San Diego Youth Services is a non-profit organization that has helped improve the lives of more than 797,000 homeless, runaway, and other vulnerable youth since 1970. Founded in 1970, we now provide services to more than 17,000 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.
Mental Health Services

- Camp Mariposa
- East County Behavioral Health Center
- Family Resource Center, El Cajon Valley High School
- Our Safe Place
- East Region Prevention and Early Intervention (PEI)
- Crisis Counseling & FURS Program
- Achievement Center

Suicide Prevention and Intervention

- HERE Now

Workforce Development

- TAY Works!

Administrative Departments

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

San Diego Youth Services (SDYS) is a non-profit organization that has helped improve the lives of more than 797,000 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

**2021-2022**

Total Agency Budget: $22,103,925  
Number of Service Partners/Parents served: 17,149

**Agency demographics**

#### Genders:

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#### Ages:

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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 that 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 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: $988,806
Total Youth/Families Served: 3,456
Adoptions
Total Budget: $988,806
Total number of youth and/or families served in FY: 3,456
Total number of new youth and/or families served in FY: 254

Program Description
This federally mandated county funded contract supports a program manager, program coordinator, 4 family advocate coordinators, 3 clinicians, 2 clinical interns, 4 group assistants, and an administrative assistant. San Diego Youth Services has been the sole contractor for 25 years.

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

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

In FY 21-22:
- 3,456 Service Partners/Families have 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.
- 175+ support groups.
- 70 unique parents receive therapy in our clinic as well as in the home. Of those, parents received over 300 clinical services and children received over 1,000 clinical services. Our clinical work is trauma informed and focuses on attachment and adoption issues. The services are available Monday through Saturday and evenings.
• 4094.35 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 children who have experienced trauma.

**Gender**

- 131 Female
- 122 Male
- 1 Transgender

**Age Range**

- 114 0 to 4
- 22 5 to 7
- 30 8 to 11
- 39 12 to 14
- 11 15 to 17
- 11 18 to 21
- 23 22 to 24
- 4 25+

**Ethnicity**

- 102 Caucasian
- 41 Hispanic
- 60 African-American
- 42 Bi-/Multi-racial
- 5 Asian/Pacific Islander
- 4 American Indian/Alaskan Native
Success Story
The Thompson family has participated in our program since their three children were in adoptive placement. They have engaged in numerous services over the years including movie nights, parent support groups, outings, mentor/tutoring, special events, parent training and workshops.

The Adoption Support Services Program has been able to come alongside this family and provide resources, services, tools, and support to help them flourish. During the pandemic, mom quit her job and became a full time stay at home parent. This was a big shift for the family as mom took on a much more active role in the kids’ daily activities. Mom was very motivated to improve her parenting as well as her self-care during this time. Mom engaged in a weekly mom’s therapeutic art group that provided support from a Family Advocate as well as connection with other adoptive moms. She also joined in a parenting training on the Nurtured Heart Approach to enhance her relationships with her kids.

Dad has described the Adoption Support Services Program at SDYS as the most positive and consistent thing in his children’s lives. They are regulars at movie night and other activities. Coming back from the pandemic was a challenge for one of the children in particular. He struggled with appropriate behavior at the first movie night back in person, but with the attentive support and understanding of the staff and volunteers he has thrived at subsequent movie nights. By increasing positive reinforcement, providing opportunities for him to be a helper, and providing additional structure and expectations he has blossomed into a fun, kind and helpful addition to movie night and even showed off his hidden art talents! His sister enjoyed a tween to teen support group where she connected with other adopted children and learned the importance of communication and coping skills. The other child in the family has enjoyed virtual mentor/tutoring and looks forward to the homework support and mentorship as one of the highlights of their week.

Mom and dad frequently share how impactful and important our program has been for their family and this year was a perfect example of that.
Anti-Bullying Awareness and Support

Total Budget: $148,073
Total Youth/Families Served: 22
Anti-BIAS:
Total Budget: $148,073
Screened: 343
Served: 22 Service Partners
Total number of new youth and/or families served in FY: 13

Program Description
San Diego Youth Services (SDYS) 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.

The Anti-BIAS program met 3 out of 3 objectives in FY 21/22:

- Objective 1: Create a process and forum for bullied youth to report.
  - As part of HERE Now program 343 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 percent of bullied youth identified through HERE Now will receive referral and/or supportive services through Anti-BIAS program.
  - Connected 22 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 Pie Chart]

- Female: 6
- Male: 6
- Other: 1

![Age Range Pie Chart]

- 8 to 11: 4
- 12 to 14: 0
- 15 to 17: 9
Success Story
Student Started with Anti-BIAS as a 13-year old non-binary, pansexual caucasian female due to experience of past and current social and verbal bullying at school. At the beginning of treatment with Anti-BIAS, Service Partner (SP) was experiencing suicidal ideation, engaging in self injurious behavior (SIB) 2x/month, accompanied with depressive symptoms to include isolation, irritability, difficulty with concentration. Student also expressed disconnection with mother and grieving death of father.
Through intake, assessment and client plan development, Advocacy Specialist (AS) supported SP by building rapport and collaboratively developing safety plan. AS provided collateral phone calls with SP’s parents to review safety plan and identify supportive actions they can take to ensure a safe environment for SP. Provided psychoeducation to mother around SIB harm reduction, safety and co-emotional regulation. AS engaged SP in exploring and identifying healthy coping and grounding skills such as reading, connecting with friends and time with family. AS provided safe space for SP to process emotions around grief events and increase self-awareness through self-reflection. AS and SP practiced creative grounding techniques weekly in session.

Over the course of treatment, SP decreased in using SIB as a way to cope, primarily due to access sharps (objects that could be used to self-injure) beging removed and expressing feelings and concerns to mom in family sessions. SP made continual progress toward her goals of decreasing frequency of SI/SIB. SP’s mother shared that she saw continual positive progress most noticeable with SP’s openess to utilizing skills from family session. SP continued to progress in her ability to identify emotions and utilize healthy coping skills to self-regulate and cope with difficult feelings.

At end of treatment, SP reported she had not engaged in SIB in over one month. Her SI decreased in frequency and her mood improved significantly. SP showed resilience and strength throughout treatment as she was open to utilizing her healthy coping skills, positive relationships, and hobbies to improve her overall functioning and mental health. SP reported this experience with therapy services was positive and she is open to
continuing to receive support through therapy to continue making progress in alleviating depressive symptoms as well as build on family skills.
Child Sex Trafficking Awareness and Recovery

Total Budget: $2,672,200
Total Youth/Families Served: 297
Total Budget: $1,000,000
Total number of youth and/or families served in FY: 187
Total number of new youth and/or families served in FY: 98 (36 new youth served in ICARE Clinic and 62 new youth served in ICARE Drop In Center)

**Program Description**
ICARE is a Mental Health Clinic and Drop in Center that provides services to youth who are at risk or 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 Mental Health Clinic provides on-site clinical services to meet clients social, emotional, health, and behavioral needs with comprehensive and evolving services that meet youth where they're at in a welcoming and inclusive space. 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. 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 I CARE clinic is open from 9:00am-6:00pm M-F, evenings and weekends by appointment, as well as 24/7 crisis telephone support. The I CARE Drop In Center is open Monday through Sunday from 12:00pm to 8:00pm and 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.

**Target Population**
ICARE 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. The Drop in Center serves all youth up to 21 regardless of insurance.

**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

- 72% 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%
- 92% of youth in the drop in center were screened utilizing the Columbia Suicide Severity Rating Scale to assess current safety needs, goal is 80%

**Demographics for the FY**

**Gender**

<table>
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<th>DIC</th>
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**Gender**

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<th>DIC</th>
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</tbody>
</table>
Age

Age Range
- 16
- 11
- 8

DIC
- 15
- 4
- 4

Ethnicity

- Clinic
  - African-American
  - Caucasian
  - Hispanic
  - Asian/Pacific Islander
  - Mixed
- 23
- 1
- 1
- 6
- 5

DIC
- African-American
- Caucasian
- Hispanic
- Middle Eastern
- Mixed
- Unavailable
- 30
- 7
- 3
- 5
- 15
STARS
Total Budget: $1,672,200
Total number of youth and/or families served in FY: 85 Youth & Families
Total number of new youth and/or families served in FY:
60 Youth & Families

Program Description
The STARS (Surviving Together, Achieving and Reaching for Success) program empowers survivors, ages 11-24, 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, individual therapy, emergency response to Child Welfare Services and community outreach/training.

Target Population
STARS provides services to youth of all genders who have experienced Commercial Sexual Exploitation of Children (CSEC) and/or sex trafficking, ages 12-24, as well as those who are at high risk of CSEC and/or sex trafficking, ages 11-21.

Outcomes
- The STARS CSEC Response Team (CRT) responded within 90 minutes to thirty-seven emergency response requests from Child Welfare Services (CWS) last year. An emergency response is requested by CWS when a report has been made to the child abuse hotline by the community or law enforcement, and the abuse involves CSEC and/or sex-trafficking, or there is high risk for it to occur. On these responses, CRT Advocates meet the youth and family with the social worker to provide the youth with humanitarian bags that are full of basic needs, and items to utilize for healthy coping skills. The CRT Advocates also review STARS services with the youth and provide emotional and moral support while youth is interviewed by CWS and sometimes law enforcement. CRT Advocates follow-up with the youth within 24 hours after the initial response to check-in and schedule their first meeting.
- STARS also assisted nineteen youth between the ages of 18-24 in obtaining Section 8 Housing Vouchers. Six of these youth were also connected to a partner organization to receive a full makeover of their new home, including furniture, decorations and basic needs. Any youth ineligible for our partner organization’s program received financial assistance to purchase basic needs, furniture and items to make their new house feel more like home.

- This year, STARS began providing prevention and intervention groups at Polinsky Children’s Center (PCC). The STARS staff providing these groups are trained in prevention curriculum, “My Life, My Choice,” and intervention curriculum, “Ending the Game.” In addition to connecting eligible youth to STARS services, facilitating these groups not only assists in teaching independent living skills, but also supports positive connections with their peers.

### Gender

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### Age Range

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<tr>
<td>12 to 14</td>
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<tr>
<td>18 to 21</td>
<td>12</td>
</tr>
<tr>
<td>22 to 24</td>
<td>29</td>
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Success Story

*Name was changed to protect the identity of the Service Partner*

Casey was referred to STARS in December 2020 by her social worker due to being a victim of sex trafficking and needing support to testify against her trafficker, having unstable housing and struggling with her mental health. It was clear from the beginning that Casey is extremely resilient and was determined to not only survive but thrive. Due to her hard work and consistency in meeting with her advocate, she was able to obtain transitional housing with SDYS quickly. Since then and in the last 1.5 years, Casey testified and participated in a criminal case against her trafficker, obtained a full-time job, secured a new apartment with her Section 8 voucher, received financial assistance to purchase furniture and housing needs, started a relationship with someone who is a safe person and a healthy support, and is now moving out of state with him to be closer to their family as she is pregnant with their first child. At the STARS holiday party, youth were asked to discuss what they were grateful for. When it was Casey’s turn, she became emotional and spoke of the support and services she has received from STARS saying, “I just don’t know where I would be if I didn’t receive this help from STARS. Thank you so much.”
Foster Care Services
Total Budget: $1,597,507
Total Youth/Families Served: 323
Program ILS East
Total Budget: $261,064
Total number of youth and/or families served in FY: 124
Total number of new youth and/or families served in FY: 42

Program Description
The ILS Program helps ensure that upon exiting foster care system, youth have services, which are available until his/her 21st birthday. Such services include employment, educational, and housing assistance, scholarships, Medic-Cal, household items, and incentives when possible and other resources. The youth’s Social Worker, Probation Officer or other ILS Partnership can make referrals.

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

Outcomes
- Over 94 percent (60 out of 64) aftercare and Non-Minor Dependents youth have achieved stable housing for twelve months.
- 83 percent (19 out of 23) aftercare and Non-Minor Dependents youth have maintained stable for six months or more consecutively.
- 92 percent (94 out of 102) aftercare and Non-Minor Dependent who have identified and established a relationship with a supportive adult.
- 92 percent (94 out of 102) aftercare and Non-Minor Dependent youth were able to independently access needed health, dental, and mental health care.
- 91 percent (93 out of 102) non-minor dependents have maintained health insurance coverage.
- 100 percent of all aftercare youth received referrals to community resources.
Success Story
Oscar is a young adult who enjoys reading and writing. Some of his favorite topics include science, and philosophy. In addition, he enjoys taking care of his dog West and his other reptilian pets. He also enjoys reading and going to museums.
Oscar had a challenging beginning in which he was diagnosed with depression and anxiety. In his late teen years, he was able to transition from female to male. His transition affected his relationship with his parents and resulted in him getting placed in foster care.

Oscar graduated high school a semester a year early and has been attending San Diego City College since Spring of 2020. During his time at community college, he has been involved in various programs, including EOPS and the LGBTQ+ center. He helped organized the first Lavender Graduation at his school which is for people who identify as part of the LGBTQ+ community. In addition, Oscar recently applied to UCSD for their specialized program in Cognitive Science and was informed he would be transferring there in the fall of 2022.

*Name changed to protect SP identity*
Program ILS Metro
Total Budget: $297,400
Total number of youth and/or families served in FY: 172
Total number of new youth and/or families served in FY: 80

Program Description
The ILS Program helps ensure that upon exiting foster care system, youth have services, which are available until his/her 21st birthday. Such services include employment, educational, and housing assistance, scholarships, Medic-Cal, household items, and incentives when possible and other resources. The youth’s Social Worker, Probation Officer or other ILS Partnership can make referrals

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

Outcomes
- Over 93 percent (51 out of 55) aftercare and Non-Minor Dependents youth have achieved stable housing for twelve months.
- 84 percent (27 out of 32) aftercare and Non-Minor Dependents youth have maintained stable for six months or more consecutively.
- 94 percent (124 out of 132) aftercare and Non- Minor Dependent who have identified and established a relationship with a supportive adult.
- 92 percent (121 out of 132) aftercare and Non-Minor Dependent youth were able to independently access needed heath, dental, and mental health care.
- 95 percent (126 out of 132) non-minor dependents have maintained health insurance coverage.
- 100 percent of all aftercare youth received referrals to community resources.
**Success Story**

Chris is a strong, outspoken, independent young man. He is always thinking about what's next for his future and finding ways to how he can make and save money. Chris has overcome many hardships of being in the foster care system. He has proved to himself and others that he is responsible and a goal achiever. When he is passionate about a goal, he will do whatever it takes to achieve it. Although he faces many adversities, he continues to be resilient.

Chris struggles with managing his anger, but in the past few years, he learned healthy coping skills and knows when to walk away from a troubling situation. He has learned to advocate and to articulate his message across. He is very intelligent and funny, which makes being around him a pleasure. He knows what is best for him and he knows how to take care of himself.

Chris has lived on his own since he was 18 and understands what it means to be independent. Even experiencing homelessness, living in his car, he managed to make ends meet. He continues to maintain healthy relationships and strives to be the best version of himself! Chris does not hesitate to reach out to his support team and has learned how to deal when life gets tough. Chris is continuing to live on his own, while working full time. He is available for his close friends and family. We can't wait to see his other successes!
Resource Family Agency
Total Budget: $1,039,043
Total number of youth and/or families served in FY: 14 youth and 13 Families
Total number of new youth and/or families served in FY: 6 Youth and 1 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 Five (5) to seventeen (17) years old and up if they wish to stay as Nonminor Dependents. We provide respite, Cool Beds Support, Short-term and Long term to permanency resource families to keep young people in loving homes and out of institutions.

Outcomes
Overall, as a program we:
• Strive for Permanency.
• Increase positive behaviors and developed appropriate coping skills for maximum potential.
• Utilize effective parenting interventions and prosocial support for the youth.

Goals we achieved as a program:
• Provided stable placements for our youth and reduce the number of home placements.
• Found permanent placements for our foster youth.
• Provided additional support to help our foster youth decrease anxiety and PTSD symptoms.
• Placed youth into Extended Foster Care after reaching the age of 18.

Gender

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Ethnicity

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Age Range

<table>
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<td>8 to 11</td>
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<tr>
<td>15 to 17</td>
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Success Story
A few years ago, one of our foster kids and their siblings were placed into the foster care system. They struggled to find a placement as a family and was ultimately separated and placed in different households. The older siblings were placed in group homes, while the youngest found their way to our agency. This youth struggled with social skills and having low self-esteem. They were introverted, avoided eye contact, and would hide their face behind their hair. They struggled with anxiety, flashbacks and trouble sleeping.

The youth wished to be reunited with their siblings and wished to join the group home. Our Foster Family worked with the youth to be able to reunite them in their home. The youth was able to use therapy as a resource to find outlets to deal with their anxiety and troubles. They begin to exercise and found that “exercise is the best medicine”. Now this youth has found more self-confidence and states that they “feel much better” and struggle with less anxiety and has more confidence in oneself. Utilizing the resources and having a stable home environment has helped contribute to the positive strides this youth has been able to make. Our Foster Family has seen a great change in their foster children and are excited in their continual progress.
Homeless Housing and Support Services

Total Budget: $15,165,312
Total Youth Served: 4,165
Safe Family Services
Total Budget: $1,192,066
Total number of youth and/or families served in FY: 94
Total number of new youth and/or families served in FY: 74

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). SFS 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 and Safe Dates group curriculums, SFS focuses on supporting youth’s (age 11-18) social – emotional health, strengthening positive, nonviolent attitudes and behaviors and promoting healthy relationships.

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 11-18) that would benefit from the evidenced based, Dating Matters and Safe Dates group curriculums, which focuses on supporting youth’s social – emotional health, strengthening positive, nonviolent attitudes and behaviors, and promoting healthy relationships.

Overall, Safe Family Services is working to:
- Create independence and resiliency for youth that have experienced domestic violence.
- Help youth obtain and maintain safe and stable housing, free of abuse.
- Effectively intervene, through comprehensive evidence – based psychotherapy and case navigation, before concerns over child abuse and neglect escalate to substantiated cases that require removal from the home.
• Support youth’s social – emotional health, strengthen positive, nonviolent attitudes and behaviors, and promote healthy relationships.

**Outcomes**
SFS has supported 14 youth with rental assistance
SFS has supported 12 youth with work clothing and supplies
SFS has supported 9 youth with emergency grocery assistance
SFS has supported 19 youth with transportation assistance
SFS has supported 18 AT Grant families with grocery bundles upon opening for services

**Demographics for the FY**

**Age Range**
- 5 to 7: 13
- 8 to 11: 15
- 12 to 14: 8
- 15 to 17: 11
- 18 to 21: 9
- 22 to 24: 13
- 25+: 11

**Gender**
- Female: 18
- Male: 54
- Other: 1
- Unavailable: 1

[Graphs showing age range and gender demographics]
A success story for the Safe Family Services Program would be that of a TAY – age parenting youth that was able to exit an active DV cycle and obtain safe and stable housing free of abuse through utilization of our services. The youth historically experienced domestic, family, and gang violence and was in a high-lethality, active DV relationship with the father of her child. The youth experienced CWS involvement after a domestic violence incident led to them being seriously injured and child witnessing the event. 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. The youth also gained much insight into the intergenerational cycle of DV they experienced.

Through our resiliency funds, the program was able to help the youth with basic needs for themself and their child and rental assistance to obtain a safe and stable living environment at an SDYS housing site. Through SFS’ coordination of care with the youth’s CWS worker, the youth felt supported and increased positivity with navigating the CWS process. The help that SFS provided the youth allowed them the opportunity to develop independence and resiliency and break free of the intergenerational cycle of domestic violence.
TAY Academy
Total Budget: $2,071,390
Total number of youth and/or families served in FY: 368
Total number of new youth and/or families served in FY: 235

Program Description:
TAY Academy provides a safe, inclusive, youth-led drop-in resource center in Golden Hill. Amid the ongoing COVID pandemic this year, drop-in center services experienced some limitations for a portion of the year. Hours were reduced “drive-by” services Tuesday – Friday, 11 a.m. – 1 p.m. In April, drop-in center services we re-established similar to pre-COVID services. Youth were able to access services Tuesday – Friday 11 a.m. – 3 p.m. Regardless of pandemic limitations in place, TAY Academy continues to offer a range of supportive services including supporting youth access to basic needs (food, hygiene, mail services, clothing etc.), access to resource linkage, housing navigation, social-emotional support and case management. TAY Academy houses several braided programs: Street Outreach Program, SafeTAY emergency housing, Youth Emergency (YE) services, Housing Our Youth (HOY), Project Rest and Redwood Transitional Housing. These services work together to meet the various needs of our TAY population.

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

Outcomes
The Redwood short term transitional housing program provided housing to 13 youth with experiences of victimization or exploitation. 9 of the 13 were unduplicated youth this fiscal year. Food, rent and utilities are at no cost to youth. 10 youth transitioned out successfully and have engaged in follow-up after care services. 3 are still current residents in the program.
The Street Outreach team connected with 549 youth in the community and 199 youth over the phone to provide resources and linkage to shelter, TAY Academy, and other resources needed. We also participated in 21 outreach events such as resource fairs and presentations sharing information to the community on our populations, needs and services.

Last fiscal year HOY was in the planning and beginning implementation stages. This fiscal year, we have served 23 youth with wrap-around supportive services to obtain and maintain youth and family stability, including housing and employment support as well as assisting with basic needs.

This fiscal year our YE program was re-awarded for another 5 years starting in January 2022. YE services provided 23 youth with stabilizing rental assistance and provided 39 youth with emergency hotel stays totaling 206 bed nights. Additionally, we were able to provide 27 more youth with emergency hotel stays for an added 81 nights of shelter through our SafeTAY housing support.

Stats
- 253 youth made in-person visits to TAY Academy for support.
- 127 youth received supportive services remotely.
- TAY Academy provided 167 instances of transportation support via public transit passes, gas cards or rideshare cards.
- 206 youth were assisted with housing: includes emergency shelter, hotel vouchers, housing assessments & navigation, rental assistance, and transitional housing.
- SafeTAY provided 323 emergency shelter bed nights on site at the center to 59 youth.
Success Story

Jordy is a 21-year-old African American cis-male who connected to TAY Academy in October 2021 after being referred for housing support services from another youth serving program. From a young age, he experienced chronic homelessness and traumatic incidents including physical assault, child abuse and human trafficking. Throughout homelessness, Jordy utilized support from his street family and culture to remain safe. Due to the nature of being on the streets and relying on others for safety Jordy suffered through additional traumatic experiences. Prior to being connected to TAY Academy he spent most nights couch surfing or sleeping in his car where he was subject to numerous car break-ins.

During his initial connection time to the TAY Academy drop-in center Jordy displayed many positive qualities (ex. positive peer interactions, motivation, achievable goals,) commensurate with candidacy for our TAY housing program – Redwood.

Jordy moved into the Redwood house in November 2021. During his time at Redwood, he was able to further enhance his constructive coping skills, healthy boundaries where needed and strengthen relationships with his biological family. He regularly engaged with his care team as well as with weekly therapeutic services both at Redwood and TAY Academy drop-in center. Jordy continued progress towards his goals attending school and worked hard to obtain and keep employment. Through this he was able to cultivate a small savings account and pay off owed debts.

With the support of the TAY-Redwood team combined with Jordy’s hard work he secured an apartment with a roommate and successfully transitioned out of Redwood housing in June 2022. Jordy continues to hold employment, attend school, maintain good grades (A’s and B’s) and play college football. He continues to connect with the Redwood housing team for status updates and case management, as needed.
TAY Housing

Total Budget: 2,329,320
Total number of youth and/or families served in FY: 76
Total number of new youth and/or families served in FY: 29

Program Description
TAY Housing offers transitional housing and supportive services to Transition Age Youth (TAY), who are homeless, at risk of being homeless within 14 days, are in extended foster care system or former foster youth in after care. Youth live independently in their own apartment with the support of the TAY Housing Team. 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 TAY Housing 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.

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 residing or working in the city of San Diego for up to 24 months.

Outcomes
TAY Housing Outcomes:
• Assist in meeting basic needs
• Help youth develop independent living skills
• Promote overall health and well-being
• Increase income stability
• Increase safe, positive and permanent connections
• End youth homelessness

  o 100 percent of ILS-eligible youth have been linked with their ILS service provider.
  o 100 percent youth in the program have health insurance and 80 percent can independently access needed medical, dental, and mental health care.
  o 90 percent of youth who completed the program successfully have established a permanent relationship with a safe and supportive adult.
  o Most recent quarterly surveys shows 90 percent satisfaction rate with program services.

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Gender

![Gender Chart]

- Male: 6
- Female: 23
Success Story
SP is a single mother with a history of experiencing abuse as a child from her birth mother and adoptive grandparents. She is a domestic violence and sexual assault survivor and experienced homelessness. She was accepted into TAY Housing under the PBV contract. With the help of staff, SP was connected to therapy services and childcare and enrolled in community college. She was able to reconnect with her siblings. Throughout her time at SDYS, SP grew into a model youth, engaging with both staff and other youth in the community. She gained independent living skills and positive parenting skills. She was able to successfully complete our program and secured housing with her Section 8 Voucher. During follow-up contacts youth has reported being able to maintain housing and continue progress in her education.
Sunny Days

Total Budget: $75,000
Total number of youth and/or families served in FY: 24
Total number of new youth and/or families served in FY: 24

Program Description
The Sunny Days team is comprised of trainees, who make significant efforts to engage youth receiving services through SDYS programs for the purpose of increasing access to mental health services. Sunny Days is co-located with the Youth Emergency Shelter for youth 12-17 years old. The program is designed to help 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. Through a comprehensive approach, Sunny Days focuses on being community-based, SP and family driven and culturally competent, and strengths-based, especially focusing on resilience and recovery.

Target Population
Youth ages 12 to 24 years old.

Outcomes
In the last fiscal year, Sunny Days received 35 unduplicated referrals. Sunny Days had two clinicians who were able to successfully engage 24 youth in services. Over the last fiscal year, five youth have been consistently engaged in psychiatry services through telehealth with a nurse practitioner. Two Sunny Days youth were enrolled in an internship working with SDYS Marketing and Development through the TAY Works Program. One youth was successful in completing the internship. This youth was successful in creating a mental health campaign shared through SDYS Social Media Channels. Over 84,000 people were reached through this campaign.
Success Story
A youth receiving housing with YHP came to Sunny Days with a history of mental health challenges and struggles with daily living. At the start of services, the youth was challenged with being able to engage with service providers and family. The Sunny Days clinician meet this youth where he was at and week after week checked in and supported the service partner on engagement and grounding activities. This youth had episodes of psychosis which resulted in the Sunny Days Psychiatrist getting involved and providing medication to reduce symptoms of Psychosis. This youth saw a reduction in symptoms which became more manageable. He is able to talk about the psychosis and requested more help. He engaged in groups focused on self-care and is engaging more directly in therapy. He is now exploring options for permanent housing and financial stability.
Youth Emergency Shelter: Storefront

Total Budget: $726,057
Total number of youth and/or families served in FY: 129
Total number of new youth and/or families served in FY: 109

Program Description
Staff provide the following services: Emergency shelter, Day Drop-In Center, Case Management and Goal Setting, Independent living skills training, expressive arts, Outreach, Recreational Opportunities, and 24-hour crisis support. Lastly, staff also shares the responsibility of answering the hotline, a 24-hour phone service that provides crisis counseling and referrals to youth and their families. We also 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. Provided intensive case management, advocacy, and referrals to a full range of comprehensive services, including in-house and community partner leveraged resources, for human trafficking survivors ages 12-17.

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. Shelter services include case management, assistance with transportation, school enrollment, referrals for medical care and mental health counseling, a 24-hour crisis hotline and street/community outreach. 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

- Meet the basic needs of youth.
- Create positive connections.
- Help youth develop life skills.
- Promote overall health and well-being.
- We are required to provide In Person Counseling to 60 clients consisting of crises counseling and on-going in person counseling. In the past year we provided In Person Counseling to 109 clients.
- We are required to provide Group Counseling/Discussion to 60 clients. In the past year 85 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

- Female: 55
- Male: 43
- Transgender: 6
- Other: 5

### Age Range

- 8 to 11: 74
- 12 to 14: 29
- 15 to 17: 6
Success Story
A 17-year-old cisgendered male youth entered our program for a second time due to ongoing neglect from his legal guardian. Youth took advantage of program services actively engaging and participating in program structure, case management, and in school. Youth was accepted into a university with a sports scholarship due to engagement in afterschool programming. Despite lack of engagement from parent in the program, with lots of advocating we were able to enroll youth into a residential program while they finished high school and during the summer until they relocated and moved into their new dorm. Staff and program are proud of this youth’s determination despite ongoing housing instability. Youth exited program and transferred to residential program on 5/17/22. Staff was invited by youth to his graduation due to the support he felt from the program and staff. Storefront staff attended and provided cheerful support and encouragement.
Youth Homelessness Program

Total Budget: 1,771,479
Total number of youth and/or families served in FY: 261
Total number of new youth and/or families served in FY: 152

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:
Youth experiencing homelessness or vulnerable youth ages 18-24.
Outcomes:

In Fiscal Year 2021-2022

- YHP has placed 50 SPs into housing during fiscal year 21-22.
- YHP assists all SPs pursue their employment and educational goals.
- YHP has supported all eligible SPs with accessing SNAP benefits.
- YHP has connected all eligible SPs to Medi-Cal health benefits.
- YHP has linked SPs to mental health providers when requested.
- YHP has referred SPs to basic need supports.
- All YHP SPs are connected to YSP/YSN’s for support with life skills and goal setting.
Success Story
“Breann and SDYS have helped me so much through my academic journey. Breann & I worked closely to secure my housing. She filled out applications with me, verified my paperwork and even gave me a ride and her advice when it came down to looking at apartments. I found an apartment, which was super stressful for me, but Breann kept me levelheaded and was always there to help and calm my anxiety. On moving day, Breann helped me get packed up and helped me move my stuff into my new place. She has always had encouraging words when I felt defeated by school or work. I truly appreciate her guidance, help and support through this shaky time for me”. – YHP participant
Juvenile Delinquency Diversion and Intervention

Total Budget: $2,882,030
Total Youth/Families Served: 1,182
Alternatives to Detention (ATD)

Total Budget: $171,900
Total number of youth and/or families served in FY: 95
Total number of new youth and/or families served in FY: 79

Program Description
Funded through the Edward Byrne Memorial Juvenile Assistance Grant in conjunction with the County of San Diego Juvenile Probation, Alternatives to Detention (ATD) provides a continuum of detention alternatives to low-risk juvenile offenders. The program is led by non-profit organization South Bay Community Services. It helps high-risk youth referred by law enforcement, school personnel, community-based organizations or their families to stay on track and prevent future contact with the juvenile justice system.

Services Include
- Risk Assessment.
- Non-Secure Shelter (Cool Bed Services)
- Case Advocacy.
- Family Conflict Mediation.
- Crisis Intervention.
- Drug and Alcohol Prevention.
- Academic Enhancement.

Target Population
Low-risk juvenile offenders (ages 11-18) residing in the South and Central regions of San Diego County (services will be expanded county-wide by July 2015). This includes youth who have committed an offense and/or are currently on Juvenile Probation who would not typically need to be detained in Juvenile Hall but cannot stay in their home due to other reasons, such as safety. It can also include youth who could possibly go to Juvenile Hall because of committing an offense but are released back home while they await further legal consequences.
Outcomes
Overall, as a program, we are working to:

- Prevent further involvement with Law Enforcement and the Justice system.
- Meet the basic needs of the youth.
- Create positive connections (mentoring, therapy, etc.).
- Help youth develop life skills (groups, outings, job fairs).
- Promote overall health and well-being (set up mental health, physical health appointments and provide groups to help with anger management).
Success Story
When a youth enters the juvenile justice system for the first time, a lot of feelings, emotions, and thoughts may arise. They may be overwhelmed by their current situation or may be disappointed with themselves for getting into their current situation. Nevertheless, youth that successfully complete the ATD program become aware and understand the repercussions of their actions as they complete their service plan goals that are catered around their charges or offense. One youth that is an example of a successful completion entered the ATD program after assaulting their partner and attempting to take their personal belongings. During the youth’s enrollment in the ATD program, they completed a Healthy Relationships group, a Positive Decision-Making group and participated in the ATD program. The groups that the youth completed provided the youth with the tools needed and, at times, required to combat difficult and challenging situations they may encounter in their life. Additionally, the groups allowed the youth the space to reflect on their past actions and discuss the impact of their actions with the Group Facilitator. Additionally, the youth also had weekly check ins with their Case Manager that provided extra support for the youth, guidance when needed, and an open space for reflection and clarification of any topics of discussion they had during their groups. Once the youth completed their groups and requirements, the youth’s Case Manager informed the referring party and the youth’s court case was successfully dismissed shortly after. This youth is one example of the many youths that enroll and successfully complete the ATD program.
BRIDGEWAYS

Total Budget: $788,748
Total number of youth and/or families served in FY: 17
Total number of new youth and/or families served in FY: 17

Program Description
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.

Clinic Services include:
- Mental Health: Strength Based individual and family therapy using evidenced based modalities, including motivational interviewing, Dialectical Behavioral Therapy and Trauma Focused Cognitive Behavioral Therapy.
- Psychiatry: Services include medication evaluation, treatment and management. These services are provided in conjunction with clinical individual and family therapy.
- Substance Abuse Intervention, and Recovery: Screenings, recovery plans, psychoeducation, and case management. Staff provide home and community-based services.
- Community-based outreach and support: Community-based services (including screening and clinical support) for youth and their families to reduce barriers, provide Trauma Informed Care, and address needs.
- Family Support Services: Using lived experience provided by a Family Support Partner to empower the youth and family by providing empathy, validation and community support in advocating for themselves.

Field Supportive Services include:
- Community Based: Services are provided county wide in the communities where youth and their families reside. Home and school meetings are held to provide feedback to caregivers and youth about progress and/or needs.
Individual Intervention and Recovery Plans: Supporting youth to meet court and probation requirements while providing continues care for substance abuse.

Caregiver involvement: Meeting with caregivers in the community, providing support in areas of need such as school engagement, to help improve the youth’s outcomes.

The team consists of a Licensed Clinician, Licensed Eligible Clinicians, Juvenile Recovery Specialists (JRS), Family Support Partner as well as a Youth and Family Case Manager. The program serves youth at the regional probation sites, as well as the College Heights clinic.

Target Population
Geographic region/schools served: All of San Diego County
BridgeWays Clinic serves youth county wide (up to age 21), and their families that are full scope Medi-Cal beneficiaries, low income or uninsured. Services are provided to youth who are at risk of involvement or currently involved in the Juvenile Justice System and meet medical necessity.
BridgeWays Field Supportive services serves youth being supported through Juvenile Forensic Assistance for Stabilization and Treatment Court and additional youth on formal probation needing Substance Use Disorder Services.

Outcomes
- 100% (28/28) received a trauma informed assessment.
- 100% (26/26) youth avoided hospitalization or rehospitalization during the outpatient episode. The goal is 90% and this was exceed by 10%.
- During the fiscal year 2021-2022, 21 youth were screened using the CSE-IT tool.
- During the fiscal year 2021-2022, 21 youth were screened using the SASSI Substance Abuse Subtle Screening Tool.

Demographics for the FY
Clinic –17 unduplicated youth were served:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>6</td>
</tr>
<tr>
<td>Male</td>
<td>11</td>
</tr>
</tbody>
</table>
Field Services – 17 unduplicated youth were served:

**Ethnicity**

- African-American: 5
- Caucasian: 4
- Hispanic Latino: 6
- American Indian/Alaskan Native: 1
- Other: 1

**Age Range**

- 12 to 14: 9
- 15 to 17: 6
- 18 to 21: 2

**Gender**

- Female: 9
- Male: 8
**CHOICE**  
Total Budget: $365,000  
Total number of youth and/or families served in FY: 53  
Total number of new youth and/or families served in FY: 35  

**Program Description**  
CHOICE Program is to provide a comprehensive array of services to at-risk youth which are designed to stabilize behavior, increase independence, self-sufficiency and prevent out-of-home placements. These services are accomplished through intensive, community-based, family-centered interventions, which foster positive growth and empower the youth and their family. CHOICE receives referrals from Central Probation Office. The youth must be on formal juvenile probation. CHOICE helps to support youths in making positive choices while completing court order mandates in the following zip codes: 92101, 92102, 92105, 92113, 92114, 92115, 92139.

**Target Population**  
The CHOICE program provides intensive case management and short term mentorship (3-6 months) for youth ages 11-18 on formal juvenile probation to support them in making positive choices while completing court order mandates in the following zip codes: 92101, 92102, 92105, 92113, 92114, 92115, 92139.

**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
- Completing court order mandates
Success Story
A service partner (SP) that we will refer to as “Nick” successfully completed the CHOICE program and Probation. Nick came into the program initially due to having issues with following their probation requirements and not doing well in school. Nick participated in the program initially and was on the right track with different support systems such as school, family, therapy, and other programs so they were dismissed from CHOICE so they could focus on being independent. Unfortunately, months after youth was initially dismissed from the program, they were referred again due to having lost progress in the months following and still being on Probation. Once Nick returned to CHOICE they were motivated to complete their case plan goals, get work experience, and get off Probation successfully. Nick was an intelligent and creative student, but they still struggled through school due to having special education needs and was eventually assisted in enrolling into another school that met their needs and supported Nick in the way they needed. Nick was open to volunteering at the recently opened TAY Works! Coffee Pop Up shop in which youth were able to learn customer service skills and hands on training with making coffee drinks with an espresso machine. Youth was a key member and looked forward to volunteering with the coffee pop up. Youth gained confidence and work experience while they volunteered. Eventually Nick completed their case plan goals, remained sober, followed probation’s expectations, and successfully completed the CHOICE Program and Probation.
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.

Outcomes
- Four youth were successfully reunified with family after participating in cool bed program and received case management, therapy and group support.
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
- Female: 1

Age Range
- 15 to 17: 1
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 enhanced their well-being.
Community Assessment Team (CAT)/Juvenile Diversion Program

Total Budget: $1,556,381.50
Total number of youth and/or families served in FY: 1,008
Total number of new youth and/or families served in FY: 829

Program Description
The Community Assessment Team (CAT) & Juvenile Diversion program is a multi-agency prevention and intervention program for families with school-age youth (6 - 18) who may be at risk for future involvement in the juvenile justice system. The CAT Program originally provided services to families in the East region and in 2021 was re-awarded funding to expand into Central San Diego. The CAT program utilizes a strengths-based, short-term case management model that includes home visitation, 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 schools throughout San Diego to provide psycho-educational group services. These groups range from Expressive Arts to Healthy Coping Skills 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. 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.

Target Population
The CAT & Juvenile Diversion program serves school-age youth, ages 6 - 18 with an aim to keep youth in school and prevent future involvement in the juvenile justice system.
Overall, as a program, we are working to:
- Prevent youth from entering the juvenile justice system
- Develop healthy coping skills and build positive peer relationships
- Promote overall mental health and well-being
• Provide basic need support to families

CAT Outcomes

• An approximate $74,700 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 with their basic needs such as with groceries, utility bills, partial rental support, Thanksgiving meals, family engagement packages, and camp programs offered during school breaks.
• 734 youth and families completed a comprehensive needs-based assessment and strengths-based family service plan with CAT program case management support.
• 536 youth completed goals successfully with the CAT program. Goals completed consist of attending psychoeducational groups, individual therapy, basic needs support, and/or community resource referrals. This data does not include cases that continue to be enrolled in services.
• Under the former contract that ended in December 2021, in the first 6 months, there were 217 youth who did not enter or re-enter the juvenile justice system, within 90 days of their discharge. When the contract renewed in January 2022, this objective timeline changed from 90 days to 6 months from discharge, therefore from January to June 2022 there are no numbers to report.

Community Assessment Team

Juvenile Diversion Program

Gender

Gender

Female
Male
Transgender
Other

Female
Male
Transgender
Other

515 488
2 3

422 403
2 2
### Community Assessment Team

#### Age Range

- **5 to 7:** 220
- **8 to 11:** 344
- **12 to 14:** 307
- **15 to 17:** 14
- **18 to 21:** 123

#### Ethnicity

- **African-American/Black:** 18
- **Caucasian:** 3
- **Hispanic:** 25
- **Pacific Islander/Asian:** 8
- **American Indian/Alaskan Native:** 19
- **Middle Eastern:** 112
- **Mix/Bi-Racial:** 442
- **Unavailable:** 224
- **Other:** 137

### Juvenile Diversion Program

#### Age Range

- **5 to 7:** 105
- **8 to 11:** 291
- **12 to 14:** 169
- **15 to 17:** 251
- **18 to 21:** 291
Juvenile Diversion Program

Success Story
Suzie and Tim enrolled into CAT services for extra support in dealing with their father’s substance use issues. Upon enrolling into services, their mother expressed that she was very concerned about the kids relationship with their father. Her mother disclosed that their family had lived through many traumatic experiences due to their father’s addiction. She felt that their family issues and estranged relationship with their father would cause them to feel alone.

While in CAT programming, Suzie and Tim began receiving therapeutic services, attending CAT psychoeducational groups, and going to Camp Mariposa Overnight weekend camps. With additional emotional support services in place such as Camp Mariposa, Suzie and Tim were able to find a community with similar lived experiences with substance use and it has allowed them to have open conversations about it. Mom was also connected to a parent educator which gave her support on understanding more about addiction.

Suzie and Tim became more forgiving and communicative, stating they no longer blame themselves for their fathers’ choices. Suzie continues to see a CAT intern for therapy and both Suzie and Tim continue to go to CAT workshops. Mom stated that she was grateful for the CAT services, acknowledging not only the resources that have been given to their family but the non-judgmental staff that have gone above and beyond to make sure her children are safe. Mom reflected that with the knowledge and support her family received has allowed her to navigate their family issues and explain it to her children.
Mental Health Services
Total Budget: $4,590,576
Total Youth/Families Served: 2,896
Camp Mariposa
Total Budget: $33,000
Total number of youth and/or families served in FY: 54 (includes 33 rollover)
Total number of new youth and/or families served in FY: 21

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. 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. The program has offered four to six overnight camps per year, except for 2019-2020 with two overnight camps and six day camps. However, in 2021-2022 the program returned to its normal programming offering overnight camp again. In total, five overnight camps, three day camp, and six additional activities occurred in 2021-2022. Camp Mariposa San Diego served 54 campers in the 2021-2022 fiscal year.

Target Population
Overnight camps serve 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
- Up to 30 campers attended at least one overnight camp
- Up to 25 teens attended at least one teen event
- In-person additional activities to increase community experiences with campers and mentors were offered in January, July, September, Oct and November
Success Story
Camper is a 13-year-old male who has been enrolled in Camp Mariposa since 2018. Camper’s grandmother was granted legal custody in 2017. Per grandmother, both of camper’s parents were suffering from drug addiction which led to her obtaining legal custody. Grandmother states “Camp Mariposa was the biggest life saver for camper and myself.” Grandmother shared that Camp Mariposa helped camper realize that he was not alone in this world with parents who struggled with drug addiction. According to grandmother, camp became a safe space for her grandson to express his feelings and to learn healthy coping skills. Grandmother shared the following statement, “this program (Camp Mariposa) was the biggest life changing experience that we’ve been blessed with, the leaders were OMG god sent! We’ve had the best opportunity to become very close to them for them to put their heart and souls into my grandson is the best possible gift we’ve been given. They’ve been there through so much for us in the most positive way. I want to say the biggest thank you for helping us to understand so much heartache in the best positive way possible.”
East County Behavioral Health Clinic

Total Budget: $1,122,000
Total number of youth and/or families served in FY: 181
Total number of new youth and/or families served in FY: 120

Program Description
East county behavioral health clinic is an outpatient mental health clinic working with elementary, middle and high school aged youth in the east county region. ECBHC is funded through HHSA Medi-Cal dollars and MHSA. The clinic also 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 meet the needs of the families, 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. ECBHC clinicians and staff are trained to assist with a wide range of psychological needs that youth and families may be experiencing.

Outcomes: (taken from QSR Q4)
ECBHC strives to meet county expectations. In the 2021-2022 fiscal year, ECBHC met or exceeded the following outcomes:

- Parent Pediatric Symptom Checklist (PSC). County Expectation= 75 percent
  - 86 percent (82 of 95) Parents completed the PSC’s
- Youth Pediatric Symptom Checklist (PSC-Youth). County Expectation= 75 percent
- 88 percent (65 of 74) Youth completed the PSC’s.
- Child and Adolescent needs and Strengths (CANS). County Expectation = 95 percent
  - 100 percent (93 of 93) were completed by discharge.
- Trauma Informed assessment upon admission. County Expectation = 100 percent
  - 100 percent (121 of 121) of clients received a Trauma Informed Assessment upon admission.
- Youth avoiding psychiatric hospitalization during outpatient care. County Expectation = 90 percent
  - 95 percent of clients (107 of 113) avoided psychiatric hospitalization or psychiatric re-hospitalization during the outpatient episode.

**Ethnicity**

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**Age Range**

<table>
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</thead>
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<td>15 to 17</td>
<td>16</td>
</tr>
<tr>
<td>18 to 21</td>
<td>27</td>
</tr>
</tbody>
</table>
Success Story
Change starts with the family. A teenager and his mother came to our clinic seeking help. Having been referred to us by his school, he was struggling deeply with anger and depression. Having issues with friends and peers due to his anger and apoplectic conflicts with his mother, he appeared to be lost in the complexities of a teenage struggle. Mother, strained to find her own identity as being a mother of a child who seemed to resent her and push her away. Beyond just a depression, he struggled with feeling powerless and out of control with his world. So much so, that he even attempted to take his own life. It was getting to the point where it seemed hope was fading away like a flickering candle that would soon be out of wax.

Mother had tried everything, relying solely on what she knew and that was to be the authority over him. The more he acted out, the more mother tightened her grip. She would take away his video games, and anything that he found enjoyment in. She would do anything to keep him safe and manage the outrage. Thankfully, his therapist could see the problem.

Our clinician focused and on the negative cycle within the system and integrated with it. Rather than seeing this family at the clinic, our clinician went to their home to better understand the dynamics of the household. Working with mother, clinician narrowed down on her authoritarian parenting style. He validated her and reinforced with mother the importance of son having a sense of autonomy and control of his own life. He helped change some of the language used in the household that foster's growth as opposed to resistance between mother and son.
After working with his family for a few months, mother reported that her son no longer seemed to have suicidal ideations and his anger significantly decreased. Since then, he has increased his grades and is being recognized for his change of attitude at school. Sometimes it’s not just a person changing perspective of their own identity. It’s about changing the family.
**Family Resource Center**
Total Budget: $159,513.01
Total number of youth and/or families served in FY: 135
Total number of new youth and/or families served in FY: 135

**Program Description**
The Family Resource Center provides a holistic approach to mental health services and case management for youth enrolled at El Cajon Valley High School and their families. Our purpose is to increase student achievement in the areas of academics, behavior, and attendance through integration of school, home and family support services. We provide services on campus, over the phone, or in the community setting.

**Target Population**
All students enrolled at El Cajon Valley High School are eligible to receive services with Family Resource Center.

**Outcomes**
- Approximately 30 percent (435 of 1408) of the student body was served in some capacity by the FRC through case management, therapy, psychoeducational groups, crisis management, and facilitated referrals. Included in that total are the 210 freshmen and sophomore students specifically targeted by school administration to provide extra support during class time to mediate the gap in learning that presented itself during Distance Learning the previous year.
- 74 percent of referrals (96 of 130) received to FRC were created by school personnel, while 26 percent of referrals (34 of 130) are self-referred by students and parents.
- Provided case management services to 60 percent of youth and families (78 of 130) formally referred to FRC.
- Provided 72 percent of formal referrals to FRC to mental health providers by way of referral to SDYS trainees, SDYS outpatient Medi-Cal clinic, SDYS groups, or referral to Primary Care Physician.
Success Story

During this school year, a sophomore sought out therapy services amidst a particularly difficult time in their family’s life. Their mother was diagnosed with a life altering illness 5 years prior and was declining rapidly in health. They commuted by train with their father to and from the Los Angeles area every weekend and it had affected their attendance and school performance significantly.

They began services with the FRC in November of 2021, where they focused on coping and grounding skills, building a trusting therapeutic relationship, and school advocacy. Academics came naturally for this student, and with collaboration between the assistant principal, academic counselor, and teachers, there was a plan in place for this student to receive accommodations. In the days leading up to the winter holidays, the student spent time processing “the lasts” with their mother. Still, they were engaged in weekly check-ins and came to realizations of their own strengths amidst the looming loss. Their mother passed away less than a month after the holiday. Still, they engaged reporting that they came to school “because I knew we were meeting,”

They agreed to join the FRC’s grief and loss support group and met 8 other students going through the loss of a loved one. During a session, they said, “I thought therapy was going to be like me crying all the time. It’s more than that. It’s like we get to bounce ideas back and forth. It works.” At the end of Spring semester, they reported to their therapist that they were chosen as the captain for the varsity swim team, received a scholarship for club swim, and got all A’s with such excitement. This student plans to continue services the following school year.
Our Safe Place: SDYS

Total Budget: 1,270,715.80

Total number of youth and/or families served in FY:
21 in the clinic
44 in SDYS Central Golden Hill Drop in Center

Total number of new youth and/or families served in FY:
18 in the clinic
30 in SDYS Central Gold Hill Drop in Center

Program Description

Our Safe Place has an outpatient mental health, community-based clinic that provides individual, family and group therapy, psychiatry, and medication management and 24-hour support. Our clinical team is comprised of four full time license-eligible clinicians and a Medical Office Administrator. We have contracted with SDSU Foundation, who has been providing training and ongoing consultation as well. Our Safe Place Clinic is located in Hillcrest and open Monday through Friday, 9 – 6 p.m. The clinic serves LGBTQ+ youth up to age 21 with Medi-cal or no insurance that demonstrate impairment and meet criteria for "medical necessity." SDYS is partnering with the YMCA and South Bay Community Services to provide four drop-in centers throughout San Diego County. Our Safe Place additionally has 4 drop-in centers across that county that offer supportive services to LGBTQ+ youth and their families including clinical case management, school and employment support, weekly support and psychoeducation groups for youth and families, support with transitioning, advocacy, mentorship/leadership opportunities and community events and activities. Our drop-in centers staff is comprised of Connection Coaches and Youth Support Partners/Support Specialists. Our drop-in center teams are diverse and connect and empower youth through sharing lived experiences. YMCA has two drop-in centers located in North County including Escondido and Oceanside. SBCS is managing a drop-in center in Chula Vista. SDYS is managing the central drop-in center, located in Golden Hill. The four drop-in centers are open 7 days a week including holidays and serve youth up to age 21.
Target Population
Our Safe Place is a Behavior Health Services program that provides clinical services and supportive services to LGBTQ+ youth (up to age 21) and their families.

Outcomes
Overall, as an agency and specific to OSP, we are working to:

- Meet the basic needs of youth through case management, support services, mental health therapy, and offering a welcoming and literal safe space at our Drop-in Centers for LGBTQ+ youth to be themselves and form positive connections in their community with peers.

- Create positive connections – We run groups every day of the week so youth can interact with one another in various ways. Groups include: Expressive Arts, ‘Talk Tuesdays’ with rotating subjects such as mindfulness, coming out support, healthy relationships, movie nights, and movement groups including walking or yoga, to name a few! We offer groups for parents of LGBTQ+ youth to meet one another as well.

- Help youth develop life skills through our hands on groups like Workshop Wednesdays, the youth support partners dig into various life skills topics such as: Resume Building, Coping Skills 101, Social Media Safety, Volunteering 101.

- Promote overall health and well-being - Every youth that is open to our Drop in Centers or Mental Health Clinic has a custom goal plan that is designed to be youth driven, centering their aspirations and voice. Through the support and all services offered at OSP across the board, we aim to meet youth where they are, and provide the space and guidance for growth, empowerment and a sense of belonging.

Top outcomes the program was able to meet

1. We know that the LGBTQ+ community suffers disproportionately from depression, anxiety and suicide as compared to their non-LGBTQ+ peers. As such, we use the Columbia Suicide Severity Rating Scale to screen and support each youth that is open to our program. In FY 21-22 we were able to surpass our goal of 80 percent, and screen 91 percent of our youth for suicidality and create safety plans for those youth that scored medium/high risk as we routinely check in with the youth and re-assess as necessary

2. 9 out of 9 youth (100 percent) that requested gender transition services whether at our Drop in Centers or Clinic, including hormone blocking services were connected to an appropriate medical provider
3. 9 out of 9 youth (100 percent) that were discharged this year in the mental health clinic avoided psychiatric hospitalization or re-hospitalization during their treatment time with Our Safe Place

- **Gender** *please note – gender is fluid and therefore these numbers fluctuate from category to category over the year*

  - SDYS Central DIC

    ![Gender SDYS Central DIC](chart)

  - Clinic

    ![Gender Clinic](chart)
**Age**

- **SDYS Central DIC** (if ages not listed, there were 0 in that category)
  - 8 to 11: 1
  - 12 to 14: 1
  - 15 to 17: 6
  - 18 to 21: 12

- **Clinic** (if ages not listed, there were 0 in that category)
  - 8 to 11: 6
  - 12 to 14: 8
  - 15 to 17: 4
  - 18 to 21: 2

**Ethnicity**

- **SDYS Central DIC**
  - African-American: 0
  - Caucasian: 0
  - Hispanic: 0
  - Asian/Pacific Islander: 10
  - American Indian/Alaskan Native: 8
  - Middle Eastern: 2
  - Mixed/Bi-racial: 0
  - Other: 0
  - Unavailable: 4

- **Clinic**
Success Story
An 18-year-old youth that identifies as nonbinary arrived at OSP Central’s Drop in Center this past Winter, a bit frustrated in the type of care they had previously received within the context of community mental health. An OSP Youth Support Partner (YSP) was able to hear them out and listen to their needs, which boiled down to a desire to create positive, healthy peer connections in the LGBTQ+ community and assistance with navigating the healthcare system for HRT (Hormone Replacement Therapy). The youth was in the process of legally changing their name, however, was seeking support for gender affirming items, as well as seeking support to find the appropriate medical provider to assist with their transition process.

After learning of the youth’s needs, OSP YSPs were able to create a plan and began to search for resources. The staff found a national resource that is available in certain states, and with the support of OSP’s staff, the youth completed the Point of Pride HRT Access Fund Scholarship Application and was awarded a few months later! This unlocked 12 months of: free gender affirming care (including the cost of medications), medical care through initial and regular telemedical visits, 3x year lab work and monitoring through Quest Diagnostics, 24/7 text access to a predominantly Trans care team, and any medical letters needed related to the transition. The youth additionally was offered a job position that pays significantly higher than their last place of employment.

OSP staff assisted in building and revising their resume, in job searching and supported the youth as they interviewed! The youth reports that OSP has been by far the healthiest space they have yet to encounter, where they are forming positive relationships with other youth and have the ability to be themselves!
East Region Prevention and Early Intervention (PEI) School-Based Program
Total Budget: $1,296,891

Total number of youth and/or families served in FY: 358
Total number of new youth and/or families served in FY: 358

Program Description:

The San Diego Youth Services (SDYS) 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 in East region (La Mesa Spring Valley School District and Cajon Valley Union School District), to provide services in 5 school campuses. PEI was first awarded the School Based Prevention and Early Intervention contract in 2010, and was re-awarded the contract on 8/5/2016, which included an additional $300,000 to provide targeted support services to refugee/newcomer families in the East Region.

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. The Out and About component provided children and youth with opportunities to attend outdoor recreational activities free of charge in an effort to address social isolation as a result of the COVID-19 pandemic. In fiscal year 2021-2022, PEI received an additional $60,000 for Out and About activities to be used by the end of December 2021. A total of 19 youth attended facilitated recreational activities through Out and About funding in December 2021.

Target Population:
Students in grades preschool through 3rd grade enrolled in the 5 elementary schools served by the program and their parents/caregivers are eligible to 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 21-22, East County PEI achieved the following outcomes:

- 1,830 students were screened for services (out of 1,834 eligible for screening)
- 1,439 students received weekly social emotional classroom lessons, utilizing the Incredible Years curriculum, throughout the school year
- 85 percent (247 out of 292) of students who completed IY Small Group demonstrated improved classroom behavior, as reported by their teachers
- 100 percent (40 out of 40) of parents/caregivers who completed IY Parenting Group reported a positive change.

PEI Program staff provided 2,322 referrals to community resources for needs such as supplemental food, case management programs, vocational training, physical and mental health.
**Success Story**

Parent who participated in IY Parent Group approached Family Support Partner with a concern about her child’s behavior. Parent did not know how to support child and described the way child would often get frustrated at home, act out, had low grades, and would not respond to different ways parents tried to address his behavior. Child was in second grade and parent was afraid child could suffer setbacks academically. Family
Support Partner explored with parent the different resources family had in place and the
different behaviors that child demonstrated at home and at school. Family Support
Partner had her own concerns and suggested parent do a little research on autism
spectrum disorders. Parent returned within a couple of days to inform Family Support
Partner that child met many of the behaviors and characteristics described for a child
who is on the spectrum. Family Support Partner helped guide family on next steps,
including reaching out to primary care provider to pursue having child evaluated. Within
a couple of months, parent informed Family Support Partner that child had been
diagnosed with autism spectrum disorder, which lead to child being eligible for an IEP at
school. Parent thanked Family Support Partner for listening to her concerns and guiding
the family on next steps that can be taken to help them find an explanation for what their
child was experiencing, without judgement. Parent stated the family overall became
much more empathetic and learned a lot about why child behaved the way he did. By
the end of the school year, parent informed Family Support Partner that child is doing
much better in school and at home with the supports that are in place, and that they
have learned some important tools and strategies to help their child.
Crisis Counseling & FURS Program
Total Budget: $138,680
Total number of youth and/or families served in FY: 2049
Total number of new youth and/or families served in FY: 2049

Program Description
The Crisis Counseling Program (CCP) is a short-term program funded 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 and 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 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.

Gender

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Age Range

Availability: Unavailable

Ethnicity

Availability: Unavailable
Achievement Center
Total Budget: $569,776
Total number of youth and/or families served in FY: 54
Total number of new youth and/or families served in FY: 47

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. The program intervenes and is designed to prevent negative behavior through learning. Youth get an opportunity to participate in psychoeducational and social emotional learning groups, where they learn coping skills and how to regulate their emotions. 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 can also serve current SPs family and friends and others in the community who are at risk of becoming involved with the juvenile justice system.

Outcomes
- 87 percent of youth successfully completed job readiness and career development workshops.
- 77 percent of youth participated in social emotional learning groups.
- 87 percent of youth completed healthy relationships workshops.
- 62 percent of participants identified an established relationship with a supportive adult.
- Approximately $7,000.00 in flexible spending funds were utilized to help support youth with financial assistance and incentives to help meet their goals. That looked like providing grocery assistance, clothing, personal hygiene, and school supplies.
Success Story
During SPs first few days of their second enrollment in The Achievement Center, SP showed an eagerness to turn their life around. They were more accepting of the help that was being offered to them than when they were previously enrolled in programming. SP acknowledged that they needed to make better choices and stay on the right path this time around. This was a drastic change for the SP who was previously adamant about staying true to their lifestyle and never going to give it up.

During their time in the program, the SP accepted the case managers offer to help with school enrollment and was grateful for the support. The SP shared their disbelief that someone who was not related to them could be so invested in their success. They began attending school and completing their homework with the encouragement of the case manager and the Achievement Center staff. Despite their turbulent home and personal life, they were motivated “to do things right.” They appreciated they support and recognition they received at the Achievement Center and as a result began to share a lot more about their struggles. The SPs attitude began to transform into a more positive outlook, and they expressed so much gratitude and a desire to change. Constantly thanking the staff and stating “I know you care. I like the support I have here that I don’t get anywhere else.”
Suicide Prevention and Intervention
Total Budget: $1,800,000
Total Youth Served: 8,051
HERE Now: School Based Suicide Prevention and Early Intervention (PEI) Program

Total Budget: $1,800,000
Total number of youth and/or families served by SDYS in FY: 8,051
Total number of new youth and/or families served by SDYS in FY: 8,051

Program Description
San Diego Youth Services (SDYS) School Based Suicide Prevention and Early Intervention (HERE Now) program was funded by the County of San Diego in July 2016 for one year with 4 additional option years. The HERE Now Program was then given an extension year for 2021-2022 since the contract was set to expire during the ever-shifting COVID-19 pandemic. 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 SBCS to provide services to the South Region Schools. The HERE Now Program has implemented collectively at 73 San Diego Schools in 28 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 876 times to youth. This year our program returned to schools in person due to school being predominantly back to in person learning for most of the school year. Our previously planned “Check Your Mood Week” implementation schedule went through many changes throughout the 2021-2022 school year. Each district continued to navigate different COVID-19 and mask protocols and COVID-19 surges in the community. Schedules with many campuses were constantly flexible as the schools navigated educational requirements and student/staff mental health.

Due to these unanticipated changes in schedules, every region experienced cancellations and rescheduling of “Check Your Mood” weeks due to prioritizing other logistics such as testing and other educational needs. Our goal is to support the students, staff and parents in creative ways and model flexibility and grace that we all...
need as we return to the busy new “normal.” 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.

**Target Population**
School age youth 7-12\textsuperscript{th} grade in the East and Central Regions of San Diego.

**Outcomes**
HERE Now Program strives to create positive connections between students and parents/school supports while promoting overall health and mental well-being. We support middle school and high school students as they develop the life skills of advocating for themselves around safety and mental health resources. The HERE Now Program has met 5 out of 6 objectives. Objective 1, 3, 4, 5, and 6.

- **Objective 1-** Implement the countywide school-based suicide prevention and intervention program for middle through high school students in the region/area/schools selected.
  - The HERE Now collaborative team has implemented their program at 28 School Districts countywide. Implemented at 73 contracted schools this fiscal year.

- **Objective 2-** Provide outreach and school-wide prevention education to at least 39,000 at-risk youth or 195,000 in grant term, representing a minimum of 80 percent of students in 7\textsuperscript{th} through 12\textsuperscript{th} grade in selected schools within county districts through the evidence-based Signs of Suicide (SOS) Program:
  - Presented to 21,575 students with (26,367 enrolled, 21,575 attended) 85.91 percent attendance rate this fiscal year. This was due to the low enrollment all districts with more schools served but fewer students in each grade served. We also had students attend but not fill out the online demographic survey.

- **Objective 3-** Provide a minimum of one parent/caregiver presentation per HHSA Region for a total of six (6) in the language required to meet the linguistic need of families.
  - 50+ parent/caregiver presentations facilitated (virtual and in person) with a total of 228 parents filling out demographic surveys have been held this fiscal year. At all parent/caregiver presentations there were Bilingual Spanish speaking staff for translation.

- **Objective 4-** Provide training in suicide prevention using SOS program materials that will include a focus on reducing stigma and providing information on warning signs, risk factors and protective factors to a minimum of 60 percent of school staff and gatekeepers:
  - 576 staff attended with 82 percent (756 out of 880) attendance rate for school personnel of those grade levels.
• Objective 5- Implement bullying prevention supports using SOS, leveragign
existing school initiatives, presenting materials from the research-based Creating
a Safe and Respectful Environment in Our Nations Classrooms developed by
Safe & Supportive School Initiative of the U.S. Department of Education to school
staff, and stopbullying.gov resources at each participating school district.
  o All students who receive an assessment from HERE Now staff are also
assessed for any school safety concerns. Anytime a student reports an
incident(s) of bullying, HERE Now Staff offer to complete the School
Safety Assessment form as a tool for assisting the student in
communicating with the school. Once completed the HERE Now Staff will
give the original form to the designated school official. Information on this
assessment includes:
  ▪ Date of Incident/s:
  ▪ Location and time of Incident/s:
  ▪ Individual/s involved (include their role i.e. perpetrator, bystander,
  victim, etc.):
  ▪ Trusted Adults involved (if any):
  ▪ Description of Incident/s (include as many SPECIFIC details as
possible):

• Objective 6- Facilitate access to social & emotional services including individual
or group counseling to children and youth identified by HERE now staff as at risk
of committing suicide or requiring a higher level of mental health intervention via
linkages and coordination:
  o This fiscal year, 2776 youth have been assessed for safety 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 803 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, 265 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, 2 was
transported by parent/guardian & 1 were transported by PERT and
a 5150 was initiated.
8,051 served by SDYS

**Gender**

- Female: 3503
- Male: 3918
- Other: 313
- Unavailable: 317

**Age Range**

- 8 to 11: 51
- 12 to 14: 588
- 15 to 17: 4137
- 18 to 21: 49
- Unavailable: 321

**Ethnicity**

- Black/African-American: 3051
- Caucasian: 203
- Hispanic/Latino: 627
- Pacific Islander/Asian: 430
- American Indian/Alaskan Native: 1414
- Middle Eastern: 430
- Bi or Multi-Racial: 255
- Other: 26
- Unavailable: 26
Success Story
SDYS HERE Now Mental Health Specialist met with an 8th grade student at their middle school who reported low mood due to persistent bullying and parents’ reluctance to get student engaged in counseling support. Mental Health Specialist (MHS) shared that she could connect with student’s parents to offer some insight and psychoeducation in hopes of encouraging these parents to allow their child to receive support.

The student shared that parents were Spanish-speaking and wasn’t sure if the non-bilingual MHS would be of any help. MHS shared that the Bilingual Family Support Partner (FSP) would be able to assist MHS in conversing with parents and could use lived cultural experience to communicate the student’s needs and reduce stigma. The student shared remembering the FSP sharing in classroom presentation about own experience around expressing difficult emotions and the stigma of mental health in their community.

The student shared that they identified with FSP’s story and felt hopeful that FSP could advocate for counseling support. MHS and FSP worked together to call the student’s mom and had an eye-opening discussion in which the mom not only shared willingness to have the student receive mental health support but asked questions specific to cultural practices and beliefs shared with the FSP. This experience highlights the strength of our team: willingness to provide individualized care, remaining culturally curious, and being a compassionate and human representation of SDYS’s mission of inclusion.
Workforce Development
Total Budget: $450,000
Total Service Families Served by SDYS: 68
TAY Works!

Total Budget: Total grant amount requested: $756,982
Amount Allocated SDYS: $450,000
YRG: $599,793
WIOA: $600,000

Total number of youth and/or families served in FY: 68
Total number of new youth and/or families served in FY: 68

Program Description:
TAY Works! offers several pathways to youth throughout San Diego County that focuses on education, employment and entrepreneurship. The program gives youth the opportunity to develop job skills, establish connections, and practice professional through workshops and work-based learning. To be eligible for TAY Works! programing, youth must be ages 15 – 24.

TAY Works! TRADES provides services for youth 17-24 who have previous or current involvement in the justice system. Participants in this program will receive support in job placement, mental health services, substance use disorder services, system navigation services, legal services to address Barriers to reentry, and linkages to medical care for communities disproportionately impacted by past federal and state policies.

The goal of the TAY Works! Workforce program is to provide youth with exposure to the workforces, job training and job placements they can become financially independent.

Youth will learn work readiness skills through weekly workshops and have the opportunity to complete a paid internship. Workshop will cover topics that include customer service, professionalism, resume building, interview preparation, and employment onboarding. All participants have access to supportive services that help
meet basic needs through case management. These services include referrals to mental health services, housing support, work attire and additional resources.

On Track is an education and employment development program designed for housing insecure youth ages 17-24. Through our programming, we help individuals through a variety of different avenues based on the needs of the youth including workshops, career navigation services, work-based learning, mentoring, and leadership development.

On Track offers four different pathways: education, employment & experience, employment & training, and employment & education. Through the track format, we offer individualized services to best be able to support the youth in their journey to becoming a self-sufficient, responsible, and empowered young adult.

**Target Population:**
On Track: Homeless / Housing insecure 18-24  
TRADES: Justice Involved 17-24  
Workforce: Central and East county youth 15-17

**Outcomes:**
Overall, as an agency, we are working to:
- Meet the basic needs of youth
- Create positive connections
- Help youth develop workforce skills
- Promote overall health and well-being

17 youth have connected with employers in the community to complete 80 hours of OJT  
9 youth have found employment on their own after completing workshops.  
Connected with 10 employers in the community.

**Gender**
- Male: 31
- Female: 32

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Success Story
One of our youth had a passion for boxing and was very interested in becoming a professional boxer. He did very well through the workshops and TAY Works! was able to connect him with a local gym, Body by Discipline, to complete his on-the-job training portion of the program. Jac was able to provide a space for this youth to learn and gain hands on training in the gym which has allowed him to enhance his understanding of what the job involves. The youth was able to use the skills learned in the workshops and apply them to the worksite. Once the youth completed their 80 hours of the employer, Jac, invited our youth to be a permanent staff on his team. It has been over a year and he is still working at this space of employment.

"TAY Works! helped me out a lot on my resume and how to communicate clearly with the employer. They also got me experience in the working field and got me my first job!"
– Program Participant
Administrative Departments

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

Department Overview
Main responsibilities of Fiscal department include bookkeeping, budgeting, financial reporting, analysis, managing grant funds to ensure compliance with fiscal requirements from funding agencies, 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, we continue to implement and improve our restructure plan began 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 21-22.
- 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) March 2022, June 2022
- CWS Adoptions (Fiscal In Depth Review) April 2022
- CWS Rapid Response Team (Fiscal In Depth Review) September 2021

Successfully response to questions during program fiscal reviews in FY 21-22.
- Cal OES XB 21 01 1093 (Performance Assessment) March 2022
- BHS Contracts (Fiscal In Depth Review) May 2022 - July 2022
- Cal OES HX, AT, XD, XH, YE (Performance Assessment) June 2022

Timely and efficiently perform routine fiscal functions:
- Perform and review program budgets (62 programs)
- Project and revise center budgets (22 centers)
- Submit claims to Federal, State, County, and private funded programs (62 contracts)
- Collection of contract payments (62 contracts)
- Claims reconciliation (62 contracts)
- Review Federal, State, and County grant sub-recipients’ fiscal records (9 fiscal reviews)
- Process checks and data entry (586 checks monthly)
- Maintain, reconcile vendors records (889 vendors)
- Monthly cost center detailed financial reports to managers (22 centers)
- Review monthly General Ledger (62 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 youth experiencing homelessness, vulnerable 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 owned units. SDYS also Master Leases an additional 75 units from Hotels and 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 2021-2022, 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 $ 5,000. The California Rare Fruit Growers Association has also donated thousands of volunteer hours to the development and management of the Campus Community Teaching Garden and the emerging Food Forest.

Property Management
In FY 2021-22, the SDYS Property Management staff successfully completed 423 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 1,600 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. 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 Strategic Plan Goal to build influence with local government officials.
New Projects
The Housing & Facilities Director 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. This project is complete. 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.

Yard To Table is the non-profit entity that manages our Community Teaching Garden and the development of our “Food Forest.” The Food Forest is a large area around the perimeter of the Campus ball fields. It is designed to provide free organic fruits and vegetables for residents, particularly Seniors, who exercise at the Campus every day. In partnership with California Rare Fruit Growers, and their volunteers, the development of the Food Forest is moving forward.

The SDYS Facilities Director and Yard To Table is also negotiating the receipt of a State funded grant from the California Alliance for Community Composting to start a demonstration research project. This project will fund the development/install of composting bins/drop off at the Campus Garden and educate residents to reduce the landfill-bound organic waste generated from private homes. The grant includes fund for youth internships.
Human Resources Department

Department Overview
The Human Resources department recruits, retains and supports SDYS staff by developing and implementing important programs, policies and processes that provide staff the tools and resources necessary to do their job successfully and support the mission of the agency.

Highlight of Outcomes
For the 21-22 fiscal year, the HR Department has continued to navigate a post COVID-19 workplace with maintaining, revising, and creating policies and procedures to protect staff from exposures and ensure staff are taken care of when they or their family members contact the virus. We are constantly working with management to evaluate our internal policies to ensure compliance with federal, state and local guidelines.

Post-Covid has also brought about “The Great Resignation” in the U.S which SDYS was unfortunately not exempt from. As such, staff retention and recruitment became a top priority, as we managed through staff re-evaluating their career priorities and goals over the year. One of our main retention strategies is to ensure that staff are compensated properly and in line with their peers in the San Diego area. To that end, SDYS purchased a benchmarking/compensation system to start analyzing all SDYS positions and ensure our compensation is in line with other like organizations. We are constantly working to get our staff up to benchmark salaries. An initial compensation analysis was done in January of 22 and staff received an average 17 percent increase across the board, and the salary scale/structure was adjusted to increase the starting salaries of some vital positions, especially those that require licenses. 1.5 percent COLA increases were given to all staff effective 7/1/21 and then a 2 percent COLA increase was given on July 1, 2022 going into the 22-23 fiscal year. We were also able to give all staff a 1.5 percent bonus at the end of FY22. As we hire for new positions, salaries are constantly reviewed and benchmarked against real-time salary data and decisions about compensation are made in accordance with program and department budgets.

As the work world evolved, we evaluated options for creating a remote work policy and on 7/1/22, our official Remote Work Policy was released to staff. This new policy allows supervisors to assign a remote work schedule to positions in their
programs/departments based on the essential functions of the position. While a hybrid remote work schedule is an option for the majority of our positions in the agency, there are a few positions that require 100% person in-person, such as those in our overnight and residential centers. In order to offset that, we created pay differential policies for staff that work overnight and on holidays.

In order to more effectively recruit for open positions, we have experimented with different recruitment tactics such as holding an Open House/Job Fair onsite at the Admin Building, which brought us over 20 individuals that were interested in SDYS employment. The candidates were able to meet our staff, tour our facility and experience firsthand the mission and culture of SDYS.

We purchased new recruiting platforms which allow us to do some targeted recruitment for the specific skills and background that we need for our positions. The new platforms allows us to cast a wider recruitment net in the community, and to proactively contact individuals with the required experience who are not actively looking for employment, and to offer them the opportunity to explore our job openings.

The HR Team has also started to assist supervisors and managers more actively in the recruitment and interview process in order to reduce the time from job posting to hiring and onboarding. We are assisting in resume/candidate screening, scheduling interviews, negotiating salaries and ensuring that offers are made to candidates in a timely manner.

Even with the turnover in the last fiscal year, the HR Department managed the successful hiring and onboarding of 83 Full Time Staff, 14 Part Time Staff.

In February of 2022, a Chief Human Resources Officer was hired with a main priority being to evolve HR into a more strategic partner in the agency and to centralize personnel functions within the HR Department. This strategy has allowed HR to take the lead in personnel related matters and off of Program Managers, Directors and Supervisors so they have more time to concentrate on programmatic related tasks.

Continuing our efforts in Diversity, Equity and Inclusion was also a major priority for the fiscal year which entailed reinventing and reenergizing the Best Foot Forward Committee which provides a safe space for SDYS staff to explore ways to move our DEI initiatives forward in the areas of recruitment, cultural awareness & staff engagement, policies and partnerships and youth voices.

A Board DEI Committee was also created that will help guide the agency in DEI work by offering advice, insight, guidance and support.

The Annual Climate Survey is distributed to staff each August and provides management with important insight into the views, attitudes and perceptions of staff.
Staff appreciation was expressed on an individual, program and agency wide basis. Individual staff are recognized on their anniversaries with a gift card. Each program is provided with funds to engage in a staff appreciation and team building activity that best suits their staff. In May of 2022, an agency celebration was held virtually, where staff engaged with each other in games, raffles and team bonding.

For benefits, eligible staff could choose from health insurance, dental and/or vision coverage, dependent day care and medical spending accounts, and the agency pays for life insurance and long-term disability. The HR Teams works closely with insurance brokers to ensure our plans are being benchmarked and our staff are receiving quality benefits for reasonable premiums.

Staff are also able to enroll in a myriad of supplemental benefits including short-term disability, personal accident, cancer, specified health event, hospital indemnity, and voluntary life. All SDYS staff have access to an SDYS-paid Employee Assistance Plan where they have the ability to contact counselors and research resources for personal or professional challenges. SDYS also makes a matching contribution into the retirement plan equal to 50 percent of the employee contribution amount during the plan year up to a maximum of 4 percent of staff compensation.

Eligible staff received generous hours of Paid-Time-Off (PTO): 18 days during the first year of employment, 22 days in the 2nd and third year; after the 3rd year, staff receive 27 days off annually. In addition, SDYS recognizes 13 holidays a year. Part-time employees receive the PTO and holidays on a pro-rata basis. Staff not eligible for PTO are provided with sick leave. During this past fiscal year, employees affected by COVID-19 were still able to take advantage of COVID-19 paid time off, per CA law.
214 number of FT staff at June 30, 2022

Ethnicity

- HISPANIC: 32.2%
- WHITE: 41.6%
- ASIAN: 10.3%
- BLACK: 7.0%
- Two or More Races: 6.5%
- Other: 2.3%
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. SDYS IT strives to provide a high-quality customer experience in the delivery of such support services. SDYS IT is led by the Information Technology Director, who also assumes the dual role of the HIPAA Security Officer. SDYS IT also leverages various external IT solution providers to augment technology services as needed.

During the Fiscal year 2021 - 2022, 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 on security and compliance, and working on providing more customer-centric solutions for the agency.

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:

Cloud Storage – To facilitate telehealth and remote work environments, the migration of program and departmental storage is being migrated to Microsoft’s cloud storage environment to provide secure remote access to data.

Mobile Device Management (MDM) – The existing managed services contract also includes MDM services. 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
Risk Assessment and Security Review
In providing youth services to the community, SDYS adheres to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) for handling Protected Health Information (PHI) and Personal Information (PI)/Personally Identifiable Information (PII). In continuing with the annual security risk assessments, this task was completed in December of 2021. 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 286 tickets per month and for the fiscal year hit a total of 3,437 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.
**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 $752,096.95

We received donations from individuals, corporations and foundations. SDYS would like to thank our generous partners: the Hagewood and Stewart Families, Pillsbury Winthrop Shaw Pittman LLP, Price Philanthropies Foundation, MDM Foundation, Joseph Oliva & Associates, P.C., Albatross Foundation, JCJ Architecture, Day For Change, David Rosenberg, Epic Games, Warren and Brenda Johnson, Union Bank, US Bank, Fern Steiner and the Century Club of San Diego on behalf of Farmers Insurance.

We also welcomed $147,536.83 in in-kind donations, from hundreds of backpacks and school supplies for youth to furniture for our transitional housing communities. The total giving was $752,096.95 for the year.

Funds Raised: $752,096.95

- Unrestricted Donations: $531,405.12
  - Individual Donations: $266,170.63
  - Corporate Giving: $168,502.68
  - Foundation: $96,731.81
- Restricted Donations: $73,155.00
- In-Kind Donations: $147,536.83

Total Giving: $752,096.95
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 percent by 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 reaching more than 419,000 people per year.

Marketing Campaign Highlight
Street Sleep SD– Street Sleep SD is a one-night event where teams slept on the street to raise awareness and funds to help end youth homelessness. Through our outreach efforts, we reached more than 150,000 people via social media, and 50,000 via media outreach. Star 94.1 radio personality Tati, of Jesse and Tati in the morning, served as emcee of the event with City Attorney Mara Elliott, District Attorney Summer Stephan and Assistant Chief of Police Bernie Colon attending. The event raised 91,551.34

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, 264 people donated to San Diego Youth Services. This campaign earned $206,188.26 including $52,142.14 in bonus funds.

Website Highlights
After the new website was launched in the 2020/2021 fiscal year, the SDYS website has continuously been updated to make it more user friendly and easier to navigate.
- 66,840 visitors
- 177,915 pageviews
- Average session: 2.01

Top 10 Pages Visited
- Homepage
- Services
- Careers
- Homeless Housing and Support Services
- Contact Us
- What We Do
- Our Team
- Mental Health Services
- Volunteer
- 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 its goal of reaching 333,000 people via social media by 338 percent.

**Agency Social Media Performance**

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

- Impressions: 781,064
- Engagements: 27,197
- Post Link Clicks: 6,001
- Total Audience: 12,889

**Youth Social Media Channel**

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.

- Impressions: 294,426
- Engagement: 1,305
- Followers: 1,048
Media Overview
The department increased its focus on media outreach and earned coverage in 24 media outlets with a total audience of 13.1 million and an estimated 182,000 views.
Quality Management Department

Department Overview
The Quality Management (QM) Department includes the Director of Quality Management, four full-time Clinical Supervisors, two full-time QM Coordinator, and one full-time Electronic Case Management Systems Coordinator (ECMS). 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 Coordinators, 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.

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, the QM Department supported the transition of programs to Apricot 360, SDYS’ electronic health record system. The Electronic Case Management Systems Coordinator has focused on developing Apricot 360 and improving its use by identifying program needs. Apricot 360 has supported 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. Additionally, the QM team aimed to hold at least 20-25 trainings every quarter, ensuring that at least ¼ of these are evidenced-based, strength-based and trauma-informed, this goal was also met. This year, QM continued focusing on updating, creating, and reviewing Policies and Procedures and was able to approximately update and/or create 30 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 supported the transition of 11 agency programs to programs fully utilize Apricot 360 for documentation by the end of the FY.

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
- Continue to facilitate monthly meetings for the engagement of youth through our
SDYS Youth Action Board and increase the number of participants by 4-5 youth.
- 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 23 internal programmatic reviews
- Conducted 7 external reviews of subcontractor files and programs
- Reviewed 187 files of internal programs during site audits
- Reviewed, created and/or updated 30 policies and procedures
- Conducted monthly Medical Record Reviews and reviewed 135 clinic files
- Hired, trained and supervised 25 trainees from 12 universities, that covered 15 FTE and would have cost the agency over $1,695,343.64 (with fringe benefits)
- Clinical Supervisors reviewed the documentation of all trainees equaling over 1,000 documents reviewed in the fiscal year.
- 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 136 users in Apricot 360

QM Training Department
- Hosted 99 trainings
- Conducted and/or supported in facilitating 317 hours of training
- Hosted 1,485 staff, volunteers and intern attendees
- Provided monthly new hire orientation for all staff and volunteers
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 myriad opportunities to affect community development by collaboratively planning events and promoting leadership skills. Some volunteer opportunities may include co-facilitating therapeutic groups with foster and adopted youth, mentoring and tutoring youth, or simply planning a special group event with an SDYS program. We have had numerous group projects and volunteer opportunities available, dedicated to creating and promoting a better San Diego.

Recruitment

SDYS Volunteer Engagement maintains an aggressive recruitment strategy. 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 throw blankets, canvas tote bags, handwritten thank you cards and gift cards.

Volunteer Engagement Team
SDYS Volunteer Engagement is staffed by a Volunteer Engagement Administrator. During the 2021-2022 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.

2021-2022 Volunteer Engagement Statistical Highlights
- 2,814 webpage views (July 1, 2021 - June 30, 2022) for more information about our volunteer program
- 119 individuals who filled out an online application
- 44 prospective volunteers attended orientation
- 22 new volunteers cleared to serve
- 101 individual volunteers served the agency
- Average of 1,456 volunteer hours per month
- 17,474.50 volunteer hours completed this fiscal year, valued at $523,361.28
### Length of service

<table>
<thead>
<tr>
<th>Length of service</th>
<th>Number of Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-6 Months</td>
<td>15</td>
</tr>
<tr>
<td>7-12 Months</td>
<td>24</td>
</tr>
<tr>
<td>1-2 Years</td>
<td>32</td>
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<tr>
<td>3-5 Years</td>
<td>28</td>
</tr>
<tr>
<td>6+ Years</td>
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<tr>
<td><strong>Total</strong></td>
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### Ethnicity

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<tr>
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<th>Number of Volunteers</th>
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</thead>
<tbody>
<tr>
<td>Asian/Filipino/Pacific Islander</td>
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<tr>
<td>Black/African American</td>
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<tr>
<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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</tbody>
</table>

### Program

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<thead>
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<th>Program</th>
<th>Number of Individual Volunteers</th>
</tr>
</thead>
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<tr>
<td>Admin/HR/Fiscal/QM/IT/Board</td>
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</tr>
<tr>
<td>Adoptions</td>
<td>12</td>
</tr>
<tr>
<td>CAT/Camp Mariposa</td>
<td>15</td>
</tr>
<tr>
<td>ECBHC</td>
<td>2</td>
</tr>
<tr>
<td>Family Resource Center</td>
<td>2</td>
</tr>
<tr>
<td>HERE Now/PEI</td>
<td>3</td>
</tr>
<tr>
<td>Take Wing/Safe Family Services</td>
<td>2</td>
</tr>
<tr>
<td>STARS &amp; I CARE</td>
<td>11</td>
</tr>
<tr>
<td>Youth Emergency Shelter (Storefront)</td>
<td>12</td>
</tr>
<tr>
<td>TAY Academy/TAY Works!</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
</tr>
</tbody>
</table>

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