FY2018 ANNUAL REPORT ON THE IMPACT OF OUR CARING COMMUNITY

A COMMUNITY OF HEROES
The Essential **NEED**
Foster youth are placed in a System because of circumstances beyond their control and often leave it feeling Unsure, Unprepared andDisconnected.

The Just in Time **SOLUTION**
When transition age youth (18-26) leave the System, Just in Time invites them to join a reliable Community that helps them become Confident, Capable and Connected.

Our Aspirational **VISION**
Just in Time for Foster Youth envisions a future in which every youth leaving the foster care system has access to a Community of caring adults after 18. We believe forging consistent, lasting relationships is the foundation for the success of our youth so they can thrive and enjoy productive, satisfying lives.

**Our Core VALUES**

- **AUTHENTICITY:**
  We are open, honest and courageous in the sharing of our time, treasure and talents

- **COLLABORATION:**
  We seek the WIN-WIN outcome in every situation to achieve the best solution for all

- **CONNECTION:**
  We use effective and empowering communication to serve our youth

- **INSPIRATION:**
  We engage in a way that inspires our youth and fulfills our mission

- **INQUIRY:**
  We ask great questions

- **OWNERSHIP:**
  We take ownership of our words, actions and commitments

- **RESPECT & COMPASSION:**
  We act with compassion at all times, towards ourselves and others. I matter, you matter
And how is that question connected to Just in Time’s mission to create lasting change in the lives of the young people we serve?

In the stories we hear, read and watch, we recognize heroes as the ones who answer the challenge, who step into the unknown despite their fears, finding allies along the way who help overcome the obstacles that block their progress toward their ultimate goals. Who find their own power and strength in the struggle they undertake and finally seize the prize.

This hero’s journey is what we see every day at Just in Time. We are witnesses and players in hundreds of stories each year as young people face daunting challenges, find staff and volunteer allies and use powerful resources to overcome obstacles in housing, education, transportation and employment, all the while dealing with the lingering impact of Adverse Childhood Experiences.

We also see our volunteers and investors as heroes. During the past 15 years, they’ve stepped forward to support a new model of change, with shared faith that the odds could be changed and negative outcomes reversed through the power of a caring community. They make innovation possible and take the risk of relationship even when youth are convinced that relationships are not to be trusted.

Heroes all. And when heroes come together, extraordinary things happen. Resources are discovered, connections are forged and healthy, productive lives are launched.

In this year’s FY2018 Annual Report, we’ll offer inspiring insight into our JIT Community of Heroes. It includes stories of impactful youth-centered services, powerful volunteer engagement and visionary investments delivered in combination with growing partnerships, significant collaborations and supportive networks that nurture lasting change.

What makes a Hero? Find the answer on any page you turn to... and maybe find yourself!
To fulfill our Vision of service to transition age foster youth, JIT must continue to build on our clearly defined strategic priorities that are essential to our growing impact. Our measurable benefit to the larger community is the key to our sustainability.

Over the next 5 years, Just in Time will:

**INNOVATE & IMPROVE SERVICES**

- **Essential Education/Training** – More individualized assistance in education planning and coordination with college campuses, a peer-to-peer College Bound coaching network and assistance with continuing education/certification/GED on par with traditional CB efforts.

- **Meaningful Employment** – Greater access to workforce development partnerships, formal volunteer and corporate connections including a JIT job sharing system, and funding assistance for participants working on certifications.

- **Well-Being/Mental Health** – Develop a “resilient community” framework using Adverse Childhood Experiences (ACEs) research to implement interventions and establish alliances that support healing and a positive approach to life choices.

- **Reliable Transportation** – Expand transportation options and access through greater assistance with transportation costs (bus passes/gas cards), partnerships (rideshare/bike share companies), and utilization of volunteer resources and collaborations.

- **Stable Housing** – Assist more youth who do not qualify for transitional housing programs and build a community-based network for short-term/emergency housing options.

- **Financial Security** – Extend financial training and credit building through FinFit, a more basic version of Financial Fitness with a lower threshold of eligibility and savings matches.

- **Coach Approach** – Embed the JIT Coach Approach to mentoring throughout JIT, for staff, volunteers and peer coaches with a training curriculum that includes ongoing practice.

**INCLUDE & INCREASE OUTREACH**

- Establish locations in **North County and South County** to improve access to JIT services.

- Establish JIT as a resource for every youth in **Extended Foster Care**.

- Establish JIT intake process as standard protocol for **Every Youth Emancipating** foster care.

**INSPIRE & INFLUENCE IMPACT**

- Conduct a **third-party research** project to affirm the JIT model.

- Market the **JIT Model** to others, both locally and outside the JIT market, to scale impact.

- Develop an effective model for **Partnerships & Alliances** that provides the missing framework for collective action based on shared interdependent impact goals.
SUSTAINABLE SUPPORT
In recent years, Just in Time adopted a focused strategy to achieve greater financial stability and sustainability through multi-year investments from foundations and individual investors. In FY2018, JIT met our $1,000,000 three-year challenge grant from the Walter J. and Betty C. Zable Foundation, translating into $2,000,000 of investments through FY2020. Other multi-year commitments include the Andrus Family Fund, the May & Stanley Smith Charitable Trust and the Satterberg Foundation.

COMMUNITY INNOVATION
With the help of two dedicated volunteers, Gretchen and Bill Morgan, and their connection to the Solana Beach Presbyterian Church community, JIT took a small but bold step into housing availability for young people who fall outside traditional housing services eligibility but are still in transition and need housing options. JIT’s Horizons House became a new model to bridge that critical transition as the Morgans purchased a home to lease back to JIT as a launching pad for a half-dozen young women. These ladies were provided with the support to elevate the skills and confidence necessary to eventually move on to their own safe, affordable homes.

EXTRAORDINARY ACCESS
In FY2018, JIT expanded access to safe, reliable transportation with assistance for participants to obtain their driving permits and licenses while also creating greater opportunities to purchase a dependable car without draining their hard-earned savings. In partnership with Self-Help Federal Credit Union, JIT helped Changing Lanes participants apply for and obtain auto loans, even acting as a guarantor where appropriate through a dedicated investor-funded Auto Access account.

STRENGTHENING STAFF
As JIT provided more resources and services over the years, it sometimes meant Youth Services Coordinators were responsible for two or more programs. In FY2018, we were able to add dedicated staffing for College Bound, Healthy Practices, Pathways to Financial Power, Changing Lanes and Career Horizons for Young Women.

IMPACTFUL ALLIANCES
JIT committed our time and expertise as one of the primary steering organizations for the Strong Families, Thriving Communities Initiative led by the San Diego Foundation, the County of San Diego, and Clinton Health Matters Initiative. JIT staff were actively engaged in three of the SFTC Community Blueprint workgroups to make a trauma-informed care approach standard practice for all service providers; involve those impacted by systems intervention to reduce racial and ethnic disparities; and increase peer mentorship for emancipated and Juvenile Justice involved youth that includes life skills training, employment and access to resources.
“Pam and Dave have helped me in all the ways that parents do. This was very important to me because I went into foster care at age nine and was very sheltered and isolated. Even as late as high school, while I was given food and clothing, I didn’t learn basic skills or have access to outside resources.

I met Pam and Dave at College Bound in 2014. They took me shopping (Pam taught me how to figure out percentages!) and then helped me move everything into my dorm before joining me for the welcome barbecue. During freshman year I got sick and Pam came by with groceries. She was always buying me groceries! Dave went with me to Financial Aid and showed me how to plan out the whole year with what was coming in and what was going out. They even showed me how to do my taxes and purchase my first car. Adult tasks. Like parents would do.

I graduated from Cal State San Marcos in May and am working as a human resources specialist for the Department of Defense. I plan to get my Master’s in Industrial Organizational Psychology. And now the Hunts’ home is my home... where I like to go for holidays and birthday celebrations.

What I want to say to Pam and Dave? Thanks for always being there for me and believing in me when I didn’t.”
We started with a clear vision:
To fill critical gaps left by an absence of family support that, once met, would help transition age foster youth become self-sufficient members of society. We provided basic resources and financial assistance and, through our research and experience, became acutely aware that much more was necessary.

The most crucial interconnected needs for lasting transformation could only be met by combining essential resources and knowledge with a reliable and caring community that offers the consistent love and support that is often missing in the lives of foster youth.

In fact, we learned that durable change is driven by four key factors that help these resilient young people become more Confident, Capable and Connected, predicting their lasting success:

- **Filling gaps in knowledge of financial management and access to meaningful employment**
- **Helping youth identify self-limiting beliefs and personal strengths**
- **Encouraging each participant to take ownership of their unique story and authentic voice**
- **Creating connections to trusted relationships with supportive adults and like-minded peers**

Using this powerful foundation, we offer a comprehensive variety of innovative, individualized and volunteer-driven services that meet the expressed needs of our youth. Chances of self-sufficiency increase exponentially when youth have relationships with one or more caring adults, so life-affirming relationships are at the heart of all the work we do.

- **Emergency Basic Needs**: Provides critical support to overcome life’s inevitable emergency situations, including rental assistance, transportation and health care funds
- **Rise to Resilience/ADVANCE**: Delivers access to resources and life planning partners to overcome Adverse Childhood Experiences and create healthy practices
- **My First Home**: Transforms first homes into safe, stable and supportive places to live
- **Career Horizons for Young Women**: Empowers women with a network of female professionals and coaches providing guidance and building self-worth
- **Bridges to Success for Young Men**: Engages men in a supportive brotherhood that builds professional and personal skills
- **Financial Fitness**: Develops skills to plan and build financial security
- **College Bound/Learning to Succeed/Master Your Dream**: Offers the tools, encouragement and community needed to succeed in college and beyond
- **Changing Lanes**: Assists with driver training and purchasing reliable vehicles at affordable rates
- **Pathways to Financial Power**: Promotes work readiness and strategies that lead to meaningful work and smart money management
**RETURN ON YOUR INVESTMENT**

Just in Time demonstrates ROI in two ways: through Quantitative Measures of Outcomes (Q1 – how many & how much) and Qualitative Measures of Impact (Q2 – how deep and how lasting).

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**FY2018 Outcomes**

**SERVICES TO YOUTH**

<table>
<thead>
<tr>
<th>JIT FY2018</th>
<th>DUPlicated/Unduplicated*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4,104/494</strong> Total Distributions/Services Accessed by Youth</td>
<td></td>
</tr>
<tr>
<td><strong>5,276/659</strong> Non-Service Specific Connections/Activities</td>
<td></td>
</tr>
<tr>
<td><strong>9,380/761</strong> Total Combined Touch Points to Youth</td>
<td></td>
</tr>
<tr>
<td><strong>133</strong> New Individual Youth Served (144 in FY2017)</td>
<td></td>
</tr>
<tr>
<td><strong>761</strong> Total Individual Youth Served (675 in FY2017)</td>
<td></td>
</tr>
<tr>
<td><strong>$3,367</strong> Investment per Youth</td>
<td></td>
</tr>
<tr>
<td><strong>12.33</strong> Touch Points per Youth (9.9 in FY2017)</td>
<td></td>
</tr>
</tbody>
</table>

**SERVICE HIGHLIGHTS:**

- **Basic Needs** is the most utilized JIT resource and the entry to other services
- Participants accessed an average of 5.4 services each over the course of the year
- Participants connected to JIT an average of 12 times each over the course of the year

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**Volunteer Service Enterprise ROI**

**ALL VOLUNTEERS**

<table>
<thead>
<tr>
<th>JIT FY2018</th>
<th>DUPlicated/Unduplicated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9,643</strong> Skilled &amp; Unskilled Hours</td>
<td></td>
</tr>
<tr>
<td><strong>640</strong> All Volunteers</td>
<td></td>
</tr>
<tr>
<td><strong>37.5%</strong> Ratio of Skilled Volunteer Hours/All Volunteer Hours</td>
<td></td>
</tr>
<tr>
<td><strong>182</strong> Skilled Volunteers</td>
<td></td>
</tr>
<tr>
<td><strong>3,613</strong> Skilled Volunteer Hours</td>
<td></td>
</tr>
</tbody>
</table>

**VOLUNTEER HIGHLIGHTS:**

- **Coaches/Mentors** accounted for 23% of all volunteer hours (over 2,100)
- Of all JIT services, Career Horizons utilized the most volunteer support (over 1,300 hours)
- 9,643 hours is the equivalent of 4.6 staff members working 52 full weeks

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**% YOUTH DISTRIBUTIONS (FINANCIAL & SERVICE)**

(TOTAL = 4,104)

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency/Basic Needs</td>
<td>20%</td>
</tr>
<tr>
<td>Career Horizons</td>
<td>18%</td>
</tr>
<tr>
<td>Financial Fitness</td>
<td>14%</td>
</tr>
<tr>
<td>Community</td>
<td>12%</td>
</tr>
<tr>
<td>Bridges to Success</td>
<td>11%</td>
</tr>
<tr>
<td>College Bound</td>
<td>7%</td>
</tr>
<tr>
<td>Pathways /Financial Power</td>
<td>6%</td>
</tr>
<tr>
<td>My First Home</td>
<td>4%</td>
</tr>
<tr>
<td>Other Activities</td>
<td>4%</td>
</tr>
<tr>
<td>Changing Lanes</td>
<td>2%</td>
</tr>
<tr>
<td>ADVANCE/Healthy Practices</td>
<td>2%</td>
</tr>
</tbody>
</table>

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**% FILLING VARIOUS VOLUNTEER ROLES**

(TOTAL = 640)

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics/Events</td>
<td>32.8%</td>
</tr>
<tr>
<td>Coach/Mentor</td>
<td>32.0%</td>
</tr>
<tr>
<td>Civic/Faith/Corporate Group</td>
<td>24.4%</td>
</tr>
<tr>
<td>Community Event Attendee</td>
<td>23.6%</td>
</tr>
<tr>
<td>Skilled Consultant</td>
<td>10.5%</td>
</tr>
<tr>
<td>Presenter/Facilitator</td>
<td>7.8%</td>
</tr>
<tr>
<td>Ambassador/Fundraising</td>
<td>5.5%</td>
</tr>
<tr>
<td>Admin/Operations</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

*Percentages do not equal 100% because volunteers may fulfill multiple roles.*
JIT tracks four essential factors that help transform the lives of the young people we serve. Each of our services is designed to achieve and track those factors over time through multiple intended impacts. For example:

### 1) Fill Gaps in Knowledge & Experience

**Pathways to Financial Power Intended Impact:**
Participants learn and practice effective financial management, including budgeting, savings and establishing strong credit.

<table>
<thead>
<tr>
<th>% of Youth Saving Money Each Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before Pathways: 22%</td>
</tr>
<tr>
<td>After Pathways: 70%</td>
</tr>
</tbody>
</table>

### 2) Identify Self-Limiting Beliefs and Real Personal Strengths

**College Bound Intended Impact:**
Participants believe they can compete in higher educational institutions.

"I feel academically limited because of my past foster care experience."

- 47.5% fewer participants agreed with this statement
- 100% stated they had the necessary resources to achieve their academic goals

### 3) Take Ownership of Their Stories and Authentic Voice

**Walk the Talk Intended Impact:**
Participants define themselves, their power and their future.

- 89% of participants are confident their story has value
- 80% of participants believe their story deserves to be shared

### 4) Make Connections to Trusted Relationships with Supportive Adults and a Network of Positive Peers

**Bridges to Success for Young Men Intended Impact:**
Participants develop and leverage supportive relationships.

<table>
<thead>
<tr>
<th>Participants Have Someone They Can Talk to About Their Problems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before B2S: 30%</td>
</tr>
<tr>
<td>After B2S: 82%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participants Feel Comfortable Sharing Their Story with Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before B2S: 30%</td>
</tr>
<tr>
<td>After B2S: 75%</td>
</tr>
</tbody>
</table>
“One of the greatest mistakes we make is encouraging young people to leave the foster care system in search of independence and self-sufficiency. Many of us wouldn’t be able to reach our goals without interdependence and a network of supporters cheering us on along the way.”

**ACHIEVEMENTS**

BA, SOCIAL WORK, San Diego State University 2012  
MA, PUBLIC POLICY, Northwestern University 2014  
INTERN, Congressional Coalition on Adoption Institute, Washington DC  
FORMER DIRECTOR OF PROGRAMS, Family & Youth Roundtable  
TRAUMA-INFORMED SYSTEMS SPECIALIST, Chadwick Center for Children and Families  
FOUNDER AND CEO of Non-Profit Phenomenal Families

**JIT SERVICES SUPPORT**

- College Bound  
- Emergency Assistance

**MY JIT HERO:**  
MEREDITH HALL-CHAND
Emilio was in foster care at least three times before age 11 and recalls going to 15 different schools during that time.

At any given time, Emilio was living with at least 10 family members in a two-bedroom house, surrounded by drugs, alcohol and domestic violence. He didn’t know what love really felt like or if he would even have food to eat. Fortunately, a caring aunt recognized his potential and encouraged him; Emilio ended up graduating with honors from High Tech High International in June 2017.

Emilio soon connected with Just in Time for Foster Youth and hasn’t looked back since. He initially came for Basic Needs but then engaged in College Bound, Financial Fitness, Bridges to Success and Pathways to Financial Power. “I owe a lot to Just in Time,” Emilio says. “They’ve given me much more than financial aid. I know I have a family behind me in the form of coaches, staff, volunteers and peers. The support is endless.”

Emilio credits Dave, his College Bound coach, with showing him the power of connection. At first Emilio was hesitant, but soon Dave was checking in weekly, then daily. Already Emilio feels like a welcome member of Dave’s family. “And this is only year one!” Emilio jokes. “What’s next? I’m only 19 but know I will have these mentors for the rest of my life.”

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**MVP INVESTORS**

An Anonymous Giving Circle of Women  
Cynthia K. Engles Donor-Advised Fund of the Dallas Women’s Foundation  
SDG&E/Sempra  
Sorkin Family Foundation, a Donor-Advised Fund at Fidelity Charitable  
Jeanette Day  
Encinitas Coastal Rotary Club  
Kevan & Mike Lyon  
Joanne & Mick Marks  
Terry McGee  
Mission Beach Women’s Club Foundation  
Lisa Roberts Family Trust  
San Diego Trading Company  
Annie Smale  
Soroptimist International of Coronado  
Solana Beach Presbyterian Church  
The TJX Foundation

**CAREER HORIZONS & BRIDGES TO SUCCESS VOLUNTEER STATISTICS**

- **158 VOLUNTEERS**
- **1,647 VOLUNTEER HOURS**

**CAREER HORIZONS & BRIDGES TO SUCCESS FY18**

- **151 YOUTH SERVED**
- **$303,577 COST**
- **$2,010 COST PER YOUTH**
- **1,163 ASSISTS**
“Just in Time has always been there for me. I will never forget them for helping me in any way that they could when no one else would or could. That also has molded me into the person I am today. Because of them, I developed a passion for helping others and I love giving back.”

ACHIEVEMENTS

WELDING CERTIFICATION, National City Adult School
PROUD FATHER OF THREE
DAVIS GREGG ENTERPRISES, 2006-present
SHOP FOREMAN, WELDER, MACHINIST, CNC Milling

JIT SERVICES SUPPORT

Basic Needs
My First Home
Financial Fitness
Bridges to Success for Young Men

MY JIT HEROES:
LYNNE & STEVE DOYLE, MEREDITH HALL-CHAND, RAJAH GAINEY
Sonya entered the foster care system at seven years old and was placed in over 10 homes by the time she emancipated.

In all this time, Sonya dreamed of having a home to call her own. She also had dreams of becoming a model or a fashion consultant but she wasn’t sure where to begin.

When she found Just in Time, Sonya’s dreams began to come true.

First, she was welcomed as a new resident of Horizons House, a remodeled home that was leased to JIT by volunteers Gretchen and Bill Morgan that houses six young women as part of a “Life Launch” program. Sonya describes her new home as “beautiful and unexpected.”

Second, Sonya participated in Career Horizons for Young Women, a 10-month cohort of young women that explores career options, strengths building and work readiness skills. Recognizing Sonya’s passion for fashion, as well as her determination and grit, the Career Horizons volunteer coaches assisted with photo shoots, runway jobs and a work opportunity at Banana Republic. Now in a safe and stable home environment, Sonya’s career path is also in view. In her own words, “Before JIT I was a mess, now things are put together. Things make sense!”
“Someone could have all the drive and determination in the world but no one would get very far without having people there to support you, motivate you and help you navigate how to be successful. I am no longer hindered by feeling like I don’t belong because of where I came from. Instead, I am surrounded by an amazing support system that motivates me to pursue my dreams whole heartedly.”

ACHIEVEMENTS

BA, SDSU 2016
MA, PUBLIC POLICY, Sanford School at Duke University 2018
CONSULTANT at Booz Allen Hamilton, Washington DC

JIT SERVICES SUPPORT

Financial Fitness
College Bound/Master Your Dream
Pathways to Financial Power
Career Horizons for Young Women

MY JIT HEROES:
DIANE ARCHAMBAULT,
KRIS McMILLAN,
STEVE GOLDBSTEIN,
JENNELL MOTT
When Virgo was 15, his whole life changed with the loss of his parents. Suddenly, his support system was gone and he became part of the foster care system.

When he transitioned out of care, Virgo avoided talking about his past because of the lingering stigma. Although his life was moving forward, he felt alone and had taught himself not to expect or want the love and support typically associated with parents and family.

That began to change in 2015 when Virgo enrolled in San Diego State University and participated in JIT’s College Bound. At first he was overwhelmed with anxiety that his volunteer coach would learn about his past. However, he quickly learned the entire JIT community was truly invested in his success and happiness.

This led to a significant breakthrough. Virgo let down his walls and began to build a network of support, realizing that he did deserve to have consistent, caring people in his life.

Virgo went from fearful to formidable with the support of the JIT community! He became a community leader, eager to share his story of overcoming adversity to empower himself and those around him. Now a college graduate and the new College Bound Coordinator at Just in Time, Virgo is committed to helping other young people achieve their educational goals and find their voice and purpose.
“A small amount of effort, time or monetary contribution can help to change the life of a young individual developing their talent. Thank you, San Diego, for supporting Just in Time’s mission to engage and help transition age foster youth achieve self-sufficiency and well-being. Give them a firm stand and watch them change the world.”

ACHIEVEMENTS

BA IN COMMUNICATION, SDSU 2010
HUMAN RESOURCE MANAGEMENT CERT, UCSD, 2015
PRESIDENT, 33 Persona - Staffing and Recruiting

JIT SERVICES SUPPORT

- Basic Needs
- My First Home
- College Bound

MY JIT HEROES:

KATHRYN VAUGHN, LYNNE DOYLE
Lakenya was in the foster care system from age two through 18.

Coming out of foster care, one of the biggest frustrations for Lakenya was the lack of access to meaningful employment. She shared with JIT Pathways Coordinator Amanda Larson that her exposure and experience was only in customer service and call center jobs.

Amanda referred Lakenya to the Gateway to College and Careers program, which offers apprenticeships in the trades. Armed with her elevator speech, knowledge of her strengths and a toolbox of other skills supplied by JIT, Lakenya interviewed confidently with three different decision makers at Gateway; she was selected as one of only three females out of a pool of nearly 60 applicants!

“Within the first week, I was out on a worksite building an apartment complex,” said Lakenya. “I’m really interested in carpentry and I’m already getting the necessary equipment, tools and training. This is what I want to choose as my long-term career.”

Lakenya has since completed her pre-apprenticeship and is pursuing a four-year apprenticeship under a contractor, where she will become part of the Southwest Carpentry Union.

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**PATHWAYS TO FINANCIAL POWER**

**VOLUNTEER STATISTICS**

67 VOLUNTEERS

354 VOLUNTEER HOURS

**MVP INVESTORS**

Community Impact Fund of the Rancho Santa Fe Foundation

Del Mar Highlands Town Center

Suzanne & Jay Lichter

Bank of America Charitable Foundation

Batta Fulkerson Law Group

BDO USA, LLC

Cubic Corporation

David C. Copley Foundation

Day for Change

Dowling & Yahnke, LLC

FedEx Cares

Inez Branca Family Foundation

Macy’s

Mission Federal Credit Union

MUFG Union Bank Foundation

Mutual of Omaha Bank

Rolf Benirschke Legacy Foundation

RWM Home Loans

SDG&E/Sempra

Louarn & Alan Sorkin

Wawanesa Insurance

Wells Fargo
“If you live with fear, always questioning, always hesitant... Then you have let the world mourn you before you have even passed this life. Live!! Take that road that looks arduous and uncertain. Because if you learn from the lessons that life can give, then you truly have nothing to regret. Live, Laugh, Love, and most importantly, Learn.”

**ACHIEVEMENTS**

- BS, CHILD AND FAMILY DEVELOPMENT, SDSU 2013
- TEACHING CREDENTIAL, SDSU 2014,
  Early Childhood Special Education: Autism
- MA, SPECIAL EDUCATION: AUTISM, SDSU 2016
- TEACHER, Early Childhood Special Education (ECSE)
- PROFESSIONAL MERMAID with Mermaid SD

**JIT SERVICES SUPPORT**

- My First Home
- Financial Fitness
- College Bound

**MY JIT HERO:** DIANE COX
Aidee was only seven years old when her mother was taken to jail, leaving her and her five siblings in the foster care system.

As she approached emancipation, Aidee was torn between her urgent need for supportive resources and a strong reluctance to expose her foster care past after leaving the system. In her eyes, “it felt like going back” and reliving the trauma.

Fortunately, Aidee’s high school advisor helped her to work through this common barrier to establishing essential connections and referred her to JIT, where Aidee became both engaged and empowered. But then she was faced with major financial hurdles. As Aidee shared, “My accounts were in collection. I felt ashamed I made so many mistakes and spent money I didn’t have. But Steven, the Financial Fitness Coordinator, made me comfortable enough to share my financial situation.” Aidee was paired with David, a volunteer coach, who helped her create an action plan and consistently reassured her, “We’re going to get through this.” And he was correct!

With relief, Aidee tells us, “I have a plan. I’m actually saving now rather than living from paycheck to paycheck. In six months I’ll be free of bad debt! It’s life-changing when there’s someone there to help you.”

FINANCIAL FITNESS

FINANCIAL FITNESS VOLUNTEER STATISTICS

30 VOLUNTEERS  126 VOLUNTEER HOURS

FY18 IMPACT

132 YOUTH SERVED

COSTS: $200,429

1,518 COST PER YOUTH

570 ASSISTS

MVP INVESTORS

Charlie Joyce & Otis Eastern, LLC
Lily Lai Foundation
The Hill Charitable Trust
The Roberts Foundation
US Bank
Scott Arnold
Jana Kiena
Miller Family Trust
Art Molloy & Capital Growth, Inc.
Money-Arenz Foundation, Inc.

Ruth & John Schmid
David & Tina Thomas Charitable Fund at the San Diego Foundation
Brian Uiga
LAVANA WHITAKER

“I struggled for a very long time. It’s extremely hard growing up without a family. It feels like there is an empty space in your heart. Joining Just in Time changed my life. Words cannot express how grateful I am. It feels good to be self-sufficient. I look back at my past, see how far I’ve come and all the obstacles that I have overcome. From homeless to happy!”

ACHIEVEMENTS

SECURITY OFFICER for Metropolitan Transportation Services for six years
FIELD TRAINING OFFICER, Corporal Officer, First Female Watch Sergeant
PROTECTIVE SECURITY OFFICER, Department of Homeland Security

JIT SERVICES SUPPORT

Basic Needs
My First Home
Financial Fitness
Career Horizons for Young Women

MY JIT HERO: DIANE COX
Angie entered foster care at 15, already living a life of fear after her parents signed their parental rights away rather than getting clean from drugs.

Angie’s life taught her that nothing was permanent, including love and support. When she aged out of the system at 18, she was left to fend for herself with nothing but the lingering scars of her past. “It was scary,” Angie explained. “I was really lonely but I didn’t want to reach out to anybody because I felt like it would be ripped away too.”

That began to change when Angie found JIT, where My First Home helped furnish her apartment. There was another significant obstacle facing Angie, though. She had an old beater car that couldn’t pass smog inspection, and she was afraid to buy a safer car because it would mean getting a loan and going into debt. Angie was invited to join Changing Lanes, JIT’s service that assists with reliable and affordable transportation. Angie’s CL volunteer coach helped her devise a plan to purchase a reliable vehicle that would also fit her budget.

Angie is now the proud owner of a 2009 Toyota Matrix named Sebastian, a car so reliable she’s even driving for Lyft on the side! “Every time I get in it, I think ‘Wow, this is MY car. It still kind of puts me in awe. Everyone at JIT has supported me through all my successes. You guys are my family.”

---

**CHANGING LANES VOLUNTEER STATISTICS**

- **4 Volunteers**
- **41 Volunteer Hours**

**MVP INVESTORS**
- Elizabeth N. Crane Foundation
- The Thompson Family, a Donor-Advised Fund Account at Schwab Charitable
- The Century Club of San Diego
- Sheila & Dick Murphy
- Shelly & Adam Baker and Black Mountain Equities, Inc.
- Bernitz/Silverman Family Fund at the San Diego Foundation
- Martin Goodman
- The Hill Charitable Trust
- Pamela & David Hunt
- Susanne & Brad Livingston & RWM Home Loans
- Livingston Family Foundation
- Gilbert J. Martin Foundation
- Bonnie & Jim Porter
“Everyone has their personal struggles and everyone has their personal demons. Sometimes all you want is to be left alone to process your thoughts. Most people don’t understand that. Just in Time was there for me in a unique way. They are aware of our situations and were simply the “I’m here if you need me” that I needed to hear. They didn’t pry into my personal life, but they cared so much that if I needed anything they would help me with it. That’s true friendship. They showed me that there are ways to turn your weaknesses into strengths and provided me the connections I needed to succeed. I’ve become strong because of them.”

ACHIEVEMENTS
MEDICAL ASSISTANT/ACCESS SERVICES REP II
SPECIALTY: Workers Comp, Sports Medicine, ER, Physical Therapy
Sharp Healthcare Systems/Sharp Memorial Hospital

JIT SERVICES SUPPORT
Basic Needs

MY JIT HEROES:
MEREDITH HALL-CHAND, RAJAH GAINEY, SHENG VANG, MIKE TURNER
Gilbert was in and out of foster care before being placed with his aunt. However, when he was 17, she passed away.

Gilbert was suddenly an emancipated minor, grasping for resources. He finally discovered JIT at the age of 21, took advantage of available resources and moved his life forward on a more stable track.

Then, a year ago, life took a downturn when Gilbert was unexpectedly laid off. “I had to look for a new job,” explained Gilbert. “I had school coming up, I needed to pay for books. I was saving but couldn’t pay rent and found myself needing support. I didn’t really have that. I really couldn’t see the silver lining.”

Although he hadn’t taken advantage of JIT’s services for some time, Gilbert reached out to JIT and was pleasantly surprised to discover he could utilize JIT’s services until his 27th birthday, which was still several months away. Gilbert received the emergency funds he needed to make rent. He also re-engaged with the JIT community as a participant in Bridges to Success and Financial Fitness with renewed hope and optimism for his future.

“It’s been a rough transition to get to a place of stability,” said Gilbert. “Just in Time helped me out when I really needed it. I thought I was stuck but there was a way out. I’m very grateful.”

BASIC NEEDS & WELL-BEING
FY18 IMPACT

→ 296 ←

YOUTH SERVED

COSTS: $238,001

$737

COST PER YOUTH

887

ASSISTS

MVP INVESTORS

Walter J. and Betty C. Zable Foundation
Alliance Healthcare Foundation
Andrus Family Fund
The Kroha-Casner Family Foundation
Change A Life Foundation
Cushman Foundation
DeFalco Family Foundation
Samuel H. French and Katherine Weaver French Fund
In-N-Out Burger Foundation
John Krakauer Charitable Trust
George Lai
McCarthy Family Foundation
Arthur P. & Jeanette G. Pratt Memorial Fund

BASIC NEEDS & WELL-BEING
VOLUNTEER STATISTICS

26 VOLUNTEERS
137 VOLUNTEER HOURS
1. THE HEAVY HITTERS
Ken Garnier, David Gonzalez & John Nylander
My First Home would be on its last legs without this intrepid trio of Movers & Shakers!

2. THE REMARKABLE ROOKIES
Jim McIlhon & Marsela Obregon
Less than one year; 10 major volunteer commitments! 'Nuff said!

3. THE EXCEPTIONAL EDUCATORS
Dr. Poppy Fitch & Dr. Marilee Ludvik
Sometimes the Road to Resilience is best paved by a team of PhDs!

4. THE DATABASE DIVERS
Judi Rower & Susan Schneider
This duo has the talent and tenacity to turn numbers into narratives!

5. THE VISUAL VIRTUOSOS
Janet Coover & Joan McClintock
One takes photos to show the good we do; one helps youth look good!

6. THE EVENT EXPERTS
Bill Moss, Jeff Noyes & Robert Morales
So many events, so much registration! They’ve got it covered.
EXCEPTIONAL VOLUNTEERS

They came. They gave. They helped change the world.

7. THE WALK THE TALK WHIZZES
   Judy Bee & Cappie Geis
   Not everything wonderful at Walk the Talk happens onstage. We see you, B & G!

8. THE CLASSIC COACHES
   Marci Morgan & Sharon Wax
   The Coach Approach to volunteering – Listen, Ask Powerful Questions & Help Us Grow!

9. THE POWER COUPLES
   Marette Esperance & Ken Lindeneau
   Karen & Tim Dietz

10. THE OUTSTANDING ORGANIZERS
    Nancy Dall & Stacy Stamper
    Turn a place for storage into a space that showcases My First Home contributions? They got this!

11. THE FABULOUS FRATERNITY
    Kappa Alpha Psi
    We sent out a call. They showed up and carried the day!

12. THE SULTAN OF SUMMER
    Brad Norris & Brad Norris
    Fishin’, Kayakin’, Surfin’ with Brad. After all, it is California!
COMMUNITY SNAPSHOTS

OPEN HOUSE
2017 Pathways

Surf Day

Bocce Fest
COMMUNITY SNAPSHOTS

ARCHAMBAULT HOLIDAY LUNCHEON

MY FIRST HOME FOR THE HOLIDAYS
COMMUNITY SNAPSHOTs

2018 WALK THE TALK
FUNDING SOURCES
JULY 2017 - JUNE 2018

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$ 4,105,660

* Total FY2018 revenue includes pledges to fulfill a 3-year $1M challenge grant

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RATIOS

REVENUE RATIOS:
- Individuals: 19%
- Foundations: 55%
- Special Events: 14%
- Corporate: 4%
- Civic & Faith Organizations: 3%
- Government Agencies: 1%
- In-Kind Donations: 4%

100%

EXPENSE RATIOS:
- Youth Services: 71%
- Fundraising: 21%
- Administrative: 8%

100%

* Ratio includes FY2018 pledges to fulfill a 3-year $1M challenge grant

**FUNDING SOURCES**

**JIT**

**FYSOH CAFNIALS**

**FUNDING SOURCES**

**JULY 2017 - JUNE 2018**

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- Administrative: 8%

**100%**

* Ratio includes FY2018 pledges to fulfill a 3-year $1M challenge grant
OUR INVESTORS

$500,000+
Walter J. & Betty C. Zable Foundation

$150,000+
The Kenneth T. & Eileen L. Norris Foundation

$100,000+
Alliance Healthcare Foundation
Charlie Joyce & Otis Eastern Service, LLC
The Thompson Family, a Donor-Advised Fund Account at Schwab Charitable

$50,000+
Andrus Family Fund
The Century Club of San Diego
Elizabeth N. Crane Foundation
Suzanne & Jay Lichter
Community Impact Fund at the Rancho Santa Fe Foundation
San Diego County Board of Supervisors

$25,000+
An Anonymous Giving Circle of Women
Scott A. & Elizabeth V. Christensen Charitable Foundation
Del Mar Highlands Town Center
Farrell Family Foundation
John Krakauer Charitable Trust
The Kroha-Casner Family Foundation
Lily Lai Foundation
Livingston Family Foundation
The Moxie Foundation Fund of the Jewish Community Foundation
Sheila & Dick Murphy
Roberts Foundation
The Scripps Family
Louarn & Alan Sorkin & Sorkin Family Foundation, a Donor-Advised Fund at Fidelity Charitable
US Bank

$15,000+
Change a Life Foundation
Harry & Judith Collins Foundation
David C. Copley Foundation
Cynthia K. Engles Donor-Advised Fund of The Dallas Women’s Foundation
Goldberg Charitable Trust
The Hill Charitable Foundation
Kasperick Family Charitable Gift Account at Schwab Charitable
Pierre Leroy
Susanne & Brad Livingston & RWM Home Loans
Art Molloy & Capital Growth, Inc.
Bonnie & Jim Porter
SDG&E/Sempra
David and Tina Thomas Family Charitable Fund at the San Diego Foundation

$10,000+
JoAnn & Larry Baca
Shelley & Adam Baker & Black Mountain Equities, Inc.
Bank of America Charitable Foundation
Cushman Foundation
Datron World Communications, Inc., a Donor-Advised Fund at Fidelity Charitable
Pat Foley
Samuel H. French and Katherine Weaver French Fund
Suzy & Bob Freund
George Lai
In-N-Out Burger Foundation
Kevan & Mike Lyon
Joanne & Mick Marks
Gilbert J. Martin Foundation
McCarthy Family Foundation
Miller Family Trust, Grace Chui-Miller & Scott Miller
Mission Hills United Church of Christ
Mutual of Omaha Bank
The Nordson Corporation Foundation
Parker Foundation
Proven Recruiting
Lisa Roberts Family Trust
Ruth & John Schmid
The TJX Companies
Dr. Renee Wailes
Wawanesa Insurance
The David and Sharon Wax Family - Mid Term Pool Fund of the Jewish Community Foundation

$5,000+
Anonymous of the Bank of America Charitable Gift Fund
Diane & David Archambault
Scott Arnold
Ashford University
Berkshire Hathaway HomeServices - The Charitable Foundation
Bernitz/Silverman Family Fund at The San Diego Foundation
Beyster Family Foundation Fund IV
OUR INVESTORS

$1,000+
Brad Ballard
Bank of Southern California
BDO USA, LLP
Terry & Bob Berenson
Djamal Bettahar
Darcy & Robert Bingham Fund at The San Diego Foundation
Mary Ann Blair Endowment Fund at the San Diego Foundation
Bobrow/Tanabe Family Charitable Fund
Kandee & Burt Bondy
Cathy & Andy Borgia
Barbara Bry & Neil Senturia
Chris and Julie Budde, a Donor-Advised Fund Account at Schwab Charitable
Carolyn & Mark Burns
Nancy Cannon-O’Connell & Tom O’Connell
Amy & Jesse Cardella
Chalice Unitarian Universalist Congregation
Meredith & Mike Chand
Truette Clayes & Jeff Partrick
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Cooke Charitable Trust, a Donor-Advised Fund at Fidelity Charitable
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Reshae Cuevas
Quinn Curtis
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Gabrielle Goodman & David Dorne
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Dowling Family Endowment Fund (Coastal Community Foundation)
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Encinitas Coastal Rotary Club
Jake Erlendson
Marette Esperance
Judy & Tom Fisher
Samuel I. & John Henry Fox Foundation
Full Circle Fund (Coastal Community Foundation)
Phillip & Francine Ginsburg Fund of the Jewish Community Foundation
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Macy’s Corporate Giving
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Patricia Roscoe
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Gail & Steve Rower
Brittany Rower
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Cathie Perry-Smith & Greg Smith
Smith Fund, a Donor-Advised Fund at Fidelity Charitable
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Soroptimist International of Coronado
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Karen & Kevin Sullivan
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Christine & Barry Tobias
Crissy & Cory Verner
WD-40 Company Foundation at The San Diego Foundation
Todd Weinstein
Carol Wells
Linda & JD Wessling
JoAnn & Stephen Wilson
Cynthia & Eric Wittenberg
Dana Worsham
Karen Zatt
Sylvia Weider-Amber Family Foundation
Diana Anders
Nick Angell
Sarah & Adrian Atilano
Judy Bee & Jeff Denning
Jelana & Kenneth Bentley
Ross Bernet
Michele & Michael Bernique
Megan & Trevor Blair
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Darlene & Scott Boaman
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Sharon & Gregory Brown
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Juanita Contin
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Ernest Emerson
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Pat Finn
Christopher Garrett
David Gersz
Marcia Green
Stephen Greene
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Gail Hutcherson
Cameron James & Jim Gilmore
Conny Jamison
Nancy Jamison & Mark Dillon
Arthur Jones
Elaine Kalin Fund at Fidelity Charitable Foundation
Jan & Steve Kerho
Mary Kloiberdanz
Jenna Kravetz
Kim & Johnson Lai
Lederer Family Charitable Fund at Schwab Charitable Foundation
Linda Rock & Dr. Richard Levak
Anita Lorber
Jill Maninger
The Maury Family Foundation of the Bank of America
Charitable Gift Fund
Jill McGhee
Steve Moreen
Annette & Peter Neville
Claudia Obertreis
Bridget & Chris Olson
Kyung & Jon Pak
The Vann P. and Carol G. Parker Charitable Fund at Schwab Charitable Fund
Jason Pavlick
Laura & John Peluso
Carol, Russ and Rex Peniman
Berina & George Pennington
Nancy & Ed Quinn
Pierre-Andre Rebeyrat
Debra Schiff
Rachel Schindler
Patricia Sehnert

$500+
Cynthia L. Strauss and Harry A. Sherr Fund, a Donor-Advised Fund of Fidelity Charitable
Gonaghi & Gary Shiers
Sieglers Family Fund of the Jewish Community Foundation
Jim Smith
E.A. & Ian Stewart
Suzanne & Bill Sutton
Nancy & Peter Toennis
Tricia Tool & Paul Dewey
Brian Uiga
Beth Vanta
Debbie Van Wanseele
Adrienne & Juan Vargas
Fabio Viviani
Wejungo Corporation
Sally & Pete Welly
Devan & Don Wollan
Women's Club of Carlsbad
John Word
Debby & Tom Wright
Dawn & Michael Yang

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Michelle & Frank Baldwin
David Berdux
Terry & Bob Berenson
Shannon Blas
Darlene & Scott Boaman
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Sean & Jessica Brody
Susan & Chris Burr
Ruth Campos
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Chris & John Fikes
Pat Finn
Kathryn Gambill

Anita Gonzales
Courtney Holowach
Colton Irvine
Mary Kloiberdanz
Karen Lawrence
Bradley Luebbermann
Terry McGee
Jill McGhee
Renato Salazar & Jonathan McMullen
Ruth Miller
Susie Moordian
Jennell Mott
Sheila & Dick Murphy
Ellen & Bill Nelson
Joseph Nieto
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Sean Vesey
Adam Woellert
Therese Wunderlich
Carol Yetter

Every effort is made to ensure that the information in this report is accurate. If you are not listed properly or think you may have been inadvertently omitted, please email development@jitfosteryouth.org
Our Team

Don Wells | Executive Director
Monica Cannon | Volunteer Services Director
Diane Cox | Development Director
Vanessa Davis | Youth Services Director
Gayle Greenlee | Chief Financial Officer
John Schulz | Operations Director
Michele Silverthorn | Investor Relations Manager

Kathy Blair
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Strategic Partnerships Associate
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Allie Castellanos
Youth Services Coordinator
Ivan Chavez
Volunteer Services Coordinator
Omar Chavez
Youth Services Coordinator
Reshae Cuevas
Administrator & Resource Specialist

Cori Fusselman
Auto Access Advisor
Janeth Gonzalez
Youth Services Coordinator
Lori Haynes
Bookkeeper
Trish Horton
Impact & Systems Strategist
Amanda Larson
Youth Services Coordinator
Karen Miller
Investor Stewardship & Events Coordinator
Kyra Kurita
Youth & Volunteer Services Administrator

JoAnne O’Neill
Accountant/Bookkeeper
Carlos Penny
Volunteer Services Administrator
Steven Silva
Youth Services Coordinator
Nancy Tran
Youth Services Coordinator
Rachel Trujillo
Brand, Communications & Marketing Coordinator
Virgo Villajin
Youth Services Coordinator
Victoria Willis
Investor Outreach Coordinator
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Community Volunteer

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Donald Canteen
Branch Manager, US Bank

Grace Chui-Miller
Chief Financial Officer, Correlation Ventures

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CEO, D&D Enterprise Group

Robert Freund
Principal, Synergration Solutions

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Mike Halpern
Independent, Investment Management

Pamela Hunt
Retired Educator

Brad Livingston
President, RWM Home Loans

Matthew Medeiros
Vice President, Clelland & Company, Inc.

Bill Morgan
Owner, Morgan Real Estate

Gretchen Morgan
Tax Accountant, Gretchen Morgan & Associates

Jon Pak
Principal, Pak Capital Group

Shandy Pinkowski
Attorney, Latham & Watkins, LLP

Nanci Porter
Founder, Talent Point Consulting

Ruth Levine-Schmid
Founder, SpeakInc Speakers Bureau

David Schulman
Founding Partner, Moore, Schulman & Moore, APC

Nancy Spector
Certified Specialist, Estate Planning, Law Firm of Nancy A. Spector

Abdi Yusuf
President, 33 Persona

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JIT Development Director, Professional Coach

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CO-FOUNDER
Attorney, County of San Diego

Tony Hsu
CO-FOUNDER/ PAST TREASURER
Founder/Chief Investment Officer, Alethea Capital Management, LLC

Louarn Sorkin
CO-FOUNDER
Founding Partner, San Diego Social Venture Partners

Kathryn Vaughn, Esq.
CO-FOUNDER/ PAST PRESIDENT
Managing Partner, Law Offices of Vaughn and Vaughn
As any healthy family makes provisions for its long-term sustainability, Just in Time for Foster Youth has created a plan to ensure that all young people leaving foster care will have a caring community waiting for them.

We're asking every member of our community to consider leaving a bequest to Just in Time.

Your support will lead the way into a sustainable future for the JIT mission, thus securing a future of opportunity for thousands of young people.

Find more information at jitfosteryouth.org/making-a-bequest/

Please notify Diane Cox of your bequest:
858-705-1705 or diane@jitfosteryouth.org