

FOIA MARKER

This is not a textual record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: National Service

Series/Staff Member: Eli Segal

Subseries:

OA/ID Number: 1295

FolderID:

Folder Title:

Service Organizations: San Diego Youth and Community Services

Stack:

S

Row:

66

Section:

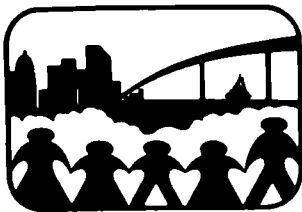
2

Shelf:

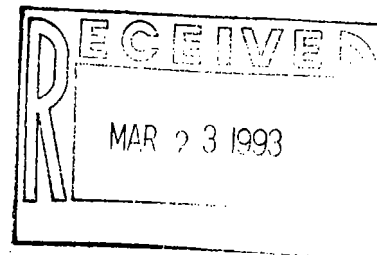
8

Position:

1



2 9 9 4 3 7 9 1



March 15, 1993

**SAN DIEGO
YOUTH &
COMMUNITY
SERVICES**

Eli J. Segal
Director of National Service
Commission on National and Community Service
529 14th Street NW
Suite 452
Washington DC 20045

Administrative Office
Suite #550

(619) 221-8600

Fax (619) 221-8611

Education & Training

Suite #108

(619) 221-8622

Foster Care

Suite #500

(619) 221-8610

3255 Wing St.

San Diego, CA 92110

The Bridge

3151 Redwood Street

San Diego, CA 92104

(619) 280-6150

The Gatehouse

121 Richfield Ave.

El Cajon, CA 92020

(619) 579-8761

Help Center

P.O. Box 151376

San Diego, CA 92115

(619) 287-6459

**Neighborhood
Outreach Program**

2220 Broadway

San Diego, CA 92102

(619) 232-8126

Ocean Beach

Community Services

5041 Newport Ave.

San Diego, CA 92107

(619) 225-9305

The Storefront

1039 12th Street

San Diego, CA 92101

(619) 239-4688

Teen Recovery Center

3937 Adams Ave.

San Diego, CA 92116

(619) 521-2250

Dear Mr. Segal,

I heard you speak on a National Public Radio show a few weeks ago and was impressed with your vision for national and community service. You indicated that you and the Commission staff are in the process of reviewing models across the county, so I am enclosing a concept paper we developed last fall.

First, let me introduce you to San Diego Youth and Community Services (SDYCS). SDYCS, a community-based agency serving San Diego's youth and families for over twenty years, has created a full continuum of services -- beginning with prevention services (drug and HIV education, mediation training and leadership development) and expanding to crisis services (food, clothing, shelter), intervention services (counseling and family reunification) and self-sufficiency (education, employment, independent living skills and transitional housing). SDYCS is viewed as an innovative, multi-ethnic, multi-service agency that specializes in providing home-, school-, and neighborhood-based services with and emphasis on community development and collaborative projects. Whether services are focused on a homeless child, a dispossessed grandmother or a neighborhood group struggling with violence in the street, SDYCS is guided by its mission -- to insure all San Diegans have a chance at self-reliance. As a result SDYCS brings the best examples of human service to the community: protection for children, opportunities for youth and families, dignity for the elderly, and safer neighborhoods for all.

The proposed model, entitled the San Diego Youth Corps, was developed in collaboration with the County of San Diego and offers what we see as the "ideal" system of youth development, community service, employment training and community development. We are currently seeking funding for this model and hope to have it implemented within the next two years.

I would like to extend an invitation for you and your staff to visit San Diego, to meet with San Diegans and hear our ideas and visions for community service for San Diego's youth. I would be happy to arrange meetings with local government and community leaders, as well as youth and parents and to provide a tour of San Diego's youth and family programs. Please contact me directly if a visit to San Diego is possible or if I can provide further information on the San Diego Youth Corps. Thank you for the opportunity to provide you with our vision for the future.

Sincerely,

Liz Shear
Executive Director

enclosure



United Way
of San Diego County

SAN DIEGO COUNTY YOUTH CORPS:

DEVELOPING TOMORROW'S LEADERS WHILE STRENGTHENING TODAY'S COMMUNITIES -- AN INVESTMENT IN THE FUTURE PROSPERITY OF SAN DIEGO COUNTY

**A CONCEPT PAPER PREPARED BY SAN DIEGO YOUTH AND
COMMUNITY SERVICES**

ABSTRACT

The San Diego Youth Corps (YC), recruits and trains young people, ages 16-22, to become active leaders in creating peaceful communities. Electing either a residential or non-residential program option, youth are trained and supported in the areas of personal development, family development and community development. The two year training process begins with an intensive two week residential training where all youth develop personal, family and community goals and a plan of action for achievement. YC staff and mentors assist youth in identifying resources necessary to implement the plan. The plan can include educational, vocational, employment or other personal goals, in addition to addressing family and community issues. Youth selecting the residential component live on-site and become part of the YC training community. Job training and placement opportunities include building maintenance, facilities management, culinary arts, and YC trainer apprentice. For youth electing to enroll in the non-residential component, job training and placement opportunities range from neighborhood-specific community development/leadership to county employment in environmental maintenance. As a result, the YC builds a corps of trained youth leaders who can work on a large variety of County issues and projects -- ranging from mediating neighborhood disputes to planting trees and maintaining county parks and other properties.

Neighborhoods or communities who have committed to the ten year YC vision and a systematic youth and community development approach are eligible to sponsor youth. Within each neighborhood or community, existing youth agencies will be approached as a mentor sponsor participating agency. The YC site will maintain a resident and staff selection committee who will act as a mentor sponsor participating agency. To be selected into the YC, each youth applies to a participating agency and is assigned a mentor. The mentor, selected by a participating agency for her or his skill in working with youth, becomes the youth's mentor for the two year duration of the program. The mentor works closely with the youth, as well as that youth's family, to guide the youth toward successful implementation of the youth's plan. In many cases, the youth and mentor will form teams with other YC youth and community leaders to work on community or neighborhood development projects.

The YC, in order to be successful, must meet the following conditions:

- * Honor youth as full partners
- * Honor cultural diversity and maintain cultural appropriateness
- * Honor existing community initiatives, knowledge and structures
- * Maintain a youth development philosophy and orientation
- * Maintain a long-term youth and community development commitment
- * Maintain collaborative relationships with the public and private sector

INTRODUCTION

San Diego Youth & Community Services (SDYCS) and the County of San Diego are proposing the creation and promotion of the San Diego Youth Corps (YC) which will develop and support youth leadership in service to their peer, families, neighborhoods and communities. Recognizing that the development of these youth leaders requires the creation of new types of training and apprenticeship opportunities, the San Diego Youth Corps offers youth competency-based employment training and skill application in either a residential or non-residential setting. The guiding principles are:

- * Valuing youth
- * Supporting families
- * Strengthening communities
- * Creating cohesive networks of support among youth, families and communities

The concept for the San Diego Youth Corps is envisioned to create several simultaneous conditions in San Diego County:

- * Youth leaders who can create cohesion and peace among their peers, in their families, neighborhoods and communities.
- * Employment opportunities for youth which create self-sufficiency and community enhancement skills
- * Neighborhoods and communities that are peaceful and healthy for children, families and elders.
- * A corps of community-supported and trained youth workers who act as role models and mentors to youth.
- * A residential component option for youth at the YC residential site, which includes job training and placement opportunities in facilities management, maintenance, culinary arts and YC trainer apprentice.
- * A corps of youth leaders who are trained and capable to work for the County of San Diego in a variety of diverse capacities ranging from the protection of the environment to neighborhood development.

As part of the concept formation process, the County of San Diego collaborated with San Diego Youth and Community Services (SDYCS) to create the San Diego County Youth Corps youth and community development and training focus. SDYCS, one of the county's most comprehensive youth, family and community development service providers, brings expertise in service delivery, training, and advocacy. Throughout its twenty-two year history, SDYCS has been an active participant in a variety of neighborhood and community development efforts. These efforts have created sustained solutions to long term problems.

STATEMENT OF THE NEED FOR THE SAN DIEGO COUNTY YOUTH CORPS

"It is estimated that the cost to society of just one socially delinquent youth is \$800,000 in foster care, welfare, housing, remedial education, protective services, criminal justice, lost productivity, medical care and incarceration costs." Housing and Urban Development Department, Federal Register, 5/92.

Youth of today need direction and hope that their future can be fulfilling and challenging. Too many youth are not provided with the basic skills or confidence that they can become successfully independent adults. New approaches in education, employment training and job creation are necessary in creating a strong economy to enter the next century. The creation of new approaches requires an examination of the challenges facing America's youth.

A 1990 national study reports that three million boys and girls aged 10-17 are involved in multiple high risk behaviors--delinquent and abuse drugs, fail in school and engage in unprotected sex. Another four million are at-risk of beginning these behavior patterns. (Dryfoos, J. 1990). In short, an estimated seven million young people--**one in four in the United States**--are in real danger and in need of immediate intervention. According to Dryfoos, another seven million adolescents are at "moderate risk" because of light substance use and early, unprotected sex. This means that as many as 50% of the teen population is experiencing varying degrees of difficulty in the above mentioned problem areas. According to Dryfoos, "We need workable and effective strategies for prevention--strategies that are comprehensive and that focus more on the antecedents of problem behaviors than on the problems themselves." Further, a Carnegie Corporation study (Hamburg, D., 1986) asserts that the following fundamental human needs must be incorporated into effective adolescent development programs:

- the need to feel a sense of worth as a person;
- the need for reliable and predictable relationships with other people, especially a few relatively close relationships--or at least one.
- the need to find place in a valued group that provides a sense of belonging;
- the need to identify tasks that are generally recognized in the groups as having an adaptive value and by that earn respect when skill is acquired for coping with the tasks;

In examining effective intervention strategies, the Ford Foundation (The Common Good, 1989) states: " Many approaches to dealing with disadvantaged youth have proved promising--one-on-one mentoring, after-school remedial help, summer jobs and others. But when all is said and done, we must soberly admit that we simply do not have any magic answer to reaching young people. We know that training helps, but it is not a panacea. **We know that values and motivation are important, but these elements cannot be imposed from the outside--they must grow from within a community...** Expanding the future life options of young men and women who are troubled by multiple problems requires more than one-dimensional treatments of particular symptoms. Effective programs offer help that embraces basic skills, training (including English as a second language for Hispanic and others), employment, pregnancy prevention and realistic planning for the future."

SAN DIEGO COUNTY DESCRIPTION

San Diego is the fifth largest city and the fourth largest county, by population, in the United States. The 1990 Census reveals the population of the San Diego region is 2,498,016. This represents an increase of more than 636,000 persons since 1980 -- a gain of 34.2%. The African-American population increased by almost 47% while the Latino and Asian populations each increased by almost 86%. Latinos account for over 37% of the region's total growth and now account for 20.4% of the current population. The population of adolescents is projected to grow by 46.3% by the year 2000, at which time the majority population will be comprised of ethnic minorities. By the year 2000, according to the United Way, there will be 515,000 students in San Diego County schools, an increase of 46.3% in one decade. Of the students in schools today, the San Diego Association of Governments report that one in six school children is foreign born, 26% are non-white and, last year, 71,000 were reported abused. Currently, one in five children lives with a single parent with a median annual income of \$10,463 and over 14% of all children live in families who are below the poverty level. The 1990 census reveals the following age distribution:

Age Group	Population	Percent
5- 13	288,925	11.6%
14-17	123,876	5.0%

Ethnic diversity is a term that accurately describes San Diego County's student population. In 1990, the student racial breakdown was as follows: White (52.4%), Latino (28.2%), African American (7.9%), Asian (5.1%), and Filipino (4.9 %). Within the next two years, the majority of local students will be non-white. Currently, students of color are in the majority of the county's largest school district -- San Diego Unified -- and the state as a whole.

San Diego County's three-year dropout rate for 1990 was 16.3%, a slight decrease from the 1989 rate of 16.5%. As a rule, dropout rates are highest among low-income and minority students. The 1990 three-year drop-out rate was 24.4% for Latino students, 21.4% for African-Americans, 12.3% for Filipinos, 14.5% for Asians, and 12.6% for white students. The total number of drop-outs in San Diego County in 1990 was 4,143.

Projections are that if the population growth rates continue, by the year 2000, the majority population will be comprised of ethnic minorities. If minority dropout rates are not reversed at that time, San Diego faces the prospect of an increasing population who is poorly educated with limited job skills.

The concern of steadily increasing drop-out rates has resulted in a number of studies that address the scope of the problem and identify possible solutions. Research data supports that youth who fail to acquire a secondary education are more likely to become economic burdens; (i.e. not be self sufficient adults) thereby perpetrating the cycle of poverty. Of equal concern is the type of skills required for successful employment in the future. In the late 1980's, about 40% of the jobs in this county required a high school diploma. Between now and the year 2000, according to Business Week magazine, only 35% of the nation's jobs will be satisfied with a high school education. The Department of Labor calculates that if this situation continues, corporations will either develop technology to eliminate workers or send employment overseas. Either way American workers as well as American productivity and competitiveness will lose.

BACKGROUND AND RATIONALE

Clearly, more effective programs need to be targeted to San Diego's youth; programs which focus on both the development of personal and employment skills; and also which nurture the capacity of the youth to contribute to his or her community. The County of San Diego, in attempting to create a positive and peaceful future for San Diego's children, youth, families and elders, has collaborated with San Diego Youth and Community Services to develop the San Diego County Youth Corps. San Diego Youth and Community Services (SDYCS) has been a leader in creating innovative youth development projects, providing thousands of youth with skills in leadership development and peer counseling and education. SDYCS has trained and sponsored the activities of hundreds of alcohol and other drug prevention peer educators. As a result of our youth development projects, SDYCS has found that one of the most effective methods to engage youth is to offer positive peer and mentor support and training and to provide opportunities for skill application.

PROGRAM DESIGN

The mission of the San Diego Youth Corps is to develop and support youth leaders who will serve their peers, families, neighborhoods and communities. In order to fulfil this mission, a systematic and sustained (ten year) approach to youth and community development using a two year training and community apprenticeship process is required.

The goals of this approach are to:

- * Develop healthy youth who have opportunities for success
- * Develop a strong youth worker corps who work with all youth in communities
- * Develop healthy families and communities

The program design for each goal follows:

Develop Healthy Youth

All youth entering the San Diego County Youth Corps agree to a two year commitment which includes initial and on-going training, establishment and achievement of personal and community goals, and fulfillment of a community apprenticeship. In return for that commitment, the San Diego Youth Corps agrees to provide each youth with a mentor and training in personal development, independent living skills and community work skill development. Depending on the youth's educational, vocational or personal goals, the San Diego Youth Corps agrees to locate and broker resources and services to assist the youth in the achievement of goals. Youth have the option of selecting either a residential or non-residential program. It is anticipated that the San Diego Youth Corps will enroll 300 youth per year, with 50 youth in the residential component.

Residential and Non-Residential Program Options

The majority of youth enrolling in the Youth Corps (250 a year) will be enrolled in the non-residential program. It is anticipated that these youth will continue living at home or will join together with other YC youth in shared housing arrangements. Non-residential youth are eligible for either the community development/leadership or county employment track.

Every year, fifty (50) youth will be enrolled in the Youth Corps residential program. Youth will be enrolled in the program for a maximum of a two year period. The residential program, similar to Job Corps, provides room, board, basic education, vocational training and placement and other services on-site. The residential program will be designed as an intentional living community that focuses on social and economic development for independence. In addition to the residents, "anchor" residents (student interns and staff) will reside in the program and will participate in program activities as role models and mentors. The diverse, multi-cultural living approach is utilized to highlight the necessity of the contribution of each individual to the overall community. In addition to employment training and apprenticeship, services to be provided on-site include case management, independent living skills, self help (Alcoholics Anonymous, etc.), educational counseling, tutorial services, and recreation. Priority for selection into the residential program will be given to homeless youth or other youth who can benefit from a residential setting.

Youth Development Training

All Youth Corps participants begin involvement with a two week residential training laboratory. The multi-level experiential training program is designed for a group of twenty youth with involvement of Youth Corps staff and youth, mentors, community leaders and family members. The purpose of this intensive, two week training is to provide a Youth Corps orientation, assist the youth in creating personal and community development goals, build a team among participants as well as a larger team among staff, mentors, community leaders and family members. The curriculum, a mix of instructor and participant guided and self-instructional, allows for a full exploration of issues relating to the participant including but not limited to self-esteem enhancement, value and goal clarification, communication and relationship enhancement, and conflict resolution and problem solving skill development.

At the end of the initial training, the youth have accomplished the following:

- * Understand her/his partnership with the San Diego County Youth Corps
- * Developed a two-year personal and community goal achievement plan and have immediate and concrete plans for action steps to be taken over the next three months.
- * Formed a relationship with his/her mentor and have a time to get together within one week following the initial training.
- * Celebrated the accomplishments of completing the training with peers and other supportive adults.

Following the initial training, each training group participates in a monthly, one day follow-up training, either at the residential training site or at a local community site. The training, focusing on specific skill building, also is intended to provide each youth with the opportunity to update the group on her/his accomplishments and plans for the future. Every six months, a celebration will be planned for each training group. The celebration can involve several training groups in the same area or a single group. Each celebration will be designed by the participants to honor their work and commitment to the San Diego Youth Corps.

Opportunities for Emphasis

The San Diego Youth Corps offers each participant a choice of three areas of emphasis--community development/leadership, county employment or Youth Corps residence apprentice. The Community Development/Leadership track offers the youth the opportunity to learn about the community, its strengths, needs, residents and leaders and how to create healthy peaceful communities. Working closely with the mentor, the participant-initiated community development projects can include developing a child care program, initiating a recreation program, creating neighbor watch programs, offering conflict resolution services in the neighborhood, creating a community garden, and working with community leaders to involve larger groups of citizens in a planning process. The Community Development/Leadership track is offered through non-residential program only.

The County Employment track offers youth the opportunity to gain skills in environmental maintenance. As part of the larger county maintenance work force, Youth Corps workers can gain a broad range of work experience in everything from tree planting, to underbrush removal to landscape design. Mentors, who are part of the County work force, work with youth to learn new skills. The County Employment track can be offered through residential or non-residential program.

The Youth Corps Residence Apprentice track provides youth with an opportunity to learn about operating and maintaining a residential facility in the context of a learning community. Designed for youth who can benefit from an extended residential program, apprentice opportunities can range from clerical and administrative jobs (including data entry and word processing), to culinary arts, to facility and grounds maintenance and to YC trainer apprentice positions. All youth in residence become an active voice in the direction of the YC community, modeling behaviors necessary to create peaceful and supportive neighborhoods. Homeless youth will be offered priority for the residence program. For some youth, the residence apprentice track can offer a "time-out" from neighborhood peers who are involved in gangs or drugs. The opportunity to leave the neighborhood for an extended period of time may be an essential element for some youth to help them overcome "old" behavior patterns. On-site mentors will work with youth to create the necessary conditions to allow a youth to live independently.

Develop a Strong Youth Worker Corps

A fundamental and important aspect of the Youth Corps are the mentors who guide each youth and provide encouragement and support. The mentor, a trained youth worker, makes a two year commitment to each youth. In order to support and expand the mentor role in the community, the Youth Corps will identify and reimburse participating agencies who sponsor youth mentors. Additionally, the Youth Corps will provide initial and on-going training and support to each youth worker mentor.

Participating Agency and Youth Worker Corp Selection

Neighborhoods or communities who have committed to the ten year Youth Corps vision and systematic youth and community development approach are eligible to sponsor youth. Within each neighborhood or community, existing youth agencies will be approached as a mentor sponsor participating agency. To be selected into the Youth Corps, each youth applies to a participating agency and is assigned a mentor. The mentor, selected by a participating agency for her or his skill

in working with youth, becomes the youth's mentor for the duration of the program. The mentor works closely with the youth, as well as that youth's family, to guide the youth toward successful implementation of the youth's plan. In many cases, the youth and mentor will form teams with other Youth Corps youth and community leaders work on community or neighborhood development projects.

Youth Worker Corps Training

The Youth Worker Corps Training for mentors is an intensive two year training in youth development and community development. The purpose of the training is to create the a highly trained, highly skilled corps of youth workers who dedicate themselves to creating healthy youth and communities. The training begins with a two week intensive residential laboratory with other youth workers. Curriculum includes orientation to the Youth Corps philosophy and principles, role of the mentor, youth development strategies and approaches, community development and change strategies and techniques, community resources, values and goal clarification, communication and conflict resolution and team building. Following the two week session, weekly eight hour trainings will be held for one year. Following that, monthly all-day trainings will be conducted.

Develop Healthy Families and Communities

Selection and Preparation of Targeted Neighborhoods

In order to be eligible as a San Diego Youth Corps selection site, neighborhoods or communities must commit to the ten year Youth Corps vision and systematic youth and community development approach. Youth Corps staff will work with neighborhood and community leaders and groups to determine capacity. In order to prepare for sponsorship, a neighborhood must establish a sponsoring group, must inventory existing capacities and identify a planning group and a youth council as a preferred future capacity. During the implementation phase the sponsoring groups hosts of trained Youth Corps workers. The Youth Corps workers, with mentors and community leaders initiate the planned project and evaluate its results. The sponsoring groups works closely with its assigned Youth Corps team as well as Youth Corps staff to ensure the success of the experience as well as the results of the project.

As part of the neighborhood or community commitment, each site must actively involve and recruit families to work on various projects. Since one of the guiding principles of the Youth Corps is to create cohesive networks of mutual support among youth, families and communities, each targeted site must actively involve and network families together in the community. For example, as part of the neighborhood ten year plan, an annual door-to-door needs assessment could be conducted. Issues raised in the assessment can be turned into organizing issues which galvanize several community members into action. If a neighborhood lacks appropriate supervised day care, several families could band together to discuss options. Once the Youth Corps is established, youth could work with families in creating a safe day care center.

The Role of the Family in the San Diego Youth Corps

When a youth is selected into the Youth Corps, the youth's family becomes an important support network to assist the youth in successful achievement and completion of the program. Prior to entry, each youth and family will be interviewed and the importance of family involvement will be stressed. In addition to a "Youth Corps Family Handbook", a bilingual easy-to-use guide for reference, family members will be invited to participate in a portion of the two week residential training (most likely held during one day of the weekend). The training will involve an overview of the program and activities and expectations of the daughter or son, the family, the neighborhood, and the Youth Corps. The focus of the training will be structured as a series of recreational activities; perhaps a short hike to an out-door area for the Youth Corps introduction followed by a picnic and a series of cooperative, "win/win" recreational activities. The goal is to provide an opportunity for youth and family members to see each other in a different situation; one which allows for open communication and companionship.

As the youth continues in the program, the family will be invited to participate in various events and celebrations. The youth's mentor will develop a close tie with the family, ensuring that the youth, family and mentor maintain strong communication. For some youth, the mentor's role may be to act as a facilitator between youth and family, unscrambling years of misunderstandings. Regardless, the role of the mentor is to assist the youth and family in creating a stronger bond so each can provide support and understanding to the other.

In addition to building stronger relationships with the youth and his or her family, it is the intent of the Youth Corps to "draw in" the youth's family to participate in neighborhood or community activities. Through creating healthier youth and families, each neighborhood is provided with a growing cadre of members who can become involved in creating a healthy neighborhood. As family members see the enthusiasm and results of the youth in the Youth Corps, their willingness to be involved in a neighborhood project to assist a larger effort is expected to increase.

SAN DIEGO COUNTY YOUTH CORPS -- COST CONSIDERATIONS AND FUNDING POTENTIAL

It is anticipated that 300 youth per year could join and receive the benefits of the San Diego Youth Corps. Operational budget is estimated at \$2 million annually. Each participating agency would receive \$50,000 per year for services and support for twenty youth per year in the Community Development Track. The remaining costs would be in Youth Corps personnel and cost to run the facility. Additionally, each youth would receive a \$2,400 completion allowance, pro-rated at \$100 per month for every month of service. The youth must complete the entire two years to be eligible for the allowance.

Facility purchase or lease and start-up costs are not included. If a county-owned residential facility, such as Deer Park, were used, cost could be significantly reduced.

There are a number of federal and state sources for potential funding support for the San Diego County Youth Corps. These include: Commission on National and Community Service, DOL/Job Corps, HUD, OJJDP, San Diego Community Foundation, Kellogg Foundation, Ford Foundation, Mott Foundation, Point of Light Foundation, and Price Foundation.

For an investment of \$7,000 per youth per year, the County receives several benefits. The benefits are as follows:

1. 300 youth leaders every year who can create cohesion and peace among their peers, in their families, neighborhoods and communities. This strengthens prevention of violence in neighborhoods, and creates a sense of safety, security and pride among neighborhood residents. The dollar savings of this benefit are difficult to determine, however can range from costs associated with graffiti and vandalism, to drive-by shootings and random murders to full-scale riots experienced recently in Los Angeles.
2. Employment opportunities for 300 youth per year which create self-sufficiency and community enhancement skills. Creating life time skills lessens the likelihood of future dependency on society for daily living. Creating opportunities for success means that 300 youth a year be challenged to participate in constructive activities; dramatically decreasing their involvement in destructive activities such as vandalism, crimes against victims, drug taking and selling, etc. Given that the minimal cost for incarcerating, institutionalization and probation for one youth can exceed \$30,000 per year, maintaining one youth in the Youth Corps without probation department involvement can save the County \$24,000 or provide an additional four youth with one year of Youth Corps services.
3. Neighborhoods and communities that are peaceful and healthy for children, families and elders means the County spends less on crime and crime-related costs, with dollars being diverted to education and supportive services.

4. A corps of community-supported and trained youth workers who act as role models and mentors to youth will provide 300 youth a year with the inspiration to "do the right thing". The impact of positively shaping 300 lives and offering them the skills for successful living is powerful, resulting in a tremendous savings current and future social costs.

5. Supportive housing and employment for selected homeless youth at the YC residential site means that fewer homeless youth are on the streets and some gang/drug affiliated youth are given the opportunity to leave the neighborhood as a "time-out" period. Costs can range from a savings of emergency shelter and services for homeless youth (\$50 a night/\$800 a month) to residential drug rehabilitate (\$20,000 per month) to incarceration due to gang-related crime (\$30,000/year)

6. A corps of youth leaders who are trained and capable to work for the County of San Diego in a variety of diverse capacities ranging from the protection of the environment to neighborhood development. As the County budget has decreased, a number of maintenance and community services jobs have been cut. The Youth Corps offers the opportunity for the County ready access to a trained and motivated corps of youth who will work for the experience. Once completing the Youth Corps, these youth will be eligible and experienced for entry level County positions.

An investment now in a youth's future is a smart investment. Providing the youth with the knowledge and skills as well self-esteem enhancement will make the difference between a successful self-sufficient adult and an adult who is chronically dependant on the "system" for daily living. It is common knowledge that the cycle of poverty continues generation through generation without intervention. An investment of \$7,000 per youth is the intervention that will break the cycle of poverty and despair. Further, this approach not only focuses on the development of the young person, but involves her or his family and community in the community change and development process. The ripple effect of change on a youth, family and community level, over time will be profound and will truly create healthy youth, families and communities in San Diego County.

SDYCS COMMITMENT AND CAPABILITY

San Diego Youth and Community Services, Inc. (SDYCS) is a private, non- profit community based corporation serving a wide range of human service needs. SDYCS operates with a community development approach with accessible direct services that are carefully shaped to respond to community need. Each year, SDYCS reaches about 60,000 people through its continuum of community care which include a wide array of over 60 different services to youth, families and elders. A team of 140 paid and 203 volunteer staff performing services out of 11 different SDYCS sites. Due to the diversity of services in regard to age, culture, ethnicity and socioeconomic status, SDYCS operates a highly sophisticated human development and training function. SDYCS operates with a \$5 million budget which is built by 33 different local, state and federal public sector sources, the United Way and a myriad of private donors. Each funding source brings different accounting, definitional and reporting requirements.

Over the past twenty-three years, SDYCS has become one of the largest and most comprehensive youth service providers in San Diego. Vital services for homeless, runaway and street youth are continued through crisis resolution shelters and independent living housing program. The Teen Recovery Center provides drug day treatment and prevention to high risk teens, including a specialized component for pregnant and parenting teens. Foster care services support very troubled youth through specialized foster care and independent living shelters. Some of the toughest issues of the decade -- homelessness, substance abuse, teen pregnancy, sexually transmitted diseases, school drop-out prevention, gang prevention and intervention, unemployment, poverty -- are being addressed by SDYCS multi-service centers in located throughout San Diego. SDYCS youth prevention and education efforts focus on AIDS, drug and alcohol use and gang prevention. Youth leadership and community service efforts focus on "kids helping kids" projects, such as a teen theater group and a youth leadership training effort.

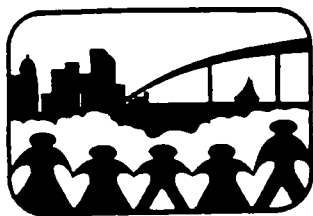
SDYCS programs serve the varied needs of different populations and neighborhoods. Given the multi-cultural background of San Diego, SDYCS is proud of its multi-ethnic staff and the type of culturally sensitive programs and services it provides. Because of its responsiveness and dedication to high quality, SDYCS has become a recognized leader in creative and effective human care service delivery. It has implemented several innovative, cost-effective programs in the areas of counseling, gang prevention and intervention, individual and family support, dropout prevention, runaway and homeless youth services, foster care, juvenile delinquency prevention, independent living skills, crime prevention, and community education. Model development and demonstration projects have resulted in reports and training materials that have been utilized for replication.

SDYCS BACKGROUND AND ORGANIZATIONAL HISTORY IN YOUTH DEVELOPMENT

Creating youth development models that will respond to the current and future needs of America's youth is indeed a challenge. Yet with collaboration and the necessary resources, SDYCS is ready to implement an approach that will provide for program and service model sharing and technology transfer among youth service providers. SDYCS is an active voice in the national youth advocacy arena and has been for over twenty-three years.

An example of SDYCS youth advocacy efforts began in the late 1960's. Runaway and homeless youth were flocking to California, and a great many came to San Diego, particularly to the beach area. There were no services and no place for these young people. As a result, SDYCS began with its first program, The Bridge, a shelter for runaway and homeless youth. The Bridge was the first shelter in San Diego and the third in the country. Working with San Diego County officials, SDYCS was successful in receiving County funding. However, the problem of runaway and homeless kids was growing, not just in San Diego but across the nation. SDYCS staff began to work with other providers in other cities and states and worked to create and pass national legislation to fund services for runaway and homeless youth. The Runaway and Homeless Youth Act continues to fund shelters like the Bridge today. SDYCS also took on a founding leadership role in creating the National Network of Runaway Youth Services. This collaborating youth advocacy organization is responsible for the creation and passage of legislation that creates effective programs for youth such as the Juvenile Justice and Delinquency Prevention Act. On a state level, SDYCS is involved in the California Coalition for Children, Youth and Families that has been instrumental in developing policies and programs that have helped California's runaway and homeless youth.

SDYCS has also been recognized for designing and operating programs of excellence. For example, SDYCS has been recognized by the White House and named President Bush's Fifth Point of Light. Additionally, SDYCS received the California Exemplary Prevention Program Award for recognition of outstanding service in the field of alcohol and drug prevention by the Department of Alcohol and Drug Programs. SDYCS drop-out prevention efforts, as part of a drop-out prevention collaboration, were identified as one of five exemplary programs in the country. SDYCS was also recently honored to be selected as one of six exemplary runaway shelters in the country for inclusion in the Georgetown University evaluation study.



SAN DIEGO YOUTH & COMMUNITY SERVICES

Administrative Office Suite #550

(619) 221-8600

Fax (619) 221-8611

Education & Training Suite #108

(619) 221-8622

Foster Care Suite #500

(619) 221-8610

3255 Wing St.

San Diego, CA 92110

The Bridge

3151 Redwood Street
San Diego, CA 92104

(619) 280-6150

The Gatehouse

121 Richfield Ave.
El Cajon, CA 92020

(619) 579-8761

Help Center

P.O. Box 151376
San Diego, CA 92115
(619) 287-6459

Neighborhood

Outreach Program

2220 Broadway
San Diego, CA 92102
(619) 232-8126

Ocean Beach

Community Services

5041 Newport Ave.
San Diego, CA 92107
(619) 225-9305

The Storefront

1039 12th Street
San Diego, CA 92101
(619) 239-4688

Teen Recovery Center

3937 Adams Ave.
San Diego, CA 92116
(619) 521-2250

SAN DIEGO YOUTH & COMMUNITY SERVICES

San Diego Youth & Community Services (SDYCS) is a nationally-recognized agency which has stabilized the lives of over a half million citizens in its 22-year history. Whether services are focused on a homeless child, a single parent or a dispossessed grandmother, SDYCS is guided by one objective -- to insure all San Diegans a chance at self-reliance. A comprehensive local agency with memberships in national and international organizations, SDYCS brings the best examples of human service to the community: protection for children, opportunities for families, dignity for the elderly, and safer neighborhoods for all.

GUIDING PRINCIPLES: Our guiding principles are: Empowering Youth, Strengthening Families, Creating Healthy Alternatives, Developing Communities and Supporting Collaborative Partnerships.

HISTORY: Founded in 1970 as a community response to abandoned and neglected youth, SDYCS ushered in groundbreaking services that led to more humane laws and protections for juveniles. It opened one of the first three runaway shelters in the nation and introduced the only foster care for special-needs children in the county. Support programs for families were added in 1972, to stabilized single parent homes, advocate for affordable housing, begin care for the elderly poor, and initiate multicultural education and job training programs. The first social service merger in the history of San Diego expanded SDYCS programs countywide, extending emergency services to low-income and homeless populations. The agency has a legacy of innovative response to emerging social problems with programs that create opportunity and independence for clients of all ages and backgrounds.

ACCOMPLISHMENTS: SDYCS received the Fifth Point of Light Award for "exemplifying the highest standards of work on behalf of others" from President Bush in 1990. Special recognition from Barbara Bush was awarded for services to abused and neglected children, and from the Nancy Reagan Foundation for programs in drug and alcohol prevention. SDYCS programs have been featured in *Parade Magazine*, CBS' 48 Hours, Good Morning America, KPBS, The Roger Hedgecock Show and a variety of other local television, newspapers and magazines. It is the recipient of the Zanville Award, The California State Exemplary Program Award, KGTV Leadership Award, The Georgetown University Exemplary Agency Award and numerous others.

SERVICES: Six programs and two special projects in eleven sites, provide a continuum of care to youth, families, senior citizens and neighborhoods. Services are built on a three-step model: **Prevention** - drug and alcohol education, gang prevention, drop-out prevention, AIDS education, leadership development, community safety programs; **Crisis Intervention** - food, shelter, clothing, drug treatment, counseling, medical/legal advocacy, family reunification, neighborhood restoration; **Self-Sufficiency** - job training, independent living skills, transitional housing. The Continuum of Care model relies on cost-effective, short-term support that offers clients solution-driven approaches to problems and long-term independence. This model has been replicated by service providers across the nation.

ORGANIZATION: The volunteer Board of Directors and Trustees composed of community leaders governs the agency. Several Advisory Boards committed to SDYCS' mission are active on specific projects. Executive Director Liz Shear administers a multi-ethnic staff of 140 and a network of over 300 trained volunteers.

FINANCES: SDYCS is a non-profit tax-exempt corporation under Internal Revenue Code section 501(c)(3) with an annual budget of \$4.7 million. A recipient of United Way funds since 1973, the corporation raises over \$514,000 yearly from the private sector.

October 1992



United Way
of San Diego County

San Diego Youth & Community Services

PURPOSE

Catalyzing societal learning at local, state, and federal levels.

MISSION

To create and promote networks of mutual support for youth, families, elders and communities toward the enhancement of their individual, social, economic and political options.

GUIDING PRINCIPLES

- Empowering Youth•
- Strengthening Families•
- Creating Healthy Alternatives•
- Developing Communities•
- Establishing Collaborative Partnerships•

VISION FOR YEAR 2000

To exercise leadership in developing models of excellence for service delivery thus improving options and opportunities for all San Diegans.

STRATEGIC FRAMEWORK

SDYCS will offer responsive solutions to between 45,000 and 60,000 people annually in quality environments delivered by capable staff and volunteers. The corporation will be driven by effective governance and administration and will be secured by a strong economic base. SDYCS will sustain positive external relationships and a respected public image.

STRATEGIC DIRECTIONS

- Responsive Service, Solutions and Quality
- Effective Governance and Administration
- Capable Resources
- Strong Economic Base
- Positive External Relations and Respected Public Image

METHODS

- DEMONSTRATE**~Developing and implementing new human service initiatives.
- EDUCATE**~Codifying our learning and teaching it to others.
- SHAPE**~Creating change in a progressive manner towards the well-being of persons, families, & communities.
- INTERCHANGE**~Exchanging models with other organizations.

SERVICE CONTINUUM

COMMUNITY/LEADERSHIP DEVELOPMENT

Empowering persons, groups, neighborhoods to have a meaningful impact on systems that effect them through training, convening or organizing.

- | | | |
|-----------------------|-----------------------|-----------------------------|
| •Brokering Services | •Economic Development | •Organizational Development |
| •Consultation | •Leadership | •Resource Development |
| •Business Development | •Facilitation | •Revitalization |
| •Conflict Resolution | •Issue Advocacy | •Technical Assistance |
| •Coordination | •Networking | •Training |

EDUCATION /PREVENTION

Teaching conceptual frameworks, processes, knowledge and skills to clients.

- | | | |
|-------------------|----------------------------|----------------------|
| •Alcohol/Drugs | •Health | •Safe Choices |
| •Eating Disorders | •HIV/AIDS | •Tobacco |
| •Employment | •Independent Living Skills | •Vocational Training |
| •Family Life | •Mediation | •Youth Leadership |
| •Foster Care | •Parenting Skills | |

DIRECT SERVICES

Any organized interaction between the agency and a person, family, group or neighborhood.

- | | | |
|-----------------------|-------------------|---------------|
| •Case Management | •Home-Based | •Housing |
| •Counseling | •Host Services | •Recovery |
| •Crisis-Intervention | (on-site legal | •Recreation |
| •Emergency | health screening, | •Residential |
| •Employment | tax preparation, | •Respite Care |
| •Escort/Accompaniment | self help) | |

POLICY DEVELOPMENT

Creating legislative, regulatory or procedural change to make services more accessible or relevant.

- Advocacy on behalf of clients, programs, or groups.
- Research and education on behalf of communities.

Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

SDYCS

SAN DIEGO YOUTH & COMMUNITY SERVICES

'Teen Options' for pregnant & parenting teens

NEW PROGRAM!

1982-93

ANNUAL EDITION

Renovation of The Bridge

Art Street Debut!

Steve McMahon

New Board Chair

Executive Director Wins LEADERSHIP AWARD.

Excellence in Volunteering

Support from the Champ

The President's 5th Point of Light.

AUCTION PHOTOS BY ART BRACKLEY

GRAND WELCOME
to
TEEN RECOVERY CENTER

INTRODUCING

TRC for Substance-Abusing Youth

The Best Annual Auction Ever!

**San Diego Youth and
Community Services, Inc.**, is a
private, not-for-profit, community-
based corporation serving a wide
range of human needs. **Your
contributions are tax-deductible.**

For more information write to
SDYCS, 3878 Old Town Ave.,
Suite 200-B, San Diego, CA
92110, or call us at 619-297-9310.

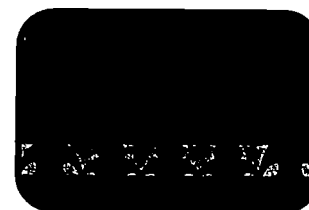
Thank you!

Introducing...

**San Diego Youth
and Community
Services**

Issues of the 90's

... the work that cannot wait



San Diego Youth and Community Services

Our Success is Your Success . . .

Founded in 1970, San Diego Youth and Community Services, Inc., (SDYCS), began as an idea, a belief that making the world a better place starts within our own community. In the years since, SDYCS has become one of the largest and most comprehensive human service providers in San Diego. Our programs include:

Runaway & Homeless Youth Shelters -- providing vital services to homeless, runaway and street youth.

Foster Care -- placing troubled youth in special foster care homes, thus helping them to gain independence and achieve productive lives.

Neighborhood Centers -- providing a variety of services to youth, senior citizens and families in a multi-cultural community service program, helping homeless, children & families to step beyond personal problems into a caring community. These centers serve the coastal, central and east communities of San Diego.

Our projects include:

Volunteer Project -- linking caring community members with the people they most want to help, the problems they will work hardest to correct.

SDYCS AIDS and Youth Education Project -- providing an ongoing training process, initially for program staff and peer counselors.

Issues of the 90's --

Substance abuse prevention and treatment.

"...yours is certainly a much-needed service and we hope to help you achieve your goals." — *Perry Lieber, Jr., Sr. Vice President, Gannet Outdoor*

AIDS prevention and education

Community empowerment

Homelessness

Access to health care

Alternative education

Unemployment

Drop out prevention

Youth participation

Foster care

Senior services

High-risk youth

Gang intervention

Families in transition

Volunteerism

"The NOP Senior Center is a great place for me. It's someplace I come to keep busy, to forget my troubles. If I'm stuck at home, I think and think about all my problems, but thanks to NOP now I'm up."

What you can do to help

Donate money

Volunteer your time

Donate equipment/furniture/use of your company's facilities, etc

Match someone else's donations

Sponsor a page of the annual report or an agency brochure

Sponsor a fundraising event

Get involved with the Board of Directors or an auxiliary group.

Become an SDYCS Endowment Builder

Be an advocate

"I came to the Gatehouse from a 24 hour school with a lot of problems. At the Gatehouse I started looking at myself, what I wanted for myself. I learned to be responsible, to forgive, to be honest and recognize positive things in life. **Here's the thing I learned the most: IALAC.** It means: **I am lovable and capable.** It's something I'll always remember."

Michelle, 16

Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

SDYCS

1992-93
ANNUAL
EDITION

SAN DIEGO YOUTH & COMMUNITY SERVICES

COMMITTED TO EMPOWERING YOUTH, FAMILIES
AND COMMUNITIES.

Renovation of The Bridge

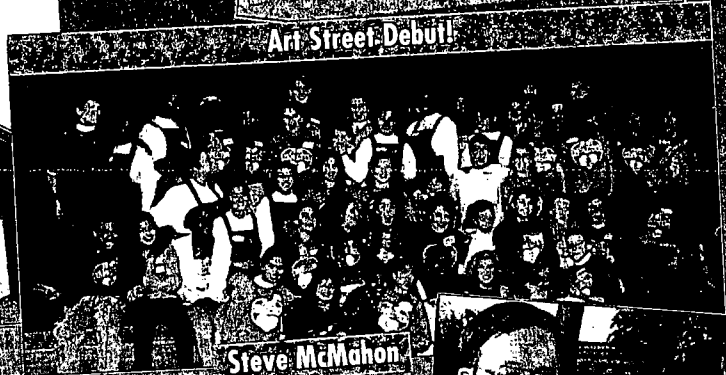


Teen Options for Pregnant & Parenting Teens

NEW
PROGRAM!



Art Street Debut!



Steve McMahon

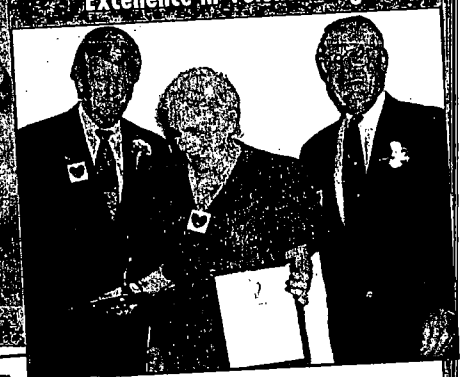


New
Board Chair



Executive Director Wins
LEADERSHIP AWARD

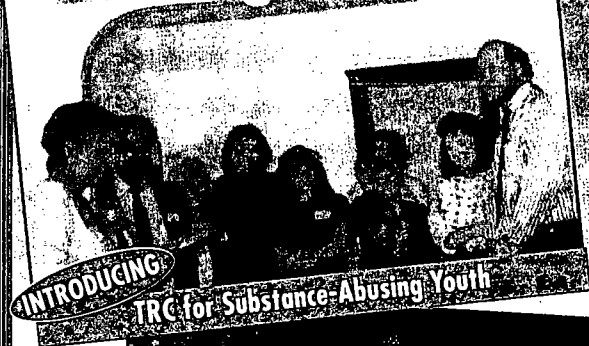
Excellence in Volunteering



Support from the Champ



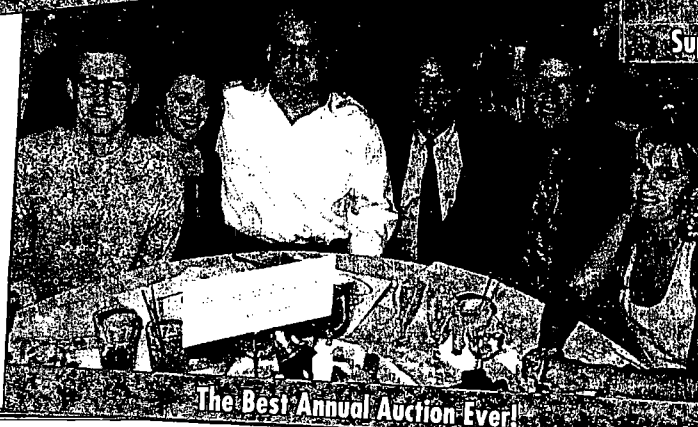
GRANT WELCOME
to
TEEN RECOVERY CENTER



INTRODUCING

TRC for Substance-Abusing Youth

The Best Annual Auction Ever!



125
YEARS
of
Point of Light
Celebration



The President's 5th Point of Light