identified on the adoption/reunification track and the adoptive family (biological/resource family) to solidify the attachment with each other and minimize the risk of the youth re-entering the foster care system. In addition, the XY Grant supports staff in obtaining and utilizing specialized resources for our youth and families to maximize the effectiveness of treatment and placement/permanency efforts.

Foster Care

- 45 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 weekly.

Foster Parent Recruitment

- 4 new families were certified.
- 11 new families have started their application process.
- 94.44% (34 of 36) of Foster Parents were retained.
Gender

- Male: 15
- Female: 30

Age Range

- 0 to 4: 0
- 5 to 7: 12
- 8 to 11: 4
- 12 to 14: 16
- 15 to 17: 15
- 18 to 21: 7

Ethnicity

- African American: 14
- Caucasian: 5
- Hispanic: 19
- Other/Bi-/Multi-Racial: 7
Surviving Together, Achieving and Reaching for Success (STARS)
Total Budget: $577,652
Served: 130 Service Partners, 26 children and 3 parents (in our Parent Support Group)

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 an 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 of $105,000 was awarded through North County Lifeline under additional CAL OES funding. This fiscal year saw even more growth with the Rapid Response Team Contract with Child Welfare being awarded and starting this Spring with a budget of $145,833 for FY 16-17. Additionally, STARS assisted in the procurement of the ICARE contract, which will start July 1, 2017.

In fiscal year 16-17 STARS received 99 new referrals and served a total of 130 Service Partners, 26 children and 3 parents enrolled in our new Parent Support Group for a total of 159 served. In addition, the OVC and OES grants allowed STARS to provide community trainings to 932 individuals. Highlights include training youth, parents, educators and service providers at San Diego Unified, Office of Ed, DA’s Office, Big Brother Big Sister’s mentors and mentees, participating in Jr. Leagues Sexual Health Conference, and working with multiple partners to develop the “Know More” school based prevention curriculum. Training and building public awareness assists the community in understanding the issue, decreasing stigma, identifying victims and ultimately engaging 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 provides a developmentally appropriate response to the needs of young people who have been victims of commercial sexual exploitation and domestic sex trafficking. The goal of the program is to prepare participants for entry or re-entry into mainstream education and employment through a process of learning (skills and knowledge on how to avoid re-victimization and make positive choices), healing (to address feelings of guilt, shame, confusion, anger and abandonment) and exposure to positive opportunities and influences. This fiscal year saw an expansion of services with the addition of our Rapid Response Team which will provide immediate services 24/7 to
youth identified by the Child Abuse Hotline. The Team will provide intensive short-term services and then work with the youth and their support team to develop a long-term support and healing plan. Although STARS remains primarily gender-specific, new funding has increased our ability to expand our services in the LGBTQ+ community and with males.

Service Partner Gender
- 73 Female
- 3 Transgender Female
*54 Service Partners were rolled over from FY 15-16 and their gender was not accounted for.

Children
- 13 females
- 13 males

Service Partner Ethnicity
- 27 African American
- 11 Caucasian
- 27 Hispanic
- 11 Bi-Racial
*54 Service Partners were rolled over from FY 15-16 and their ethnicity was not accounted for.

Children
- 17 African American
- 1 Caucasian
- 2 Hispanic
- 6 Bi-Racial

Service Partner Age
- 8 12-14 yrs
- 43 15-17 yrs
- 22 18-21 yrs
- 3 22-24 yrs
*54 Service Partners were rolled over from FY 15-16 and their age was not accounted for.

Children
- 25 0-4 yrs
- 1 5-7 yrs

STARS OVC Contract Objectives:
- Since receiving funds, STARS has provided services to 108 victims of human trafficking, meeting 60% (108 out of 180) of our objectives.
- Objective 2 focused on enhancing a coordinated community response and interagency collaboration with law enforcement, service providers, and community- and faith-based organizations to meet the needs of victims of
sex trafficking. STARS participates monthly in both the CSEC/HT Advisory Council and the Victim Services Subcommittee. Additionally, we train collaboratively with SDPD, Human Trafficking Taskforce, Child Welfare, numerous school districts, and County Office of Ed.

- Since OVC funds were released in December 2015, 48 trainings have been facilitated with 1,582 individuals who are engaged in preventing trafficking, identifying victims and/or serving victims in attendance. SDYS STARS has reach 70% of our goal of reaching and training 2,250 individuals over our three year objective (1,582 out of 2,250).
- OVC TIMS tracking system is utilized to track services rendered and overall demographics of the population. Under the new OVC funding 13,903 units of service have been rendered to 108 individuals.

**STARS OES Contract 3-year Objectives:**

- Provide crisis intervention services to 100 minor victims of human trafficking.
  - 65 served and 65% completion toward overall objective.
- Provide follow-up counseling services to 100 minor victims of human trafficking.
  - 55 served and 55% completion toward overall objective.
- Provide advocacy services to 100 minor victims of human trafficking.
  - 57 served and 57% completion toward overall objective.
- Provide information and referral services to 100 minor victims of human trafficking.
  - 60 served and 60% completion toward overall objective.
- Provide 100 minor victims of human trafficking in-person counseling.
  - 54 served and 54% completion toward overall objective.
- Provide 18 community education presentations.
  - 28 presentations were provided resulting in reaching 155% of the objective.
Gender
- Male: 86
- Female: 13
- Transgender Female: 3

Age Range
- 0 to 4: 22
- 5 to 7: 3
- 12 to 14: 25
- 15 to 17: 1
- 18 to 21: 8
- 22 to 24+: 1

Ethnicity
- African American: 44
- Caucasian: 29
- Hispanic: 17
- Other/Bi-/Multi-Racial: 12
Promote Mental Health and Addiction Recovery

Total Budget: $4,641,019
Total Youth/Families Served: 14,380
Breaking Cycles:
Total Budget: $919,052
992 Unduplicated: 1,141 Service Partners Served

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 11 Juvenile Recovery Specialists (JRS) and 2 Connections Coaches. The JRS component serve youth at Girls Rehabilitation Facility, Youth Day Center-North & Central, Reflections North, Camp Barrett/East Mesa Juvenile Detention Facility, Kearney Mesa Juvenile Detention Facility, & various regional Community Units.

Breaking Cycles outcomes for JRS Component in 2016/2017 - Exceeding goals in two areas.

- 73% (228/311) of youth who exited successfully completed goals and strategies outlined in their individual intervention and recovery plans at time of discharge. Minimum required 80%. Goal was short by 7%. This number reflects those youth who did not completed their program due to being AWOL.
- 85% (264/311) of youth were alcohol and drug free at time of discharge. Minimum required 80%. Exceeded goal by 5%.
- 98% (304/311) of youth did not have any new criminal activity that resulted in True Findings by the courts, while participating in the program. Minimum required 85%. Exceeded goal by 13%.
During the fiscal year 2016-2017, 229 youth have been screened by the CSE-IT and 140 youth have attended at least one My Life My Choice group.

Fiscal year 2016-2017, 522 youth have attended at least one AOD & Wellness group.

JRS Component completed and attended 433 youth’s AOD assessments. In addition, there were 76 youth rolled over from FY 15 -16.
Camp Mariposa
Total Budget: $39,165
$31,665 Received from Moyer Foundation
$500 Personal Donation
$7,000 OJJDP Grant (Sub-Recipient of Moyer Foundation Grant)
Served: 54 Service Partners (17 unduplicated)

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 and is open to youth county-wide. Camp Mariposa is a free, three-day weekend camp for youth ages 9-12 who have been impacted by substance abuse and addiction of a loved one. Youth are referred by schools, community partners, other SDYS programs and self-referrals. Thirty-seven campers came back this year to continue camp and were joined by 17 new campers for a total of 54 campers served in 2016-2017. Additionally, in January 2016, The Moyer Foundation was awarded a Juvenile Mentoring Grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) for all Camp Mariposa programs. Camp Mariposa San Diego now receives $7,000 a year to provide additional camper, alumni, and family activities throughout the year.

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

- 27 campers attended 3 or more camps this year (50%)
- About 30% 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 54 campers received the Signs of Suicide curriculum and were assessed for symptoms of depression, suicidal thoughts and self-injurious behaviors. Additionally, any youth assessed for benefiting from on-going support was connected to mental health services.
Gender

- Male: 26
- Female: 28

Age Range

- 8 to 11: 39
- 12 to 14: 15

Ethnicity

- African American: 19
- Caucasian: 9
- Hispanic: 1
- American Indian/Alaskan Native: 1
Counseling Cove
Total Budget: $1,045,823
Served: 205 Unduplicated Service Partners
Outreach contacts: 725

Services are provided throughout San Diego County and are strengths-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 16-17, the Counseling Cove team consisted of 6 Clinicians, 5 Support Partners, 1 Program Assistant, 1 Program Manager, and 2 Master’s Level Interns.

- 205 unduplicated clients served, out of which 136 discharged from program.
- 93% (127 of 136) of clients had a stable living arrangement at time of discharge.
- 99% (134 of 136) of clients demonstrated improvement in street safety behaviors at discharge.
- 100% (136 of 136) of clients demonstrated reduced criminal activity at time of discharge.
- 93% (126 of 136) of clients will be enrolled in an academic or employment program at time of discharge.
- 100% of clients were connected to a medical home and received a wellness notebook.
- Facilitated 49 groups to outreach youth and families.
- Received and screened 274 referrals.
- Completed an average of 61 outreach contacts per month.
East County Behavioral Health Clinic:
Total Budget: $775,979
7.65 FTEs and 1 volunteer
Served: 285 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 Medi-Cal EPSDT and MHSA dollars and follows the Full-Service Partnership (FSP) model by providing integrated services with an emphasis on whole person wellness and promotes access to medical, social, rehabilitative or other needed community services and supports. 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, youth’s school, the youth’s home, or in the community; and offers appointments in the day or evening as well as 24/7 crisis telephone support.

This fiscal year, ECBHC lost one FTE clinician, however the program gained 1 FTE bilingual Spanish/English Family Support Case Manager (FSCM). This addition to the team provided our youth and their families with greater access to medical, social, rehabilitative and other needed community services and supports; promoting overall wellness. The FSCM worked closely with the youth and their families to make progress toward their therapeutic goals and increase self-sufficiency.

ECBHC continued in last year’s footsteps, enhancing the clinic makeover by adding more art tools, a doll house and more games 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 youth and their families. This increased awareness to the needs of the families has made it easier for families to bring youth in for services as younger siblings are happy to keep busy in our waiting areas; this has improved ease of access to services, and families are taking notice!

ECBHC met or exceeded six of eight outcomes in 2016-2017 including:

EPSDT contract:
- At Discharge, 84% of clients (87 of 104) whose episode lasted 2 months or longer had a P-CAMS score showing improvement between intake and
discharge. Minimum requirement was 80%.

- 85% of discharged clients (79 of 93) 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% (166 of 166) of clients whose episode lasted 3 weeks or longer, had CFARS data available for both intake and Discharge. Requirement was 100%.
- 91% (151 of 166) 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%.
- 95% of clients (250 of 266) 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%.
- 98% of clients (260 of 266) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode. Minimum requirement was 90%.

Of the 385 youth referred, 163 new/unduplicated youth were opened and served for fiscal year 2016-2017. In addition, there were 122 youth rolled over from FY 15-16 for a grand total of 285 youth served.
HERE Now:
Total Budget: $1,800,000
SDYS 13 FTEs
NCL 5 FTEs
SBCS 5 FTEs
23,665 Service Partners served through SDYS, SBCS, and NCL
12,682 Service Partners served through SDYS

San Diego Youth Services (SDYS) School Based Suicide Prevention and Early Intervention (HERE Now) program was funded by the County of San Diego in July 2016 for one year with 4 additional option years. The SDYS HERE Now program provides services to the East Region schools as well as the Central Region schools. Additionally, the HERE Now program has subcontracted to North County Lifeline (NCLL) to provide services to schools in the North Inland and North Coastal Regions and South Bay Community Services (SBCS) to provide services to the South Region schools. The HERE Now Program has been implemented collectively at 60 San Diego Schools in 18 different school districts to their 7th-12th grade students. Services include classroom presentations using Signs of Suicide curriculum, individual assessments of students, parent education, and school staff trainings. This year the HERE Now team presented the Signs of Suicide Curriculum 789 times to youth, parents, and school staff.

HERE Now Program has met 5 out of 6 objectives; 1, 3, 4, 5, and 6

- Objective 1- Implement the countywide school based suicide prevention and intervention program for middle through high school students in the region/area/schools selected.
  - The HERE Now collaborative team has implemented their program at 18 School Districts countywide.
  - Implemented at 60 contracted schools this fiscal year

- Objective 2- Provide outreach and school-wide prevention education to at least 39,000 at-risk youth or 195,000 in grant term, representing a minimum of 80% of students in 7th through 12th grade in selected schools within county districts through the evidence-based Signs of Suicide (SOS) Program:
  - Presented to 26,665 students with (26,665 / 28,282) 94% attendance rate this fiscal year

- Objective 3- Provide a minimum of one parent/caregiver presentation per HHSA Region for a total of six in the language required to meet the linguistic need of families.
o 29 parent/caregiver presentations have been held this fiscal year. At all parent/caregiver presentations there were Bilingual Spanish speaking staff for translation

- Objective 4- Provide training in suicide prevention using SOS program materials that will include a focus on reducing stigma and providing information on warning signs, risk factors and protective factors to a minimum of 60% of school staff and gatekeepers:
  o 1,717 staff attended with 82% (1,717 out of 2,105) attendance rate for school personnel of those grade levels

- Objective 5- Implement bullying prevention supports using SOS, leveraging existing school initiatives, presenting materials from the research-based Creating a Safe and Respectful Environment in Our Nations Classrooms developed by Safe & Supportive School Initiative of the U.S. Department of Education to school staff, and stopbullying.gov resources at each participating school district.
  o All students who receive an assessment from HERE Now staff are also assessed for any school safety concerns. Anytime a student reports an incident(s) of bullying, HERE Now Staff offer to complete the School Safety Assessment form as a tool for assisting the student in communicating with the school. Once completed the HERE Now Staff will give the original form to the designated school official. Information on this assessment includes:
    - Date of Incident/s:
    - Location and time of Incident/s:
    - Individual/s involved (include their role i.e. perpetrator, bystander, victim, etc.):
    - Trusted Adults involved (if any):
    - Description of Incident/s (include as many SPECIFIC details as possible):

- Objective 6- Facilitate access to social emotional services including individual or group counseling to children and youth identified by partner staff as at risk of committing suicide or requiring a higher level of mental health intervention via linkages and coordination:
  o This fiscal year 2,912 youth have been assessed one on one with HERE Now staff. Of those, 591 students developed a safety plan with the HERE Now staff in which warning signs, coping skills, and trusted individuals were discussed with the student.
  o Of those assessed, 267 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
Gender
- Male: 6363
- Female: 5990
- No Response: 329

Age Range
- 8 to 11: 6999
- 12 to 14: 1024
- 15 to 17: 177
- 18 to 21: 20
- 22 to 24: 612

Ethnicity
- African American: 3496
- Caucasian: 3260
- Hispanic: 612
- Bi-/Multi-racial: 605
- Other: 3513
- No Response: 612
Anti-BIAS:
Total Budget: $61,000 for FY 2016-2017 2 FTEs
13 Service Partners served through SDYS

San Diego Youth Services (SDYS) Anti-Bullying Intervention & Advocacy Supports (Anti-BIAS) Program was funded with $300,000 by the California Office of Emergency Services in October 2016 for 23 months ending August 2018. The SDYS Anti-BIAS program operates in conjunction with HERE Now program to provide assessment, intervention and direct services for youth who identify as being a victim of bullying. The Anti-BIAS Program is available to 7th-12th grade students attending a school in either the Santee School District or Grossmont Union School District with a total of 20 schools. Services include assessment, case management, advocacy, counseling and coordination of care.

HERE Now Program has met 3 out of 3 objectives.

- Objective 1: Create a process and forum for bullied youth to report.
  - As part of HERE Now program 217 youth from schools who had implemented their Check Your Mood Week once the MOU with the district was passed were screened for bullying.
  - Screened youth are assessed by trained staff.

- Objective 2: 100% of bullied youth identified through HERE Now will receive referral and/or supportive services.
  - Connected 13 youth to supports including mental health services and CalVCP.
    - All youth who were identified during the assessment process as being a victim of bullying received a referral for additional support through the Anti-BIAS program.
    - Master’s level Advocacy Specialists (AS) provide risk assessments, individual intervention services and care coordination including mental health services.
    - AS’ provide information on crime victim compensation services with referral to the SD County Victims Services office, as appropriate.
    - All identified youth receive triaged follow-up from AS based on level of risk identified via initial safety assessment no later than one-week of initial report. Follow up options will follow required regulations and laws, including parental consent.
• AS contacts parent/guardian to report the incident and offer resources, with school’s permission and in support of school response protocols.

• Objective 3: Offer support to schools and educators to assist bullying victims.
  o AS’ advocate on behalf of youth with administrators, as needed.
  o AS’ educate teachers and administrators on effective adult follow-through in bullying situations.
  o AS’ provide criminal justice and/or CalVCP advocacy, as needed.
  o Collaborate with expert area providers to ensure culturally competent services, including CalVCP, for bullying victims and their families.
  o Provide bystander intervention training to youth through HERE Now to help support peer level support and intervention.

### Gender

- Male: 7
- Female: 6

### Age Range

- 8 to 11: 6
- 12 to 14: 6
- 15 to 17: 1

### Ethnicity

- African American: 4
- Caucasian: 5
- Hispanic: 1
- American Indian/Pacific Islander: 1
- Middle Eastern: 2
Department Reports

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

- SDYS welcomed 74 new hires in fiscal year 2016 - 2017
  - 10 were re-hires (former employees who returned to work for the agency again).
  - 17 came from our volunteer pool

**Gender**

- Male: 42
- Female: 158
- No Response: 1

**Ethnicity**

- African American: 71
- Caucasian: 21
- Hispanic: 11
- Asian/Pacific Islander: 20
- Other/Bi-/Multi-Racial: 79
Age and Tenure:

Seven employees are 65 years old or older. Four of them have worked for the organization for over 20 years and the other three have been employees of SDYS for at least 6 years. The youngest employee is 20 years old. The largest age group is 27 years old. 86 employees are in their twenties and 62 employees are in their thirties. The average age is 35 years and 5 months.

- 30 employees have worked for over 3 but less than 5 years with SDYS.
- There are 22 employees who have worked with SDYS between 5 and 9 years.
- 10 employees have work with SDYS for 10 to 14 years.
- 8 employees have been with SDYS for 15 to 19 years.
- 4 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:

- 34.98% of SDYS staff members hold a two- or four-year college degree, the majority (all but 4) holding Bachelor’s degrees.
- 35.96% staff members hold Master’s degrees.
- 3 staff members possess Doctorate degrees.
- 21 staff members with various certificates, to administer group home, to teach, to provide alcohol and drug counseling, etc.
- 36 staff members are license-eligible.
- 24 staff members are licensed Clinical Social Workers or Marriage & Family Therapists.
- 26% of Americans above the age of 25 have some college or hold an associate degree and 19% of Americans above the age of 25 have a Bachelor’s degree.
  - In comparison, 72.9% of SDYS’ workforce has at least a two-year college degree.

With the coordination and support of the Quality Management (QM) department, staff was provided with training and development opportunities throughout the year, mostly at SDYS sites. Training starts with SDYS Orientation, Philosophy and Skills, HIPAA & Confidentiality, Trauma Informed Care, and an Agency Tour and covers the entire gamut of interest in the field of social services and non-profit operation. For the list of trainings provided please refer to the Quality Management FY16-17 Annual Outcomes Report. The subject and topics of trainings were selected to enhance the personal and professional development of staff. Most of the training offered met the requirements for continuing education units (CEUs) for the Board of Behavioral Sciences, CAADAC, CAARR, and CAADE, and some met the requirements for CCL Administrator CEUs. Staff reported having attended over 4,152 training hours between July 1, 2016 and June 30, 2017.

SDYS partnered with Career Centers in workforce development to reduce unemployment and received $67,118 which was utilized to provide a modest bonus for staff at the holidays, support and enhance staff training and development, purchase a
recruitment & hiring platform and assist in IT compliance measures for HIPAA. The 

funds were also utilized to enhance staff’s professional knowledge of services in the 

community through a Services and Resources Fair, PATH (Personal Achievement 

Towards Health) activities, and staff recognition and appreciation.

This year we completed Project RISE (Retention through Individual and System 

Enrichment) which was funded by the Office of Statewide Health Planning and 

Development. Project RISE encouraged positive trends in all areas of challenges to 

retention. Staff responses and evaluations have demonstrated an increase in self-care 

and connectedness to the organization. This is demonstrated not only through their 

retention within the public mental health profession but also through their continued 

participation in SDYS activities as volunteers, even as they moved to employment with 

another organization. Career shadowing also served to increase staff and volunteer 

awareness of positions and advancement opportunities within San Diego Youth 

Services and the Public Mental/Behavioral Health Field. A noticeable number of staff 

terminate their employment to attend graduate school and then return to work for SDYS 

with their advanced degrees at a higher level of professional responsibility. Trainings 

were vital not only in the sense that they equipped staff with evidence based knowledge 

and skills, but they also increased staff and volunteer confidence in their ability to 

provide services. Trauma informed supervision enabled and encouraged supervisors to 

spend more time supporting staff and volunteers and reinforce other aspects of the 

program. Efforts initiated under the program have been so effective and well received 

that they will continue beyond the life of the contract.

Eligible staff receive generous hours of Paid-Time-Off (PTO): 18 days during the first 

year of employment, 22 days in the 2nd and 3rd year; after the 3rd year, staff receive 27 

days off annually. In addition, SDYS recognizes 13 holidays a year. Part-time 

employees receive the PTO and holidays on a pro-rata basis. Staff not eligible for PTO 

are provided with sick leave.

For benefits, eligible staff are able to 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 can choose to enroll in 

short and long term disability, personal accident, cancer, specified health event, hospital 

indemnity, and life insurance. SDYS makes a matching contribution into the retirement 

plan equal to 50% of the employee contribution 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 83% are certified to administer First Aid and CPR.

A smoking policy was maintained to protect non-smokers from 2nd hand smoke 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 Personal Achievements Towards Health, or PATH; its purpose is to create a trauma informed culture that supports employee and volunteer health, safety and wellness in every aspect of their lives. The agency conducted a wellness survey which formed the basis for Wellness PATH.

The Wellness PATH, after a successful kick off with a fun-filled staff appreciation event, repeated its success holding a day of appreciative celebration. This included food trucks, wellness activities, wellness vendors, team-building games, relaxation, volleyball, and networking at Balboa Park. 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. Meet-Up Group activities included book reviews, crochet, hiking, parents, babies & toddlers, restaurants, and board-paddling. A resource fair on February 14, 2017 featured connection and information of San Diego mental and behavioral health agencies and resources as well as a physical health resource. The resource fair doubled as a “Love Your Heart” site where staff, volunteers, and community members received free blood pressure screenings. On Valentine’s Day San Diego Youth Services was also recognized as an official Live Well San Diego Partner, distinguishing the organization as one committed to staff, volunteer, and community health and wellness.
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:

- November 2016-2017: Adoptions (In Depth Review)
- April 2017: ILS East/ South Bay Community Services
- May-2017: CAT Wings
- May 2017: TYH & THP+, THP+FC
- May 2017: BHS/In depth Review

Budget:

- Perform and review program budgets (21 programs)
- Project and revise center budgets (30 centers)

Accounts Payable:

- Checks and data entry (1,500 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: $653,342**
  - Unrestricted Donations, $401,537
    - Individual Donations, $213,926
    - Corporate Giving, $147,858
    - Foundation, $38,723
    - United Way, $ 1,030
  - Restricted Donations, $251,805

In-Kind Donations, $115,487
**Total Giving: $768,829**

- **Agency Website**
  - Funds raised through website: $53,500
  - Average gift amount $210; decrease of 18% from last year average gift amount of $270
  - 254 donors
  - Additionally, Holiday Giving was directed to a third-party website campaign, Champions for Youth; 136 donors raising $75,807; average gift $557 (46 new donors; giving $9,125)

- **Website Visits**
  - 80,616 unique visitors in 2016-17
  - 300,087 pages viewed
  - Monthly 9,466 people spent between 0 and 2 minutes on the website
  - Monthly 993 spent between 2 and 15 minutes on the website
  - Top 10 pages visited
    - Homepage
    - Employment
    - Volunteer Opportunities
    - Volunteer
    - Youth Emergency Shelter
    - Transitional Living Communities
    - Prevent Delinquency and School Failure
    - Our History
    - Training Registration
    - Wish List
Social Media

Facebook

Gender and Age Range of “Likes/Followers”

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

Facebook had a 7.5% increase of “Likes/Followers” from 2,170 to 2,332

- Top 10 countries from which Likes/Followers come:
  - United States of America
  - Mexico
  - Denmark
  - India
  - United Kingdom
  - Iraq
  - Canada
  - France
  - Australia
  - Egypt

How we rank:

- Father Joe’s Villages 4.9k Likes
- San Diego Youth Services 2.3k Likes
- SAY San Diego 1.7k Likes
- South Bay Community Services 1.5k Likes
Housing and Facilities Department

HOUSING

San Diego County has a critical shortage of safe, affordable housing for homeless at risk youth, and youth aging out of the Foster Care System. Providing this specialized housing is an essential part of SDYS’ continuum of services. Our supportive housing, which includes Independent Living Skills training, provides a 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 owns and manages six multi-family properties (79 units), leases additional units at various locations and operates a Transitional Living Home for six young adults.

FACILITIES

SDYS operates its programs from fourteen (14) separate locations throughout the County. The agency owns ten (10) properties, 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 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 renovating an apartment for a young family, to large corporations working with SDYS to design projects that allow their employees the opportunity to perform hundreds of hours of labor on intensive, weekend renovation projects.

FACILITIES DONATIONS SUMMARY

The SDYS Housing & Facilities Department solicited and/or managed in-kind labor, materials donations and cash donations from corporations and service groups that totaled over $ 11,500
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 90% leasing of the property (over 43,000 sq. ft.) to non-profit human service agencies including SDYS programs, built two sports fields, established a Community Teaching Garden and substantially upgraded the entire property. In February 2016 SDYF/SDYS completed negotiations and purchased this 10 acre Campus.

The Campus and its non-profit tenants, including SDYS programs, has become a vibrant focus of community activity and much needed human services. SDYS’s Campus programs serve approx. 15,000 youth and families each year at the Campus and in local schools. Head Start provides child care to 120 kids each day. Family Health Centers served 785 patients in FY 2016-17. Fred Finch Youth Center provides daily educational services to 15 developmentally challenged youth and their families. The Spring Valley Youth & Family Coalition, the Spring Valley Chamber of Commerce, and NAMI host their monthly meetings at the Campus, and the La Mesa Spring Valley School District served over 158 families at the Campus in their SART truancy program.

CAMPUS SPORTS

In FY 2016-17 the local Soccer and Lacrosse leagues, who license our fields, hosted over 10,000+ athletes and families for their league events and tournaments at the Campus.

CAMPUS EVENTS

In addition to the clients served by the Campus’ human service provider tenants, in FY 2016-17 the Campus hosted 347 public events, seminars, corporate functions, trainings, inter-faith ceremonies, and Community Teaching Garden activities. Over 12,300 individuals attended the Campus for these activities.

NEW PARTNERSHIPS / NEW TENANTS

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. We also welcome a significant new tenant to the Campus.

I.F.M.A.: Committed to donate volunteer labor to paint/upgrade our Storefront facility.
Kaiser Permanente Labor Unions: This organization’s Union volunteers have committed to a major painting/renovation project of the Auditorium at the Spring Valley Campus. Our plan is to develop this site into a Conference Center for East County.

San Diego County Probation Dept. / New Tenant: The San Diego County Probation Dept. as part of its community based decentralizing services policy has agreed to lease space at the Campus to make their services more community based.

NEW PROJECTS

SDYF has approved a major renovation of the auditorium at our Spring Valley Campus. SDYS Facilities staff has worked with a long-time friend of SDYS, Connie Max (Max Designs), who agreed to donate her time to design the renovation, and negotiate substantial donated costs from her furniture vendors. Connie has negotiated donations of more than $68,000 in discounts for our purchase of the new auditorium furniture. This project will be completed in early September 2017. The auditorium will then be available as a Conference Center for East County communities.
Information Technology Department

OVERVIEW

San Diego Youth Services Information Technology (SDYS IT) provides the Infrastructure, Applications and Data Security for the Agency’s computing resources for staff, volunteers and Service Partners. SDSY IT strives to provide a high quality customer experience in delivery such support services. SDYS IT is led by the Information Technology Director, who also assumes the dual role of the HIPAA Security Officer. SDYS IT also leverages various external IT solution providers to augment technology services as needed. During Fiscal Year 2016-2017, SDYS IT experienced a ‘mix mode’ operation in which the outgoing IT Director was active until December of 2016 and a new IT Manager/Director assumed those duties in October 2016. In making the transition, SDYS IT kept its focus on keeping things fluid, with minimal disruption in service delivery to the Agency. It was important to also make the shift in leadership as a ‘clean’ separation to reduce any confusion. SDYS IT exists to CREATE new solutions, in being open-minded and an intent listener to the voice of the Agency. IT strives to MOTIVATE by fostering champions around initiatives that can help the Agency become more efficient and effective in providing excellent service to our youth. With this cultural shift, SDYS IT hopes each participant can EMBRACE technology and its merits.

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

1. Discovery – Inventory, investigate and document all IT assets and processes to be able to secure, communicate and build a relevant IT service portfolio.

2. Standardization – Maintain software and hardware standards for application to reduce support and maintenance issues. Create standards for well-defined guidelines, processes and policies.

3. Optimization – Construct an IT architecture that minimizes the dependency with on premise computing resources. Develop more efficient and effective processes to deliver IT services.

4. Transformation – Evolve technologies to define a more innovative and impactful way in delivering a ‘family of services’ to our at-risk youth and their families.
1. DISCOVERY

a. IT Asset Management

One critical aspect of IT in any organization is the ability to track and manage the IT assets. This allows for proper security and disposition of the asset from its procurement to its disposal. Within IT, there are many different types of assets to manage. Infrastructure Assets include computing equipment such as: Networking Devices: Routers, Firewalls, Switches, Wireless Access Points; Servers; Phone Systems; Desktops and Laptops. Mobile Device Assets include wireless devices such as Cell phones, Mobile Hotspots and Tablets.

Below is a summary count of SDYS IT assets for the last 3 fiscal years. Notice the shift in using more mobile devices to keep connected to emails and having the ability for remote access.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Firewall</td>
<td>9</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Wireless Access Point</td>
<td>9</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Server – Active Directory/File &amp; Print</td>
<td>16</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Server - Email</td>
<td>1</td>
<td>0*</td>
<td>0*</td>
</tr>
<tr>
<td>Server - Intranet</td>
<td>2</td>
<td>1</td>
<td>0*</td>
</tr>
<tr>
<td>Desktop</td>
<td>235</td>
<td>235</td>
<td>240</td>
</tr>
<tr>
<td>Computer Lab PC</td>
<td>9</td>
<td>7</td>
<td>20</td>
</tr>
<tr>
<td>Laptop</td>
<td>24</td>
<td>24</td>
<td>36</td>
</tr>
<tr>
<td>Telephone/VM system</td>
<td>9</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Cell phones - Basic</td>
<td>185</td>
<td>185</td>
<td>82</td>
</tr>
<tr>
<td>Cell phones - Smartphone</td>
<td>17</td>
<td>26</td>
<td>72</td>
</tr>
<tr>
<td>Broadband/Wifi device</td>
<td>20</td>
<td>25</td>
<td>54</td>
</tr>
<tr>
<td>Tablets - iPad</td>
<td>24</td>
<td>24</td>
<td>20</td>
</tr>
</tbody>
</table>

*Using Microsoft Office 365 for Exchange Online Email and Sharepoint Online Services

In May of 2017, another IT Room was utilized to store IT equipment that was housed in different locations to centralize these assets for proper disposition. This new IT Room is located in Spring Valley.

b. IT Survey

During this Discovery phase, SDYS IT also conducted a general IT survey in February 2017 to get a feel of the landscape of the Agency’s perspective on technology. This same IT survey will be conducted again in January/February of 2018 to get a comparative measure of the IT environment. Of the 184 SDYS employees, 100 of them responded to this survey. Below are some the survey questions and associated
summary of the response.

<table>
<thead>
<tr>
<th>Survey Question</th>
<th>Response Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>How would you rate your IT Knowledge?</td>
<td>63.2% feel that are in the average IT knowledge range.</td>
</tr>
<tr>
<td>Are you aware of what IT does and what services IT provides?</td>
<td>98% are aware of IT services.</td>
</tr>
<tr>
<td>How do you normally go about getting IT support?</td>
<td>52% use email to make IT requests, 21% contact their manager and 15% use the phone.</td>
</tr>
<tr>
<td>How well does IT respond to your requests?</td>
<td>73% feel that IT responds in a timely manner.</td>
</tr>
<tr>
<td>Do you feel IT understands your technology needs?</td>
<td>91% feel that IT understands their needs.</td>
</tr>
<tr>
<td>Do you feel that you work in a well secured and protected computing environment?</td>
<td>94% agree with this statement.</td>
</tr>
<tr>
<td>Do you feel you receive enough training on information security?</td>
<td>77% feel they do get enough security training.</td>
</tr>
<tr>
<td>How do you know what's happening in IT?</td>
<td>78% receive IT information through email updates, 44% in speaking with IT directly, 40% through co-workers and 30% through the SDYS newsletter.</td>
</tr>
<tr>
<td>Overall, how satisfied are you with IT services?</td>
<td>80% are satisfied with IT services.</td>
</tr>
</tbody>
</table>

As evident from the results shown, SDYS IT will be focused on providing more security training, making improvements in the timeliness of IT responses and consequently, increase the overall IT satisfaction score. Since the completion of the IT Survey, SDYS IT has expanded on its “Lunch & Learn” activities and also had included a chat option as another method to request IT services. In April of 2016, a new web-based tool called ChatAssist was made available to SDYS staff. Also in the same month, Konica Minolta provided onsite training at the Point Loma campus and at Spring Valley ECC as part of another IT Lunch and Learn event.

c. Risk Assessment and Security Review

In providing youth services to the community, SDYS adheres to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) for handling Protected Health Information (PHI) and Personal Information (PI)/Personally Identifiable Information (PII). SDYS also follows San Diego County’s Article 14 “Information Privacy and Security Provisions” which states that:

All systems processing and/or storing County PHI and/or County PII/PI shall have at least an annual system risk assessment/security review which provides assurance that administrative, physical, and technical controls are functioning effectively and providing adequate levels of protection. Reviews should include vulnerability scanning tools. With this in mind, toward the end of February of 2017, SDYS IT completed this system risk assessment/security review with the help of Touchstone Compliance. In examining the Data Security requirements from Article 14, the results of the assessment concluded
19 recommendations, 4 which have been completed, 11 in progress and 5 to be scheduled. One of the most significant changes was to enforce and implement new Password Policy requirements. This new policy went into effect in March of 2017.

2. STANDARDIZATION

a. IT Managed Services

One key aspect to achieve standardization was the introduction of IT Managed Services to the Agency. This initiative began in November 2016 and introduced a new partnership with Excedeo, to provide Remote Monitoring and Management of SDYS IT assets and also to provide Desktop Support Services as well.

With the advent of using IT Managed Services, this took the daily operational tasks of ‘keeping the lights on’ to being handled by an outside service. The usual tasks for patch management, helpdesk support, backup/restore, anti-virus protection and general software/hardware maintenance was absorbed by Excedeo. In addition to these ‘back-end’ activities, Excedeo also provides the ‘front-end’ support function as SDYS’ Help Desk. This was important to designate a single point where SDYS staff could submit IT requests. Here, those requests can be tracked, reported on and analyzed to determine frequency of tickets and the efficiency of those tickets being processed. This will prove to be a first step into data collection, management and analytics. Excedeo also provides project-based services as needed to help strengthen the infrastructure and follow IT best practices as well.

In tracking the support tickets, SDYS IT found that nearly half of the requests (47%) came from the Administration department and 27% came from staff located at the Spring Valley East Communities Campus. This would make sense as these 2 sites are the largest of the 8 SDYS sites, housing around 60 employees at each location. SDYS IT also found that 20% of the requests were related to printer and scanner type issues. The second most frequent requests were Access (permission based) requests at 17% and Hardware related issues at 14%. Below is a chart showing the ticket counts and the downward trend as the IT environment has become more stabilized and standardized.

*Data from July to October 2016 not readily available*
One of the other challenges SDYS IT saw early on was how and where user data was stored. Oftentimes, these files were kept in various places such as the local hard drive or on a network shared drive. To try and keep this consistent, SDYS IT and Exceedo rolled out a concept of “My Documents” Folder Redirection that would re-point the files normally stored on a local ‘My Documents’ folder to an equivalent folder on the server. Using this method, files can be easily found and restored if accidentally deleted. This recovery is not do-able if the files are stored on the local hard drive as backups are not available. This folder direction was completed in April 2016.

b. Infrastructure Hardware

From this effort, a PC Refresh initiative began to replace older computers with a more updated hardware standard. Phase 1 of the PC Refresh began in December of 2016 and continues to this day. As of June 2017, around 60 of the aging Dell OptiPlex 755 desktops have been swapped out with newer standard Dell OptiPlex 980 SFF models.

SDYS IT will pursue hardware standards for other IT assets such as network switches and servers in the upcoming fiscal year. Currently the wireless access points are provided by Cloudtrax and have the same configuration for all SDYS locations. There is an existing firewall standard in using Dell Sonicwall models. For the Verizon mobile devices, SDYS IT uses common models for the basic (LG Revere 3 and Cosmos 3) and smart cellular phones (Apple iPhone), tablets (Apple iPad) and mobile hotspots (Verizon Jetpack). For laptops, it is difficult to utilize model standards as every use case is different; however, SDYS IT is choosing Lenovo as its preferred manufacturer.

Another approach was established to create standards when running new cabling that provides network connectivity in existing or new buildouts at SDYS sites. To keep things consistent, CAT 6 cabling was utilized for these jobs, older cabling was demolished, data/voice jacks were labeled and terminations to patch panels were housed in locked cabinets. Not only did this upgrade the cabling to the proper level, but also addressed a HIPAA recommendation for physical security as well.

This method was applied in April of 2017 when the Prevention and Early Intervention office in Spring Valley was re-cabled. SDYS IT also took this opportunity to not only put a locked cabinet in that office, but also install one for the main telecommunications room. The cabling standard approach was also applied in June of 2016 when the Transitional Housing Program moved from the Mid City Youth Center to the Spring Valley ECC site. Again, the approach would show its value in preparation for a new buildout at the Point Loma Campus toward the end of the fiscal year to house the expanded ILS Metro program.

3. OPTIMIZATION

a. Innovation Team

Much of the activities for Discovery and Standardization pave the path to achieve effectiveness and efficiency. In most cases, optimization examines current processes and develops ways to improve the current situation. To accomplish this, many people in an organization are involved to come together and ‘brainstorm’ these solutions. In
understanding this model, SDYS IT was fortunate enough to formulate an IT workgroup, called the “Innovation Team” in January of 2017.

With the launch of this workgroup instead of working on ‘projects’, it will work on ‘Initiatives’ so that the members won’t feel intimidated to be technology savvy to fully participate. This group will convene to collaborate on some of the Agency’s incubating items such as going paperless, consolidating database management, geographic information system for demographic analysis, etc. The first initiative for the Innovation Team was to examine SDYS’s “Online Presence” in terms of an assessment of the current Intranet and also the public facing SDYS website.

b. Website Redesign

The Innovation Team convened for 3 months to gather ideas and suggestions that would be applied in April when the Website Redesign Project was kicked off with Blackbaud. This re-design was built on the WordPress platform and would give SDYS more flexibility in how the web content was managed. This project is still active and it coincides and is deeply integrated with the implementation of the new Donation Management System using Blackbaud’s Razors Edge NXT product. Both will be targeted to go live by September 2017.

c. Collaboration Tools

As the need of the Agency grew around the ability to collaborate, SDYS IT was able to activate Google Suite to be able to utilize the numerous applications geared for sharing of information. This was done in April of 2017. In May of 2017 video conferencing was set up using Skype for business in the Executive Conference Room at the Point Loma campus. In going forward, SDYS IT will look further into Microsoft Office 365 tools as well as there are many more opportunities to leverage and take advantage of the Agency’s current Microsoft subscription. Added Microsoft services such as Azure and PowerBI will also be introduced in the next fiscal year.

4. TRANSFORMATION

There are two very significant initiatives that SDYS IT is pursuing with the support of the Executive Team. One is moving to a Cloud Architecture and the other is the Data Analytics. Both of these will transform how technology is consumed and adopted for the Agency.

a. Cloud Strategy

The SDYS IT infrastructure, similar to many other organizations, was built on a traditional ‘on premise’ model in which the hardware resources are physically stored and managed locally by IT at the organization’s site(s). This has significant implications in terms of hardware costs, increasing IT personal to support said hardware and the financial investment lays in a capital expense. With the technology of hosted platforms and services hitting a maturity level that’s robust in scalability and security, most IT departments are re-examining their current architecture to see if a Cloud-Based Strategy would be a better fit for the organization.
SDYS IT began in March of 2017 probing into this question and reaching out to several IT providers to get a 'lay of the land' for services and consultation. In gathering this information, a requirements document can be constructed to outline the Cloud Strategy and corresponding architecture that the Agency can build toward. This will be a major IT project for the next fiscal year.

b. **Unifying Analytics**

At SDYS, due to the nature of the funding source and contractual obligations, data for each program is stored in a multitude of various locations. They can be kept in County provided hosted systems, local Microsoft Access database, Excel spreadsheets or even as paper files. As such, much of the data is kept and used for a particular purpose and is maintained locally in that regard. In order to gather information collectively as an Agency, the existing data model will need to be recreated using a data model more aligned with a data warehouse for mining the ‘Business Intelligence' (BI) of the aggregate data.

There are four types of analytics for BI:

1. **Prescriptive** – This type of analysis reveals what actions should be taken. This is the most valuable kind of analysis and usually results in rules and recommendations for next steps.
2. **Predictive** – An analysis of likely scenarios of what might happen.
3. **Diagnostic** – A look at past performance to determine what happened and why. The result of the analysis is often an analytic dashboard.
4. **Descriptive** – What is happening now based on incoming data.

With the guidance of BI Demantra, an IT solutions provider, SDYS IT would like to incorporate these types of analytics into an unifying effort to be able to holistically provide key performance indicators for the Executive Team, identify cross-relationships among programs, determine the efficacy of the services provided and create 'a unified truth' of the data being presented.

c. **Adoptions Database Migration**

In June of 2017, SDYS IT began is first step in addressing a cloud strategy and the beginnings of formulating a data model for analytics. Again with the expertise of BI Demantra, and SDYS IT in working with Adoptions key staff, began to develop a new web application with a SQL backend hosted on Microsoft’s Azure platform. This new application will replace the outdated Microsoft Access database built in 2005. SDYS IT is planning to make this application active in August of 2018. Similar constructs can be built with other legacy Access databases found within the Agency.

**LOOKING AHEAD**

It is important to keep focused and build out a pathway to success. Although things can
change quickly and they often do, the following IT Road Map helps to visualize the direction of where technology can lead, alongside with the Agency’s strategic vision. Albeit not a comprehensive map, it will suffice for now as IT matures and builds a stronger presence each passing year.
Quality Management (QM) Department

Number of Policies & Procedures Revised: 42
Number of Program Reviews: 7
Number of Trainings: 36 (Internal) and 1 (External)
SDYS Quality Management Net Revenue: $92,989.70
Year End Unallocated Balance: $13,493.40

Team Reorganization:

The Quality Management (QM) Department includes three 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 updating Policies and Procedures for the Foster Care CARF Accreditation. In total, 42 were revised and 5 were created.

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 36 internal and 1 external training 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 1-3 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. During fiscal year 2016-2017, SDYS was re-approved as a Board of Behavioral Science CEU provider by the California Association of Marriage and Family Therapists (CAMFT).

All new employees participate in SDYS Orientation trainings, including Orientation, Philosophy and Skills (OPS) training, an Agency Tour, 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
- 356 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 Veterans Village of San Diego to provide a training to introduce staff to the trauma informed care approach. The Trauma Informed Care 101 training was tailored to include information on homeless veterans and how to work with them using trauma informed care. Veterans Village of San Diego appreciated the training so much they requested trainings for the following fiscal year.

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

As part of the 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:
- 3 internal CCL trainings
- 42 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 2016-17, SDYS QM hired, trained and supervised 36 interns and trainees from 3 disciplines and 8 universities. The clinical interns and trainees cover 17.7 FTE, which would have cost the agency $849,816 (with fringe benefits). With 3.5 FTE (3.5 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 2017, we are bringing on 32 clinical interns for FY 2017-18.

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

Nearly 100% of Clinical Staff hired by SDYS in FY 2016-17 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 3.5 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:

- 39 staff received Individual Clinical Supervision per week
- 26 interns and trainees received Individual Clinical Supervision per week
- 14.5 different Clinical Supervision Groups were provided per week
- 6.5 Treatment Teams were provided with clinical oversight per week

The QM Clinical Supervision Team reviewed and provided quality control to more than 2,088 clinical documents this fiscal year (e.g. Behavioral Health Assessments, Client Plans, Progress Notes), which is approximately 174 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 a myriad of opportunities to affect community development by collaboratively planning events and promoting leadership skills. Some volunteer opportunities may include co-facilitating therapeutic groups with foster and adopted youth, mentoring and tutoring youth, or simply planning a special group event with an SDYS program. We have numerous group projects and volunteer opportunities available, dedicated to creating and promoting a better San Diego.

Year Overview

Recruitment
SDYS Volunteer Engagement maintains an aggressive recruitment strategy. This year we have continued our recruitment by tabling at events such as the Farmer’s Insurance Open, at various Job and Service Fairs, and PRIDE San Diego. We have continued to expand our outreach through 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.
The best method of recruiting long term volunteers has been simply by word of mouth from staff and current volunteers.

During 2016-2017, SDYS Volunteer Engagement had over 11,872 website visits and thousands of requests for more information about our volunteer program. 255 filled out an online application, 122 attended orientation, and 129 became new volunteers/interns at the agency.

Volunteer Tracking
Volunteer Engagement began using a new volunteer tracking system this year, an online database called Volgistics. Volgistics has provided stability to the department by ensuring that Volunteer information is safe and secure. The previous system, an excel spreadsheet, left much room for human error and was a much more precarious tracking method. Volgistics also increases the department’s ability to run reports and track volunteer progress and statistics.

Interviewing & Matching
The key to involving volunteers is interviewing and matchmaking. Volunteer Engagement speaks with individuals who are interested in getting involved, discussing programs, and asking screening questions 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 supports volunteers by offering trainings that address special populations, important trends among youth, and techniques for working with Service Partners that further prepares them to meet the needs of the youth 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 needs-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 third year that we have included volunteers at our annual staff appreciation event. It was a fun filled day with activities, 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 Beach bonfire in April (volunteer recognition month)!

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 and GROWS Programs
This year marked the end of the RISE (Retention through Individual and System Enrichment) program, designed to increase retention of staff and volunteers in the public mental and behavioral health field. Over the last two years, volunteer engagement staff have increased engagement activities and offered new opportunities to staff and volunteers including career shadowing and a career ladders and pathways guide. The department was also awarded a new grant for the forthcoming year, the GROWS (Greater Recruitment and Outreach for Workforce Success) program. The GROWS program is designed to increase recruitment and professional development opportunities in the public mental and behavioral health field and the volunteer engagement team is excited to offer new opportunities to volunteers including mentoring, trainings, and even education reimbursement and support.

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 of improvement 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 have volunteered to do 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. The Volunteer Engagement Lead has taken on a leadership role within the organization, taking part in the education committee, and supports the curriculum development and operations of VAN.

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. Two years ago 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!” We are certified through 2017 and will be gearing up toward recertification in the upcoming fiscal year.

**Volunteer Engagement Team**
SDYS Volunteer Engagement is staffed by a Volunteer Engagement Lead and a Volunteer Coordinator and Recruitment Specialist. The Volunteer Engagement team oversees all volunteer related activities and also supports the HR department, QM department, Marketing department and others as needed.
2016-2017 Volunteer Services Statistical Highlights

- Over 11,872 webpage visits for more information about our volunteer program
- State of California.
- 122 prospective volunteers attended orientation
- 129 new volunteers cleared to serve
- 186 individual volunteers served the agency
- 17 out of 74 new hires (23%) in the agency were former volunteers
- Average of 78 individual volunteers per month
- Average of 90 group/one-time volunteers per month
- An average of 3,327 volunteer hours completed per month
- 43,244.5 volunteer hours completed this fiscal year, valued at $1,230,737.90
- 102 volunteers have been with the agency for more than the 6 month minimum commitment
- 10 volunteers have been with us for more than 3 years
- 55% of individual volunteers are skilled volunteers and accounted for 87% of individual hours

## 2016-2017 Volunteer Services Statistics

<table>
<thead>
<tr>
<th>Program</th>
<th>Individual Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration/HR/Fiscal/QM/Board</td>
<td>30</td>
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<tr>
<td>Adoptions</td>
<td>37</td>
</tr>
<tr>
<td>Breaking Cycles</td>
<td>5</td>
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<tr>
<td>Camp Mariposa</td>
<td>7</td>
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<tr>
<td>Counseling Cove</td>
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<tr>
<td>ECBHC</td>
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</tr>
<tr>
<td>ECCC</td>
<td>22</td>
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<tr>
<td>Family Resource Center</td>
<td>3</td>
</tr>
<tr>
<td>Foster Care</td>
<td>13</td>
</tr>
<tr>
<td>HERE Now PEI</td>
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</tr>
<tr>
<td>STARS</td>
<td>10</td>
</tr>
<tr>
<td>TAY</td>
<td>13</td>
</tr>
<tr>
<td>THP + Take Wing</td>
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</tr>
<tr>
<td>Youth Emergency Shelter</td>
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<tr>
<td>Agency Total</td>
<td>186</td>
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<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Volunteers</th>
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<tr>
<td>1-6 Months</td>
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<tr>
<td>7-12 Months</td>
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<tr>
<td>1-2 Years</td>
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<tr>
<td>3-5 Years</td>
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<tr>
<td>6+ Years</td>
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<td>Total</td>
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<table>
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<tr>
<th>Referral Source</th>
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<td>University/School</td>
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<td>Not Available</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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<tr>
<td>Faith Based</td>
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<tr>
<td>Walk -By</td>
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<td>Total</td>
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<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Volunteers</th>
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<tbody>
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<td>Asian/Pacific Islander</td>
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<tr>
<td>Black/African-American</td>
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<td>Caucasian/White</td>
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<tr>
<td>Danish</td>
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<td>Hispanic/Latino</td>
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<td>Middle Eastern</td>
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<td>Mixed</td>
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<tr>
<td>Not Available</td>
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<td>Total</td>
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<tr>
<td>Monthly Hours</td>
<td>Jul-16</td>
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<tr>
<td>----------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Individual Volunteers</td>
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<tr>
<td>Hours</td>
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<td>Value of Individual Hours</td>
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<tr>
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<tr>
<td>Average # hours/month</td>
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<tr>
<td>Group/ one time Volunteers</td>
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<tr>
<td>Hours</td>
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<tr>
<td>Total Group/1 time Vol.</td>
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<td>Total Group Hours</td>
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<td>Value of Group/ one-time Volunteer Hours</td>
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<td>Average # group vols/month</td>
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<tr>
<td>Average # group hours/month</td>
<td>389</td>
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<tr>
<td>YTD total hours</td>
<td>43,244</td>
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<tr>
<td>YTD Value of Volunteer Time</td>
<td>$1,230,737.90</td>
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**Agency Workplace Wellness**

In Fiscal Year 2016-2017, SDYS programs and departments tracked their efforts in workplace wellness following the PATH to Wellness plan. Below is a summary of the activities each program and department participated in.

**Adoptions**
The majority of staff attended the SDYS staff appreciation event, everyone’s birthday and monumental work anniversaries are recognized, we have our own staff appreciation retreat each year, and we have a Holiday party each year.

**Anti BIAS**
With the very busy schedule of the Anti-BIAS team it is nice to take the time to be able to celebrate one another. In May, the Anti-BIAS program was able to join the HERE Now team in having lunch out of the office to celebrate the staff birthday’s that fall in April and May. The team enjoyed taking the time away from daily activities and enjoying on another’s company.

**Breaking Cycles**
Breaking Cycles celebrated a lot together in FY 2016-2017. We went bowling as a team and found out everyone is highly competitive, celebrated a wedding, a baby shower, a bridal shower, a send-off to a great staff who went to college. We celebrate various holidays by going to lunch as a team. At Christmas time we have a luncheon with a white elephant gift exchange. The running club at GRF has completed three races now.

**Camp Mariposa**
The Camp Mariposa program continues to incorporate mindfulness and wellness activities into the camp programming. Each camp, we plan an activity such as a hike, yoga, or mindfulness/guided visualization activities.

**CAT**
At SVECC, our staff and services partners participated in yoga for staff, Humane Society visits for pet therapy (SPs and staff), staff walks around the campus, staff games (kickball), the Agency Wellness Challenge, bootcamp and soccer groups for SPs, as well as monthly celebrations of staff birthdays and special occasions.

**Counseling Cove**
Throughout this past year, we have made several efforts in order to promote wellness. The Counseling Cove team had its annual staff retreat on April 17 in order to promote staff development and strengthen team cohesiveness. We had several potlucks and celebrations for holidays, welcoming new team members, and going away celebrations for team members who have left. We also regularly celebrate staff birthdays and work anniversaries.

**ECBHC**
The staff at ECBHC participated in various wellness activities throughout the year to increase workplace wellness, satisfaction, and promote overall self-care. To promote mental and emotional wellness, staff were highly encouraged to share stress management and self-care activities during team meetings; this FY some activities
shared were guided imagery, yoga, and mandala coloring/drawing. Additionally, during team meetings time was regularly set apart to engage in team building/creative activities to celebrate various holidays and birthdays. For example, during the winter months staff decorated sugar cookies and assisted in decorating the office space. To promote physical wellness, staff have coordinated walks during lunch and/or after work hours and have participated in SDYS meet up groups such as “Running Club” and “Paddle Boarding.” Additionally, this year the ECBHC team participated in the Live Well San Diego Wellness Challenge, supporting one another in remaining consistent with healthy eating, physical activity, and other healthy life style choices. The participation and engagement of the ECBHC team in various wellness activities has maintained the positive welcoming environment of our program and assisted staff in managing the fast pace and stressful aspects of the job.

**Foster Care**
San Diego Youth Services Resource Family Agency has had continued success with staff. Staff were continuously encouraged to destress via self-care activities (i.e., guided meditation, taking walks on/off the premises, exercising at home, stretch breaks at work, etc.), healthy eating choices, or seeking out the benefits of the EAP. Staff participated in events with our SPs, including trips to the New Children’s Museum, free Brazilian Jiu Jitsu trainings, baseball games, yoga classes, Creations in Art workshops, parent training nights, and other events/activities. Staff were celebrated with lunch, gift cards, potlucks, etc., for anniversaries, birthdays, holidays, and other significant events occurring in their lives. Staff were encouraged to attend team bonding activities (i.e., baseball games, bowling, food outings, etc.) and to participate in community events as well, including the Pride Parade, the walk for Autism, and walk for AIDS.

**FRC**
At the end of each school day, the Family Resource Center staff debriefed daily about high-risk cases and allowed time for processing. Family Resource Center staff planned monthly hikes together after a work day as a part of self-care.

**HERE Now**
In October, the HERE Now team was able to participate in the Out of the Darkness Walk organized by the American Foundation for Suicide Prevention. The San Diego Event held annually is also held in hundreds of cities across the country. The walk gives people the courage to open up about their own struggle or loss, and the platform to change our culture’s approach to mental health.

**PEI**
The PEI team started the year off with its Annual Kickball Event with SP’s and staff. We also celebrated staff birthdays, cultural holidays, and team accomplishments throughout the year with a healthy snack potluck. A PEI team member invited a guest speaker to the Team Meeting to discuss the topic of Transformative Storytelling. At the start of the New Year, the PEI team took part in the county wide Wellness Challenge. Staff were also encouraged during weekly team meetings to read monthly newsletter, attend meet up groups, and utilize the EAP. We hosted Zumba classes at one of the elementary schools, staff and guardians participated in the weekly classes and the PEI team participated in the SDYS Love your Heart event at SVECC. Additionally, a wellness event for SPs where SPs and PEI staff all participated in the exercise activities as well as the healthy cooking/nutrition demonstrations.
PEI team participated in the SDYS staff appreciation event. Healthy food choices are encouraged with healthy snacks at all PEI events, small groups, and parenting groups.

Storefront
Storefront staff and service partners participated in a variety of wellness activities, such as the agency wellness challenge, yoga, the staff appreciation event, the AIDS walk, recreation activities, walks on the beach and at Balboa Park, host healthy eating groups and holiday parties, and celebrate staff birthdays and graduations.

Take Wing
The Take Wing staff participated in the wellness challenge (and won the challenge), the AIDS walk, and the team building exercise with the Homeless Division. The team was provided with a wonderful Christmas dinner and holiday celebration – exchanged gifts with each other, participated in and helped to cook and serve Thanksgiving dinner for the service partners, created and participated in a Day of Gratification for all staff and service partners stationed at Wing Street administrative office and various programs – provided staff members and service partners with small gift and card of thankfulness, celebrated both Black History month and Women’s History month with the service partners. The team spent a day hiking in the Laguna Mountains. The purpose of the day was to strengthen and enrich relationships between team members to acknowledge staff for performance and to reduce the effects of stress on team members. The team also used the cash allotment for Fun Day by spending part of the day bowling and having lunch together. Staff members were encouraged to use their flex time. The team was also encouraged to use their PTO in a liberal manner and to recognize when it is time to take leave of work. Members were also encouraged to seek professional help and to utilize the agency EAP when the need arises.

TAY Academy
TAY Academy staff were encouraged to take office break walks, participate in SP events such as karaoke, painting, and holiday parties. Staff members hosted a Mindfulness Meditation that staff and SPs participate in once a month. We celebrated staff accomplishments, new interns, and parting interns or staff and held a Staff Retreat day where we spent the day at the bay doing artistic coping skills, lunch, relaxing, and sports. Staff participated in Above and Beyond to recognize each other and vote each quarter for the Top Hat staff who has gone above the above and beyond.

THP
At the end of the fiscal year, the THP team moved to the Spring Valley Campus. To celebrate they had a fun-filled team building day, including a scavenger hunt learning about their new location. THP also had an open house BBQ and invited all of the surrounding community partners, and SDYS programs, to come over, meet the THP team and share some food.

TPPP
TPP Program Manager worked with Volunteer Engagement to find a volunteer to offer yoga for SDYS staff at SVECC. In FY 16/17 we offered yoga 10 times throughout the year (typically the first Friday of the month) for all staff; at least 2-3 TPP staff attended each session. In January 2016, 4 TPP staff participated in the San Diego Chamber of Commerce 30-Day Fitness Challenge, sponsored by Kaiser Permanente. The TPP
program joins with the staff of CAT, ATD, and ILS to do a monthly birthday celebration (lunch or breakfast) for all staff who have birthdays in that month.

**Facilities**
SDYS Facilities Staff negotiated Agreements with the Bancroft Center for Sustainability and the Rare Fruit Growers of CA for the management of the Community Garden and Food Forest at the Spring Valley Campus. These Master Gardeners, organic farmers, and sustainable living educators will expand the production of organic fruits and vegetables in our growing fields for distribution to local low income families. They will also host monthly free Food Swaps, teach classes in home gardening, composting, grafting, rare fruit growing, and organic food preparation. They will also develop an expanded Volunteer participation for local residents.

**Fiscal**
The Fiscal department participated in the day of fun filled activities at Balboa Park in recognition of the agency’s staff appreciation.

**HR**
Human Resources staff participated in the planning and festivities of the staff appreciation event. HR members regularly participated in meet up groups such as the book club, restaurant meet up group, and the crochet group.

**IT**
In FY16-17, the IT department provided feedback in the PATH survey, participated in the wellness challenge, and attended the staff appreciation day.

**M&D**
Marketing & Development staff celebrated staff birthdays and special occasions, attended classes for personal and professional growth through NP Works and the San Diego Foundation, and participated in the Staff Appreciation Committee.

**QM**
The Quality Management department recognized staff birthdays, went out for a holiday lunch, and participated in the staff appreciation event. QM members also participated in the agency wellness challenge in the beginning of the year. The QM team encourages staff to engage in self-care activities whenever possible.

**Volunteer Services**
Volunteer Services continuously engages staff with the monthly Agency 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! In addition to planning, preparing and heading up logistics for the staff appreciation event, Volunteer Services participated in it too.