San Diego Youth Services is a non-profit organization that has helped improve the lives of more than 780,000 homeless, runaway, and other vulnerable youth since 1970. Founded in 1970, we now provide services to more than 13,000 youth from infancy to age 25 at 100+ community and school locations throughout San Diego County every year. Our mission is to empower youth to reach their highest potential.
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<td>79-81</td>
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<td>Family Resource Center, El Cajon Valley High School</td>
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<td>Administrative Departments</td>
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<td>Housing and Facilities</td>
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Agency Overview

San Diego Youth Services (SDYS) is a non-profit organization that has helped improve the lives of more than 780,000 homeless, runaway, and vulnerable youth since 1970. We now provide vital services for youth at 100+ community and school locations throughout San Diego County.

We are all about …
Ending 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 children, young adults, and their families today. We help meet these basic needs. 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 is 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.
Agency Overview
2020-2021

Total Agency Budget: $21,822,225
Number of Service Partners/Parents served: 13,030

Agency demographics* breakdown
Genders:

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Ethnicities:

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*Demographics based on available information, not all programs are included.
Definitions

What is a Service Partner?
Service Partners, or SPs, are our clients or youth that we serve in the agency. Because youth and their families are an integral part of every step in the services and treatment they are receiving, we chose to call them Service Partners as they are equal partners with staff. We value this partnership at every level and acknowledge all the victories, as small as they may be.

What is the Trauma-Informed Care Approach?
Trauma-Informed Care is a collaborative philosophy that acknowledges the impact of one’s life experiences and guides our interactions to promote connection, inspiration, strength, and healing. We apply this approach to all of our youth, staff, and families. We look at the person and ask “what happened to you” rather than “what’s wrong with you” because our SPs and some staff are survivors of trauma but should not be defined by it. Trauma helps explain the behaviors we are seeing, but it does not necessary excuse the behavior ultimately, we focus on these behaviors as trauma responses and not symptoms. Using the TIC approach allows us to focus on safety, trustworthiness and transparency, peer support, collaboration and mutuality, empowerment and taking cultural, historical and gender context into consideration.

What is a CASA?
A Court Appointed Special Advocate is a court-appointed adult volunteer assigned to the SP, who works with them throughout their dependency. The CASA often holds educational rights, acts as a mentor, and provides additional support to the SP and Resource Parent throughout placement.

What is CCL?
Community Care Licensing is the State agency that provides oversight of all residential homes. SDYS holds Resource Parents to the standards set out by CCL. CCL also has the authority to review all case files and may initiate unannounced visits for compliance checks and/or investigations at any time.

What is a CFT?
The Child and Family Team Meeting occurs initially after placement, then every 90-days or as needed. This is a meeting in which all of the team members (PSW, SDYS support persons including CCM and FSC, biological family or guardians, therapist, etc.) gather together to discuss the strengths and challenges of the case and ensure that the Service Partner is receiving all necessary support services.
What is CWS?
Child Welfare Services is the County of San Diego agency responsible for any dependent child, or children “in the system.” CWS provides reunification services to biological family and supports permanency through family reunification, adoption, or guardianship. CWS is also responsible to advocate for the Service Partner in Court. CWS assigns a Protective Social Worker to each case.

What is an FFA?
Foster Family Agency is a County-contracted agency which approves foster/resource families and provides residential care to dependent youth. FFAs provide a higher level of support than county foster homes. There are 8 FFA agencies in San Diego County. SDYS is an FFA. This is also frequently referred to as RFA (Resource Family Agency), indicating that all approved families have undergone the County’s Resource Family Approval process.

What is an FSC/P?
Family Support Counselor/Partners San Diego Youth Services provides additional support services to those Service Partners. This may also include monthly case management services, including collection of documentation and referral to outside resources.

What is a HEP?
The Health and Education Passport is a county-maintained document that collects and maintains all health records of SPs. This document is sent to the home regularly.

What is an IEP?
An Individualized Education Plan is an educational document initiated by the school district to provide additional support to students with educational or emotional challenges that impact their school performance. IEP meetings are held annually.

What does ILS stand for?
Independent Living Skills are skill that Service Partners begin to learn with support from an SDYS staff. SPs who are over age 16 begin to receive additional ILS services, such as transportation support, budgeting, career-related skills, etc. to ensure their success.
What is LOC?
Level of Care refers to the level of support needed to maintain and stabilize the youth. It refers to the youth’s current needs and the current efforts to accommodate those needs.

What is an NSP?
The Needs and Services Plan is the Service Partners “treatment plan” for a youth receiving case management services. It lays out all treatment objectives and means for achievement in 90-day increments.

What is a PSW?
The Protective Social Worker is the County Child Welfare Services social worker assigned to the Service Partner’s case. The PSW is responsible for the overall placement, court hearings and permanency of the youth.

What is an SIR?
Serious Incident Report The SIR is a report written by the SDYS staff or Program Manager after a serious incident has occurred, involving the SP in the home or community. All SIRs are reported to the PSW and governing bodies (IEU, CCL) etc. Some SIRs result in further investigation.

What does THP mean?
Transitional Housing Place A Transitional Housing Place is a housing option granted to youth aged 18 and over to assist them in “transitioning” from the foster home to the “real world.”

What is TILP?
Transitional Independent Living Plan 9 A TILP is a County-initiated document, updated every six months, that ensures that the Service Partner is receiving all necessary supports to ensure their readiness to transition from the foster home to a THP, emancipation, college, etc.

What is considered Other when describing demographics?
For you that do not identify with other genders, the option of Other can be described and encompass gender non-conforming, non-binary or fluid.
Acronyms:
AOD – Alcohol and Other Drugs
CES – Coordinated Entry System
CSEC – Commercially Sexually Exploited Children
DV – Domestic Violence
FY – Fiscal Year
ILS – independent living skills
IY – Incredible Years Curriculum
IPV – Intimate Partner Violence
LGBTQ+ – Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Nonbinary and other identities or sexual orientations
PBV – Paid by Voucher
P&D – Prevention and Diversion
PEI – Prevention and Early Intervention
PMI – Plans, means and intent
RRH – Rapid Rehousing
RTFH – Regional Task Force on the Homeless
SI – Suicidal Ideation
SIB – Self-injurious behaviors
SNAP – Supplemental Nutrition Assistance Program
TAY – Transitional Aged Youth
TH – Transitional Housing
THP – Transitional Housing Program
TLP – Transitional Living Program
UC – Unaccompanied Children
YSN – Youth System Navigator
Adoption Support Services

Total Budget: $944,403
Total Youth/Families Served: 643
Adoptions

Total Budget: $944,403
Total number of youth and/or families served in FY: 643

Program Description:
This federally mandated, county-funded contract supports a program manager, program coordinator, 4 family advocate coordinators, 4 clinicians, 3 group assistants, and an administrative assistant. San Diego Youth Services has been the sole contractor for 24 years. Adoptions Support Services Program (ASSP) provides individual, family, group, and couples therapy, as well as family events, mentor/tutoring, and outings to support the whole family unit.

Target Population:
ASSP provides pre-and post-adoption services to families with special needs children throughout all of San Diego County.

Outcomes:
In the Fiscal Year 2020-2021
- 3,337 Service Partners/Families had access to referrals and resources, in-home parent coaching and support offered by the Family Advocate Coordinators who may also attend school meetings with parents
- 200+ support groups
- 91 unique families received therapy in our clinic as well as in the home. Of those, parents received clinical services 1,539 times and children received clinical services 1,391 times. Our clinical work is trauma informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings
- 3,898 hours of respite funding were provided for families. This service addresses some of the needs of parents who benefit from respite/self-care while parenting traumatized children.
Success Story:

Fourteen years ago, an enthusiastic, sparkly eyed five-year-old and her very wise and kind mother joined our Friday evening kids and parent groups at the Joan Kroc Center. It was great to welcome this family into our support community. The daughter took to the children’s group with glee and mom immediately clicked with the other parents and our team. Over the years this dynamic mother-daughter duo accessed many of our services: groups, outings, family events, mentor/tutoring, IEP support, as well as financial support. There was never a time when both mom and daughter were not thinking about how to share knowledge, resources and opportunities with others who might benefit. The connection between this family and our program has always been filled with hope, gratitude, and an eagerness to make a genuine difference in the larger community.
Over and way above what SDYS could ever offer this inspirational duo, was the profound example of the deep bond and affection between them. The mom has always been determined that her daughter would reach her full, amazing potential even in a world that sometimes seems to conspire against such an outcome. This mom never ceased to nourish her daughter in every way and in every facet of her being and that little girl drank in her mother’s love and wisdom to the fullest. Even as a tween, teen and young adult the daughter continues to grow and learn from her mom. ASSP got to walk alongside this family, and now at age 19, that endearing little girl has blossomed into an incredible young woman studying diligently in her 2nd year at UC Davis aiming to become a physician/scientist. She continues to hold in her heart a dedication to inspiring the community of Black little girls and teens that not only should they reach for the stars, but that someday they will most definitely touch those wished for stars!
Anti-Bullying Awareness and Support

Total Budget: $154,067
Total Youth/Families Served: 24
Anti-BIAS
Total Budget: $154,067
Total number of youth and/or families served in FY: 24
Total number of new youth and/or families served in FY: 19

Program Description:
The Anti-Bullying Intervention & Advocacy Supports (Anti-BIAS) Program is funded by the California Office of Emergency Services. The SDYS Anti-BIAS program operates in conjunction with HERE Now program to provide assessment, intervention, and direct services for youth who identify as being a victim of bullying.

Target Population:
The Anti-BIAS Program is available to 7th-12th grade students attending a school in Santee School District, Cajon Valley Union School District or Grossmont Union School District. Services include assessment, case management, advocacy, counseling and coordination of care.

Outcomes:
The Anti-BIAS program met 3 out of 3 objectives in FY 20/21:

- Objective 1: Create a process and forum for bullied youth to report.
  - As part of HERE Now program 324 youth from schools with Anti-BIAS MOUs who had implemented their Check Your Mood Week were screened for bullying.
  - Screened youth were assessed by trained staff.

- Objective 2: 100% of bullied youth identified through HERE Now will receive referral and/or supportive services through Anti-BIAS program.
  - Connected 19 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) provided risk assessments, individual intervention services and care coordination including mental health services.
• AS’ provided information on crime victim compensation services with referral to the SD County Victims Services office, as appropriate.
• All identified youth received 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 contacted 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 advocated on behalf of youth with administrators, as needed.
  o AS educated teachers and administrators on effective adult follow-through in bullying situations.
  o AS provided criminal justice and/or CalVCP advocacy, as needed.
  o Collaborated with expert area providers to ensure culturally competent services, including CalVCP, for bullying victims and their families.
  o Provided bystander intervention training to youth through HERE Now to help support peer level support and intervention

### Gender

- Female: 18
- Male: 4
- Transgender: 2

### Age Range

- 8 to 11: 5
- 12 to 14: 2
- 15 to 17: 17
Success story:

A student was referred to Anti-BIAS by middle school counselor. The student had immigrated from Tijuana, Mexico when she was 8 years old and prior to immigrating, the youth had experienced verbal and social bullying which continued while attending school in the US. The SP reported a history of difficulty in establishing and maintaining friendships, explaining “it’s just easier to be alone.” SP’s goals for treatment are to reduce frequency of self-injurious behavior, to learn and practice coping skills to more effectively manage stressors, and to learn and practice inter-relational healthy communication skills. Student has been engaged and participated in treatment, actively trying to better understand herself and learn new skills.

The Advocacy Specialist provides a safe space for student to re-connect with her emotions and process what emotions feel like in her body. Prior to receiving Anti-BIAS services, student reported engaging in Self-Injurious Behavior (SIB) of cutting herself at least twice a month when activated by feeling overwhelmed and stressed with schoolwork and when there is conflict at home. Since receiving additional support, she has been able to practice alternative coping skills (i.e., deep breathing and mindfulness) and has only engaged in SIB one time in the past 6 weeks. Student has rated her safety between 8 and 10 most recently (10= 100% safe from self), improving from 5 at the start of services.
Child Sex Trafficking Awareness and Recovery

Total Budget: $2,550,000
Total Youth/Families Served: 293
I CARE

Total Budget: $1,000,000
Total number of youth and/or families served in FY:
51 Clinic; 161 Drop In Center
Total number of new youth and/or families served in FY:
36 Clinic; 97 Drop In Center

Program Description:

I CARE is a Mental Health Clinic and Drop-in Center that provides services to youth who are at risk or are currently involved in Commercial Sexual Exploitation of Children (CSEC) and their families. The Drop-in Center in Central San Diego provides client-driven supportive services, and the Clinic provides on-site clinical services to meet clients social, emotional, health, and behavioral needs with comprehensive and evolving services in a welcoming and inclusive space. The program serves the entire county of San Diego and provides extensive community-based services to youth and families in order to dismantle barriers to accessing services. The Drop-in Center is the only safe and confidential space in San Diego County open 7 days a week to youth at risk of CSEC or who have experienced CSEC.

Activities provided within the Drop-in Center include psycho-educational and skill building groups; peer mentoring; internship opportunities (with stipends); care coordination and referrals; caregiver/family support; positive recreational opportunities; leadership development opportunities; educational support; and general case management support.

The mental health clinic offers services that include appropriate, trauma-informed EPSDT brief treatment behavioral health services providing assessment, case management, client-driven service planning, individual/family/group psychotherapy, psychiatric services, crisis intervention, linkages and referrals, and caregiver engagement services.
Target Population:
I CARE serves youth of any gender up to the age of 21 who are at risk of or currently involved in Commercial Sexual Exploitation of Children (CSEC) and their families. The I CARE Mental Health Clinic services uninsured and full scope Medi-Cal beneficiaries.

Outcomes:
I CARE strived to meet its program outcomes as follows in the 2020-2021 fiscal year:

- 83% of youth avoided psychiatric hospitalization or rehospitalization.
- 100% of youth received a trauma informed assessment upon admission.
- 100% of youth were screened utilizing the CSE-IT screening tool, a CSEC specific screening tool to help identify youth’s risk factors, vulnerabilities and needs as it relates to commercial sexual exploitation and trafficking.
- 100% of youth in the clinic were screened utilizing the Columbia Suicide Severity Rating Scale to assess current safety needs, goal is 100%.
- 85% of youth in the drop-in center were screened utilizing the Columbia Suicide Severity Rating Scale to assess current safety needs, goal is 80%.

Clinic

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Drop-in Center

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San Diego Youth Services Outcomes Report 2020-2021
Success Story:

Change happens when youth begin to use their own voice and truly own what they need and want in their lives. A youth who has been working with ICARE on and off over the last 3 years, was more or less always 'mandated' to participate in services through probation and other sources like CWS. ICARE walked by this youth’s side through many ups and downs in her life and journey. She was a new mother and more excited than ever to turn 18 and finally be ‘free’ and on her own. Upon turning 18, she decided to end services because she wanted to begin her life on her own. ICARE was proud of the strides this youth made and wished her well on her next journey. Months later, this youth came back to ICARE because she realized being an adult was “harder than everyone made it seem” and for the first time she realized it was she who wanted the support ICARE could provide and not because anyone was telling her. The youth was welcomed back, and she shared that she knew no matter what if she came back, ICARE would be here to support her. This youth’s journey shows that recovery is often not linear, and everyone’s experience is unique. As a team, ICARE prides ourselves on meeting our youth exactly where they are at no matter what stage that is.
**STARS**  
Total Budget: $1,550,000  
Total number of youth and/or families served in FY: 81  
Total number of new youth and/or families served in FY: 81

**Program Description:**  
Our STARS (Surviving Together, Achieving and Reaching for Success) program empowers survivors, ages 12-24, to leave sexual exploitation and trafficking by providing emotional support to develop their inner strengths, improve their self-esteem and identify their dreams. We promote healing through relationships and a sense of community through our client-centered, trauma-informed services. We provide case management, support groups, peer support, detention outreach, mental health support, and community outreach/training.

Last year, STARS helped 319 survivors of human trafficking and provided community training throughout San Diego County to youth, parents, educators and service providers in the San Diego Unified School District, San Diego County Office of Education, San Diego District Attorney’s Office and other partner organizations working with youth. The total number of youth and families served includes on-call services provided by the CRT Team.

**Target Population:**  
Our program works with those who have experienced CSEC and/or human trafficking, ages 12-24.

**Outcomes:**
- Employment Empowerment Program- During the FY 20-21, STARS has been able to provide 2 employment empowerment programs. 8 youth participated in our programs and learned resume-building skills, interviewing skills, and employment readiness skills. Our participants were able to receive stipends for hours worked and are being connected to externship opportunities in the community.
- Peer Support Weekly Group- Our STARS program offers weekly support groups to survivors with an array of topics for example, mindfulness, life skills, and healthy boundaries. Our groups maintained high participation even during the pandemic.

- Case Management- Our STARS Team comprises of 4 Case Managers and 3 CSEC Response Team Advocates. Our program provides survivors with an array of support including food, transportation, rent, tattoo-removal support, and other support related to client’s history of CSEC/Human Trafficking.
Success Story:
Name was changed to protect the identity of the Service Partner.

Jocelyn was referred to STARS by her social worker and has been a part of the program since January 2021. Jocelyn was referred due to struggles with running away, substance use and a history of CSEC. In December 2020, Jocelyn was found in a hotel in Los Angeles, since this date she has been focusing on herself and overcoming every obstacle that has come her way. Jocelyn was referred to STARS for support and guidance to a new beginning. Jocelyn has been working with one of the case managers and peer support staff from the STARS team and is currently working on catching up with her high school credits and is set to graduate high school June 2022. Jocelyn plans to go to cosmetology school after she graduates from high school. At STARS, Jocelyn was able to get support in building a resume and participated in the STARS Employment Empowerment Program (EEP). Jocelyn learned independent living skills and employment readiness skills during her participation in the EEP. After the EEP, Jocelyn successfully obtained a work permit and was hired at a local restaurant chain. The STARS program was further able to help her acquire her REAL ID. Jocelyn consistently communicates with staff and advocates for herself when she needs support and recently mentioned to a STARS staff “I am so grateful for being part of this program, THANK YOU.”
Foster Care Services
Total Budget: $2,073,964
Total Youth/Families Served: 325
Independent Living Skills (ILS) - East

Total Budget: $261,064
Total number of youth and/or families served in FY: 142
Total number of new youth and/or families served in FY: 59

Program Description:
The ILS Program helps ensure that upon exiting the foster care system youth remain connected to services that are available to them until their 21st birthday. Such services include support with employment and education, housing assistance, scholarships, Medic-Cal, household items, and incentives when possible among other resources. Youth are referred to ILS through their Social Worker, Probation Officer, or other ILS Partners.

Target Population:
ILS Program works with TAY foster youth ages 16-21.

Outcomes:
In Fiscal Year 2020-2021:
- 90% (47 out of 52) of aftercare and Non-Minor Dependents youth achieved stable housing for twelve months.
- 75% (9 out of 12) of ILS youth receiving services 19 years and older received a HS Diploma, Certificate of HS Completion or a GED.
- 92% (98 out of 107) of aftercare and Non-Minor Dependents identified and established a relationship with a supportive adult.
- 92% (98 out of 107) of aftercare and Non-Minor Dependent youth were able to independently access needed health, dental, and mental health care.
- 90% (97 out of 107) of Non-Minor Dependents maintained health insurance coverage.
- 100% of total number of youths 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.
Independent Living Skills (ILS) – Metro

Total Budget: $297,400

Total number of youth and/or families served in FY: 170

Total number of new youth and/or families served in FY: 78

Program Description:
The ILS Program helps ensure that upon exiting the foster care system youth remain connected to services that are available to them until their 21st birthday. Such services include support with employment and education, housing assistance, scholarships, Medic-Cal, household items, and incentives when possible among other resources. Youth are referred to ILS through their Social Worker, Probation Officer, or other ILS Partners.

Target Population:
ILS Program works with TAY foster youth ages 16-21.

Outcomes:
In Fiscal Year 2020-2021:
- 90% (51 out of 64) of aftercare and Non-Minor Dependents youth have achieved stable housing for twelve months.
- 80% (8 out of 10) of ILS youth receiving services 19 years and older received a HS Diploma, Certificate of HS Completion, or a GED.
- 92% (102 out of 110) of aftercare and Non- Minor Dependent identified and established a relationship with a supportive adult.
- 89% (98 out of 110) of aftercare and Non-Minor Dependent youth were able to independently access needed heath, dental, and mental health care.
- 89% (105 out of 110) of Non-Minor Dependents have maintained health insurance coverage.
- 100% of total Number of youths 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.
Success Story:  
*Name changed to protect Service Partner identity.*

Amy has received ILS case malmanagement services for the last ten months. When she initially met with her ILS case manager, Amy was not enrolled in high school and seemed very disinterested in going back to school. Amy had obtained a part-time job during the COVID-19 pandemic and was focusing on earning money rather than obtaining her high school diploma. She disclosed to her case manager that she was pregnant and didn’t think she could go to school and work while pregnant. Amy and her case manager had a heart-to-heart conversation about Amy’s future and the kind of role model she wanted to be for her daughter. Amy was very receptive of the case manager’s input and appreciative of it. With the support of her case manager, Amy eventually worked on enrolling in an independent learning charter school and the goal was for her to finish school before she gave birth and graduating became more difficult to achieve. Amy met with her case manager, teacher, and counselor via zoom to
develop a plan and review her credits to ensure she could achieve her goal on time. Everything was going well but Amy started to lose motivation and wanted to quit after facing some challenges with virtual learning but spoke to her case manager about it first. Amy’s case manager appreciated her honesty and trust and supported her with finding a resource that best fit her needs. With lots of pep talks and support Amy decided to continue working on her educational goals. Her case manager would regularly check in on her through Zoom to review her progress and encourage her to complete all her assignments and attend her virtual classes. Despite being pregnant and experiencing all the physical and emotional changes that comes with pregnancy Amy completed all her credits before the June deadline and before she gave birth. This is a success story because not only did Amy meet her goal of graduating from high school while pregnant, but she also completed her credits earlier than she anticipated. Amy’s case manager is extremely proud of her motivation, resilience, and willingness to accept help to meet her goal.
Resource Family Agency

Total Budget: $1,515,500

Total number of youth and/or families served in FY: 13 Youth and 31 Families

Total number of new youth and/or families served in FY: 10 Youth and 8 Families

Program Description:

The Resource Family Agency, formerly known as Foster Care, is an Intensive Services Treatment Program that is designed to serve youth who have the following characteristics:

- Emotionally disturbed as evidenced by a history which may include, but are not limited to all of the following behavior management problems: lying, stealing, verbal or physical aggression, unacceptable sexual behavior, attempts at self-injurious behaviors or suicide, and defiant and oppositional behavior.
- Currently Placed and ready to step down from a short-term residential program or group home due to Emotional Disturbance.
- At imminent risk for psychiatric hospitalization or short-term residential program/group homes as assessed by the youth’s County Interagency Review Team.
- Have successfully completed the short-term residential program or group home program and are not in custody of the juvenile court for any violent felony.
- Voluntarily placed in a short-term residential program or group home.

Target Population:

The Resource Family Agency serves children and youth seven (7) to seventeen (17) years old, as well as works with non-minor dependents. Resource Parents can support and care for up to 30 youth, aged zero (0) to seventeen (17).
Outcomes:
Overall, as a program we:
- Reached Permanency
- Increased positive behaviors and developed appropriate coping skills
- Utilized effective parenting interventions

Success Story:
Our foster family began their attachment methods before the placement began. They first met their foster daughter when she was staying at Polinsky Children’s Center. She had just been moved there from her first foster home. The youth was struggling with the many changes in her life. To make sure she was comfortable, the foster family visited her daily for two weeks before she started living with them. When taking the youth in, the family felt that having a good relationship with her mother would help her adjust to staying with them. The youth’s two younger siblings were eventually placed in foster care and the foster family decided to take them in to their home as well.

During their time with the foster family, they stayed in close contact with their biological mother. When Covid-19 hit, the court system stopped all visits for children in care, due to the risk of traveling between households. The foster family offered to have the supervised visits at their home with the youth and her siblings several times per week. Eventually, the court re-started unsupervised visits with their mom, which
gradually turned into overnight visits again, and eventually moving back in with their mother full time. This foster family was able to stay involved and support the biological family and the foster youths. One of the Resource Parents ultimately stated that “it was a lot more fun and rewarding. We feel like we succeeded because our foster children are not in the system anymore”.
Homeless Housing and Support Services
Total Budget: $14,774,917
Total Youth Served: 1,614
Safe Family Services
Total Budget: $630,998
Total number of youth and/or families served in FY: 85
Total number of new youth and/or families served in FY: 59

Program Description:
Safe Family Services offers supportive services to TAY (18-24 years old) who are currently in an SDYS program and have historically or are currently experiencing domestic violence (DV). The program also offers supportive, trauma-informed services to SDYS parents and youth of any age who have experienced trauma and abuse that has resulted in CWS involvement. Through our Dating Matters group curriculum, SFS focuses on supporting youth’s (age 11-14) social – emotional health, strengthening positive, nonviolent attitudes and behaviors, and promoting healthy relationships. Services offered by SFS include individual/group therapy, case management, teen dating violence prevention groups, and family therapy. SFS also offers resiliency funds that are flexible and available to help youth meet their needs.

Target Population:
- SDYS TAY (age 18-24) who have historically or are currently experiencing domestic violence.
- SDYS parents and youth (of any age) who have experienced trauma and abuse that has resulted in CWS involvement.
- At – risk youth (age 11-14) that would benefit from the evidenced based, Dating Matters group curriculum, which focuses on supporting youth’s social – emotional health, strengthening positive, nonviolent attitudes and behaviors, and promoting healthy relationships.

Outcomes:
- Approximate $41,000.00 in flexible spending funds were utilized to help support youth with financial assistance, incentives, or programming to meet their goals. Most of the funding this fiscal year was used to support families impacted by COVID-19 by supporting with basic needs such as groceries, utility bills, and rental support.
- 20 youth maintained safe and stable housing.
- 18 youth received individual therapy services
- 23 youth participated in Teen DV and sexual assault prevention groups held virtually. SFS team provided youth with care packages/ materials to participate in Zoom groups.
- SFS provided 30 youth with grocery/care baskets and incentives throughout the year.
Success Story:

A TAY – aged parenting youth was able to exit an active domestic violence relationship and obtain safe and stable housing free of abuse through utilization of our services. The youth was exceptionally resistant to services through SFS at the beginning, although staff was able to utilize a trauma-informed approach to develop rapport and a therapeutic alliance with the youth. The youth engaged in both therapy and case management services through SFS and was able to gain much insight into the impact that DV was making on their life and safely exit an active DV relationship. Through our resiliency funds, the program was able to help the youth with basic needs for themself and their children, educational costs that enabled them to return to school, and rental assistance to obtain a safe and stable living environment for their children. The help that SFS provided the youth allowed them the opportunity to develop independence and resiliency and break free of the cycle of domestic violence.
**TAY Academy**

Total Budget: $1,685,160

Total number of youth and/or families served in FY: 408

Total number of new youth and/or families served in FY: 253

**Program Description:**

TAY Academy provides a safe, inclusive, youth-led drop-in resource center in Golden Hill. Amid the COVID pandemic this year, drop-in center services continued to offer a range of supportive services including: supporting basic needs, access to resource linkage, housing navigation, social-emotional support and case management. TAY Academy houses several braided programs: Urban Beats, Street Outreach Program, SafeTAY emergency housing, Youth Emergency (YE) services, Improving Outcomes Pilot Program (IP), Housing Our Youth (HOY) and Redwood Transitional Housing. These services work together to meet the various needs of our TAY population.

In its final year Urban Beats engaged 31 youth county-wide with its innovative curriculum presented virtually. Creating and implementing social expression projects on topics relating to youth emotional well-being and destigmatizing mental health. To ensure access to necessary supplies, staff created and delivered art material kits to all participants.

The Redwood short term transitional housing program provided housing to youth, providing food, rent and utilities are at no cost to youth. There were 11 youth who transitioned out successfully and have engaged in follow-up after care services.

The Street Outreach team connected with 107 youth in the community and 93 youth over the phone to provide resources and linkage to shelter, TAY Academy, and other resources they need.
There were 19 youth that received individual coaching and case management services with the IP program to reduce youth’s risk of human trafficking victimization. Youth were assisted with social-emotional skill building housing navigation and maintenance to foster confidence in their own self-sufficiency. As our newest program, HOY was in the planning and implementation stages this fiscal year, but have still provided services to 19 youth from March through June.

**Target Population:**
Youth between the ages of 14 and 25 of all ethnicities, genders, sexual orientations, housing standings, and cultural backgrounds are welcome

**Stats:**
- 197 youth made in-person visits to TAY Academy for support.
- 211 youth received supportive services remotely.
- 259 youth were assisted with housing: includes emergency shelter, hotel vouchers, housing assessments & navigation, rental assistance and transitional housing.
- SafeTAY provided 250 emergency bed nights to 55 youth.
- 70 youth showed improvements in social-emotional skills.
- 108 youth showed progress in their independence.

![Gender and Age Range Charts](chart.png)
Success story:
A youth encountered TAY Academy in February 2021, referred from a mental health clinic and drop-in center for her experience of housing instability. The youth was linked with a Youth Support Partner and completed a housing assessment to find support with housing.

The youth and staff began to build rapport and developed goals to enhance stability. During this time, she completed her vocational training, became certified and was without housing. She received stabilization support with a hotel voucher and connection to housing resources leading to consideration for a Permanent Supportive Housing (PSH) unit within SDYS.

The youth moved into the Redwood Bridge housing program receiving support from residential staff, a Connections Coach, and a Housing Specialist. Staff provided care coordination in navigating the process of applying for permanent housing. As rapport developed, the youth disclosed symptoms of trauma arising due to her history of sexual exploitation. Staff utilized therapeutic interventions, psychoeducation, and clinical case management to support her with coping in the moment, while also linking to ongoing care.

As she stabilized, she expressed interest in additional goals including employment, education, and therapy. Staff provided therapeutic interventions to support her in processing her anxiety and role played self-advocating scenarios in her workplace, which ultimately came in handy when it was time for her to attend a required housing orientation that conflicted with her work schedule. She was able to successfully
reschedule the housing orientation to a time that allowed her to give enough advance notice to her job. In March 2021, the youth successfully transitioned out of Redwood housing and into her PSH unit. Staff continued to provide stabilizing support including transportation, financial assistance, and resource navigation. To this day, the youth is still housed in her permanent housing unit.
**TAY Housing**

Total Budget: $2,329,320  
Total number of youth and/or families served in FY: 90  
Total number of new youth and/or families served in FY: 37

**Program Description:**
TAY Housing is comprised of five programs: THP-Plus and THP-FC (Foster Care), TYH, FYSB (TLP) and Project Based Voucher (PVB).

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. TYH serves as the lead agency in collaboration with three partner agencies (South Bay Community Services, North County Lifeline and YMCA). TYH serves emancipated foster youth with San Diego County jurisdiction 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. TLP serves community youth ages 16 to under 22 years old experiencing homelessness. If under 18 years must be legally emancipated. Throughout the duration of the FYSB program, the waitlist has consistently been very lengthy, as there is a large population of homeless youth who need housing assistance. PBV serves homeless youth 18-24 years who are parenting and experiencing homelessness in the city of San Diego. Participants who successfully complete the program after 24 months will be eligible for a Section 8 Voucher. Staff provides the following services: case management and goal setting, independent living skills training, therapeutic and community groups, counseling, 24-hour crisis support, monthly community meetings, and recreational outings. Subpopulations targeted for TLP are: 1) African American and Hispanic youth; 2) sexually exploited or trafficked youth; 3) youth in need of substance abuse and/or mental health services; and 4) vulnerable populations who are disproportionately represented among youth experiencing homelessness in SD County including LGBTQ and P/P youth.
Target Population:

- **THP-FC** serves foster youth, who are considered Non-Minor Dependents, between the ages of 18 and 21, including parenting youth.
- **THP-Plus** serves youth who are at least 18 years of age and up to their 24th birthday who have aged out from foster care or probation (i.e. had a Juvenile Court order for an out-of-home placement up to age 18 years or older), and who have completed or are actively pursuing the goals of a County-approved Supportive Transitional Emancipation Program – Transitional Independent Living Plan (STEP-TILP). This includes both former dependents and former wards.
- **TYH** serves San Diego County ILS eligible youth 18 to 24 years old who have aged out from foster care or who reunited with family or had a guardianship established after their 16th birthday, who are at risk of homelessness because they no longer receive assistance and support from parent or guardians.
- **TLP** serves community youth ages 16 to under 22 years old experiencing homelessness.
- **PBV** currently serving parenting homeless youth 16-24 years old including youth who will be homeless for up to 24 months.

Outcomes:

**TAY Housing Outcomes:**
- Help youth develop independent living skills
- Promote overall health and well-being
- Increase income stability
- End youth homelessness

**THP-FC:**
- Percentage of youth in the program that maintained stable housing: 100%
- Number of youths who have their high school diploma or GED by the time of program exit: 87%
- Number of youths able to independently access needed medical, dental, and mental health care: 96%
- Number of youths who successfully exited the program and transitioned to safe and stable housing: 43%

**THP-PLUS:**
- Percentage of youth in the program that maintained stable housing: 94%
- Number of youths who have their high school diploma or GED by the time of program exit: 100%
- Number of youths able to independently access needed medical, dental, and mental health care: 94%
- Number of youths exiting the program that maintained full time employment for 6 consecutive months: 50%
Number of youths who successfully exited the program and transitioned to safe and stable housing: 50%

TYH:

Percentage of youth in the program that maintained stable housing: 92%
Number of youths who have their high school diploma or GED by the time of program exit: 78%
Number of youths able to independently access needed medical, dental, and mental health care: 78%
Number of youths who successfully exited the program and transitioned to safe and stable housing: 78%
**Success Story:**

SP joined the San Diego Youth Services TAY Housing Program as an out of state homeless, youth. She was unemployed, having difficulty with her sobriety, and in a tumultuous relationship with her family. With the help of staff, SP was connected to employment and therapy services. Throughout her time in SDYS, SP grew into a model youth, engaging with both staff and other youth in the community. She enrolled in college, a full-time student studying to become an architect. Her desire for her own success led her to not only secure employment with Amazon but also earned her a promotion. An independent, motivated, young woman SP became an example to her community and family alike and was able to secure custody of her younger sibling. With her dedication, she obtained a housing voucher, securing an apartment outside of the program for herself and her sibling to strive for a better future.
**Storefront Youth Emergency Shelter**

Total Budget: $420,000

Total number of youth and/or families served in FY: 97
Total number of new youth and/or families served in FY: 91

**Program Description:**

Storefront is composed of an Emergency Shelter and Day Drop-In Center that offers youth case management and goal setting, independent living skills training, expressive arts, outreach, recreational opportunities and 24-hour crisis support. Shelter services also include assistance with transportation, school enrollment, referrals for medical care and mental health counseling. Storefront shares the responsibility of answering the hotline, a 24-hour phone service that provides crisis counseling and referrals to youth and their families. We partner with TAY Academy to provide services under the HOY collaborative including a wraparound team consisting of a connections coach, housing navigator and family/youth support partner to provide after care services to youth who have accessed shelter or any other unaccompanied minors in need.

**Target Population:**

San Diego Youth Services (SDYS) Storefront Youth Emergency Shelter, a licensed 17 bed facility, offers comprehensive services to youth ages 12-17 who are experiencing homelessness, running away and are victims of sexual exploitation/human trafficking. The program is the only emergency shelter available to minors in San Diego County. We offer services, free of charge, to youth and their families and services are available 24-hours a day, year-round. Youth can access services by referral or by walk-in.

**Outcomes:**

In the Fiscal Year 2020-2021 Storefront exceeded their goals in the following areas:
- We are required to provide In Person Counseling to 60 clients consisting of crisis counseling and on-going in person counseling. In the past year we provided In Person Counseling to 91 clients.
- We are required to provide Group Counseling/Discussion to 60 clients. In the past year 68 clients participated in group counseling/discussions at Storefront.
- Lastly, we are required to provide Independent Living Skills and Survival Skills to 50 clients. In the past year we provided Independent Living and Survival skills training and educational services to 73 clients.

### Gender

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### Age Range

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Success Story:

A 17-year-old youth entered Storefront shelter after running away from home due to reported abuse. Prior to entering the shelter, the youth was seen at the emergency screening unit due to mental health concerns. The youth remained in the shelter for 33 days, where the Storefront team created a safe environment that supported the youth in achieving his goals. At Storefront the youth was able to access services and form connections with staff. The youth was open with staff about his experiences and disclosed having experienced physical abuse by his mother, witnessing domestic violence between mom and stepfather, emotional abuse, and abandonment. During his stay, the youth had access to Expressive Arts Therapy. Staff also supported him in connecting to educational services, ILS training, and provided the youth transportation to receive medical services. The youth was supported in his efforts to find stable housing and ultimately exited into a long-term housing program.
Youth Homelessness Demonstration Program

Total Budget: $2,709,439

Total number of youth and/or families served in FY 184

Total number of new youth and/or families served in FY: 122

Program Description:
SDYS YHDP is a rapid/transitional housing project with five main components:

- **Rapid Rehousing:** this is a time limited rental subsidy project in which the participant holds the lease. This requires a CES referral through RTFH.
- **Transitional Housing:** this is a time limited supportive housing project in which the participant lives in SDYS managed properties for up to one year. Following placement in transitional housing, program participants eventually move into Rapid Rehousing placements in which they hold the lease. This requires a CES referral through RTFH.
- **Prevention/Diversion:** this is limited support project that intends to prevent and divert participants from entering the emergency housing system. Support can include employment support, educational support, employment training and short-term hotel stays with housing plan. Community referrals are accepted for prevention and diversion funding.
- **Youth Systems Navigation:** provides system navigation and referral connection for participants. Participants are not required to be in a housing program. Supports can include, but is not limited to, educational referrals and supports, employment readiness and training, entrepreneurship training and case management services.
- **TAY Bridge Shelter:** Provides emergency shelter for homeless youth ages 18-24 who are in immediate need of shelter. Case managers provide resource and referral support and goal planning.

Target Population:
Homeless or at-risk youth ages 18-24.
Outcomes:
In Fiscal Year 2020-2021:
- YHDP has placed 55 SPs into housing.
- YHDP has assisted 184 SPs pursue their employment and educational goals.
- YHDP has supported all eligible SPs with accessing SNAP benefits.
- YHDP has connected all eligible SPs to Medi-Cal health benefits.
- YHDP has linked SPs to mental health providers when requested.
- YHDP has referred SPs to basic need supports.
- All YHDP SPs are connected to YSP for support with life skills and goal setting.
Success Story:

Written by Service Partner:

“San Diego Youth Services has helped me through the toughest times in my life. They have gone to great lengths to ensure that I build a bright future for myself. When I entered the program, I was at a low-point and wasn't sure how exactly I was going to get out of it. My Case Manager and his team gave me assurance that I would be taken care of, and I was. They made me feel like there was always someone who was looking out for me, who had my back, because they do. Over the course of about a year, they have assisted me in getting my own place, job, stabilizing my financial and mental health, improving my diet, pursuing and finding hobbies and things I love doing and helping me become independent. Every interaction I’ve had with an employee at SDYS has been positive, they are truly great people and really do care about their work! Their program is designed to give you a chance to prove to yourself that you can do what it takes to make it on your own, while at the same time making sure that they are there for you when you make a mistake or need a little or a lot of help. I am very grateful that they found me. I never would have imagined my situation would be this stable and optimistic. I owe it to them to continue my personal growth and I couldn't recommend this program more to a fellow youth who is struggling or needs serious assistance. They will take care of you, but you have to take care of yourself as well, and they provide
such an environment to make sure you know they have your back when you need it. Thank you to my Case Manager and his team of wonderful people for the great work they do on a daily basis. Programs like this are so important to communities. Our youth are our most valuable population, and when they need it, they deserve the help that this program offers. Especially considering the rapidly changing times we live in. Once again, thank you.”
**Unaccompanied Children Program**

**Total Budget:** $7,000,000

**Total number of youth and/or siblings served in 95 days:** 3,213

SDYS served youth and/or siblings in 95 days: 750

80 SDYS staff

**Program Description:**

In March, border agents encountered nearly 19,000 unaccompanied children (UC) at the border. Operation Artemis opened as an emergency placement site for undocumented, unaccompanied minors at the San Diego Convention Center (SDCC) in response to the crisis. Operation Artemis was led by HHS with SBCS as the lead for the social service providers. SBCS contracted SDYS and other agencies to provide oversight and care of the 1,450 youth expected to be placed at SDCC. While UC were in the program, they received schooling, medical care, mental health services, recreation, COVID-19 testing and vaccinations, legal services, and both virtual and in-person case management.

SDYS was responsible for 3 pods with up to 50 youth in each pod. SDYS was also responsible for the Red Unit, which was the COVID-19 Unit. SDYS UC Program provided trauma informed care, crisis management, advocacy, clothing, coping skills, mental health support, scheduling, and assurance of UC receiving all basic and legal needs. SDYS UC Program was staffed by 1 Director, 1 Program Manager, 2 Coordinators, Leads and Youth Care Associates.

**Target Population:**

- 13 to 17-year-old female undocumented unaccompanied youth
- 5 to 12-year-old male and female siblings

**Outcomes:**

**Overall:**

- 2,408 UC were reunified with family and other sponsors
- 24,000 phone calls to 11 countries and within the U.S.
• SDYS UC Program received over $5,000 in donations both in-kind and cash.
  o Clothes
  o Art supplies
  o Hygiene products
  o Games and coping skills
• SDYS UC Program partnered with Latina Clinicians group to provide groups and individual support for youth on-site.
• Red Unit
  o SDYS UC worked with KIND Legal to create virtual appointments, SD County Office of Education for education plans, and advocated with case management to ensure needs of youth in Red Unit were being met.
  o SDYS UC worked closely with Public Health Officials to assure all youth and staff’s health, wellness and safety were being addressed.
  o SDYS focused on providing a routine for the UC by creating schedules for Red Unit including showers, school, recreation time, medical, etc.

Success Story:
As mentioned, at the conclusion of Operation Artemis, approximately 2,408 UC were reunified with their family or other sponsors. At discharge, UC were surveyed and provided the following satisfaction results:

• Regarding facility safety- 96.8%
• Staff relationships and support- 98%
• Pod Safety - 95.4%
• Recreation - 94%
• Overall Care - 95.4%
Juvenile Delinquency Diversion and Intervention
Total Budget: $3,837,926
Total Youth/Families Served: 1,495
Alternatives to Detention (ATD)

Total Budget: $329,470
Total number of youth and/or families served in FY: 77
Total number of new youth and/or families served in FY: 63

Program Description:
The Alternatives to Detention (ATD) Program provides a continuum of community based and family supported detention alternatives for youth ages 11-18 who have been arrested, charged and/or youth who are on probation supervision and would benefit from community-based options instead of more formal actions within the juvenile justice system. As part of a countywide collaborative, the ATD program with San Diego Youth Services provides services to first time juvenile offenders in the East County region of San Diego. Services are free and include but are not limited to, intensive case management, structured activities, youth advocacy, mental health referrals, psychoeducational group services, basic support services and more. The ATD Program focuses on supporting not only youth, but their families as they navigate through the juvenile justice system. Program goals include improvement of family engagement and strengthening family support, along with reducing youth in detention.

Target Population:
Any youth between the ages of 11-18 that have committed an offense or are currently on informal or formal probation in the East County region of San Diego. Referrals are provided by all law enforcement officers, Juvenile Probation, the Public Defender’s, and the District Attorney’s Offices.

Outcomes:
Outcomes during the 20-21 fiscal year included:

- Improvement of family engagement and strengthening family support
  - Of the 63 new youth and families served, 77% participated in psychoeducational groups or therapy (individual or family) services
  - 68 youth successfully completed 50% or more of their case plan goals
- Reducing youth in detention
  Of the 109 cases referred, 68 youth successfully completed services with no new sustained petitions.
Success Story:
Name changed to protect Service Partner identity.

Ashley, a 15-year-old female, was referred to Alternatives to Detention Program with San Diego Youth Services by the Public Defender’s office. Ashley was charged with criminal threat after she had made a threat towards an acquaintance at school. Ashley disclosed being bullied by several girls at her previous school over the span of a couple months and had made the threat to one of them. This was Ashley’s first time in contact with law enforcement and going through the juvenile justice system. Ashley’s public defender believed she would benefit from a girl’s group, counseling, and community service.

The ATD case manager was able to do a home assessment to really get to know the dynamic between Ashley and her dad. Ashley’s dad was her primary guardian as mom was not in the picture for some time. From the assessment, the ATD case manager could see how much Ashley and her dad got along and had a good relationship. Due to dad being a truck driver, Ashley often had to travel out of state with him because there was no one else who could watch over Ashley in San Diego. Because Ashley often had to travel out of state, she was not eligible to join the girl’s group, Girl Talk. The ATD case manager decided that she could conduct the group herself over Zoom so that Ashley could complete this requirement. At the beginning of the first session, the ATD case manager could sense Ashley’s low self-esteem. The purpose of the Girl’s Group was to promote self-esteem, healthy relationships, develop life skills, and inspire positive motivation in young girls. Through thoughtful conversations, activities that could help boost confidence/self-esteem, and creating a safe space the ATD case manager could see Ashley’s outlook on herself change by the end of group.

Ashley successfully completed the Girl’s Group and all her community service hours. As far as counseling services, Ashley was connected with her school counselor who could help her after completing ATD services. Ashley was able to complete all her requirements and the courts had decided to not put her on probation and close her case.
BridgeWays
Total Budget: $2,053,316
Served: 607 Service Partners

BridgeWays 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 variety of trauma-informed interventions, BridgeWays is improving the juvenile justice system and community response to juvenile offenders. San Diego Youth Services is the lead agency providing the alcohol and drug treatment component to the San Diego County Probation Department.

In July 2018, the original Breaking Cycles contract was expanded, and San Diego Youth Services took on a more significant role in providing services to youth in the juvenile justice system. A significant part of the program’s work is conducting CSEC screening using the CSE-IT tool. 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. The program also provides psychoeducation groups at all the juvenile detention facilities and provides community-based services through the clinic and probation field offices.

The program serves youth at Girls Rehabilitation Facility, Youth Day Center-North & Central, Reflections North, Camp Barrett/East Mesa Juvenile Detention Facility, Kearny Mesa Juvenile Detention Facility, the regional probation sites, as well as the College Heights clinic.

Outcomes:
- 97% (38/39) of clinic youth avoided hospitalization or rehospitalization during the outpatient episode. The goal is 90% and this was exceeded by 7%.
- During the fiscal year 2020-2021, 392 youth were screened using the CSE-IT tool. This represents 84 female youth and 308 male youth. 85 unduplicated youth have attended at least one My Life My Choice (MLMC) group.
During the fiscal year 2020-2021, 420 youth were screened using the SASSI Substance Abuse Subtle Screening Tool.
296 unduplicated youth attended at least one Alcohol & Other Drugs and Wellness Group.
335 unduplicated youth attended at least one Anger Management Group.
133 unduplicated youth attended at least one Character-Traits Groups.
62 unduplicated youth attended at least one Gang Diversion Group.
79 unduplicated youth attended at least one Life Skills Group.
102 unduplicated youth attended at least one Healthy Relationships Group.

Below is a demographic breakdown for each component of BridgeWays:

**Clinic Services – 32 youth**

**Gender**
- Female: 15
- Male: 17

**Age Range**
- 12 to 14: 19
- 15 to 17: 12
- 18 to 21: 1

**Ethnicity**
- African-American: 3
- Caucasian: 1
- Hispanic Latino: 1
- Asian/Pacific Islander: 2
- Other: 3
- Bi or Multi-Racial: 1
- Unavailable: 1
Field Services – 36 youth

Gender
- Female: 15
- Male: 17

Age Range
- 12 to 14: 10
- 15 to 17: 24
- 18 to 21: 11

Ethnicity
- African-American: 1
- Caucasian: 2
- Hispanic Latino: 22
- Asian/Pacific Islander: 11
Institution Services – 539 youth

**Gender**

- Female: 118
- Male: 421

**Age Range**

- 12 to 14: 50
- 15 to 17: 58
- 18 to 21: 431

**Ethnicity**

- African-American: 310
- Caucasian: 1
- Hispanic: 64
- American Indian/Alaskan Native: 92
- Native: 69

San Diego Youth Services Outcomes Report 2020-2021
CHOICE

Total Budget: $365,000
Total number of youth and/or families served in FY: 67
Total number of new youth and/or families served in FY: 52

Program Description:
The CHOICE program is part of the Alternatives to Detention continuum and collaborates with South Bay Community Services (South Region) and North County Lifeline (North Region). Funded by the San Diego County Probation Department, CHOICE provides intensive supervision, mentorship, and youth advocacy to youth between the ages of 11-18 that are on formal probation. Services include contacting youth at least once a day, 7 days a week through home and school visits, recreational activities, educational support, life skill development, etc., to guide youth towards positive decision making and complete court ordered requirements. Case Managers work directly with the deputy probation officer, regional clinician, schools, and other community providers as part of a multi-disciplinary team. CHOICE program goals include increased positive youth development, improvement of family engagement, strengthening of family support, reducing probation violations and youth in detention.

Target Population:
Youth eligible for services include youth ages 11-18 that are on formal probation and are living in the following zip codes: 92113, 92114, 92115, 92102, 92105

Outcomes:
Outcomes during the 20-21 fiscal year included:
- Increase positive youth development and overall health and well being
  - Of the 52 new youth served, 85% of youth participated for 3 months or longer with the program,
  - 33 outings were held virtually and in-person with 2 or more youth in attendance.
    - Outings include virtual workshops, museum and school tours, recreational activities at parks, etc.
- Reduction in probation violations and reduction of youth in detention
Of the 94 youth served, 75% of youth successfully completed the program without new sustained petitions.

**Gender**

- Male: 58
- Female: 9

**Age Range**

- 12 to 14: 2
- 15 to 17: 51
- 18 to 21: 14

**Ethnicity**

- African-American: 50
- Caucasian: 12
- Hispanic: 5
Success Story:
Names changed to protect Service Partner identity.

James was referred to the CHOICE Program by their Probation Officer emphasizing that youth needed a male mentor in their life. James was on Juvenile Probation due to a previous robbery and having substances. During the initial intake assessment with James and their parent Julia, Julia had informed the case manager that James has had difficulty with substance use and involvement with a gang. Julia mentioned a previous incident in which James was using and resulted in Julia being hurt by James when confronted. During the intake, James rarely engaged in conversation, only responding with “yes” or “no” and kept to themselves. At the end of the intake the case manager and James agreed to work together within the program to provide youth with mentorship, self-development opportunities via workshops, drug testing, and support with school.

At the height of the covid-19 pandemic, the case manager and James would meet virtually via Zoom or FaceTime to engage in conversation. During their first Zoom meeting James did not want to participate with conversation and continued to minimally answer questions, but the importance of it was that James attended meetings and was consistent with the case manager. James eventually opened up to the case manager and discussed their interest in movies, television shows, music, and showed their superb talent with mathematics. James was often reserved but remained open to participating with the CHOICE program and attended scheduled meetings and interactive workshops. In addition to their participation, the case manager also referred youth to the SBCS Community Mentoring Group for additional support where youth could connect with other youth their age. With all the support, James unfortunately found himself making choices that led to youth violating probation. After some time in juvenile hall, the case manager continued meeting with youth virtually. Probation Officer believed that youth should continue services with CHOICE and wanted youth to participate in drug testing and therapy services. Youth expressed how thankful they were for the case manager supporting them during this time.

James was showed accountability and responsibility of their situation and continued to participate in services. The case manager provided support and worked with James while they chipped away on completing their case plan goals. While in the CHOICE program, James showed their case manager that they were able to attend all the meetings of the mentoring group, attend therapy, drug testing, participate in school, and make progress within CHOICE. James’s parent Julia confided in the case manager that they were able to communicate openly with James since James rarely opened up to anyone and how much they appreciated their assistance. James successfully
completed services with the CHOICE Program after all their effort in collaboratively working together.
Cool Bed

Total Budget: Included in ATD Program Budget
Total number of new youth and/or families served in FY: 8

Program Description:
As part of the ATD Program, Cool Bed services provides a short-term, temporary placement for youth between the ages of 12-17 who have been arrested and do not need to be detained in juvenile hall due to safety reasons. The program provides a “cooling off” period for any youth and families that may be having challenges at home, with the hopes of reunifying families to a safe and healthy environment. Referrals are strictly made by law enforcement 24/7 to keep youth out of detention whenever possible.

Target Population:
Any youth between the ages of 12-17 who have been arrested and charged for misdemeanor family crimes, but do not need to be detained in juvenile hall.
Gender

- Male: 5
- Female: 3

Age Range

- 12 to 14: 2
- 15 to 17: 6

Ethnicity

- Caucasian: 5
- Hispanic: 2
- Middle Eastern: 1
**CAT Cool Bed**

Total Budget: Included in CAT Program
Total number of youth and/or families served in FY: 1
Total number of new youth and/or families served in FY: 1

**Program Description:**

As part of the CAT Program, Cool Bed serves youth and families who primarily needed a “cooling off period” from one another, due to high stress and conflict within the family. Services are offered to youth between the ages of 12-17 who are at higher risk as a result of family conflict and run-away behaviors. Cool Bed Program promotes safe coping and independent living skills and connects youth and family to after-care support and mental health services.

**Target Population:**

- Youth ages 12-17 who reside in east county San Diego
- Parent and youth need to consent before starting the program

**Outcomes:**

- Youth successfully reunified with family after participating in cool bed program and received case management, therapy, and group support.

**Gender**

1 Female

**Age Range**

1 15 to 17
Success Story:

SP encountered the Cool Bed program which provided a cooling off period that avoided family conflict and supported family reunification. As a result of participating in the program the SP was connected to additional resources and engaged in supportive services that would enhance their well-being.
Community Assessment Team (CAT)

Total Budget: $1,090,140.41
Total number of youth and/or families served in FY: 735
Total number of new youth and/or families served in FY: 735

Program Description:
The goal of the CAT program is to prevent youth from entering the juvenile justice system by providing prevention programs to identified at-risk youth and their families. CAT serves youth ages 6-18 and utilizes a strengths-based, short-term 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 various school districts of East County to provide psycho-educational group services. These groups range from Expressive Arts to AOD groups, among others. CAT also expands services to various schools in East County to provide therapy services through master’s level interns, supervised by the Quality Management team. SDYS was re-awarded the CAT contract in FY 2014-2015 with up to six (6.5) options years not to exceed December 31, 2021. Juvenile Diversion services, part of the CAT program includes 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. All CAT services were modified to telehealth service delivery to include individual and family therapy, psychoeducation and therapeutic groups, and case management to continue to meet the needs of youth and families during COVID-19.

Target Population:
Children and youth ages 6 to 18 who reside or attend school in East County San Diego, who are at-risk for entering the juvenile justice system.
Outcomes:
In Fiscal Year 2020-2021:
- An approximate $65,704 in flexible spending funds were utilized to help support families with financial assistance, incentives, or programming to meet their goals. Most of the funding this fiscal year was used to support families impacted by COVID-19 by supporting with groceries, utility bills, partial rental support, virtual learning cost, etc.
- 102% of youth and families (1,134) completed the initial screening assessment with the CAT program to introduce case management support.
- 84% of youth completed goals successfully with the CAT program. 95% of youth who completed services successfully did not enter or re-enter into Juvenile Justice System within the 90 days after discharge. This includes youth that successfully exited starting April 2019.
**Success Story:**

One of the very first families that I had the pleasure of opening has been such a pleasure to work with. 2 siblings were both enrolled by dad. Both SP’s have gone through great changes but have been very resilient. Both have different likes and dislikes and joined different groups. SP’s always attended classes and even retook some. If for any reason they were to miss, dad would notify the CM. Dad had all the Zoom links ready and made sure SP’s were always on time. SP’s were also connected to therapy. SP’s were anxious about starting therapy because they did not know what to talk about. After a few sessions with our wonderful MFT they were comfortable with sharing events that occurred and past trauma. SPs were able to understand that when communicating their feelings or events they went through showed that they did not need to bottle it up. Dad has shared that going to therapy has shown such a great difference in how SP’s can communicate with dad. SP’s can identify that they can confide in dad and know that dad would always listen to them first and believe everything. Communication and honesty have improved all thanks to therapy and learning great positive coping skills from groups the SP’s have attended.
Mental Health Services
Total Budget: $5,107,042
Total Youth/Families Served: 1,459
Camp Mariposa
Total Budget: $43,000
Total number of youth and/or families served in FY: 32
Total number of new youth and/or families served in FY: 2

Program Description:
The Camp Mariposa Program started in 2013 and is a partnership between Eluna (previously named The Moyer Foundation) and San Diego Youth Services. The program has offered four to six camps per year, except for 2019-2020 with two camps and 6-day camps in 2020-2021. 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. Camp Mariposa San Diego served 31 campers in 2020-2021. In 2020, Eluna was granted a federal grant to re-establish 6 camp weekends and with an additional $5,000 per calendar year for additional activities for campers. Due to COVID-19, camp weekends were replaced with day camps in 2020-2021. Thus, Eluna provides programs with virtual programming funding to continue to serve campers during COVID-19 through virtual activities and workshops 3 to 5 hours a month.

Target Population:
Youth ages 9 to 12 that reside in San Diego County and are aware of a family member who has dealt with substance abuse now or in the past. Once campers graduate from Camp Mariposa they have the opportunity to become a Junior Counselor (JC) in support of their leadership growth.

Outcomes:
In Fiscal Year 2020-2021:
- Up to 28 campers received a care package to support the skills learned in virtual programming to include, coping skills, art, and social skills.
- Up to 18 campers attended in-person day camps throughout COVID-19 offered in March, November, December for 2020 and April and June for 2021.
• In-person additional activities to increase community experiences with campers and mentors were offered in January, February, & October 2020 and March and May in 2021.

**Gender**

- Female: 15
- Male: 17

**Age Range**

- 8 to 11: 2
- 12 to 14: 11
- 15 to 17: 19

**Ethnicity**

- African-American: 7
- Caucasian: 4
- Hispanic: 7
- Other: 14
Success Story:

Camper is a 11-year-old male who enrolled into Camp Mariposa in May of 2021. Family sought a program to support with camper who has been impacted by substance use from multiple family members and peer engagement/support. Camper has been adopted and currently resides with paternal aunt. Upon opening into the program, camper has been an active participant and attended both in-person and virtual events to include May's Hike Event at Sweetwater Trails, June's Day Camp, July's Lake Murray Event, and various Workshop events (active, educational, social based). Camper is an active member during all events as evidenced by contributing during introductions/group guidelines, participating during small groups/discussions, and providing peer encouragement during activities. Camper has expressed enjoyment of Camp Mariposa and meeting new people. During the Letter to Addiction activity at June's Day Camp event, camper was very open and honest when sharing about his experience with addiction. Camper drew two gravestones to represent the passing of both his biological parents at a young age due to addiction, which has caused feelings of sadness and confusion. However, camper expressed he is grateful to have his aunt to care for him and now Camp Mariposa to help him feel not alone in his journey. Due to camper's example of sharing, it led other campers in the small group to open up and share. Another instance at the Lake Murray Event, guardian shared how thankful family is to have found Camp Mariposa and to have camper consistently engaged in fun activities out in the community. Guardian has shared gratitude numerous times and is always delighted to pick camper up from events and hear about the various arts & crafts, educational, and active activities campers partake in. Camper has shown commitment to growth and understanding more about addiction during his short time with Camp Mariposa and his journey is just beginning!
Counseling Cove
Total Budget: $1,045,853.00
Total number of youth and/or families served in FY: 52
Total number of new youth and/or families served in FY: 25

Program Description:
The Counseling Cove team is comprised of clinicians and support partners, who make significant efforts to locate and engage youth experiencing homelessness for the purpose of increasing access to mental health services. Counseling Cove is co-located with the Storefront emergency shelter for youth 12-17 years old. The program's official name Counseling Cove was developed by residents at the shelter. The clinic is designed to help homeless and runaway youth stabilize their mental health needs in order to maintain in school or obtain employment, secure housing, reduce criminal recidivism and increase their street safety behaviors. Services include intensive, outpatient mental health services, trauma informed care, and case management and its comprehensive approach focuses on being community-based, client and family driven and culturally competent, and strengths-based, especially focusing on resilience and recovery.

Target Population:
Youth ages 12 to 21 years old, who are experiencing homelessness or have run away from home.

Outcomes:
Overall, as an agency, we are working to:

- Meet the basic needs of youth
- Create positive connections
- Help youth develop life skills
- Promote overall health and well-being
Success Story:

One of the clinicians from Counseling Cove had the pleasure of working with a youth that had run away multiple times from home and was struggling with school attendance, as well as behavioral issues both at home and at school. The youth was able to work with both a Clinician and a Youth Support Partner. With their support, the youth was able to get back to school and attend regularly, and even applied to a community college. The Youth Support Partner was able to work with the youth on finding work as well. With the support and help of the Counseling Cove team, the youth stabilized and eventually the running away behavior stopped and the youth continue to improve.
**East County Behavioral Health Clinic**

Total Budget: $775,979
Total number of youth and/or families served in FY: 168
Total number of new youth and/or families served in FY: 104

**Program Description:**
East County Behavioral Health Clinic (ECBHC) 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 and MHSA. The clinic provides full-service partnership up to age 21. The ECBHC provides an array of mental health services including individual and family psychotherapy, psychiatry, crisis management and case management services. The program is dual diagnosis capable and works closely with Department of Juvenile Probation and the East Region School District, as well as maintains collaboration with addiction treatment specialists. As the team strives to meet the needs of the families, ECBHC staff work with families at the clinic, in the community, at their homes or at their schools.

**Target Population:**
ECBHC works with diverse youth from ages 4 up to the age of 21. Many youth that find themselves at ECBHC struggle with PTSD, depression, anxiety, family related disengagement, oppositional behavior, and school/peer conflicts.

**Outcomes:**
ECBHC strives to meet county expectations. In the 2020-2021 fiscal year, ECBHC met or exceeded the following outcomes:

- Parent Pediatric Symptom Checklist (PSC). County Expectation= 75%  
  - 86% (77 of 90) Parents completed the PSC’s
- Youth Pediatric Symptom Checklist (PSC-Youth). County Expectation= 75%  
  - 89% (56 of 63) Youth completed the PSC’s.
- Child and Adolescent needs and Strengths (CANS). County Expectation= 95%  
  - 99% (84 of 85) were completed by discharge.
- Trauma Informed assessment upon admission. County Expectation = 100%
  - 100% (104 of 104) of clients received a Trauma Informed Assessment upon admission.
- Youth avoiding psychiatric hospitalization during outpatient care. County Expectation= 90%
  - 96% of clients (103 of 107) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode.

Success Story:

A TAY youth came to our clinic with depression and anxiety. This depression and anxiety loomed over her when she thought about her future and the endless unknowns that kept her awake at night. Not only was she constantly thinking of her future, but she also had her family to think about. Constantly preoccupied with her friends, family, and relationships, she felt that she had the weight of the world on her shoulders. Behind in school assignments and spending endless hours perseverating over getting work done only to have nothing to show for it, she felt helpless.
She met with her clinician and Family support case manager (FSCM) to work on herself. However, first, she needed to find her voice and move past her shyness and trepidation. With her voice muted and filled with self-doubt, staff met her where she was at. They listened and encouraged her to set goals that were obtainable. Thankfully, she was very open to change and had a desire to live a better life; one that is free from feeling anchored to her feelings and fears. The youth was given the necessary room to explore her anxieties about graduation, work, collage, and the unknown future that life inevitably brings.

With the combined effort of our clinician and FSCM, she reported having less anxiety and successfully graduated high school. She continues to work on herself and feel better about her future. Working with our staff, she has explored possibilities of what her focus in life could be and developed a stronger desire for education. Though she still struggles with some depression, she has stepped up to the challenge of the world she once feared. She has found a voice to tell herself that she can do it; she has found the voice to change.
Family Resource Center

Total Budget: $100,400.31
Total number of youth and/or families served in FY: 62
Total number of new youth and/or families served in FY: 62

Program Description:
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. Our purpose is to increase student achievement in the areas of academics, behavior, and attendance 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 homeless and at-risk youth and their families including case management, mental health support, and psychoeducation workshops via Telehealth along with in-person services.

Target Population:
Youth enrolled at El Cajon Valley High School from 9th to 12th grade.

Outcomes:
- 33 of 62 (53%) youth and families served participated in Case Management services.
- 29 of 62 (46%) youth and families served participated in Therapy services.
- 18 of our 29 (62%) opened therapy cases this year participated in on-going Family Therapy services.
- FRC Coordinator offered teachers on campus to opt into in-person mental health check-ins for their classes. The assessment offered included a classroom presentation of FRC services and information about their location on campus, and individual check-ins for each in-person student for emotional wellness utilizing mood and safety rating scales, home and school life balance, and an assessment of basic needs at home. 9 different classrooms
throughout Quarter 3 participated in the assessments resulting in 7 case management referrals (self-referred) and 15 therapy referrals (6 self-referral; 9 school personnel referrals).

- The FRC held a parent workshop titled “Parenting in COVID-19” on Zoom to talk about self-care for parents, how to engage quality family time, setting boundaries for screen time, and affordable quality time activities for families. Guidance Information Specialist helped provide Spanish interpretation for our Spanish-speaking parents. Recruiting for this Zoom workshop was done during grocery distribution through fliers. Of the 11 parents who signed up, 6 participated in the Zoom workshop.

*Demographics reflect only those service partners who were formally referred for services through FRC and do not include those service partners served through brief interventions or drop-in capacity.*
**Success Story:**

A 16-year-old Hispanic, female student was walked into the FRC by her teacher. The teacher informed the Clinical Coordinator that the student was triggered during an in-class discussion where students talked about stressors in their life. The teacher explained to the student that the FRC is a place where students can talk freely about the serious stressors that are happening in life. The Clinical Coordinator sat with student to calm her body by using breathing techniques and progressive muscle relaxation. Student disclosed different instances of grief and loss in her family, one of which was the death of her older cousin as a result of COVID-19 complications, who left behind a young son. The student talked about excessive worry about her biological father who has health issues as well. The Clinical Coordinator introduced the MFT Trainee from FRC to potentially be her therapist, to which the student was hesitant as she had a bad experience with a previous therapist, but was willing to try again. Student disclosed to MFT Trainee that she has always advocated for her own therapy since middle school, and she really likes working with the FRC MFT Trainee. Student and MFT Trainee worked to complete all her goals including open communication with her mother, utilizing safe and healthy coping skills, and building a self-care routine with yoga and meditation.
Our Safe Place

Total Budget: 1,500,000

Total number of youth and/or families served in FY:
Clinic – 44, DIC Central - 130

Total number of new youth and/or families served in FY:
Clinic – 17, DIC - 11

Program Description:
Our Safe Place (OSP) provides services throughout San Diego County, which are strengths- and community-based, as well as culturally appropriate, and trauma-informed. Under the Mental Health Services Act (MHSA), Our Safe Place provides mental health and drop-in services to youth who identify with the LGBTQ+ community up to age 21. Our Safe Place works with community partners to promote connectedness and reduce stigma and discrimination against LGBTQ+ populations. OSP youth are provided with various services including individual, group and family counseling, case management, crisis intervention, rehabilitative services, psychiatric evaluation, medication monitoring, and pharmaceuticals. Our Safe Place utilizes 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 strengths-based approach. For those youth experiencing trauma, Our Safe Place utilizes Seeking Safety and the Eye Movement Desensitization and Reprocessing (EMDR) Intervention Model.

Target Population:
- LGBTQ+ youth up to age 21 (and their families)
- Low income or uninsured, full-scope Medi-Cal beneficiaries or eligible for services through the Mental Health Services Act (MHSA)
- Clinician assesses for medical necessity. As a result of a mental disorder, the youth has substantial and persistent impairment in two areas:
  - Self-care and self-regulation
  - Family relationships
  - Community Functioning
School Functioning
• Drop-in center: any youth up to the age of 21 who identifies with the LGBTQ+ community and is seeking an affirming safe space.

Outcomes:
• 100% of clients received Trauma Informed Assessment.
• 100% of clients requesting to be linked to any faith-based support were linked with the organization of their choice.
• 100% of clients that requested gender transition services were connected to appropriate medical provider.
• 100% of clients were asked about their health insurance coverage.
• 100% of clients without health insurance coverage were referred to Covered California.
• 90% of client receiving clinical services were screen by the Columbia Suicide Severity Rating Scale or a similar tool.

For DIC Central (130 SP’s served this FY)

Gender
- Female: 46
- Male: 62
- Transgender: 17
- Other: 1
- Unavailable: 4

Age Range
- 8 to 11: 1
- 12 to 14: 8
- 15 to 17: 23
- 18 to 21: 88

Ethnicity
- Caucasian: 70
- Hispanic: 38
- Bi or Multi-Racial: 2
- Other: 7
- Unavailable: 13
Success Story:

On June 30, 2021, we invited all of our new and open youth to visit the drop-in center for an in-person Pride Trivia extravaganza. The drop-in center had been quiet for months, having to find new and creative ways to reach youth during the pandemic. But on this night, we had 6 youth, 4 of them new to the space, come in to play games, eat food, and socialize. Once again there was laughter echoing through the building as youth expressed missing a place to feel safe and affirmed, and also be with their peers. It was not only reinvigorating for our youth, but breathed fresh life into the team, as a much-needed reminder of how important the work we do is to the youth we serve and our LGBTQ+ community. OSP continues to live our passion statement of using a whole person philosophy to restore power to the LGBTQ+ Community by providing safe and affirming spaces of healing through authentic connections, resources for equitable opportunity, and avenues for cultivating strengths.
East Region Prevention and Early Intervention (PEI)
School-Based Program

Total Budget: $1,236,891
Total number of youth and/or families served in FY: 391
Total number of new youth and/or families served in FY: 364 new youth and parents to the program

Program Description:
The East County Prevention and Early Intervention (PEI) Program provides services utilizing the Incredible Years (IY) evidence-based models. PEI partners with two elementary school districts – La Mesa Spring Valley School District and Cajon Valley Union School District – to provide services at 5 school campuses. PEI was first awarded the School-Based Prevention and Early Intervention contract in 2010, and was re-awarded the contract in August of 2016, which included an additional $300,000 to provide targeted support services to refugee/newcomer families in the East Region. Although this contract was set to end in June 2021, PEI was issued a one year extension to allow time for the County to issue the next cycle of grant applications during the pandemic.

East County PEI provides the following services:
- Incredible Years (IY) Child Training classroom curriculum with preschool through third grade children
- IY Child Training small group curriculum with preschool through third grade children
- Screening of children and families for prevention/early intervention services
- IY Basic Parent Training curriculum for family members of children enrolled in the five elementary schools
- Culturally appropriate, family-based outreach and activities that focus on family wellness, strengthening resilience, increasing protective factors, reducing disparities and stigma in accessing mental health services, and providing wellness activities and community referrals that support the family and reduce isolation
In September 2020, PEI received additional funding through the CARES Act in response to the COVID-19 pandemic for the Out and About Mental and Emotional Health. Partnering with Outdoor Outreach, East County PEI provided outdoor activities, such as hiking, surfing, paddle boarding, and mountain biking at no cost to participants and included all equipment and transportation.

The total number of youth and/or families that were served included 39 parents and caregivers who completed a parent group, 187 youth who completed small groups and a total of 1,595 students receive the classroom IY curriculum, and 562 families attended family-based activities.

**Target Population:**

Student’s grades preschool through 3rd grade enrolled in the 5 elementary schools served by program and their parents/caregivers are eligible to be enrolled in IY Small Group and IY Parenting Group. 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 and provide targeted support and resources to families with refugee status.

**Outcomes:**

In FY 20-21, East County PEI achieved the following outcomes:

- 1,690 students were screened for services (out of 1,713 eligible for screening)
- 91% (134 out of 148) of students who completed IY Small Group demonstrated improved classroom behavior
- 100% (39 out of 39) of parents/caregivers who completed IY Parenting Group reported a positive change
- 1,303 referrals were provided to community resources for needs such as food, case management, vocational training, physical and mental health

For the PEI Out and About Mental and Emotional Health component:

- A total of 275 youth between the ages of 5 and 18 from East and North Central regions of San Diego attended an outdoor activity between October 2020 and June 2021.
Success Story:

In alignment with Live Well San Diego’s vision for a region that is thriving, the PEI program and its staff seeks to support families by identifying needs and barriers to services. Recently, a parent contacted our staff due to her growing concerns related to her child’s behaviors and changes in mood. The parent explained that her child, who usually loved school and had a cheerful nature, was showing depressive symptoms, such as not wanting to go to school and saying things like his family didn’t love him. The parent became emotional explaining how worried she was about him and wondering why his grades were dropping. The parent was offered IY Small Groups and enrolled.

- With the mother’s consent, PEI program staff collaborated with the child’s school to coordinate services. The student’s teacher and school principal were able to ensure that the student received specialized academic instruction. Once these services began, the mother contacted PEI staff to express her gratitude for assistance in connecting child to services needed through the school. The parent explained there was already a notable improvement in the child’s behaviors and shared that he was once again enjoying going to school.
Crisis Counseling Program

Total Budget: $138,680.00

Total number of youth and/or families served in FY: 565
Total number of new youth and/or families served in FY: 565

Program Description:

The Anti-Bullying Intervention & Advocacy Supports (Anti-BIAS) Program is funded by The Crisis Counseling Program (CCP), a short-term program funded by the California Mental Health Services Authority (CalMHSA) in partnership with the Federal Emergency Management Agency (FEMA) and state of California Department of Healthcare Services (DHCS) that was started in March 2020 due to the declaration of California being in a state of emergency as a result of COVID-19. The CCP’s primary goal is to support youth in San Diego County that have been impacted by COVID-19. CCP offers group counseling sessions, as well as short-term individual sessions to youth and families in need of emotional or psychoeducational support. The group counseling sessions cover many different topics, including safe socialization, healthy self-care, coping with difficult feelings, hope and healing after loss, understanding and coping with depression and anxiety, protective behaviors and planning for recovery, self-advocacy and rights and responsibilities around housing/eviction prevention. SDYS crisis counselors also connect youth with resources including financial support, housing, employment opportunities, mental health treatment, tutoring and other basic needs. The Crisis Counseling Program outreaches to San Diego communities through resource fairs, vaccine clinics, and school-based connections. Families and youth could also just request certain resources such as mental health, housing, tutoring, financial support, scholarships, insurance connections, and many more. Sessions provided could focus on developing coping skills, learning about COVID-19, connecting youth and families with resources, supporting youth through employment, housing, or academic needs, or just providing a listening ear.

Target Population:

CCP supports youth, ages 12 to 24, in San Diego County that have been impacted by COVID-19. The crisis counseling program is open to all youth, and their families, with a particular focus on the LGBTQ+, African American, Latinx and Hispanic communities,
individuals at high risk for suicide, as well as individuals with accessible and functional needs challenges.

Outcomes:

Due to the non-traditional nature of the CCP, outcomes and demographics look very differently when compared to other SDYS programs. The CCP started off by reaching out to previous clients from other programs within San Diego Youth Services. These clients had closed services and the crisis counseling program was able to assess their adjustment to the pandemic. Many youth and families were encouraged by the support and re-engaged in services. Clients were offered short-term individual check-ins with a crisis counselor for up to six sessions. Crisis counselors would research the best fit for the family's unique needs such as location, language preference, and specific requests. If a family wanted more resources, the team was there to provide backup resources. Crisis counselors were able to support families right away and connect them to long-term support through other SDYS programs.

The program was able to provide support for the Unaccompanied Children program through SDYS. Many of the youth at the convention center were diagnosed with COVID-19, had loved ones diagnosed with COVID-19, or were directly impacted by the pandemic. The crisis counselors were uniquely trained to provide support for youth experiencing crisis responses to the pandemic and their journey to the United States. Crisis counselors provided individual support and group support for the youth during their time with the UC program. Group topics included healthy coping skills, physical exercise, and processing emotions. The number of youth served by the CCP through the UC program was not reflected in the total number of youth served through CCP.

The CCP has been maintaining medically accurate information on COVID-19 to present information to youth and families throughout San Diego County. The Crisis Counseling Program has disseminated information through outreach and series of SDYS social media postings regarding COVID-19 vaccines for adults, COVID-19 vaccines for youth, the impact of COVID-19 on the LGBTQ+ population, coping skills to improve mental health during the pandemic, resources in the community for basic needs, and the overlap of COVID-19 and Post-Traumatic Stress Disorder.

At the end of the fiscal year the CCP connected with Champions for Health, a local vaccination program to provide resources for community members at vaccine clinics. The CCP has been able to outreach at three clinics in June. Through these events, CCP staff have been able to outreach to 272 individuals and hand out 157 flyers for the CCP. Outreach has included providing families with information about the CCP, a list of resources in English and Spanish, follow-up appointments for interested parties, stress-balls to help youth de-stress, and hand sanitizer to continue to maintain safety
during the pandemic. The CCP is scheduled to outreach at eleven more vaccine clinics in July 2021.

Demographics include new youth serviced in program and those rolled over in FY 2019-2020

**Success Story:**

Crisis Counselor (CC) connected with a family to introduce Crisis Counseling Program services and support. One family member showed interest in emotional support phone calls with the Crisis Counselor. The CC connected via phone calls with youth, age 18, to begin to explore and identify areas youth needed support. Youth had been greatly impacted by COVID-19 and reported a huge decline in their social life. This decrease in social connectedness increased feelings of loneliness and stress for the youth. The CC validated youth’s feelings and informed him that many people are going through similar experiences; this, in turn, helped youth to not feel so alone. The Crisis Counselor and youth worked together to identify healthy coping skills to manage stress and identified youth’s strengths to increase youth’s confidence in being resilient through hard times. Both also continued to work together to find resources such as job search.
engines, connections with community college therapy services, and social connections in the community such as groups and clubs. Youth was able to find new job opportunities, received job interviews, saw a decrease in stress levels through use of healthy coping skills, and identified they wanted to connect with a therapist to further discuss mental health issues. Youth reported feeling grateful to have had a place to talk, realize he is not alone in his struggles related to COVID-19, and find opportunities to help him grow and feel supported.
Achievement Center
Total Budget: $266,239.16
Total number of youth and/or families served in FY: 15

Program Description:
The Achievement Center is an after school rehabilitative program that serves as a resource to high school enrolled justice involved youth ages 14-19. Youth are enrolled at the Achievement Center for 20-45 days and can participate in daily activities for an additional 20 days after successful program completion. Youth are provided with case management services, peer support, pro-social opportunities and engagement emphasizing educational and employment coaching, tutoring, community services opportunities, recreational outings, daily activities, transportation services, meals, linkages to community and behavioral health services, and leadership opportunities. Utilizing positive youth development, restorative practices, and trauma informed care to support youth successfully completing terms of probation and prevent further justice involvement.

Target Population:
- The Achievement Center serves high school enrolled justice involved youth residing in East County between the ages of 14-19. The Achievement Center hopes to extend services to current SPs families and friends and others in the community who are referred by community partners.

Outcomes:
In Fiscal Year 2020-2021:
- 71% of successful completions did not have a new true finding during program participation.
- Of the youth who successfully exited the program, 71%, successfully completed at least one of their goals.
- 67% of youth who successfully completed services at the Achievement Center were successfully terminated from probation while receiving services at the Achievement Center.
### Gender
- Female: 3
- Male: 12

### Age Range
- 15-17: 13
- 18-21: 2

### Ethnicity
- African American: 5
- Caucasian: 4
- Hispanic/Latino: 2
- Pacific Islander/Asian: 1
- American Indian/Native Alaskan Native: 2
Suicide Prevention and Intervention

Total Budget: $1,800,000
Total Youth Served: 4,298
HERE Now:
Total Budget: $1,800,000
10,264 Service Partners served through SDYS, SBCS, and NCL
4,298 Service Partners served through SDYS

Program Description:
School-Based Suicide Prevention and Early Intervention (HERE Now) program was funded by the County of San Diego in July 2016 for one year with 4 additional option years. The SDYS HERE Now program provides services to the East region schools, as well as the Central Region Schools. Additionally, the HERE Now program has subcontracted to North County Lifeline (NCLL) to provide services to schools in the North Inland and North Coastal Regions and South Bay Community Services (SBCS) to provide services to the South Region Schools. The HERE Now Program has implemented collectively at 76 San Diego Schools in 22 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 528 times to youth.

This year our program pivoted to virtual format due to school being predominantly distance learning for most of the school year. Our previously planned “Check Your Mood Week” implementation schedule went through many changes throughout the 2020-2021 school year. Each district continued to navigate different online platforms and schedules with many campuses providing a hybrid model of learning for students. Due to these unanticipated changes in schedules, every region experienced unprecedented cancellations and rescheduling of “Check Your Mood” weeks due to prioritizing other logistics. Our goal is to support the students, staff and parents in creative ways and model flexibility and grace that we all need to make it through this tough time. We continued to be strategic in addressing this with staff, students, and parents. At the same time, we are solution and resource focused, promoting hope and resilience. We highlighted the strengths we have gained.
Target Population:
School age youth 7-12th grade in the East and Central Regions of San Diego.

Outcomes:

- The team presented to 10,264 students with (17,642 enrolled, 10,264 attended) 58% attendance rate this fiscal year. This was due to the online format where students had choice to attend or not. We also had students attend but not fill out demographic survey.

- 50+ parent/caregiver presentations (virtual and in person) with a total of 354 parents filling out demographic surveys have been held this fiscal year. At all parent/caregiver presentations there were Bilingual Spanish speaking staff for translation.

- 590 school staff attended with 89% (590 out of 659) attendance rate for school personnel of those grade levels.

- All students who received an assessment from HERE Now staff were 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)

- This FY, 1,180 youth have been assessed for safety during a one-on-one with HERE Now staff.
  - We did not see the same volume of check-ins as traditional on-campus in person Check Your Mood Weeks, however some students are still wanting to talk and needing support during this time. Of those assessed 244 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, 263 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.
• 3 were referred to the hospital for further assessment, 1 was transported by their parent or guardian & 2 were transported by PERT and a 5150 was initiated.

• COVID19 impact

  o Demographic Data was gathered through CASRC on a web-based survey for students to complete. De-identified data is sent directly to CASRC. However, we are finding that the more links students must click on, the less they are likely to complete them. Due to this, our attendance and demographic data is not matching up, we have encountered situations with only half of students who attend the presentation completing the demographics survey. We continued to work counselors on how to increase student participation.

  o Less students were reportedly completed the response card, which normally communicates whether or not they want to talk to HERE Now staff. Due to this discrepancy, we are in constant contact with school staff and are able to let them know which students did not complete the survey. School staff can then follow up as needed with those students.
Success story:

SDYS HERE Now Mental Health Specialist met with a 10th grade student at their high school who reported suicidal ideation (SI) with PMI and self-injurious behavior. The student shared that feelings of loneliness, stress, and low mood contributed to this. A parent meeting was held to discuss how the family could keep the student safe and proactively care for their mental health.

During the parent meeting, parents tearfully shared that they were aware of student’s low mood but were not aware of the student’s SI. Parents praised student for talking to an adult about their thoughts and feelings. Both parents and student were praised for sharing and for communicating openly with one another. The meeting ended on a hopeful note, and parents were connected to school-based services to help support the student’s well-being.
Teen Pregnancy Prevention/CAT+ Program

SDYS Total Budget: $866,000
Total Service Partners Served by SDYS: 1255
Teen Pregnancy Prevention Program
TPP 2019-2021 Program
SDYS Total Budget: $866,000
Total # Served by SDYS: 1255 Service Partners

Program Summary:
During this 2020-2021 fiscal year, the Teen Pregnancy Prevention (TPP) Program flourished in the second and final year of their cooperative agreement with the Federal HHS Office of Population Affairs. This funding was set to end June 2021. This funding allowed the TPP program to continue providing a comprehensive sexual health education curriculum, Positive Prevention Plus (PP+), in East and Rural East Regions of San Diego County. The program established MOUs with the Mountain Empire Unified School District, Alpine Union School District, and Grossmont Union High School District. As a result, the TPP team was able to sustain implementation of the PP+ curriculum to three middle schools, two high schools, and one alternative education high school. The TPP team worked with the science and physical education teachers at Camp Lockett MS, Pine Valley MS, Joan McQueen MS, Steele Canyon HS, Helix Charter HS, Campo Alternative Education HS, and Mountain Empire HS. TPP was excited to build a new relationship with Joan McQueen Middle School while continuing to strengthen their relationships with the rest of the schools mentioned above. The TPP team continued to work fervently and diligently despite the program’s end this fiscal year.

Target Population:
TPP served youth in middle and high school, specifically ages 11 to 19.

TPP Service Delivery through COVID-19:
After the onset of the COVID-19 pandemic and school closures in the spring of 2020, TPP was able to reinstate implementation of the PP+ curriculum to seven school sites this fiscal year. While schools were on break during summer 2020, the TPP team utilized this time to re-conceptualize the curriculum in a virtual synchronous and asynchronous manner. The use of programs like Google Sites, Google Forms, PearDeck, Canva, YouTube, and TikTok allowed the TPP team to creatively develop
new facilitation materials while keeping to curriculum fidelity. With PearDeck, the facilitators were able to present the curriculum and have meaningful engagement with students through open-ended questions, multiple choice questions, fill-in-the-blank questions, and probing questions. Students had the opportunity to ask questions of their own as well. Facilitators were able to acknowledge student responses and answer questions in real-time as they normally would in a traditional in-person classroom setting.

A Google Site was created for each school with content covering all 14 lessons of the PP+ curriculum. Content included brief descriptions of lesson topics, infographics, videos, and Google Form activities produced by the team or sourced from the internet. The Google Site also included supplementary resources for mental, emotional, sexual, and reproductive health needs, a form for confidential questions, and facilitator contact information. The PearDeck presentations feature a “student-paced” mode which collects student’s answers as they work through the lesson on their own time. Some schools chose to receive a combination of both modes implementation. For instance, one Middle School requested synchronous and asynchronous implementation of PearDeck presentations. In fall 2020, a High School requested asynchronous implementation through the Google Site with accompanying synchronous meetings over Zoom to answer confidential questions. This newfound flexibility with virtual implementation allowed TPP to best serve the unique needs of each school site.

As COVID-19 restrictions began to ease in California in the spring of 2021, TPP braced for potential requests for in-person facilitation. As our first High School made such a request and the team quickly began preparing for our first in-person class in over a year. After addressing all the safety precautions and schedule adjustments in place at the school site, the team recognized they could not implement as they were used to prior to the pandemic. However, the new tools and facilitation materials created over the last year helped make the transition back into the classroom easier than expected. Each week, students completed one lesson asynchronously though the Google site and received another lesson in-class with facilitators utilizing the PearDeck presentations.

Performance Measure Goals:

- It was originally projected to serve **1,300** youth total. Despite COVID-19 challenges, during FY 20/21 SDYS TPP served **1255** youth with an evidence-based teen pregnancy prevention program in the hard to reach and underserved rural east San Diego County!

- Observe minimum of 5% of sessions for fidelity monitoring by an independent observer
• In FY20/21, TPP manager observed 11% of all sessions at two of the four school sites we implemented during the semester (exceeding our goal) and facilitators had a 100% adherence rate to the fidelity of the EBP.

• 5 MOUs were established with different school districts

• 93% of youth agreed with the statement that “the information provided in class was useful to teens my age.”

• 9 out of 10 youths agreed with the statement that “this class showed me where to go to get reproductive health services when I need them.”

**Service Partner Breakdown (2020-2021):**

**Gender**

- Male: 619
- Female: 607
- Transgender: 9
- Other: 19
- Unavailable: 1

**Age Range**

- 12 to 14: 594
- 15 to 17: 654
- 18 to 21: 7

**Ethnicity**

- Black/African-American: 407
- Caucasian: 189
- Hispanic/Latino: 56
- Asian/Pacific Islander: 113
- American Indian/Alaskan Native: 62
- Bi-Racial: 11
- Other: 417

- Two of the four school sites where sessions were observed.

- Facilitators had a 100% adherence rate to the fidelity of the EBP.

- 5 MOUs were established with different school districts.

- 93% of youth agreed with the statement that “the information provided in class was useful to teens my age.”

- 9 out of 10 youths agreed with the statement that “this class showed me where to go to get reproductive health services when I need them.”
Workforce Development
Total Budget: $199,928
Total Service Families Served by SDYS: 29
TAY Works!
Total Budget: $199,928
Total number of youth and/or families served in FY: 29
Total number of new youth and/or families served in FY: 29

Program Description:
TAY WORKS! Provides a comprehensive six-month work-readiness and on-the-job training for youth ages 15 to 17 who are receiving prevention or diversion services through our partner programs CAT and ATD. Our goal is to divert youth from initial or repeat engagement with the juvenile justice system by connecting the youth to supportive individuals in the community through peer mentoring, case management and on-the-job training at local businesses.

Target Population:
Youth ages 15 to 17 who are receiving prevention or diversion services through our partner programs CAT and ATD.

Outcomes:
In Fiscal Year 2020-2021 TAY WORKS!:
- Economically empowered youth by providing support with their career pathway.
- Offered tools and taught youth new skills to prepare them to transition into the workforce.
- Connected youth with local business to complete 80 hours of OJT.
- Supported youth in maintaining employment at OJT placement site following the completion of OJT hours.
Success Story:
Within the first cohort, TAY WORKS! was able to place six participants in on-the-job training in the East County community. Since then, five of the six participants have continued with employment or internships at their original placements. TAY WORKS! engaged these youth in workshops that offered them skills and tools that would prepare them for the workforce. All youth have demonstrated a growth in skills and professionalism while practicing what they have learned in the workshops. One youth in particular was able to transfer the skills they learned to find employment on their own prior to being assigned a placement through the program.

Success Story:
Written by Service Partner:
“San Diego Youth Services has helped me through the toughest times in my life. They have gone to great lengths to ensure that I build a bright future for myself. When I entered the program, I was at a low-point and wasn't sure how exactly was going to get out of it. My Case Manager and his team gave me assurance that I would be taken care of, and I was. They made me feel like there was always someone who was looking out for me, who had my back, because they do. Over the course of about a year, they have assisted me in getting my own place, job, stabilizing my financial and mental health, improving my diet, pursuing and finding hobbies and things I love doing and helping me become independent. Every interaction I've had with an employee at SDYS has been positive, they are truly great people and really do care about their work! Their program is designed to give you a chance to prove to yourself that you can do what it takes to make it on your own, while at the same time making sure that they are there for you when you make a mistake or need a little or a lot of help.
I am very grateful that they found me. I never would have imagined my situation would be this stable and optimistic. I owe it to them to continue my personal growth and I couldn't recommend this program more to a fellow youth who is struggling or needs serious assistance. They will take care of you, but you have to take care of yourself as well, and they provide such an environment to make sure you know they have your back when you need it. Thank you to my Case Manager and his team of wonderful people for the great work they do on a daily basis. Programs like this are so important to communities. Our youth are our most valuable population, and when they need it, they deserve the help that this program offers. Especially considering the rapidly changing times we live in. Once again, thank you.”
Administrative Departments

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

Department Overview:

The main responsibilities of Fiscal Department include bookkeeping, budgeting, financial reporting and analysis, contract billing, payment processing, managing funds within the organization and planning for the expenditure of funds on various assets, ensuring efficient financial management and financial control necessary to support program activities.

Strategic Plan Outcomes:

To enable balanced workload, promote staff growth, improve efficiency, meet contract billing needs, and to better support program activities, a department restructure plan was proposed in 20-21, with thorough planning, brainstorming and team effort, proposal was rolled out in July 2021, the department accomplished hiring new staff and cross-training on the new roles while performing regular duties.

Data:
Successfully pass Annual audits and program fiscal reviews during FY 20-21.

- Annual Regular Audit with Leaf & Coles
- Annual Federal Single Audit with Leaf & Coles
- Annual Housing Commission Audit for Herman, Take Wing, and 35th street
- Certified Foster Care Expenditure Audit
- Annual 403b Retirement plan audit
- ILS East & Metro (Fiscal desk review) September 2020
- CWS Adoptions (Fiscal In-Depth Review#1) February 2021
- Urban Beats (Fiscal In-Depth Review) February 2021
- CWS Rapid Response Team (Fiscal In-Depth Review) June 2021
- CWS Adoptions (Fiscal In-Depth Review#2) June 2021

Successfully responded to questions during program fiscal reviews in FY 20-21.

- Cal OES HX 20191093 (Fiscal desk assessment) February 2021
BHS Contracts (Fiscal In-Depth Review) May 2021
Cal OES KI, XY 20031093 (Performance Assessment) August 2021

Timely and efficiently perform routine fiscal functions:
- Perform and review program budgets (50 programs)
- Project and revise center budgets (24 centers)
- Submit claims to Federal, State, County, and private funded programs (50 contracts)
- Collection of contract payments (50 contracts)
- Claims reconciliation (50 contracts)
- Review Federal, State, and County grant sub-recipients’ fiscal records (15 fiscal reviews)
- Process checks and data entry (523 checks monthly)
- Maintain, reconcile vendors records (802 vendors)
- Monthly cost center detailed Financial reports to managers (24 centers)
- Review monthly General Ledger (50 contracts)
- Monthly financial statements for the Board
- Monthly Cash flow and management analysis
- Annual Strategic and budget planning
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- to 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 nine multi-family properties (107 units) and is close to our Strategic Plan Goal of 111 units. SDYS also leases approximately 10 additional units from private landlords at various locations and operates a Transitional Living Home (Redwood House) for eight young adults in transition.

**Facilities:**

SDYS operates its programs from 15 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. The COVID-19 crisis has recently limited the labor donations from our corporate partners. These donations are likely to renew in the months to come.

Facilities Donation Summary:
In FY 2020-2021, the SDYS Housing & Facilities Department solicited and/or managed in-kind labor and materials donations from corporations, community groups and service groups that totaled more than $8,000. Kaiser Permanente was most generous when they donated the labor and materials to renovate the SV Campus exterior covered walkways. The California Rare Fruit Growers Assoc. has also donated thousands of volunteer hours to the development and management of the Campus Community Teaching Garden.

Property Management:
In FY 2020-21, the SDYS Property Management staff successfully completed 433 Work Requests from program staff at the various SDYS facilities. SDYS Facilities staff adheres to the agency’s and CDC strict policies regarding daily reporting/testing of COVID symptoms/exposure, and has completed our Strategic Plan goals of keeping all facilities in compliance with local Health & Safety codes.

Significant Accomplishments:
In 2020, SDYS partnered with “Yard to Table” as the new managers of our Community Teaching Garden at our Spring Valley Campus. These professional gardeners have expanded the garden’s organic fruits & vegetables production. They hold classes for residents each month in home gardening, grafting, and many other self-sufficiency nutrition programs. They also hold a monthly “Back Yard Swap” where residents can bring their home grown produce to swap with other families. The Garden staff has met their goal for this year’s harvests of providing over 1,000 lbs. of organic produce which is delivered to SDYS’s PEI programs at the Campus to be donated to the low-income families we serve.

New Partnerships:
For the next Fiscal Year, SDYS will continue to work with our public and private sector partners to improve our facilities and expand our programs. Most prominent is the agency’s recent emphasis on youth employment training which addresses one of our Strategic Plan Goals. SDYS is developing a unique demonstration partnership with Home Aid and Lennar Development. Lennar is one of the nation’s largest home builders. Classroom space at the SV Campus was renovated to begin holding training & placement services for youth in the construction trades. This new partnership is part of
the agency’s TAY WORKS Program and was highlighted when OST and the Housing/Facilities Director met with recently elected County Supervisor Joel Anderson at the SV Campus as part of our Strategic Plan Goal to build influence with local government officials.

New Projects:

The Housing & Facilities Director has negotiated the receipt of a $287,500 grant from the City of San Diego to re-roof three of the buildings at Wing Street and install a large array of solar panels on the buildings. The re-roofing of three (3) buildings is complete, and contracts have been signed with UNIQUE SOLAR to begin the design & install of the solar panels. 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. Though initially stalled by the Covid-19 pandemic, this project is back on track and Solar install will start in the November 2021.

- In line with our Strategic Plan goals to emphasize preparing youth for employment, SDYS negotiated a contract with Orness Design Group to design an Industrial Teaching Kitchen at our Spring Valley Campus. The design and appliances budget is complete. Also partnering in this project is the Culinary Arts Program staff at Mesa College. SDYS has applied for a $200,000 grant from the County for partial funding of the project. The Teaching Kitchen will prepare youth for careers in the Culinary Arts.
**Human Resources Department**

**Department Overview:**

The human resources department provides administration and management of human resources through the implementation of systems and practices to support SDYS staff in their work to achieve the mission of the organization.

**Highlight of Outcomes:**

2020 – 2021 was an extraordinary year as SDYS demonstrated its capacity to pivot with speed and efficiency to meet the challenges of a global pandemic and continue to serve the youth and families in its community of services. Its staff, who are considered “essential workers,” adapted to teleworking and safe practices when work required in-person activities. Policies and procedures to protect staff from the highly contagious COVID-19 were quickly developed and implemented. Continual updates and changes were made as the situation warranted. Staff were provided with immediate information and opportunities to be vaccinated as soon as Pfizer and Moderna were given FDA emergency approval and was available in San Diego. As the pandemic continues, safety and health continue to be a focus of practices as staff returns to in-person services at the beginning of the new fiscal year of 2021 -2022.

Another extraordinary outcome in 2020 – 2021 was the hire and employment of 196 people on a project that lasted only 95 days. Under Health & Human Services and South Bay Community Services lead, SDYS subcontracted to provide oversight and care of 750 youth out of a total of 3,213 unaccompanied children housed at the Convention Center in San Diego. While praises go to Director of Services, Vanessa Arteaga, and Program Manager, Renata Escobedo, for their formidable accomplishment with the project, the hiring, employment and then termination of so many people in such a short time demonstrated exceptional efficiency of the HR staff. A list of requirements, ranging from clearances, health examinations, different pay rates of different schedules, to training, had to be processed for each worker. For perspective, 250 employees were the highest number of SDYS regular workforce in that whole year.
SDYS continues the pursuit and practice of equity and inclusion in all its services, practices, and operations. It fosters a diverse and inclusive work environment built on respect and dignity. Most noteworthy is the reignition of the Best Foot Forward Committee, which provided supportive space for SDYS staff to explore and find ways to dismantle racism, sexism, gender discrimination, xenophobia, homophobia and more within the immediate and larger sociopolitical landscape. The committee’s efforts resulted in affinity space and meet-up groups, the support of the Birth of Brilliance Conference, cultural and historical resources, material, education and trainings, and various challenges and workshops such as 30-day Antbias Challenge, 45-day Self-Care Challenge, Self-Care Workshop with Tonya Ingram, and Positive Body Movement with Kanoa Greene. In acknowledgement of Dolores Huerta’s contributions in the formation of the United Farm Workers of America and her advocacy in the development of laws and regulations to protect the farm workers, SDYS renamed the holiday on March 31 as Chavez-Huerta Day. Furthermore, the agency also adopted Juneteenth as an official holiday.
Information Technology Department

Department Overview:

San Diego Youth Services Information Technology (SDYS IT) provides the Infrastructure, Applications and Data Security for the Agency’s computing resources for staff, volunteers and service partners. SDSY IT strives to provide a high-quality customer experience in delivery of such support services. The IT Department is led by the Information Technology Director, who also assumes the dual role of the HIPAA Security Officer. IT also leverages various external IT solution providers to augment technology services as needed.

During the Fiscal year 2020 - 2021, IT continued its activities to stabilize the technology landscape for the agency. SDYS experienced growth in the startup of new programs. 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 in a secure environment. 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

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

Electronic Case Management – Several electronic case management systems were evaluated and the Apricot 360 case management system from Social Solutions was selected. It’s being customized and implemented by our QM Department for the program’s use.

Mobile Device Management (MDM) – The existing managed services contract includes MDM services as well. With this tool/service, IT can centrally manage all 267 Apple iPhones and iPads.

Network protection – To provide a more secure computing environment, we implemented a 24/7 network monitoring, logging, and detection system on all computers in our network to detect any suspicious activity.

**Data:**
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></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Firewall</td>
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</tr>
<tr>
<td>Wireless Access Point</td>
<td>17</td>
<td>19</td>
<td>26</td>
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<tr>
<td>Server – Active Directory/File &amp; Print</td>
<td>8</td>
<td>8</td>
<td>9</td>
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<tr>
<td>Server - Email</td>
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<td>0*</td>
<td>0*</td>
</tr>
<tr>
<td>Server - Intranet</td>
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<td>0*</td>
<td>0*</td>
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<td>Computer Lab PC</td>
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<tr>
<td>Laptop</td>
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<td>240</td>
<td>202</td>
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<tr>
<td>Telephone/VM system</td>
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<td>1**</td>
<td>1**</td>
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<tr>
<td>Cell phones - Basic</td>
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<tr>
<td>Cell phones - Smartphone</td>
<td>155</td>
<td>199</td>
<td>234</td>
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<tr>
<td>Broadband/WIFI device</td>
<td>77</td>
<td>160</td>
<td>163</td>
</tr>
<tr>
<td>Tablets - iPad</td>
<td>33</td>
<td>32</td>
<td>33</td>
</tr>
</tbody>
</table>

*Using Microsoft Office 365 for Exchange Online Email and SharePoint Online Services
**Implemented cloud hosted VOIP solution from Cox Business

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 June of 2020. 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.

IT Managed Services - SDYS IT and Excedeo continue their engagement to provide ‘Remote Management and Monitoring’ as well as ‘Helpdesk’ services to the agency.

IT Service Requests average 293 tickets per month and for the fiscal year hit a total of 3,511 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.
IT Service Requests FY 20-21


- Jul-20: 275
- Aug-20: 322
- Sep-20: 412
- Oct-20: 358
- Nov-20: 223
- Dec-20: 229
- Jan-21: 279
- Feb-21: 220
- Mar-21: 294
- Apr-21: 305
- May-21: 255
- Jun-21: 339
Marketing & Development

Department Overview:
SDYS marketing and development efforts are designed to advance the agency’s mission to empower youth to 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. The department also plays a lead role in ensuring that the agency is recognized as a premier youth-serving agency for our leadership, innovation and excellence of service. This includes multi-channel marketing and communications about our mission, needs and outcomes.

Funds Raised:
Funds raised totaled $769,999.40

We received donations from individuals, corporations and foundations. SDYS would like to thank our generous partners: the Hagewood and Stewart Families, Dr. Said & Mrs. Ladan Daneshmand, David Rosenberg, Paul and Barbara Peterson, April Flak and Joseph Oliva, Warren and Brenda Johnson, Union Bank, HMT Electric, US Bank, Custom Logos, Alliant, Berkshire Hathaway HomeServices, the Albatross Foundation, Fern Steiner and the Century Club of San Diego on behalf of Farmers Insurance.

We also welcomed $121,386.46 in in-kind donations, from hundreds of backpacks and school supplies for youth to furniture for our transitional housing communities. The total giving was $769,999.40 for the year.

Funds Raised: $769,999.40

• Unrestricted Donations, $541,963.94
  o Deferred Revenue, $25,000
  o Individual Donations, $374,086.57
  o Corporate Giving, $80,311.28
  o Foundation, $62,182.15
  o United Way, $383.94
• Restricted Donations, $106,649
In-kind Donations: $121,386.46

Total Giving: $769,999.40

Strategic Plan Outcomes:
The department continued to implement programs in support of San Diego Youth Services’ strategic plan, which includes increasing brand awareness by 60% in 2022, by increasing the number of people we reach through social media and the number of visitors to our website, increasing the number of media opportunities and outreach events, as well as implementing targeted marketing campaigns.

Marketing Campaign Highlight
Songs for Shelter – Songs for Shelter brought together well-known artists Reneé Dominique, Rebecca Jade & The Cold Fact, Cedrice and The Lyrical Groove for an uplifting concert with cohosts Monica Dean, News Anchor, NBC7 and Tati Santiago, Jesse and Tati in the Morning, STAR 94.1! More than 10,000 viewers from around the world tuned in to hear our messaging. The event raised $25,000.

Major Fundraising Campaign
Champions for Youth – The Champions for Youth program of the Century Club allows local charities to fundraise during the holiday season and receive additional bonus funds. During this campaign, 220 people participated in joining San Diego Youth Services’ in celebrating 50 years of building futures. This campaign earned $147,500, including $46,733 in bonus funds.

Website Highlights
The SDYS website was updated and redesigned to make it more user friendly and easier to navigate.
- 40,082 users
- 118,610 pageviews
- Average session: 2.11

Top 10 Pages Visited
- Homepage
- Services
- Homeless Housing and Support Services
- Careers
- Contact Us
- Volunteer
- Mental Health Services
- What We Do
- Our Team
- Our Safe Place
Social Media:
The Department continued to manage and expand SDYS’ profiles on Facebook, Instagram, Twitter and LinkedIn to reach a wider audience that includes partner agencies, donors, elected officials and members of the news media.

The Department surpassed our goal to increase followers on all channels by 15%, with Instagram seeing the most substantial growth in followers with a 57.99% increase, followed by LinkedIn at 25.4%, Twitter at 24.4% and Facebook at 19.05%.

Overall Social Media Performance: Facebook, Instagram, LinkedIn, Twitter

Impressions 1,335,451 – 7.2% increase
Engagements 76,247 – 149.5% increase
Post Link Clicks 15,870 – 241.1% increase
Total Audience 12,014 – 28.7% increase
In close collaboration with the clinical team, M&D also managed the clinical youth Instagram channel, sharing information with young people about SDYS to encourage them to use services. This channel also saw a significant increase in followers by 111.6%.

Impressions 43,127 - 42.5% increase  
Engagement 2,748 - 155.6% increase  
Profile actions 41 – 36.7% increase  
Followers: 927 – 111.6% increase

Media Overview  
The department increased its focus on media outreach and earned coverage in 30 media outlets with a total audience of 15.7 million and that got an estimated 194,000 views and 20,600 engagements.
Quality Management Department

Department Overview:
The Quality Management (QM) Department includes the Director of Quality Management, four full-time Clinical Supervisors, one full-time QM Coordinator, one full-time Electronic Case Management Systems Coordinator (ECMS), and one full-time QM Coordinator Assistant. The QM team provides quality oversight to all SDYS programs and services in all Divisions and supports Administrative Departments. The QM Department focuses on:

- Policies and Procedures
- Program and Documentation Reviews
- Training Department and New Hire Orientation
- Clinical Interns and Trainees
- Individual and Group Supervision throughout the agency
- Electronic Health Record System - Apricot 360
- Credentialing of BHS Clinic staff
- Contracts
- Legal and Ethical concerns
- Reporting – monthly program numbers, annual outcomes report, and other

From the reviews conducted by the QM Coordinator, QM Assistant 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. Throughout the year, QM continued to focus on updating, creating and reviewing policies and procedures, especially updating pandemic policies, creating Zoom-specific policies and procedures, and guidelines to maintain safety for staff and SPs.

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 or Directors of Services 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. 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. QM also conducts internal medical record reviews and medication monitoring with San Diego County Quality management.

Every year, the SDYS QM Department recruits clinical interns and trainees to help support staff at different sites. The clinical interns and trainees are able to provide services to children, youth and families who would not normally receive services through SDYS contracts. For example, children with insurance other than Medi-Cal may not be eligible for counseling services at some of our programs; however, with the oversight of the QM team, the clinical interns and trainees can provide these hard-to-reach children and families with services.

This past year, with support from leadership, the QM Department worked to kickstart Apricot 360, SDYS’ electronic health record system that all programs will transition into. The QM Department hired a full-time Electronic Case Management Systems Coordinator, who has focused on developing Apricot 360 and providing in-depth training to programs. Apricot 360 will support the agency in transitioning into a cloud-based and paperless system, which makes room for all assessments, progress notes, referrals, data collection and reporting to all be completed via the system.

**Strategic Plan Outcomes:**

The QM Training Department’s goal was to ensure that staff and volunteers have the ability to participate in up to 2-3 trainings per month, and this goal was met. This year, QM also continued focusing on updating, creating and reviewing Policies and Procedures and was able to approximately update and/or create 46 policies and procedures. The QM Department also continued to support the agency’s programs on the creation and implementation of program-specific P&Ps and guidelines to support their staff and SPs. Lastly, QM wanted to have approximately 2-4 agency programs fully utilize Apricot 360 for documentation by the end of the FY and this goal was met.

For the coming FY, QM will strive to meet the following planned outcomes:

- Have all agency programs fully utilize Apricot 360 from beginning of the referral process to the youth exiting the program or agency.
- All agency policies, procedures and forms will have been reviewed at least once.
- Hold at least 20-25 trainings every quarter, ensuring that at least ¼ of these are evidenced-based, strength-based and trauma-informed.
- Continue to provide individual and group supervision to staff and interns/trainees,
as well as meeting on a monthly basis with Program Managers.

**Data:**

**QM Department**
- Conducted 21 internal programmatic reviews.
- Conducted 6 external reviews of subcontractor files and programs.
- Reviewed 175 files of internal programs during site audits.
- Reviewed, created and/or updated 46 policies and procedures.
- Conducted monthly Medical Record Reviews and reviewed 149 clinic files.
- Hired, trained and supervised 22 trainees from 12 universities, that covered 11 FTE and would have cost the agency $1,243,252 (with fringe benefits).
- 56 staff received individual clinical supervision per week.
- 14 different Clinical Supervision Groups were provided per week.
- 8 Treatment Teams were provided with clinical oversight per week.
- 11 programs and 36 users in Apricot 360.

**QM Training Department**
- Hosted 90 internal trainings.
- Conducted and/or support in facilitating 335.5 hours of training.
- Hosted 1,403 staff, volunteers and intern attendees.
  - Provided monthly new hire orientation for all staff and volunteers.

**Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
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</thead>
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<td>Male</td>
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<tr>
<td>Female</td>
<td>566</td>
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<td>Transgender</td>
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<tr>
<td>Did Not Report</td>
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**Age Range**

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<td>12 to 14</td>
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<td>18 to 21</td>
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<tr>
<td>21+</td>
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</tbody>
</table>

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128
Ethnicity

- African-American
- Caucasian
- Hispanic
- Asian/Pacific Islander
- American Indian/Alaskan Native
- Middle Eastern
- Bi-/Multi-Racial
- Other
Volunteer Services Department

San Diego Youth Services 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, foster care and adoptions support services programs, located throughout San Diego County. The impact these volunteers have made on the lives of others is immeasurable.

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

Recruitment:
SDYS Volunteer Engagement maintains a proactive recruitment strategy. Through challenges due to the global pandemic, our team continued to foster community connections and collaborations with several educational institutions, agencies, and other groups. Expanding our outreach through partnerships with local colleges and universities through campus organization meetings and partnering with professors to provide service learning and mentoring opportunities for their students has been a worthwhile opportunity for us to share about our agency, programs, and services. The best method of recruiting long term volunteers has simply been by word of mouth from staff and former staff, as well as our amazing volunteers!
Orientation & Training:

Fundamental to the success of volunteer placement are the numerous trainings and staff activities that SDYS sponsors. Volunteer Engagement requires all new volunteers to attend a volunteer orientation to prepare them to work with our youth by increasing each volunteer’s knowledge and experience in Trauma Informed Care, HIPAA, crisis intervention, boundaries and self-disclosure, confidentiality and issues related to abuse and neglect. The SDYS Quality Management Department supports volunteers by offering trainings that address special populations, important trends among youth, and techniques for working with Service Partners that further prepares them to meet the needs of the youth 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. Volunteer Engagement administers an evaluation system that allows 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 that are offered during their service term. Volunteers are invited and encouraged to participate in agency events and are acknowledged on their birthdays.

We continue our ongoing recognition program to recognize volunteers and interns every 6 months with certificates of appreciation. Although our annual SDYS Staff and Volunteer Appreciation event was virtual due to COVID-19, immediate closures and strict guidelines, our AmeriCorps VIP Fellow and Staff and Volunteer Appreciation planning committee was able to plan and execute a successful virtual celebration with a team building activity and several gift card raffles. SDYS also showed their appreciation to volunteers and interns with gifts such as SDYS t-shirts and hoodie sweaters.

Volunteer Engagement Team:

SDYS Volunteer Engagement is staffed by a Volunteer Engagement Administrator. During the 2020-2021 year, we were honored to have a VIP AmeriCorps Volunteer work within the Volunteer Engagement department to enhance the systems of recruitment and support for volunteers throughout the agency.
Trainings/Program Meetings Facilitated:
We continue to provide annual Volunteer Engagement meetings with program managers and program specific volunteer/intern coordinators, 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 annual 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 our programs and departments.

Strategic Plan Outcomes:
The Recruitment & Volunteer Engagement Administrator explored non-traditional recruitment strategies for hiring announcements including reaching out to community educational institution specific-departments as well as posting onto social media (Facebook) specific-groups such as local MSW student and alumni groups, the San Diego Social Workers group, and the San Diego Mental Health Workers group.

The Administrator provided virtual outreach to several diverse professional communities and groups such as community educational institution specific departments and student groups of aspiring public mental/behavior health professionals.

The Administrator created virtual opportunities of mentoring offered to UCSD’s Human Development students this past year who would typically provide services with our Youth Emergency Shelter but were unable to due to COVID-19 related closures and restrictions.

2020-2021 Volunteer Engagement Statistical Highlights:
- 3,094 webpage views (July 1, 2020 - June 30, 2021) for more information about our volunteer program
- 72 individuals who filled out an online application
- 50 prospective volunteers attended orientation
- 25 new volunteers cleared to serve
- 140 individual volunteers served the agency
- 11 new hires in the agency were former volunteers
- Average of 45 individual and group volunteers per month
- Average of 935 volunteer hours per month
- 10,548.92 volunteer hours completed this fiscal year, valued at $305,918.68
### Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Number of Volunteers</th>
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<tr>
<td>Asian/Filipino/Pacific Islander</td>
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<tr>
<td>Black/African American</td>
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<td>Caucasian/White</td>
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<td>Hispanic/Latino</td>
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<td>Middle Eastern</td>
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<tr>
<td>Indian</td>
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<tr>
<td>Mixed/other</td>
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<tr>
<td><strong>Total</strong></td>
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### Length of service

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<thead>
<tr>
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<th>Number of Volunteers</th>
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<tbody>
<tr>
<td>1-6 Months</td>
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<tr>
<td>7-12 Months</td>
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<td>1-2 Years</td>
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<td>3-5 Years</td>
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<td><strong>Total</strong></td>
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### Program

<table>
<thead>
<tr>
<th>Program</th>
<th>Number of Individual Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin/HR/Fiscal/QM/IT/Board</td>
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<tr>
<td>Adoptions</td>
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<td>CAT/Camp Mariposa</td>
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<td>Convention Center</td>
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<td>ECBHC</td>
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<tr>
<td>Family Resource Center</td>
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<tr>
<td>HERE Now/PEI</td>
<td>3</td>
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<tr>
<td>Take Wing/Safe Family Services</td>
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<td>STARS &amp; I CARE</td>
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<tr>
<td>Youth Emergency Shelter (Storefront)</td>
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<tr>
<td>TAY Academy/TAY Works!</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>118</strong></td>
</tr>
</tbody>
</table>

*During closures and restrictions due to COVID-19, many of our programs and services were provided virtually*
SAN DIEGO
YOUTH SERVICES
Building futures for 50 years