San Diego Youth Services 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 and their families since 1970. Every day, we work to fight the tragedies of homeless youth and youth in crisis. We now help youth and their families at 80 locations throughout San Diego County. sdyouthservices.org

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 (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 and their families since 1970. Every day, we work to fight the tragedies of youth experiencing homelessness and youth in crisis. We now help youth and their families at 80 community locations throughout San Diego County.

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

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

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

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

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

Promote overall health and well-being
Early intervention and care for the whole child are critical. We provide a broad continuum of services to help youth overcome trauma and challenges that put them at risk, including case management, counseling, mental health treatment and educational support and resources.
2017-2018 Overview

Total Agency Budget: $20,059,280
Number of Service Partners/Parents served: 23,597

Agency demographics breakdown

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Adoption Support Services

Total Budget: $900,000
Total Youth/Families Served: 846
Adoption Support:
Total Budget $900,000
Served: 846 Service Partners

This federally mandated, county-funded contract supports a program manager, four family advocate coordinators, seven clinicians, three group assistants and an administrative assistant. San Diego Youth Services has been the sole contractor for almost 20 years, providing pre- and post-adoption services to families with children who have special needs throughout San Diego County.

Services include:

- 58 support groups for parents facilitated by clinicians throughout the county while family advocate coordinators run social skills sessions for youth.
- 94 Friday movie nights and Saturday outings provided opportunities for youth to develop social skills and self-esteem while parents receive respite time.
- 270 unique families have received clinical services. Families received clinical services in our clinics, as well as in the home. Children/teens received clinical services 1,715 times and parents received clinical services 1,765 times. Our clinical work is trauma informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings.
- 3,246 Service Partners/Families have access to referrals and resources, in-home parenting and support offered. Family Advocate Coordinators may also attend school meetings with parents.
- 48 Volunteers and the Ed Ladder provided group support and/or mentor/ tutoring to 106 youth who may be having difficulty in school, at home or in the community.
- 361 parents and youth participated in twice annual adoptive family events.
- 77 participants attended twice annual professional workshops focusing on attachment and special needs adoption. Participants include community clinicians, child welfare workers, adoption providers and foster/adoptive parents.
- 2,661 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 819 unique families by email.
**Gender**

- Male: 477
- Female: 368
- Transgender: 1

**Age Range**

- 0 to 4: 359
- 5 to 7: 104
- 8 to 11: 89
- 12 to 14: 143
- 15 to 17: 62
- 18 to 21: 19
- 22 to 24: 60
- 25+: 62

**Ethnicity**

- African-American: 338
- Caucasian: 108
- Hispanic: 108
- Asian/Pacific Islander: 5
- American Indian/Alaskan Native: 18
- Middle Eastern: 78
- Other/Bi-/Multi-Racial: 46
- 25+: 18
Anti-Bullying Awareness and Support

Total Budget: $300,000
Total Youth/Families Served: 50
Anti-BIAS:
Total Budget: $300,000 for FY 2017-2018 2.5 FTEs
Served: 50 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 December 2019.

The SDYS Anti-BIAS program operates in conjunction with the 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 three out of three objectives.

- Objective 1: Create a process and forum for bullied youth to report.
  - As part of HERE Now program 1,355 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 50 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 provides 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
Child Sex Trafficking Awareness and Recovery
Total Budget: $1,727,500
Total Youth/Families Served: 181
In 2017, I CARE received a five-year grant of $1 million per year from San Diego County Behavioral Health Services. I CARE serves as a Mental Health Clinic and Drop-in Center for youth up to age 21 who are at risk or are currently involved in Commercial Sexual Exploitation.

In fiscal year 17/18, I CARE received 73 new referrals and served a total of 55 clients. In addition, I CARE provided community trainings to 350 individuals. Highlights include training youth, parents, educators and service providers at San Diego Unified School District, San Diego State University, Big Brothers/Big Sister, the District Attorney’s Office, San Diego City Library and medical professionals.

Training and building public awareness assist the community in understanding the issue, decreases stigma, and teaches how to identify victims and how to engage youth into services who have experienced trafficking. A component of I CARE is the Youth Economic Empowerment 4-phase opportunity. The education and training provided through this opportunity provides our youth and transitional age youth with the knowledge, skills and self-confidence they need to seek out economic opportunities and actively contribute to their communities.

I CARE’s tattoo removal services offers complimentary tattoo removals through San Diego Laser Removal for youth who are ready to move forward with their lives and enter the workforce. Tattoo removal services are provided every six weeks for youth until their tattoo has been removed. Transportation and childcare are provided for these visits. Our Drop-in Center provides Expressive Arts therapy for youth interested in seeking alternatives ways of healing as a complement to their work in therapy or in lieu of for those whom are in the pre-contemplative and contemplative stages of change. I CARE provides weekly groups that utilize Word on the Street and the Not a Number curriculum, as well as a bi-weekly caregiver support group to parents and caregivers seeking support for their youth.

I CARE Contract Objectives:

- 100% of service partners avoided psychiatric hospitalization
- 100% of youth were connected to a medical home for a primary care physician
- 100% of youth were screened using the Columbia Suicide Severity Rating Scale
**Gender**

- Male: 0
- Female: 55
- Transgender Male: 0

**Age Range**

- 8 to 11: 15
- 12 to 14: 1
- 15 to 17: 36
- 18 to 21: 0

**Ethnicity**

- African-American: 2
- Caucasian: 8
- Hispanic: 15
- American Indian/Alaskan Native: 4
- Other: 26
Surviving Together, Achieving and Reaching for Success (STARS)
Total Budget: $727,500
Served: 126 new Service Partners and 9 Service Partner children

The FY 17/18 incorporated the following funding for STARS:

- $200,000 from OVC (Awarded October 1, 2015 for $600,000 and set to end September 1, 2018).
- $125,000 from OES (Grant award from 2015-2019 was $670,000 and set to end June 30, 2019).
- NCCL Subcontract was for $105,000 or $52,500 a year and wrapped in April 2018 with bridge gap funding providing until June 30, 2018 at $24,000).
- CSW CSEC Response Team funded in February 2017 at $350,000.

In fiscal year 17/18, STARS received 142 new referrals and served a total of 185 clients with 126 being unduplicated and new Service Partners for the year (185 includes rollover numbers). We also welcomed nine babies into the STARS family this year and provided their mothers with services to maintain a healthy pregnancy and ensure proper medical care for the infant/child.

In addition, the OVC, OES and CSEC Response Team grants allowed STARS to provide 42 community trainings to 1,014 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, training new CWS Social Workers on CSEC and the Response Team Protocol, and working with multiple partners to implement the pilot year of the “Know More” school-based prevention curriculum. Training and building public awareness assist the community in understanding the issue, decrease stigma, and learn how to identify victims and ultimately learn how to engage youth into services who have experienced trafficking. STARS has developed a Survivor Leadership program and utilizes the survivor voice in the design and implementation of direct services as well as our training program.

The STARS program provides a developmentally appropriate response to the needs of young people who have been victims of or at high risk for commercial sexual
exploitation and domestic sex trafficking. The goal of the program is to prepare participants for entry or re-entry into mainstream education and employment through a process of learning (skills and knowledge on how to avoid re-victimization and make positive choices), healing (to address feelings of guilt, shame, confusion, anger and abandonment) and exposure to positive opportunities and influences.

This fiscal year saw an expansion of services with the CSEC Response Team (formerly named Rapid Response Team) going LIVE, which provides immediate services 24/7 to youth identified by the Child Abuse Hotline. The grant was awarded in February 2017 and the first five months were focused on start-up and direct services were not provided. The Team provides intensive short-term services and then works with the youth and their support team to develop a long-term support and healing plan. Although STARS remains primarily gender-specific, this new funding has increased our services in the LGBTQ+ community and with males.

**STARS OVC Contract Objectives:**
- Since receiving funds, STARS has provided services to **133** victims of human trafficking, meeting 73.8 % (133 out of 180) of our objective.
- 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 staff participate 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, **80** trainings have been facilitated with **2,386** individuals who are engaged in preventing trafficking, identifying victims and/or serving victims in attendance. SDYS STARS has reached 106% of our goal of training 2,250 individuals over our three-year objective (2,386 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 **22,573** units of service have been rendered to 133 individuals.

**STARS OES Contract 3-year Objectives:**
- Provide crisis intervention services to 100 minor victims of human trafficking.
  - **107** served and 107% completion toward overall objective.
- Provide follow-up counseling services to 100 minor victims of human trafficking.
  - **90** served and 90% completion toward overall objective.
- Provide advocacy services to 100 minor victims of human trafficking.
  - **96** served and 96% completion toward overall objective.
• Provide information and referral services to 100 minor victims of human trafficking.
  o 103 served and 103% completion toward overall objective.
• Provide 100 minor victims of human trafficking in-person counseling.
  o 90 served and 90% completion toward overall objective.
• Provide 18 community education presentations.
  o 33 presentations were provided resulting in reaching 183% of the objective.

CSEC Response Team Objectives:
• Throughout the first year the Team received 78 referrals and opened 66 cases. The discrepancy between referrals and opened cases is due to youth/family refusing services after initial contact or referrals coming in at the end of the month that were labeled non-emergency.
• 27 youth were identified as being active to either delinquency or dependency at time of referral, one was dual and 44 were not open to either system. This tracking started in November as we recognized in consultation with CWS that it would be an important statistic to capture.
• Number of emergency requests: 29
• Number of non-emergency requests: 49
  o This launch year has really been focused on teasing out what the protocol would look like in action. One part that we continue to refine is what should be labeled an emergency vs non-emergency request.
• Number of out-of-county youth: 6
• Number of actively engaged clients: 53
  o Defined as 3 or more contacts per month.
• Number of clients linked to I CARE: 31
  o This tracking started in November as we recognized in consultation with CWS that it would be an important stat to capture.
• In regard to our contract objectives and goals, SDYS surpassed goals set for “Number of responses to emergency and/or same day requests within a 90 minute timeframe” at 86% (contract goal was 85%) and “Number of actively engaged clients served linked to on-going services” at 57% (contract goal was 50%).
• Regarding the objective of “Out-of-County youth linked to on-going services within 10 days,” the goal achieved was only 17%. Out of the 6 referrals we received for Out-of-County youth, one youth was successfully linked to on-going services. The lack of linkage was often due to the challenges in following Out-of-County youth, maintaining accurate “Authorizations to Release Information” when guardianship was changing, and youth and or family disengaging in services after relocation.

Additionally, our goal achieved for responding to non-emergency request was at 76% (contract goal was 90%). This was due to youth and or families refusing to meet or
declining services over the phone, youth being transferred, or referral being closed prior to CSEC Response Team being able to contact youth. Additionally, tracking our responses to non-emergency requests within a calendar month timeframe can skew the numbers. At times when we receive a referral at the end of the month, we are unable to connect with the CWS-worker for a joint interview until the beginning of the next calendar month thus eliminating it as a successful response to a non-emergency request in our monthly statistics.

Alternately, for referrals received at the end of the month, the Advocate and CWS Worker may connect and make multiple attempts to meet with youth prior to successfully making contact in the beginning of the next calendar month, which again eliminates reporting this as a successful response in our monthly statistics.

For the unduplicated 126 Service Partners:

- **Gender**
  - Male: 121
  - Female: 4
  - Transgender: 1

- **Age Range**
  - 5 to 7: 1
  - 8 to 11: 11
  - 12 to 14: 24
  - 15 to 17: 83
  - 18 to 21: 4
  - 22 to 24: 2

- **Ethnicity**
  - African-American: 22
  - Caucasian: 32
  - Hispanic: 4
  - Asian/Pacific Islander: 25
  - American Indian/Alaskan Native: 4
  - Other/Bi-/Multi Racial: 1
For the 9 children:

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

**Age Range**
- 0 to 4: 9

**Ethnicity**
- African-American: 4
- Hispanic: 3
Foster Care Services
Total Budget: $1,951,885
Total Youth/Families Served: 341
Independent Living Skills Program: East Region

Total Budget: $213,654
Served: 166 Service Partners

The Independent Living Skills (ILS) Program works with foster youth ages 16-21. 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 partner.

The ILS team met 20 out of the 20 objectives in FY 2017-2018, including the following:

- 91% (100 out of 110) aftercare and Non-Minor Dependent youth have achieved full time productivity.
- 92% (59 out of 64) aftercare and Non-Minor Dependents youth have achieved stable housing for six months.
- 95% (37 out of 39) aftercare and Non-Minor Dependents youth have achieved stable income for six months.
- 90% (99 out of 110) aftercare and Non-Minor Dependent who have identified and established a relationship with a supportive adult.
- 96% (106 out of 110) aftercare and Non-Minor Dependent youth were able to independently access needed health, dental, and mental health care.
- 96% (106 out of 110) non-minor dependents have maintained health insurance coverage.
- 100% of youth receiving services from the contractor have been educated about the regional One-Stop Career Center.
- 100% of all aftercare youth received referrals to community resources.
- 91% (116 out of 127) total number of youth in the program who have received direct face-to-face services.
- 62 youth referred to the Excel Job Readiness Training this FY.

Life Skills Training (LST) program: East Region

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

San Diego Youth Services Outcomes Report 2017-2018
management, school management, transportation, personal growth and self-esteem, sexual education and healthy relationships, career exploration and college and vocational options.

- 7 out of 9 youth successfully completed the Program

**Gender**

![Gender Pie Chart]

**Age Range**

![Age Range Pie Chart]

**Ethnicity**

![Ethnicity Pie Chart]
Independent Living Skills Program: Metro Region

Total Budget: $345,915
Served: 132 Service Partners

The Independent Living Skills (ILS) Program works with foster youth ages 16-21. The ILS Program helps ensure that upon exiting foster care system, after services are available until his/her 21st birthday. Such services include: employment, educational, and housing assistance, scholarships, Medic-Cal, household item, and incentives when possible and other resources. Referrals can be made by the youth’s Social Worker, Probation Officer or other ILS Partnership.

The ILS team met 20 out of the 20 objectives in FY 2017-2018, including the following:

- 83% (130 out of 157) aftercare and Non-Minor Dependent youth have achieved full time productivity.
- 95% (76 out of 80) aftercare and Non-Minor Dependents youth have achieved stable housing for six months.
- 95% (88 out of 93) aftercare and Non-Minor Dependents youth have achieved stable income for six months.
- 90% (142 out of 157) aftercare and Non-Minor Dependent who have identified and established a relationship with a supportive adult.
- 88% (138 out of 157) aftercare and Non-Minor Dependent youth were able to independently access needed heath, dental, and mental health care.
- 94% (148 out of 157) non-minor dependents have maintained health insurance coverage.
- 100% of youth receiving services from the contractor have been educated about the regional One-Stop Career Center.
- 100% of all aftercare youth received referrals to community resources.
- 84% (145 out of 173) of youth in the program who have received direct face-to-face services.
- 53 youth referred to the Excel Job Readiness Training this fiscal year.
Life Skills Training (LST) program: East Region
Targeted for youth, ages 14 and 15 years of age, the Life Skills Training program enhances everyday life skills include financial management, healthy living, home management, school management, transportation, personal growth and self-esteem, sexual education and healthy relationships, career exploration and college and vocational options.

- 3 out of 3 youth successfully completed the Program

Gender

Age Range

Ethnicity
Resource Family Agency:
Total Budget: $1,392,316
Served: 43 Service Partners

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

San Diego Youth Services was awarded the XY Grant in FY 16-17, which supports staff in their abilities to provide case management, as well as individual, family and group therapy for foster youths and their families. Two additional staff were funded through this grant: one Placement Navigator was hired who evaluates a possible fit between the foster youth and resource family and provides foundational support to increase success of permanency. Also, one Clinician was hired 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 provides support to our staff to obtain and utilize specialized resources for our youth and families to maximize effectiveness of treatment and placement/permanency efforts.

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

Resource Parent Recruitment
- 3 new families were certified.
- 9 Families were converted to Resource Families.
- 7 new families have started their application process.
- 91.18% (31 of 34) of Foster Parents were retained.
Homeless Housing and Support Services
Total Budget: $5,861,434
Total Youth/Families Served: 485
Take Wing
Total Budget: $1,061,964
Served: 85 Service Partners – 51 adults, 34 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 SDYS serves as the lead agency in collaboration with three partner agencies (South Bay Community Services, North County Lifeline and YMCA). Staff provides the following services: case management and goal setting, independent living skills training, counseling, 24-hour crisis support, monthly community meetings, Youth Advisory Board activities and recreational outings.

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

FYSB

During the year, the FYSB program was in its fourth of five contract years. The program is fully operational and outcomes are strong. The major goal for the year was to provide services to the service partners as outlined in the grant and then evaluate their effectiveness via quality management techniques and approaches. The waitlist for the FYSB program continues to be very lengthy as there is a large population of homeless youth who need housing assistance.

TYH

During the year, the TYH program operated effectively. The staffing compliment has been stable. Many of the service partners have been in the program for several months or more. Most service partners are single parents with one or more children.
100% of former foster/probation youth were able to independently access needed medical, dental and mental health care.

93% of former foster/probation youth in the program maintained stable housing.

100% of former foster/probation youth who completed the program established a permanent relationship with a safe and supportive adult.

55% of former foster/probation youth left for a permanent destination

Program Audits

The county of San Diego conducted an audit of the TYH program during the 2017-2018 fiscal year. The audit returned a report of one major finding and a Corrective Action Plan was required. The documentation was submitted and accepted by the county. Aside from the finding, the county reported being please with the Take Wing program and its overall outcomes.

Another major audit of the reporting period was conducted by San Diego Housing Commission Section 8. Their audit consisted of an inspection of all Section 8 apartments; they found no faults, problems or discrepancies – another favorable outcome.

The other major audit of the reporting period was conducted by FYSB. The audit consisted of a full overview of the program, outcomes and facilities and spanned the course of several days. The FYSB contract was in year four of five and this was the first audit completed by FYSB. There were no findings and the monitors were extremely pleased with the program structure and outcomes.
Average number of occupants served each night with children – 20.5
TAY Academy
Total Budget: $2,371,000
Served: 208 Service Partners

TAY Academy provides a safe, inclusive, youth-led drop-in resource center in Golden Hill. TAY Academy offers skill-development workshops, resources and referrals, classes and support groups, leadership and youth development activities, fun, psycho-educational groups and coaching to participants ages 14-25. TAY Academy is dedicated to serving at-risk youth in a manner which is knowledgeable of, and sensitive to, the trauma occurring in their lives. Youth of all ethnicities, sexual orientation, housing standings, and cultural backgrounds are welcome. TAY Academy is open Tuesday through Friday from 11am - 3pm. TAY Academy houses three separate programs: Urban Beats, Street Outreach Program and Redwood Transitional Housing.

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

Redwood is a short-term transitional housing program for TAY for youth 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 can 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 also houses Street Outreach and is the lead for street outreach for North and South County. Street Outreach will meet with youth in the community to provide resources and linkage to the Youth Emergency Shelter, TAY Academy and any other resources they might be needing. The Street Outreach team also provide intensive case management for youth aged up to 21.
• Daily average attendance is 12 with 2,402 units of visits to TAY Academy.
• 122 youth were assisted with housing.
• 27 youth decreased criminal activity.
• 25 youth applied for employment; 22 obtained employment.
• 19 youth were assisted with educational enrollment including vocational training.
• 54 youth participated in Urban Beats.
• 1,313 youth reached by Street Outreach to date.
• 208 new unduplicated youth attended TAY Academy.

Gender

Age Range

Ethnicity

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Transitional Housing Program

Total Budget: $1,698,420
Served: 66 Service Partners

Transitional Housing Program (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 Transition 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, one and two-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 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 and housing education.

Outcomes for 2017-2018 include:

- 13 youth successfully graduated from the programs including:
  - Eight transitioned into the THP-PLUS program
  - One completed his 3rd Year extension and was accepted into the MBA program at SDSU
  - One took over the lease of their scattered site apartment.
- 2 youth who left the program returned for the support offered by THP, grateful for a 2nd chance
- More family units; two parents with children/sibling sets
- 77% of the youth in programs maintained stable housing
- 75% of the youth achieved full-time productivity (work/school) within three months
**Youth Emergency Shelter:**

Total Budget: $730,050  
Total unduplicated sheltered: 126 Service Partners  
Total with duplicated: 141  
Total unduplicated in shelter less than 3 days: 58  
Total with duplicated: 64  
Outreach contacts: 1,083 (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.

- Provided Outreach Services to 1,083 youth
- Provided food for 125 youth
- Provided shelter for 125 unduplicated clients and 16 duplicated clients for a total of 141 youth
- Provided Independent Living Skills and Survival Skills education for 111 youth
- Provided basic health care- including medical, dental and vision- for 60 youth
- Provided in-person counseling for 125 unduplicated clients and 9 duplicated clients for a total of 141 youth
- Provided long-term stabilization housing for 109 youth
Gender

- Male: 64
- Female: 54
- Transgender: 8

Age Range

- 12 to 14: 103
- 15 to 17: 23

Ethnicity

- African-American: 25
- Caucasian: 39
- Hispanic: 31
- Other/Bi-racial: 31
Juvenile Delinquency Diversion and Intervention
Total Budget: $2,555,312
Total Youth/Families Served: 2,417
Alternatives to Detention Program
Total Budget: $440,400
Served: 157 Service Partners

The Alternatives to Detention (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, structured activities, educational groups, decision making skills, goal setting and youth advocacy services.

The ATD program also work with parents, guardians, probation officers and other community organizations. ATD provides mental health services under the Brief Strategic Family Disparity and Trauma Affected Regulation Guide for Education and Therapy Group.

- 119 families were referred and received initial screening assessment the first fiscal year of this contract.
- 89 families received intense case management services.
- Of the youth who exited the program, 82 youth successfully completed at least one of their goals. (90%) 
- 80 youth did not enter or re-enter into the Juvenile Justice System.
- 22 families also participated in the Mental Health Enhancement Program.
### Gender

- Male: 126
- Female: 31

### Age Range

- 8 to 11: 1
- 12 to 14: 13
- 15 to 17: 36
- 18 to 21: 107

### Ethnicity

- African-American: 59
- Caucasian: 42
- Hispanic: 12
- Asian/Pacific Islander: 8
- American Indian/Alaskan Native: 1
- Middle Eastern: 1
- Other/Bi-racial: 1

This data represents the demographics of clients served during the specified period.
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 offered county-wide.
Breaking Cycles:  
Total Budget: $919,052  
Served: 1,116 Service Partners

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 received $145,833 in 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) 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 two 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 probation sites.

Breaking Cycles outcomes for JRS Component in 2017/2018 - Exceeding goals in two areas.

- 70% (195/277) of youth who exited successfully completed goals and strategies outlined in their individual intervention and recovery plans at discharge. Minimum required 80%. Goal was short by 10%. This number reflects those youth who did not complete their program due to being AWOL or sent back to the Breaking Cycles reassessment process and then transferred to another Breaking Cycles.
• 86% (237/277) of youth were alcohol and drug free at time of discharge. Minimum required 80%. Exceeded goal by 6%.
• 99% (276/277) 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 14%.
• During the fiscal year 2017-2018, 193 youth have been screened for the first time using the CSE-IT, 138 youth for rescreened using the CSE-IT and 134 unduplicated youth have attended at least one My Life My Choice (MLMC) group, with a total of 922 youth participating in the MLMC groups.
• Fiscal year 2017-2018; 613 unduplicated youth have attended at least one Alcohol & Other Drugs and Wellness group, with a total of 1,032 youth participating in the AODW groups.

Below is a demographic breakdown for each component:

**CSEC** – 193 unduplicated youth were screened:

**Gender**

- Female: 191
- Transgender: 2

**Age Range**

- 12 to 14: 146
- 15 to 17: 36
- 18 to 21: 11

**Ethnicity**

- African-American: 94
- Caucasian: 43
- Hispanic: 26
- Asian/Pacific Islander: 36
- American Indian/Alaskan Native: 48
- Other/Bi-racial: 2
AODW – 616 youth either participated in 1 AODW group and/or were seen individually:

**Gender**
- Male: 440
- Female: 174
- Transgender: 2

**Age Range**
- 12 to 14: 146
- 15 to 17: 111
- 18 to 21: 44

**Ethnicity**
- African-American: 346
- Caucasian: 121
- Hispanic: 100
- Asian/Pacific Islander: 41
- American Indian/Alaskan Native: 6
- Other/Bi-racial: 2

**JRS Component** – 307 unduplicated youth were served.

**Gender**
- Male: 214
- Female: 93

**Age Range**
- 12 to 14: 32
- 15 to 17: 274
Cool Bed
Total Budget: Included in CAT Program
Served: 2 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 because of family conflict and run-away behaviors. Cool Bed Program promotes safe coping and independent living skills and connects youth and family to after-care support and mental health services.

- 2 youth were given temporary shelter in the Cool Bed program.
- In addition to a safe, temporary shelter, youth participated in on-site psychoeducation groups and received case management services and community referrals 100% (2/2) Successful Case Closures.

**Gender**
- 2 Female

**Age Range**
- 12 to 14
- 15 to 17

**Ethnicity**
- 2 African-American
Community Assessment Team

Total Budget: $1,195,860
Served: 1,091 Service Partners
(Includes youth served in CAT Cool Bed)

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, connection to individual and family counseling, and linkage to community resources. Additionally, with the philosophy of meeting the families and youth where they are, CAT case managers go onto the campuses of all named school districts of East County. 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, a component of the CAT program include partnerships with local law enforcement agencies to give first time offending youth an opportunity to complete a contract that includes participation in prevention services, community service, and not to re-offend. CAT collaborates with law enforcement agencies to conduct curfew sweeps and routine law classes aimed at educating youth and their families about the current laws impacting youth.

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

- 1,186 families received initial screening assessment (only 1,118 were claimed thus achieving 117% of contract goal).
- 824 assessments were completed within 30 days of referral to services using the San Diego Risk & Resiliency Checklist II (SDRRC-II) assessment tool (112% of contract goal).
- 839 individualized service plans were completed within 30 days of referral to services. Service plans are completed in collaboration with family and consist of family strengths and identify areas of concern, with objectives for interventions
- Of the youth who exited the program this fiscal year, 675 youth successfully completed their goals (98.5% of contract goal).
- Of the youth who exited the program this fiscal year, 700 youth had match intake and discharge San Diego Risk & Resiliency Checklist II (SDRRC-II) assessment tool completed (100% of contract goal).
- 676 youth who completed services successfully did not enter or re-enter into Juvenile Justice System within the 90 days after discharge (100% of contract goal).
- 669 youth and/or parents completed customer satisfaction questionnaires (102% of contract goal).
- An approximate $36,000 in flexible spending funds were utilized to help support families with financial assistance, incentives, or programming to meet their goals.

### Gender

![Gender Pie Chart]

- Male: 545
- Female: 546

### Age Range

![Age Range Pie Chart]

- 5 to 7: 97
- 8 to 11: 354
- 12 to 14: 263
- 15 to 17: 367
- 18 to 21: 94

### Ethnicity

![Ethnicity Pie Chart]

- African-American: 456
- Caucasian: 287
- Hispanic: 218
- Asian/Pacific Islander: 32
- American Indian/Alaskan Native: 1
- Other/Bi-racial: 13
Mental Health Services
Total Budget: $4,661,318
Total Youth/Families Served: 2,047
Camp Mariposa
Total Budget: $25,000
$18,000 Received from Moyer Foundation for Camps
Plus, additional $7,000 for Mentoring Activities
Served: 58 Service Partners

The Camp Mariposa program started in 2013 and is a partnership between The Moyer Foundation and San Diego Youth Services. The program offers six camps per year. Camp Mariposa is a free, three-day weekend camp for youth ages 9-12 that have been impacted by the substance abuse and addiction of a loved one. Youth are referred by schools, community partners, other SDYS programs, and self-referrals. Thirty-five campers came back this year to continue camp and were joined by 23 new campers for a grand total of 58 campers served in 2017-2018. In 2015, Camp Mariposa became a sub-recipient of a Federal Mentoring grant, providing the program with an additional $7,000 a year for additional activities with campers, alumni, and their families to foster mentoring relationships between youth and staff.

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

- 60% of the campers attended three or more camps throughout the year
- About 45% 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 58 campers received the Signs of Suicide curriculum and were assessed for symptoms of depression, suicidal thoughts and self-injurious behaviors.
Counseling Cove
Total Budget: $1,045,823
Served: 189 Service Partners
Outreach contacts: 1,199

Services are provided throughout San Diego County and are strength-based, focusing on resilience and recovery. Under the Mental Health Services Act (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 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 17-18 the Counseling Cove team consisted of five Clinicians, six Support Partners, one Program Assistant, one Program Manager and two master’s Level Interns.

- 189 unduplicated clients served, out of which 118 discharged from program.
- 91% (107 of 118) of clients had a stable living arrangement at time of discharge.
- 97% (114 of 118) of clients demonstrated improvement in street safety behaviors at discharge.
- 97% (114 of 118) of clients demonstrated reduced criminal activity at time of discharge.
- 90% (106 of 118) 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 61 groups to outreach youth and families
- Received and screened 273 referrals
- Completed an average of 99 outreach contacts per month.
East County Behavioral Health Clinic:
Total Budget: $775,979
8.83 FTEs and 0 volunteer
Served: 253 Service Partners

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

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

ECBHC met or exceeded five of eight outcomes in 2017 - 2018 including:
EPSDT contract:
- 67% of discharged clients (121 of 180) whose episode lasted 2 months or longer had parent CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.
- At Discharge, 82% of clients (99 of 121) whose episode lasted 2 months or longer had a P-CAMS score showing improvement between intake and discharge. Minimum requirement was 80%.
- At Discharge, 73% of clients (104 of 142) whose episode lasted 2 months or longer, had child CAMS data available for both intake and Discharge CAMS. Minimum requirement was 80%.
• 77% of discharged clients (80 of 104) 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% (194 of 194) of clients whose episode lasted 3 weeks or longer, had CFARS data available for both intake and Discharge. Requirement was 100%.
• 97% (189 pf 194) 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 (184 of 194) 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 (235 of 239) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode. Minimum requirement was 90%.

Of the 318 youth referred, 136 new/unduplicated youth were opened and served for fiscal year 2017-2018. In addition, there were 124 youth rolled over from FY 16-17 for a total of 260 youth served.
Family Resource Center, El Cajon Valley High School

Total Budget: $194,000
Served: 187 new Service Partners, with 190 Service Partners continuing to receive services

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

- 23% (377 of 1620) of the entire El Cajon Valley High School student body was served by the Family Resource Center in some capacity (case managed, crisis intervention, and/or attended facilitated groups).
- 33% (125 of 377) of youth served by the Family Resource Center identified as refugee youth and were provided culturally competent support services including acculturation group, services in their language, case management, and mental health support
- 71% (269 of 377) of youth referred to the Family Resource Center were connected to receive mental health services including:
  - 13% (36 of 269) to SDYS Outpatient clinics
  - 11% (30 of 269) to SDYS FRC Marriage and Family Therapist Trainees
  - 13% (36 of 269) to SDYS counseling groups
  - 61% (164 of 269) to SDYS crisis management
  - 0.01% (3 of 269) to other outpatient service
- 98% (264 of 269) of youth that were connected to mental health services were able to access safe, private and conveniently located services on campus in the FRC.
- 94% (34 of 36) connected to SDYS outpatient clinics able to access services on campus at FRC
- 100% (30 of 30) connected to MFTTs able to access services on campus at FRC
- 100% (36 of 36) connected to SDYS groups able to access services on campus at FRC
- 100% (164 of 164) connected to SDYS crisis management able to access services on campus at FRC

- Of the 66 case managed cases that closed this year, 77% (51 of 66) had successfully created goals and had made progress toward achieving goals.

For 185 New Service Partners:

**Gender**

- Male: 86
- Female: 100
- Transgender: 1

**Age Range**

- 12 to 14: 39
- 15 to 17: 129
- 18 to 21: 17

**Ethnicity**

- African-American: 46
- Caucasian: 1
- Hispanic: 18
- Pacific Islander: 25
- Middle Eastern: 12
- Other/Bi-racial: 83

*Demographics reflect only those Service Partners who were formally referred for services through Family Resource Center and do not include those Service Partners served through brief interventions or drop-in capacity*
Our Safe Place
Budget: 1,500,000
Served: 29 youth through the clinic
and 350 youth through the Drop-in Centers

Services are provided throughout San Diego County and are strength-based, culturally appropriate and trauma-informed. Under the Mental Health Services Act (MHSA), Our Safe Place provides mental health and drop-in services to LGBTQ youth up to age 21. Our Safe Place works with community partners to promote connectedness and reduce stigma and discrimination against LGBTQ populations.

Our Safe Place youth are provided with 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, in addition to Motivational Interviewing aimed at encouraging youth through a strength-based approach.

For those youth experiencing trauma, Our Safe Place utilizes Seeking Safety and the Eye Movement Desensitization and Reprocessing (EMDR) Model.

During FY 17-18, the Our Safe Place team consisted of 3 Clinicians, 2 Support Partners, 1 Connections Coach, 1 Program Assistant, and 1 Program Manager.

- 100% of clients whose episodes lasted 3 weeks or longer left the program with no increased impairment from substance abuse.
- 100% of clients avoided psychiatric hospitalization or re-hospitalization.
- 100% of clients received Trauma Informed Assessment.
- 100% of clients were connected to a primary care physician.
- 100% of clients that requested gender transition services were connected to appropriate medical provider.
- 100% of clients receiving supportive services were screened for suicide.
Clinic Breakdown

Gender

- Male: 5
- Female: 10
- Transgender: 4
- Other: 10

Age Range

- 8 to 11: 2
- 12 to 14: 9
- 15 to 17: 5
- 18 to 21: 13

Ethnicity

- African-American: 8
- Caucasian: 1
- Hispanic: 1
- Middle Eastern: 1
- Other/Bi-racial: 16
Drop-In Center Breakdown

**Gender**
- Male: 110
- Female: 163
- Transgender: 42
- Other: 25
- Questioning: 10

**Age Range**
- 8 to 11: 4
- 12 to 14: 131
- 15 to 17: 172
- 18 to 21: 14

**Ethnicity**
- African-American: 76
- Caucasian: 141
- Hispanic: 119
- Other/Bi-racial: 14
Prevention and Early Intervention:
Total Budget: $1,120,516
Served: 791 Service Partners (provided services to 1,529 participants at events, and 2,225 students received IY curriculum).

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

PEI was re-awarded the School Based Prevention and Early Intervention contract on September 5, 2016. 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.

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.

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

- **SOW 3.2.1.2:** Contractor shall provide early social emotional evidenced-based practice interventions in small child groups, utilizing the Incredible Years program, to pre-school through third grade students identified as High Risk (a minimum of 30% of pre-school through third grade students)
  - Served 23% of students enrolled pre-school through third grade.

- **SOW 3.2.1.3:** Contractor shall ensure that 75% of children in small groups that completed the curriculum will demonstrate an improved classroom behavior.
  - Served 47% 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 100% 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 86% 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 100% and 97% received some PEI activity.

**Path to Wellness Activities:**

- Celebrated staff birthdays, cultural holidays, and team accomplishments throughout the year with a healthy snack potluck.
- At the start of the New Year, the PEI team took part in the county wide Wellness Challenge. *January 2018*
- Encouraged staff at weekly team meetings to read monthly newsletter, attend meet up groups, and utilize the EAP.
- Hosted Zumba classes at three of the elementary schools, staff and guardians participated in the weekly classes.
- PEI team participated in the SDYS staff appreciation event and were awarded the Golden Chicken Trophy for participation and overall excitement. *May 2018*
- Healthy snacks are provided at all PEI events, small groups, and parenting groups.

### Gender

- Male: 431
- Female: 360

### Age Range

- 0 to 4: 26
- 5 to 7: 126
- 8 to 11: 202
- 18 to 21: 445
- 22 to 24: 2
- 25+: 3

### Ethnicity

- African-American: 353
- Caucasian: 256
- Hispanic: 3
- Pacific Islander: 37
- Middle Eastern: 51
- American Indian/Alaskan Native: 1
- Other/Bi-racial: 86
Suicide Prevention and Intervention
Total Budget: $1.8 Million
Total Youth/Families Served: 15,049
HERE Now:  
Total Budget: $1,800,000  
SDYS 13 FTEs  
NCL 5 FTEs  
SBCS 5 FTEs  
32,656 Service Partners served through SDYS, SBCS, and NCL  
15,049 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 four additional option years. The SDYS HERE Now program provides services to the East region schools as well as the Central Region Schools. Additionally, the HERE Now program has subcontracted to North County Lifeline (NCLL) to provide services to schools in the North Inland and North Coastal Regions and South Bay Community Services (SBCS) to provide services to the South Region Schools. The HERE Now Program has implemented collectively at 87 San Diego Schools in 21 different school districts to their 7th-12th grade students. Services include classroom presentations using Signs of Suicide curriculum, individual assessments of students, parent education, and school staff trainings. This year the HERE Now team presented the Signs of Suicide Curriculum 1,203 times to youth, parents and school staff.

HERE Now Program has met five out of six 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 21 School Districts countywide.
  - Implemented at 87 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 32,656 students with (37,685 out of 32,656) 87% attendance rate this fiscal year

- Objective 3- Provide a minimum of one parent/caregiver presentation per HHSA Region for a total of six (6) in the language required to meet the linguistic need of families.
  - 48 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:
  - 2,746 staff attended with 68% (2,746 out of 4,067) attendance rate for school personnel of those grade levels

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

- Objective 6- Facilitate access to social emotional services including individual or group counseling to children and youth identified by partner staff as at risk of committing suicide or requiring a higher level of mental health intervention via linkages and coordination:
  - This fiscal year 4,829 youth have been assessed one-on-one with HERE Now staff. Of those, 1,058 students developed a safety plan with the
HERE Now staff in which warning signs, coping skills, and trusted individuals are discussed with the student.

- Of those assessed, 509 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.
- 15 were referred to the hospital for further assessment, all six were transported by their parent or guardian and a 5150 was initiated.

Workplace Wellness: 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 provides a platform to change our culture’s approach to mental health.
Teen Pregnancy Prevention and Intervention
Total Budget: $407,999
Total Youth/Families Served: 2,181
Teen Pregnancy Prevention/CAT+ Program

Total Budget: $1,249,999
Total Served through all partner agencies: 3,528*
SDYS Total Budget: $407,999
Total Served by SDYS: 2,181 Service Partners

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

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

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

Performance Measure Goals:
- In FY17/18 we anticipated serving 3,110 youth with a teen pregnancy prevention EBP
In FY 17/18 the CAT+ Collaborative served 3,528 youth with an evidence-based teen pregnancy prevention program.

- 75% of youth attend 75% or more of curriculum (measure of program completion)
  - Of the 3,528 youth served, 84% attended at least 75% of the sessions (2,953 out of 3,528), exceeding our goal.
- Observe 5% of sessions for fidelity monitoring by an independent observer
  - In FY 17/18 the CAT+ Collaborative observed 9% of all scheduled sessions (exceeding our goal) and facilitators had a 100% adherence rate to the fidelity of the EBP.

Program Successes:

- In FY 17/18 the SDYS Program Manager expanded the partnership with the Cajon Valley Union School District and was able to partner with three middle schools in El Cajon and Rancho San Diego. The TPP team worked with the science teachers at Greenfield Middle, Hillsdale Middle and Cajon Valley Middle Schools to implement the evidence-based comprehensive sexual health program Positive Prevention PLUS. TPP was very excited to work with the new schools, especially when collaborating with the teachers who have never facilitated the curriculum before. TPP staff were able to shadow and observe before being responsible to teach it on their own. The students also expressed that they were very grateful for the class and appreciated that the TPP staff created a safe and supportive environment from them to freely talk about sexual health education. The TPP team received a lot of positive feedback from both the students and teachers:
  - The teachers expressed gratitude for our presence and our knowledge on the difficult subject.
    - “Thank you all for coordinating classroom facilitation in a short period of time. The TPP team is very knowledgeable and professional and our students were very comfortable having you all here.”
    - “We appreciate you for being here and hope to work with you all again in the future!”
  - Students felt that the TPP team created a safe environment in which to learn about these topics.
    - “I really liked how they were open minded with us and the class. It shows that they care.”
    - “I liked how we got to ask anonymous questions and that the teachers answered the questions in the beginning of the class to not make it awkward.”
    - “I liked that the class was taught by someone other than our regular teachers. They made us feel comfortable and safe in class.”
- Our Community Advisory Group (CAG) whose members consist of community-based organizations, clinics, school administrative staff, higher education and the
The group focused on sustainability of facilitating sexual health education by developing trainings for teachers and program staff. The trainings focused on creating comfortability in the classroom, answering difficult questions and understanding values surrounding the topic of sexual health. In addition, the CAG also looked at ways incoming teachers can be trained on curriculum that follow the California Healthy Youth Act (CHYA) and providing trainings for teachers that teach the special education population.

- As a part of our ongoing efforts toward sustainability, the SDYS Program Manager coordinated a Positive Prevention PLUS Train the Educator training for the TPP/CAT+ Collaborative in which 35 staff were trained, so that we can facilitate and support our local school districts and teachers who are implementing this curriculum. Our goal is to teach them how to implement this curriculum with fidelity, how to create safe and inclusive spaces, and how to provide the information in a trauma-informed way so that when we are no longer directly involved in the facilitation students will still be receiving high-quality, medically accurate and age-appropriate information.

- The TPP program also held workshops with other programs within the agency, such as ILS, Foster Care, TPP and the Youth Emergency Shelter. The workshop topics varied from Consent and Boundaries, to Healthy Relationships.

Wellness Activities:

- TPP Program Manager worked with Volunteer Engagement to find a volunteer to offer yoga for SDYS staff at SVECC last year. In FY 17/18 we continued to offer yoga 10 times throughout the year (typically the first Friday of the month) for all staff; at least two-three TPP staff attended each session.

- The TPP program joins with the staff of CAT, ATD and ILS to do a monthly birthday celebration (lunch or breakfast) for all staff who have birthdays in that month. As well as any other celebrations such as getting into a master’s program, graduating, bridal showers, etc.
**Gender**

- Male: 1,088
- Female: 1,079
- Transgender: 14

**Age Range**

- 8 to 11: 1
- 12 to 14: 632
- 15 to 17: 27
- 18 to 21: 2
- 22 to 24: 1
- 25+: 1,514

**Ethnicity**

- African-American: 91
- Caucasian: 203
- Hispanic: 799
- Asian/Pacific Islander: 182
- Indian/Alaskan Native: 244
- Middle Eastern: 5
- Other/Bi-racial: 637
Resources

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

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 Review for sub-recipients under Federal, State, and County contracts
- Foster Care Annual expenditures review by Leaf & Coles.

Program Audits:
- June 2017-2018: Adoptions (In Depth Review)
- June 2017-2018: Transitional Housing Program Cal OES (Site Visit)
- June 2017-2018: North County Life Line Cal OES Human Trafficking (Desk Review)
- May 2017-2018: Rapid Response Team (In Depth Review)
- April 2017-2018: THP, TYH (Site Visit)
- March 2017-2018: FYSB-TW, BCP, SOP (Site Visit)
- February 2017-2018: ILS East Program (Desk Review)
- February 2017-2018: Adoptions (Site Visit)
- December 2017-2018: All BHS Contracts (In Depth Review)
- December 2017-2018: Urban Beats Program (Desk Review)

Budget:
- Perform and review program budgets (14 programs)
- Project and revise center budgets (45 centers)

Accounts Payable:
- Checks and data entry (1350 checks monthly)
- Vendor reconciliations (1100 vendors)
Accounts Receivable:

- Claims to the County, Federal, Cal OES and other private (37 contracts)
- Collection of payment (37 contracts)
- Claims reconciliation (37 contracts)

Financial Reporting:

- Monthly financial statements for Board and all cost centers
- Financial analysis for all cost centers (45 centers)
- Cash flow and management analysis
- Strategic and budget planning
- Review of monthly GL close
Housing and Facilities

HOUSING

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

SDYS’ commitment to transitional housing, beginning in 1994, continues to grow. Our agency currently owns and manages seven multi-family properties (87 units), leases approx. 15 additional units from private landlords at various locations and operates a Transitional Living Home (Redwood House) for eight young adults.

FACILITIES

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

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

The ongoing volunteer labor and corporate funds contributed to maintaining and renovating SDYS’ properties are substantial. It ranges from small businesses donating cash and volunteer labor to renovate an apartment for a young family, to large corporations working with SDYS to design large projects which allow their employees the opportunity to perform hundreds of hours of labor on intensive, weekend renovation projects.
FACILITIES DONATIONS SUMMARY

In FY 2017-18, the SDYS Housing & Facilities Department solicited and/or managed in-kind labor and materials donations and cash donations from corporations, professional design consultants, and service groups that totaled more than $120,000.

PROPERTY MANAGEMENT

In FY 2017-18, the SDYS Property Management staff successfully completed 454 Work Requests from program staff at the various SDYS facilities.

SIGNIFICANT ACCOMPLISHMENTS

In October 2017, the Housing & Facilities Dept, working with SDYS Admin. performed the Due Diligence required to allow the agency to purchase a new mixed-use property at 7364 El Cajon Blvd. This property has 10 apartments that will be converted to Transitional Housing for our youth, and 23 commercial suites. Most of the commercial suites, to accommodate our agency’s expansion, are now occupied by the agency’s Foster Care, Adoptions and BridgeWays staff.

In 2017, SDYS launched a major project to renovate the Auditorium at our Spring Valley Campus. The goal was to transform an aged, deteriorated room into a high-end community conference facility. The Housing & Facilities Dept. with the help of Max Designs and the construction division of Kaiser Permanente coordinated over $120,000 in donated labor and discounted materials. The project was a huge success, and the Campus has continued to flourish and become a focus of community activity.

In addition to the sports leagues who license our sports fields (6,000+ athletes and families in attendance each year) and the hundreds of clients served monthly by SDYS and our other Human Service campus tenants, in FY 2017-18 the Campus hosted 351 public events, seminars, corporate functions, trainings, and inter-faith ceremonies. Over 11,800 individuals attended the Campus for these activities. In addition, our recent partnership with the Bancroft Center for Sustainability (BCS) to manage the Community Teaching Garden and Food Forest resulted in their providing 101 classes attended by 897 residents.

NEW PARTNERSHIPS

For the next Fiscal Year, SDYS will continue to work with (partial list) the following corporations and organizations to donate their volunteer labor and financial resources to renovate SDYS facilities:
CAVO GROUP: This coalition includes: Aspen Risk Management Group, Zenith Insurance Company, Mira Costa College Risk Management Department

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

Kaiser Permanente Labor Union: This organization’s Union volunteers have committed to yearly major painting/building projects at our facilities.

Keller Williams Real Estate

Qualcomm’s Q Cares Volunteer Program

NEW PROJECTS

The Housing & Facilities Director recently negotiated the receipt of a $287,500.00 grant from the City of San Diego to re-roof some of the buildings at Wing Street and install a large array of solar panels on the buildings. This project will significantly reduce the agency’s SDG&E costs. This reduction in utilities expenses will allow funds to be transferred to direct services.
Human Resources
228 Employees

- SDYS welcomed 95 new hires in fiscal year 2017-2018
  - 6 were re-hires (former employees who returned to work for the agency again).
  - 13 came from our wonderful volunteer pool

**Gender**

- Male: 45
- Female: 183

**Ethnicity**

- African-American: 27
- Caucasian: 15
- Hispanic: 10
- Asian/Pacific islander: 5
- Native Hawaiian: 4
- Other/Bi-racial: 15
- Not Defined: 89
Age and Tenure:
Six employees are 65 years old or older. Two of them have worked for the organization for over 20 years and the other four have been employees of SDYS for at least 5 years. The youngest employee is 20 years old. The largest age group is 29 years old. 107 employees are in their 20s and 68 employees are in their 30s. The average age is 34 years and 6 months.

- 33 employees have worked for over 3 but less than 5 years with SDYS.
- There are 24 employees who have worked with SDYS between 5 and 9 years.
- 11 employees have work with SDYS for 10 to 14 years.
- 9 employees have been with SDYS for 15 to 19 years.
- 5 employees have worked with SDYS for more than 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:
- 30.26% of SDYS staff members hold a two- or four-year college degree, the majority holding bachelor’s degrees.
- 41.23% staff members hold master’s degrees
- 2 staff members hold Doctorate degrees
- 19 staff members have various certificates, to administer group home, to teach, to provide alcohol and drug counseling, etc.
- 32 staff members are license-eligible
- 33 staff members are licensed Clinical Social Workers or Marriage & Family Therapists
- 43% of Americans between the ages of 25 – 64 holds a two- or four-year college degree.
  - In comparison, 71.49% of SDYS work-force has at least a two-year college degree.

With the coordination and leadership of Quality Management (QM) department, staff was provided with more than 42 training and development opportunities during the year, mostly at an SDYS site. Training starts with SDYS Orientation, Philosophy and Skills, Confidentiality & HIPAA, Trauma Informed Care and covers the entire gamut of interest in the field of social services and non-profit operation. A few examples of trainings and workshops that were offered during the 2017 – 2018 fiscal year: Group Facilitation & Skills, Documentation, Agency Tour (visit of SDYS sites), Mental Health First Aid, LGBTQ training, Motivational Interviewing, After the Trauma, Coping with Grief, TAY with Tots, AATBS MFT & SW Licensing Exam Preparation, Addictions, Ditching Depression, SAFE training, Intersectionality in the Workplace, Home Visiting Essentials, and TIC supervision. The subject and topics were selected to enhance the personal and professional development of staff. Most of the training offered met the requirements for
continuing education units (CEU) for the Board of Behavioral Sciences, CAADAC, CAARR, and CAADE, and some are also applicable for CCL Administrator CEUs. Staff reported having attended 7,148 training hours between July 1, 2017 and June 30, 2018.

SDYS partnered with East County Career Center and San Diego Metro Region Career Centers in workforce development to reduce unemployment and received a projected total of $110,000 of On-the-Job-Training (OJT) monies under the Workforce Investment Act program. The funds were utilized to provide a modest bonus for staff at the holidays, support and enhance staff training and development, to support Quality Management, staff appreciation, team building through funding of appreciation activities at the programs, and other development and support activities of the work force.

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

Under the auspices of the same grant, more than 11,300 engagements were made to expand the public mental/behavioral health workforce in the fiscal year of 2017 – 2018. The program, Greater Recruitment and Outreach for Workforce Success (GROWS), strategically integrated outreach and recruitment, academic support, and career development pipeline to strengthen the interest in public mental/behavioral health field. 33 staff received reimbursement of costs of fees associated with the pursuit of further education in the behavior/mental health field including credentialing for CCAPP, books and material.

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

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

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

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

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

The aforementioned is the beginning of San Diego Youth Services efforts to embrace Live Well San Diego (www.livewellsd.org). Live Well San Diego is an initiative of the County of San Diego to improve health, safety and well-being for all residents. It represents a shared vision that can only be accomplished through collaboration with partners in every sector. This vision also calls on every resident to act to improve their own health, safety and well-being, as well as that of their families and neighbors.

In embracing this initiative and based on staff feedback shared during Visioning Day and the Executive Director’s visits to programs, the Trauma Informed Care Work Group in partnership with the Human Resources Work Group has developed a more comprehensive and/or broader Wellness Plan that creates a culture at SDYS that supports staff mental and physical health and well-being in every aspect of their life. This plan is called SDYS Wellness PATH. The agency conducted a wellness survey which formed the basis for Wellness PATH. PATH stands for Personal Achievements Toward Health; its purpose is to create a trauma informed culture that supports employee and volunteers’ health, safety and wellness in every aspect of their lives.

Wellness PATH after a successful kicked-off with a fun-filled staff appreciation event repeated its success and again held a day of appreciative celebration, featuring food trucks, wellness activities, wellness fair/vendors, team-building games, relaxation,
games and networking in the park under the sky. This annual event was bolstered with various Meet-Up Groups throughout the year to provide staff with an opportunity to engage in activities that they enjoy and the forum to connect with co-workers outside the work setting. Examples of the Meet-Up Groups activities are: books, crochet, hiking, running, restaurants. In addition, staff were provided with wellness information and newsletters from Kaiser, Sharp and Work Care, medical entities that SDYS work with. Topics are as varied as information on preventing illness, managing fatigue, to summer road trips safety and fitness development. As a cap, Executive Director Walter Philips passed on his iron-man baton to Associate Executive Director Steven Jella. Steven Jella demonstrated his fitness by completing his first iron man and raising funds for foster care.
Information Technology

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 of 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 the fiscal year 2017-2018, IT continued its activities to stabilize the technology landscape for the agency. SDYS experienced growth in the startup of several new programs and the addition of a new site. IT had the opportunity to utilize IT interns to provide some relief of the daily operational tasks. Overall, it was a year of building more upon the foundation of the previous year, developing a higher focus in security and compliance, working on providing more customer-centric solutions for the agency.

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

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

1. Discovery – Inventory, investigate and document all IT assets and processes to be able to secure, communicate and build a relevant IT service portfolio.
2. Standardization – Maintain software and hardware standards where application to reduce support and maintenance issues. Create standards for well-defined guidelines, processes and policies.
3. Optimization – Construct an IT architecture that minimizes the dependency with on premise computing resources. Develop more efficient and effective processes to deliver IT services.
4. Transformation – Evolve technologies to define a more innovative and impactful way in delivering a “family of services” to our at-risk youth and their families.
**IT Asset Management**

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

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

<table>
<thead>
<tr>
<th>IT Asset</th>
<th>FY 2015-2016</th>
<th>FY 2016-2017</th>
<th>FY 2017-2018</th>
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<tr>
<td>Firewall</td>
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<td>9</td>
</tr>
<tr>
<td>Wireless Access Point</td>
<td>12</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Server – Active Directory/File &amp; Print</td>
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<td>8</td>
<td>8</td>
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<td>Server - Email</td>
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<td>Telephone/VM system</td>
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<tr>
<td>Cell phones - Smartphone</td>
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<td>Broadband/WIFI device</td>
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<td>68</td>
</tr>
<tr>
<td>Tablets - iPad</td>
<td>24</td>
<td>20</td>
<td>32</td>
</tr>
</tbody>
</table>

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

**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). In continuing with the annual security risk assessments, this task was completed in December of 2017. For this assessment, SDYS expanded the scope to not only cover Article 14 requirements as specified by San Diego County, but to a wider scope for full HIPAA compliance. In addition, a SDYS Risk Management Team was
formed with IT and Quality Management in April 2018. The purpose of these monthly meetings is to create and maintain the risk mitigation plan, as well as addressing any security incidents that have occurred.

**IT Managed Services**

One key aspect to achieve standardization was the introduction of IT Managed Services to the Agency. SDYS IT and Exceedo continue their engagement to provide ‘Remote Management and Monitoring’ as well as “Helpdesk” services to the agency.

IT Service Requests average 169 tickets per month and for the fiscal year hit a total of 2,209 tickets. The high-ticket months were attributed to an increased amount of activity for creating user accounts and related onboarding tasks or doing hardware setups for reassigned or added staff. About 40% of the requests come from our Point Loma site and 25% originating from our Spring Valley location. This volume is as expected since those sites are the two largest locations within the agency.

![IT Service Requests FY 17-18](image)

**Infrastructure Projects**

With a focused concentration on information security and compliance, there were several projects geared toward this effort. These tasks comprised of the following:

**Mobile Device Management (MDM)** – The existing managed services contract was expanded to include MDM services as well. With this new tool/service, IT will be able to centrally manage all its 294 wireless devices, 158 of which are Apple iPhones and iPads. The features with MDM include automated enrollment, Passcode & encryption
enforcement, Email, VPN & Wi-Fi profiles, Device restriction settings, Remote locate, lock & wipe (full & selective), Jailbreak & root detection, Policy updates & changes, Compliance reporting, Email access controls, Corporate directory integration, Certificate management and BYOD privacy settings.

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

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

**New Web filter Implemented** – There was a migration from the existing Sophos product to a Websense/Forcepoint solution. With the new web filter software, it will provide for a more stable and robust product to be able to enforce policies, manage and report on all SDYS Internet activity.

**Server Consolidation** – To better maintain our servers, there were opportunities to merge 2 servers into 1 for our Uptown Youth Center and Mid-City Youth Center.

**Hardware Upgrades** – In preparation for Cloud Computing, network infrastructure hardware upgrades were started to augment the PC Refresh program that was done in the previous fiscal year. With this approach the existing firewalls, servers, switches and wireless access points were replaced with newer and more robust models. In total, 21 devices will be upgraded.

**Expansion of sites and locations** – There was much activity in this space as structured cabling additions were completed for Rm 9 at Spring Valley, College Heights Youth Center turn up as well as the relocations for the THP, Adoptions and Foster Care programs. With the startup of three new programs: ILS Metro, Our Safe Place and I Care, infrastructure improvements were completed for the Point Loma Campus and Mid-City Youth Center, respectively. In looking ahead, another new program called BridgeWays will be launching in September 2018 as well.

**Bandwidth upgrades** – With the advent of the new programs and staff relocations, the network activity increased significantly and as such, there was a noticeable degradation of network performance. To remedy this latency, the Internet bandwidth was increased to a 25Mbps/5Mbps connection for the Mid-City Youth Center, Uptown Youth Center, Golden Hill Youth Center and East County Behavioral Health Center.
SharePoint Online Forms – To help increase the activity and adoption of the SDYS Intranet, two new online forms were created for use on the SDYS SharePoint Online site. These new additions were the New User Request Form and IT Procurement Request Form.

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

AGENCY PROJECTS

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

Raiser’s Edge NXT – In working closely with Marketing & Development, we moved from the existing Luminate Online web platform and donor management system to the next upgrade offering by Blackbaud. Not only did this allow us the ability to redesign our SDYS website, but also provided added functionality to better manage our constituents’ information and further cultivate our donor base.

SDYS website – In conjunction to the Raiser’s Edge NXT project, there was a migration from the older proprietary web platform to a more standard WordPress platform for housing and management the SDYS website content. This effort also showcased a new design of the website to include more social media aspects and a more consistent layout aligned with industry best practices.

ExtendedReach – In looking at areas to improve efficiency of workflow and move from a paper to a more digital process, Foster Care was able to adopt a new case management system for their staff. ExtendedReach provided them the tools needed to ensure compliance by completing their necessary steps, not only in the sequence required, but also given them the ability to access the information when needed for their and their client’s use. We will examine the use case for expanding this system to other programs such as Adoptions and/or other case management/community-based program activities.

Cloud Computing – This is a significant initiative for the agency but fits nicely with the organizational structure and direction of IT service delivery in the future. With a single IT staff person and utilizing multiple service providers, this model suits well to keep the operation costs and tasks to a manageable level while still have the capacity and flexibility to deliver IT services. To begin this journey a Cloud Readiness Assessment
was completed, which gave insight into the cost, design and effort needed to implement this solution agency-wide. The first step is always the toughest and the assessment is a great way to manage everyone’s expectation of Cloud Computing.

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

**Boardroom Audio Visual Improvements /Video Conferencing** – The Boardroom at the Point Loma Campus provides a venue for several activities such as Board and staff meetings, trainings, and staff and Service Partner activities/events. To provide the proper equipment for such use, the large TV display and the Polycom phone conferencing equipment was upgraded to provide more reliability and performance. A mini PC with a web camera was also introduced to expand the phone conferencing to have video conferencing ability. Also, to make the equipment safe and aesthetically pleasing, the cabling for the audio, video and network was redone to make it a cleaner and more secured setup.

**Paperless Pilot** – Our SDYS Associate Executive Director (AED) spearheaded a campaign to encourage each of our youth programs to go paperless and achieve an 80% paperless rate within a year. To assist with this recommendation, a test pilot was taken upon by our Take Wing transitional aged youth program. With this pilot, the paper forms used during the intake process by the case managers and housing specialists were shifted to digital/online forms that could be administered using an iPad tablet. Based on the results of this pilot, the model can be applied to the other programs in the agency to reduce the paper footprint.
San Diego Youth Services (SDYS) marketing and development efforts are designed to advance the agency’s mission to help at-risk youth and their families become self-sufficient and reach their highest potential.

The Marketing and Development Department leads efforts to raise vital funds for services and needs that are often not covered by governmental grants. It also plays an important role in ensuring the agency is well-recognized for mission achievement as defined in the agency’s Strategic Plan for 2016-2019. This includes multi-channel marketing and communications about the agency’s mission, needs and outcomes.

**Funds Raised: $563,719.24**
- Unrestricted Donations, $476,206.74
  - Individual Donations, $214,050.24
  - Corporate Giving, $157,997.59
  - Foundation, $102,712.84
  - United Way, $1,446.07
- Restricted Donations, $87,412.50
- In-Kind Donations: $129,038.18

**Total Giving: $692,657.42**

Unrestricted donations grew by 18.6 percent, including donations from individuals, corporations and foundations.

This included SDYS welcoming HMT Electric and Phil’s BBQ to our community of corporate donors with annual giving at $10,000 and above. Other corporate donors who gave at this level include Cymer, Farmers Insurance and US Bank.

Foundation giving grew substantially, including generous $10,000 donations from the Albatross and Peterson Charitable foundations and large donations from corporate foundations, such as $25,000 from Price Philanthropies.

We welcome the generosity of all these donors and their commitment to helping youth and their families throughout San Diego County. Together, these donations helped
SDYS provide vital services to more than 19,000 homeless, runaway, abused and at-risk youth and their families during the year.

The Department also completed design and transition to a new cloud-based fundraising management system. The transition to Blackbaud’s Raiser’s Edge platform was a major undertaking as part of a move toward more efficient and effective fundraising and donor engagement.

**Online**

The Department significantly scaled up its online outreach and engagement this year, with a new website and a major campaign to expand our online community, engagement and fundraising. This included launching the new website in November and managing it throughout the year, relaunching our Instagram, Twitter and YouTube channels and consistently engaging with and building our community of followers on Facebook.

Funds donated through the new website jumped 61.6 percent to $86,465 during the year, with 298 donors making their donations online. Additionally, 165 donors donated $98,703 through our major holiday campaign, Champions for Youth. The donations rose 30.2 percent from last year and **brought our total online giving to $185,168**.

The total raised through Champions for Youth also earned SDYS $58,503 in bonus funds from Farmers Insurance, matching each dollar donated through the campaign by 60 percent.

**Website highlights** (partial year data for the new site, beginning Nov. 1, 2017)

The new, modernized website is mobile friendly and includes a newsroom, success stories and other new features. Built using WordPress, its donation pages are also linked to the Raiser’s Edge platform, helping reduce entry and tracking of donations by hand.

- 70,990 visits
- 110,418 pages viewed
- Average session: 2.50 minutes
- Top 10 pages visited
  - Homepage
  - Careers
  - Our Programs
  - Volunteer
  - Contact Us
  - What We Do
  - About
  - Training
  - Leadership
  - Homeless Youth Awareness Month
Social Media
The Department managed and expanded SDYS’ active profiles on Facebook, Instagram, Twitter and YouTube to reach a wider audience, including youth, partner agencies and influencers as well as potential new donors not reached by traditional media.

Facebook
Followers: 2,434 (4.3 percent increase)
Likes: 2,492

Gender and Age Range of “Likes/Followers”

<table>
<thead>
<tr>
<th>Gender</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>77%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Visitors came most often from the United States but also came from 80 other countries.

How we rank:

7,362 – YMCA of San Diego County
6,300 – Father Joe’s Villages
2,500 – San Diego Youth Services
1,900 – SAY San Diego
1,700 – South Bay Community Services

Twitter
Followers: 603 (16.4 percent increase)
Impressions: 69,474 (number of times tweets were seen)

Instagram
Followers: 200 (since relaunching in February 2018)
Impressions: 2,189
Media Outreach

Public awareness in the community regarding SDYS’ mission, needs and outcomes is an important part of the Department’s work to help meet our mission. SDYS seeks third-party media placements for newsworthy events and works in partnership with media partners and public relations firms to secure media coverage and opportunities. The SDYS Board also includes a Public Relations and Marketing Committee that helps identify opportunities.

SDYS earned more than 20 mentions in the media during the year, surpassing the strategic plan objective to be featured in the media at least once quarterly. Prominent placements included coverage about:

- CEO Walter Philips by SD Voyager magazine
- CEO Walter Philips’ run for homeless youth by Fox 5 and NBC San Diego
- Abuse and Violence faced by LGBTQ youth in EdSource
- National Foster Care Month by KUSI
- New funding for homeless youth services by the San Diego Union-Tribune, KPBS and KUSI
Quality Management

Number of Policies & Procedures Revised: **42**
Number of Program Reviews: **7**
Number of Trainings: **41** (Internal) and **1** (External)
SDYS Quality Management Net Revenue: **$92,989.71**
Year End Unallocated Balance: **$13,583.58**

Team Reorganization:
The Quality Management (QM) Department includes four 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 continued focusing on updating Policies and Procedures for the Foster Care CARF Accreditation. In total, 13 were revised and nine 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 41 internal and one external training as part of the comprehensive SDYS Training Program. The QM Department’s goal was to ensure that staff and volunteers can participate in up to two-three 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 New Hire trainings, including Orientation, Philosophy and Skills (OPS) training, Trauma Informed Care 101, Documentation and HIPAA/Confidentiality.

This year, the QM Department hosted the following Agency Orientation Trainings:
- 16 Orientation Trainings, which included 110 hours of training
- 841 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 Vista Community Clinic to provide a series of trainings to introduce staff to the trauma informed care approach. During the fiscal year, Vista Community Clinic staff were presented with TIC 101, TIC 201 and TIC Supervision.

**Community Care Licensing (CCL) Trainings:**
As part of quality of services that SDYS provides to Service Partners at the Group Homes, the Storefront, Transitional Housing Programs, and Foster Family Agency, our
staff participates in CCL trainings. This year, we had:
- 2 internal CCL trainings
- 28 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 can provide services to children, youth and families who would not normally receive services through SDYS contracts. For example, children with insurance other than Medi-Cal may not be eligible for counseling services at some of our programs; however, with the oversight of the QM team, the clinical interns and trainees can provide these hard-to-reach children and families with services.

In FY 2017-18, SDYS QM hired, trained and supervised 32 interns and trainees from four disciplines and eight universities. The clinical interns and trainees cover 9.35 FTE, which would have cost the agency $471,296 (with fringe benefits).

The SDYS Intern and Trainee volunteer positions have become some of the most competitive positions in the County. Starting in August 2018, we are bringing on 27 clinical interns for FY 2018-19. The SDYS clinical interns and trainees participate in a comprehensive training program over one week each August to prepare them for their work with the Service Partners and families. The interns and trainees receive clinical supervision and accrue hours toward their degrees and/or licensure.

**Clinical Supervision and Documentation Reviews:**
The SDYS QM Department provides clinical oversight to programs throughout the agency with 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:

- 44 staff received Individual Clinical Supervision per week
- 26 interns and trainees received Individual Clinical Supervision per week
- 13 different Clinical Supervision Groups were provided per week
- 5 Treatment Teams were provided with clinical oversight per week

The QM Clinical Supervision Team reviewed and provided quality control to more than 2,284 clinical documents this fiscal year (e.g. Behavioral Health Assessments, Client Plans, Progress Notes), which is approximately 190 per month.
Recruitment/Volunteer Services

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

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

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

A Year of Growth and Stability: An Overview

Recruitment
SDYS Volunteer Engagement maintains an aggressive recruitment strategy. This year we have we continued our recruitment in the community by tabling at various Job and
Service Fairs as well as events such as PRIDE San Diego and the NAMI (National Alliance on Mental Illness) 5th Annual Mental Health well-being celebration and resource fair. We have continued to expand our outreach through the partnerships with the local colleges and universities by attending volunteer and job fairs, campus organization meetings and partnering with professors to provide service learning opportunities for their students at SDSU, UCSD, USD, CSUSM, Point Loma Nazarene University, National University, Alliant University and USC School of Social Work. The best method of recruiting long term volunteers has simply been by word of mouth from staff, previous and our current volunteers!

During 2017-2018, SDYS Volunteer Engagement had over 5,653 webpage views and thousands of requests for more information about our volunteer program. 556 filled out an online application. 154 attended orientation, and 137 became new volunteers/interns at the agency and through our GROWS (Greater Recruitment and Outreach for Workforce Success) Program, 43 prospective volunteers were referred to our partner programs such as HomeStart, South Bay Community Services, Jewish Family Service and SAY San Diego.

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

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

**Orientation & Training**
Fundamental to the success of volunteer placement are the numerous trainings and staff activities that SDYS sponsors. Volunteer Engagement requires all new volunteers to attend a volunteer orientation to prepare them to work with our youth by increasing each volunteer’s knowledge and experience in Trauma Informed Care, HIPAA, crisis intervention, boundaries and self-disclosure, confidentiality and issues related to abuse and neglect. The SDYS Quality Management Department support volunteers by offering trainings that address special populations, important trends among youth, and techniques for working with Service Partners that further prepares them to meet the needs of the youth that they work with.
Supervision & Evaluation
Volunteers are assigned to paid personnel who supervise their performance. The supervisor and volunteer set mutual expectations for work performance, along with work schedules and meeting times. This past year, Volunteer Engagement implemented an evaluation system for both the supervisor and volunteer to provide feedback, ask questions and evaluate performance to help guide program and volunteer development. This evaluation is to be completed the third month of beginning volunteer service and annually thereafter.

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

We continue our ongoing recognition program to recognize volunteers every 4 months with certificates of appreciation. This is the fourth year that we have included volunteers at our annual staff appreciation event. This years’ theme was Inspirational Animals and it was a fun filled day with great food, fun activities and opportunities, and relaxation time! Our vendors for the event were volunteers from The StrongHold Club, San Diego Humane Society, Turn Up Burn Up Fitness, and individuals who volunteered to provide their baking and or artistic skills! Volunteers were also shown appreciation with SDYS gifts such as t-shirts, gift cards, lunch bags and or picnic blankets.

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!

GROWS Program
This past year we received funding for our GROWS Program (Greater Recruitment and Outreach for Workforce Success) from the Office of Statewide Health Planning and Development. The GROWS program is designed to increase recruitment and professional development opportunities in the public mental and behavioral health field. The GROWS Program provides resources and opportunities such as career shadowing, agency trainings, academic support via mentorship opportunities and educational reimbursements, and volunteer/internship as well as paid experiential placements to participants. Before the 2017-2018 fiscal year ended, Volunteer Engagement was awarded an additional year of funding to continue our efforts in introducing and supporting those interested in the public mental and behavioral health field.
Trainings/Workshops Facilitated
We continue to provide an annual Volunteer Engagement workshop for agency program managers, as well as ongoing training to ensure that the needs of volunteers and managers are met. Through individual volunteer needs assessments with program managers and follow up at division meetings, we have been able to get feedback on the current volunteer processes, how volunteers are doing, areas to improve in and how we can better support the staff to work with and engage volunteers so that they are effective and efficient in the work that they are doing for the programs. This year, thanks to the wider recruitment of GROWS, Volunteer Engagement has received an increase in interest from volunteers, so our department has been working diligently with each program in creating new volunteer positions to benefit the increase in participants as well as our growing agency!

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

In 2014, San Diego Youth Services was part of a California Volunteer initiative called California Volunteers Service Enterprise Initiative (CVSEI). We were a part of the first Service Enterprise Initiative (SEI) cohort in San Diego. We received Service Enterprise Certification in January 2015. “An agency that is certified as a Service Enterprise is an organization that leverages volunteers and their skills to successfully deliver on the social mission of the organization. These high-performing organizations have deeply integrated volunteers into their strategic plan and organizational infrastructure, thereby allowing them to reduce costs, and increase efficiency and effectiveness in providing services to fulfill their mission. As a result, volunteers change the core economics of the organization for the better!” (Laying the Foundation, 2, para 2). We are in the process of recertification for the following years to come.

During the 2017-2018 year, we were honored to have a Jesuit Volunteer work within our Resource Family Agency as the Family Support Counselor. 2018 marks the 25th year of our partnership with the Jesuit Volunteer Corps. SDYS has hosted at least one Jesuit Volunteer, more often two and occasionally three, every year since 1993.

Through our GROWS Program, we have partnered with NAMI (National Alliance on Mental Illness) to plan a resource fair in collaboration with their 5th Annual mental health wellness celebration event. The celebration evening was filled with fun activities, food, giveaways and many resources. The event was followed by positive feedback from those who attended the resource fair and are interested in volunteering or learning more about our GROWS program.
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 supports the HR department, QM department, Marketing department and others as needed.

2017-2018 Volunteer Services Statistical Highlights
- 5,653 webpage views (November 1, 2017 - June 30, 2018) for more information about our volunteer program
- 154 prospective volunteers attended orientation
- 137 new volunteers cleared to serve
- 181 individual volunteers served the agency
- 15 out of 90 new hires in the agency were former volunteers
- Average of 90 individual volunteers per month
- Average of 76 group/one-time volunteers per month
- An average of 2,664 volunteer hours completed per month
- 31,971.07 volunteer hours completed this fiscal year, valued at $789,365.00
- 128 volunteers have been with the agency for more than the six-month minimum commitment
- 8 volunteers have been with us for more than three years
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<thead>
<tr>
<th>Program</th>
<th>Number of Individual Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration/HR/Fiscal/QM/IT/Board</td>
<td>21</td>
</tr>
<tr>
<td>Adoptions Support</td>
<td>28</td>
</tr>
<tr>
<td>Avondale</td>
<td>5</td>
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<tr>
<td>Breaking Cycles</td>
<td>2</td>
</tr>
<tr>
<td>Camp Mariposa</td>
<td>2</td>
</tr>
<tr>
<td>Counseling Cove</td>
<td>6</td>
</tr>
<tr>
<td>ECBHC</td>
<td>3</td>
</tr>
<tr>
<td>ECCC</td>
<td>18</td>
</tr>
<tr>
<td>Family Resource Center</td>
<td>4</td>
</tr>
<tr>
<td>Foster Care</td>
<td>10</td>
</tr>
<tr>
<td>I CARE</td>
<td>14</td>
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<tr>
<td>Our Safe Place</td>
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<tr>
<td>STARS</td>
<td>14</td>
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<tr>
<td>Youth Emergency Night Shelter</td>
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<tr>
<td>Youth Emergency Shelter Drop-In-Center</td>
<td>19</td>
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<tr>
<td>TAY</td>
<td>14</td>
</tr>
<tr>
<td>Take Wing</td>
<td>3</td>
</tr>
<tr>
<td>THP+</td>
<td>4</td>
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<tr>
<td>Agency Total</td>
<td>181</td>
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<table>
<thead>
<tr>
<th>Referral Source</th>
<th>Number of Volunteers</th>
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<tbody>
<tr>
<td>University/School</td>
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<td>Not Available</td>
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<tr>
<td>Online</td>
<td>12</td>
</tr>
<tr>
<td>Friend or Family Referral</td>
<td>30</td>
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<tr>
<td>Other Agency</td>
<td>8</td>
</tr>
<tr>
<td>Former SP or Staff</td>
<td>24</td>
</tr>
<tr>
<td>SDYS Employee</td>
<td>22</td>
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<tr>
<td>Faith Based</td>
<td>2</td>
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<tr>
<td>Walk -By</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>181</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>Number of Volunteers</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>14</td>
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<tr>
<td>Black/African-American</td>
<td>7</td>
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<tr>
<td>Caucasian/White</td>
<td>54</td>
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<tr>
<td>Hispanic/Latino</td>
<td>32</td>
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<tr>
<td>Middle Eastern</td>
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<tr>
<td>Mixed</td>
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</tr>
<tr>
<td>Not Available</td>
<td>59</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>181</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Number of Volunteers</th>
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</thead>
<tbody>
<tr>
<td>1-6 Months</td>
<td>45</td>
</tr>
<tr>
<td>7-12 Months</td>
<td>46</td>
</tr>
<tr>
<td>1-2 Years</td>
<td>82</td>
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<tr>
<td>3-5 Years</td>
<td>7</td>
</tr>
<tr>
<td>6+ Years</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>181</strong></td>
</tr>
</tbody>
</table>
SAN DIEGO YOUTH SERVICES
Building futures for at-risk youth