



## **SAN DIEGO YOUTH SERVICES STRATEGIC PLAN 2023 -2026**

### **Purpose**

San Diego Youth Services (SDYS) mission is *empowering youth to thrive by meeting their basic needs and providing lifelong skills for self-sufficiency and achieving their life ambitions.* Our vision is *to create a world where all youth have equal opportunities to achieve their goals and make their dreams a reality.* SDYS provides a continuum of comprehensive services that impacts youth ages 0-25 who are experiencing or at-risk of experiencing, homelessness, hunger, poverty, violence, human trafficking, abuse, and other traumas. Our services are trauma informed and includes a range of housing solutions as well as crisis response, prevention, early intervention, treatment, mentoring case management and workforce development.

We are working to ensure all youth have:

- *basic needs met*
- *access to secure, affordable housing*
- *access to equitable, quality, affordable education*
- *equitable, livable jobs/careers*
- *safety needs met*
- *safe and positive connections*
- *tools to make healthy choices*
- *access to equitable, quality, affordable services to meet mental health needs*

SDYS emphasizes our strong culture of program excellence where we integrate community-oriented grass roots approaches with excellent clinical services and training, combined with a solid financial foundation that includes excellent financial management, strong cash reserves and significant real estate assets. This has led to powerful partnerships with other nonprofits, funders, politicians and other key stakeholders in our community. We are able to sustain operations by having a diverse stream of funding primarily comprised of local, State and Federal government funding augmented by private foundation grants, corporate sponsors and individual donors plus some earned income.

### **Core Values**

At San Diego Youth Services, we developed a culture that is welcoming to youth, staff, volunteers and the community. We believe that all perspectives are valid and that our most

critical asset is our human capital. SDYS is invested in the health and well-being of our staff as well as our youth. Our culture is reflected in our core values, which are:

- ***No wrong door***  
We host a welcoming, safe environment. No matter how a youth finds us – or what door they come through – we help connect them to services that will best meet their needs.
- ***Compassion first***  
We embrace a philosophy of ***Trauma Informed Care (TIC)***. We acknowledge the impact of the life experiences of our youth and staff. TIC guides our interactions to promote trust, connection, inspiration, strength, and healing.
- ***Whole person impact***  
We focus on the whole person – not just the symptom – to provide a comprehensive continuum of care. We are planting seeds, breaking cycles, and creating ripple effects.
- ***Partners with youth/Youth partners***  
We call our youth “***service partners***.” This means we don’t just deliver services to them, we partner *with* them to achieve outcomes. We listen to the youth and value their input. We are steady and supportive while empowering youth to be self-sufficient.
- ***It takes a village***  
Our impact depends on ***collaborative relationships*** with our community. We work together with other local nonprofit agencies, government entities and businesses to ensure that we deliver quality programs and services.
- ***We welcome all/All are welcome***  
We are committed to ***Diversity, Equity and Inclusion***. Our work embraces all youth regardless of race, ethnicity, gender identity, religion, or sexual orientation. Our staff reflects the ethnic and cultural diversity of our community. We celebrate and recognize our differences and act to ensure everyone has an equal voice and opportunities.
- ***Love the work***  
We are ***passionate*** about transforming lives, and we are driven by the impact we make in our community. We seek to continuously improve ourselves as well as educate students in our field to expand our reach. Our work is big, but we don’t let that stop us ... we always celebrate the small wins along the way.
- ***Respect for all***  
We value and respect each other and the work we do. We focus on attacking the problem, not people.
- ***Act with integrity and transparency***  
We are open, honest, sincere and take responsibility for our actions. We always assume the best intentions of each other while understand the impact we have on others.
- ***United in achieving our mission and vision***  
We provide comprehensive, integrated services as we work cooperatively and collaboratively to empower youth to thrive. We encourage our fellow staff to make a difference, and pick each other up in times of need.

## Key Strategic Issues and Strategies

### I. Service Delivery

- A. **Strategy:** Provide comprehensive services that are available and accessible to meet the needs of youth and are measured and tracked appropriately to ensure desired impacts are achieved.
- B. **Indicators of Success:** Measured through Apricot 360 and other program assessment tools and questionnaires.  
*Basic Needs Definition: Food, Water, Clothing, Shelter*  
*Lifelong Skills Definition: Education, Living Skills, Job Skills*
  - i. 90% of youth have access to at least 2 meals per day.
  - ii. 90% of youth served have stable housing.
  - iii. 80% of youth who exit work development programs have income at minimum of \$20/hour.
  - iv. 95% of youth ages 5-18 are enrolled in school.
  - v. 80% of young adults (ages 18-24) served have a high school diploma, GED or enrolled in educational program.
  - vi. 80% of youth (ages 18-24) employed upon graduation from programs.
  - vii. Pre-post Independent Living Skills Assessment – Demonstrate 80% improvement in score post services.
- C. **Impact on Mission:** Successfully providing services that lead to the above outcomes directly reflects whether or not we are achieving our mission.

### II. Financial Security

- A. **Strategy:** Sustain and expand resources to ensure services are adequately funded to achieve our mission.
- B. **Indicators of Success:**
  - i. Unrestricted private donations will increase as follows:
    - 1. \$600,000 by June 30, 2024
    - 2. \$675,000 by June 30, 2025
    - 3. \$750,000 by June 30, 2026
  - ii. Cash reserves will increase as follows:
    - 1. 3 months - \$6 million by June 30, 2024
    - 2. 4 months - \$8 million by June 30, 2025
    - 3. 5 months - \$10 million by June 30, 2026
- C. **Impact on Mission:** Increasing unrestricted funds and growing our cash reserves allows us to maintain, expand and further invest in the comprehensive services required to meet our mission.

### III. People and Culture

- A. **Strategy:** Recruit and retain qualified, diverse staff that reflect the youth and communities SDYS serves.
- B. **Indicators of Success:**
  - i. Ethnic diversity of staff will be at least within 2% of the ethnicity of the

- ii. Staff retention rate improves to 75% by June 30, 2024.
- iii. Staff tenure increases to an average of 5 years by June 30, 2025.
- C. **Impact on Mission:** In order to provide quality, accessible and meaningful services for our youth, we must have a stable, diverse and highly trained workforce that can connect with youth and deliver the services.

#### IV. Brand Awareness

- A. **Strategy:** Improve and expand awareness of SDYS to increase community partners who can assist us in achieving our mission.
- B. **Indicators of Success:**
  - i. Website visitors increases by
    - 1. 10% by June 30, 2024
    - 2. 15% by June 30, 2025
    - 3. 20% by June 30, 2026
  - ii. Social media impressions increase by
    - 1. 10% by June 30, 2024
    - 2. 15% by June 30, 2026
    - 3. 20% by June 30, 2026
  - iii. Secure at least 12 media placements annually.
- C. **Impact on Mission:** Increasing resources to support the services we are able to provide, requires us to expand the number of individuals, corporations and other key stakeholders who engage with and support our mission.

#### V. Leadership Transition

- A. **Strategy:** Ensure that SDYS continues to have strong leadership as key leaders transition from the agency.
- B. **Indicators of Success:**
  - i. Executive Leadership reflects the strengths, skills, knowledge base and capacities needed to effectively lead the organization.
  - ii. Executive Leadership structure confirmed by June 30, 2024.
  - iii. CEO transition plan and timeline solidified by December 30, 2023.
- C. **Impact on Mission:** Having an executive team that provides strong, stable and strategic leadership is critical to appropriately directing all aspects of our operations to achieving our mission.