Why We’re Here

The Essential NEED
Foster youth are placed in a System because of circumstances beyond their control and often leave it feeling Unsure, Unprepared and Disconnected.

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 durable success of our youth so they can thrive and enjoy productive, satisfying lives.

Our Core VALUES

AUTHENTICITY:
We are open, honest and courageous, in sharing our time, treasure and talent.

COLLABORATION:
We think outside the box to find the WIN-WIN outcome together and achieve the best solution for all involved.

INCLUSION:
We embrace all people with compassion, to honor their value and celebrate their unique identities. I matter, you matter.

INNOVATION:
We adjust to new challenges and constant change, finding creative ways to support continuous growth and improvement.

INQUIRY:
We seek to understand first and ask powerful questions to discover what is truly needed.

INSPIRATION:
We engage in a way that lifts up others and fulfills our purpose.

OWNERSHIP:
We hold ourselves accountable for our words, actions, promises and commitments.
The Goal of Resilience is to Thrive.

- JAMAI CASCIO -

In a year of uncertainty and challenges, We’re Still Here and stronger than ever to partner with the young people who show us what it means to be Resilient.

In the first few months of 2020, Just in Time was in conversation with over a hundred of our past participants to explore how well they were doing post-JIT. Our goal was to discover the impact of our services on their lives, what had been most beneficial for them and what may have been missing.

The conversations were enlightening about breaking the cycle of foster care and clarifying the nature of resilience. We were excited about looking for ways to put the information into action.

Then there was COVID-19 and everything changed. Everything except the resilience of our JIT community.

We saw it in our staff, who immediately shifted focus, postponing our regular workshops to divert all of our resources and energy to fulfilling emergency basic needs and conserving funds for the coming increase in requests for support. We never closed our doors and started a calling campaign to every one of our current 800 participants to find out how they were doing and what they needed, as well as communicating that “We’re Still Here” and they still had a place to turn.

We saw it in our community of volunteers and investors. Because of them, we still had the resources we needed to assist the young people who experienced job loss or a reduction in hours, who faced housing and food insecurity and did not have family to move in with like 52% of young adults across the U.S. Our supporters called to ask how they could help and told us “We’re Still Here” and we could count on them to keep our mission strong.

And most of all, we saw it in the youth we serve. Faced with loss of income, disruptions in education, increased isolation and the triggering trauma of once again being faced with circumstances beyond their control, they continued to show up and move forward as they’ve done all their lives. These actions and attitudes conveying the strength of their stubborn aspiration to achieve their dreams. Telling us “We’re Still Here”.

Our FY2020 Annual Gratitude Report offers extraordinary stories and information about the meaning of resilience and shows that We’re Still Here. Stronger and more ready than ever to change the world...one youth at a time.
Strengthen Our Essential Vision

As COVID-19 impacted organizations and institutions across the country, it also showed us how critical our efforts have been to strengthen our mission and our organization for long-term sustainability. We did this by enhancing the long-term measurable impact of our services, establishing an effective reservoir of leadership capacity on every level, updating our operations and infrastructure, and building our financial security for the long term.

That’s why We’re Still Here. And over the next three years, Just in Time will continue to:

Strengthen SERVICES

- **Essential Education/Training** - Increase education planning and coordination with college campuses and add support for skills-based as well as degree-based employment through our NEXTjobs resource, including continuing education/certification/GED on par with College Bound
- **Well-Being/Mental Health** - Enhance our “resilient community” framework using Adverse Childhood Experiences (ACEs) research to implement and expand interventions and alliances
- **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
- **Reliable Transportation** - Expand transportation options through greater assistance with transportation costs, partnerships, and utilization of volunteer resources and collaborations
- **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
- **Establish Access to JIT as Standard Protocol for Every Youth Leaving Foster Care** - Reach every young person leaving foster care or entering extended foster care

Strengthen STAFF

- **Attract Talent** - Align JIT talent recruitment, onboarding and retention to create intended impact
- **Build Leadership** - Design high-performance processes to grow potential leaders for future roles
- **Workforce Development** - Align staff learning with organizational strategy and a growth mindset

Strengthen INFRASTRUCTURE

- **Ensure Consistency** - Maintain financial, services and administrative processes/protocols
- **Upgrade Technology** - Evolve systems for resource development, tracking and engagement
- **Increase Capacity** - Expand support systems and facilities to meet operational needs

Strengthen FINANCIALS

- **Revenue Reliability** - Generate income based on measurable impact, strong relationships and understanding of market dynamics
- **Consistent Surpluses** - Produce revenue that covers full operating expenses and contributes to operating reserves
- **Appropriate Liquidity** - Maintain the “right” amount of cash in the bank based on meeting strategic priorities, facility needs and the general economic environment
1: FOCUS ON THE ABC’S
The day after the Governor’s directive, Just in Time held an all staff meeting on Friday, March 13, to clarify what the “new normal” meant for JIT. We emphasized acting effectively rather than simply reacting, talked about the real impact staff members had already seen in their own lives and the lives of their social circles, and brought it down to the ABC’s for our work ahead:

A - Adapt to the new normal. Examine current routines and adjust our plans.

B - Be proactive. Plan today for the probable future. Innovate solutions.
   Examine priorities. Shift to what’s urgent and important.

C - Communicate. To youth. To volunteers. To funders. To each other.
   With all the uncertainty in the world, become a reliable source of clear information.

Our doors remained open, our staff kept working and our community stayed strong.

2: RISING TO RESILIENCE
During the COVID-19 crisis, the availability of Rise to Resilience services became even more urgent. For many participants struggling with Adverse Childhood Experiences (ACEs), the isolation and uncertainty of the pandemic threatened both their mental and physical well-being. In response, we strengthened efforts to fulfill the increased demand for R2R resources, including more than 50 individual counseling sessions to youth outside the initial target R2R cohort struggling with unexpected unemployment, housing insecurity and anxiety. R2R also provided virtual, healing-centered resources to lessen the consequences of ACEs, focused on seven key strategies: nutrition, exercise, sleep, healthy relationships, mindfulness, trauma-informed therapy and play.

3: WALKING THE TALK
Like so many other annual fundraisers, our March 14 Walk the Talk gathering, with expected net revenue of $700k, was cancelled two days before the event. Once we knew the event was not possible, we accelerated a plan we were already developing to engage supporters who were uncomfortable attending. Walk the Talk Online ran for a little more than a week, with follow-up emails to give people updates on our progress toward our $500k online goal and to share the videos that would have debuted at WTT for additional inspiration. We also asked sponsors and ticket purchasers to convert those funds to general support. When all was said and done, our net Walk the Talk revenue was $722k.

4: LIFTING ALUMNI
When COVID-19 hit our community, JIT postponed our regular workshops to divert all our resources and energy to fulfilling emergency basic needs and conserving funds for the coming increase in requests for support. We also launched a calling campaign to our current 800+ participants to find out what they needed as well as to communicate that they still have a place to turn. Since we had just finished our Lasting Impact Fulfillment Tracking (LIFT) with 122 past participants, we also extended support to these JIT Alumni, ages 27 and up, who had been stable to this point but were severely impacted by the current crisis and needed assistance to stay on course. In FY20, about 21 Alumni received JIT assistance.

5: VIRTUALLY UNSTOPPABLE
Although our ability to offer our traditional workshops had significant constraints to follow CDC and state safety requirements, our capacity for innovation and connection was only limited by our creativity and determination. That allowed us to do everything from creating our What’s Good Wednesdays virtual gatherings for participants to get together for sharing, games and reassurance, to the conversion of our annual two-day College Bound event to a drive-through celebration for 75 new students moving forward to achieve their academic goals with the support of JIT staff and volunteers. And we’re just getting started!
LIFT: From Promise to Lasting Impact

Just in Time’s objective is simple and focused - to build an effective “bridge” for youth in care, through the transition from the system, and into adulthood with an individualized plan tied to critical resources and crucial relationships throughout the process.

For years, JIT has tracked our intended impacts from 18-26, predicting that helping young people become Confident, Capable and Connected will lead to their future success. Now, JIT will build on our current measures of predictive proof of durable change by extending our tracking even further to past participants, offering validating data that demonstrates to our community the clear, transformative change that our collective investments are intended to achieve.

JIT’s Lasting Impact Fulfillment Tracking (LIFT) project connects and surveys past participants, over 1,100 in our database between the ages of 27-35, using an assessment tool to measure self-sufficiency, stability, well-being, satisfaction and resilience for the long term. After this 2020 baseline is established, JIT will update results each year with a third party research partner, allowing us to predict and promise impact 5-10 years into the future, creating a clear model for replication in other communities and a new standard for transition services for all youth impacted by foster care. That’s the shift that will change the world for foster youth everywhere.

JIT’s goal for our LIFT research was to explore the impact of our model for building self-sufficiency and stability, well-being, life satisfaction and resilience for the long term. Our intention is to determine the key factors that help break the cycle of foster care, then leverage that information to drive future service design and increase impact. Our LIFT project found several statistically significant factors, answered key questions and generated powerful potential service enhancements to consider.

The Lasting Impact!

91% of JIT Alumni Responded that they were Breaking the Cycle

- LIFT respondents overwhelmingly stated they had broken the cycle of foster care, with 111 out of 122 (91%) answering affirmatively
- Alumni levels of Satisfaction today with Personal Power, Relationships and Health are higher when they’ve broken the cycle - and lower when they have not
- Alumni quality of Relationships had a high correlation with whether they broke the cycle, demonstrating the importance of being Connected

JIT Alumni responded they’ve made substantial progress in Well-Being

- 86% of all LIFT respondents showed satisfaction with the 3 Well-Being Successful Life Components
- 90% reported they are extremely, very, or somewhat satisfied with their level of Personal Power
- 90% reported they are extremely, very, or somewhat satisfied with the Relationships in their lives
- 79% are extremely, very, or somewhat satisfied with their Health

JIT Alumni responded they’ve made progress on Self-Sufficiency

- 60% reported earning a community college/university degree or training certification, with 11% completing post-graduate/law school vs. 3-6% national graduation rates for foster youth
- 86% are currently employed with 32% employed in a full-time position aligned with their career goals and 82% have stable housing
- 76% said they can support themselves fully or most of the time with 70% saving money for emergencies and 75% owning their own vehicle

JIT Alumni reported high levels of satisfaction in 4 Successful Life Components

- LIFT respondents reported being “extremely or very satisfied” with their Transportation (73%), Relationships (61%), Housing (53%) and Personal Power (51%)
- LIFT respondents reported being “not at all or barely satisfied” with Finances (42%), Employment (28%), Education (23%) and Health (21%)

JIT Alumni were clear about the type of assistance they still need

- Alumni Respondents said they could still use assistance with Finances (56%), Health (46%), Housing (45%), Education/Training (37%) and Personal Power (35%)
- Alumni indicated they would be “likely or very likely” to take advantage of a Peer Support group (72%), Workshops (74%), Coaching (77%), Counseling/Therapy (83%) and Financial Aid for Medical costs (73%)
Our Services

We’re committed to a powerful yet clear vision: to fill critical gaps for transition age foster youth that have been left by the absence of loving family support, elevating them to become self-sufficient, contributing members of society. We provide basic resources and financial assistance and, through our ongoing research and experience, continually improve the resources we offer.

The most crucial interconnected needs of our youth that lead to lasting transformation are 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, our LIFT research confirmed that durable change is driven by key factors that help resilient young people become more Confident, Capable and Connected, predicting their lasting success:

- Filling gaps in knowledge and experience for greater capacity to meet the challenges they face
- 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 knowledge as a firm foundation, we have created 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 and incorporated into all our services:

**BASIC NEEDS**
Provides critical support to overcome life’s inevitable emergency situations, including rent assistance, bus passes, gas cards, grocery cards, clothing and vehicle repairs

**MY FIRST HOME**
Transforms empty apartments into safe, stable and supportive places to live with new and gently used furnishings from our caring community

**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 of male leaders and like-minded peers to build professional and personal skills

**CHANGING LANES/AUTO ACCESS**
Assists with driver training, obtaining permits and licenses, and purchasing reliable vehicles at affordable rates

**PATHWAYS TO FINANCIAL POWER/NEXTjobs**
Promotes work readiness and strategies that lead to smart money management and meaningful work, including trades and non-traditional career paths

**COLLEGE BOUND/LEARNING TO SUCCEED/MASTER YOUR DREAM**
Offers youth enrolled in two-year or four-year programs the resources, tools, connections and encouragement to succeed in college and beyond

**FINANCIAL FITNESS 101, 102 & 103**
Develops financial literacy and smart saving habits to plan for the future and move toward financial security

**RISE TO RESILIENCE**
Builds resilience and teaches healthy habits to address the effects of Adverse Childhood Experiences (ACEs) and toxic stress
Return On Your Investments

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).

JIT’s Services continued but were nevertheless impacted by COVID-19. The delay of workshops, less recruitment of new participants and reduced capacity for welcoming gatherings at our offices all combined to lower our year-to-year numbers in some areas.

Quantitative Outcomes
SERVICES TO YOUTH FY2020
TOTAL/UNDUPLICATED* (*Unduplicated = individual youth)

826 INDIVIDUAL PARTICIPANTS

12,390 COMBINED TOUCH POINTS*
*Financial and/or services and non-distribution connections

15 TOUCH POINTS ANNUALLY PER YOUTH
vs 22 per youth in FY19

$977 AVERAGE FINANCIAL DISTRIBUTIONS PER YOUTH
5.4 per Youth

129 FIRST-TIME PARTICIPANTS
40% Basic Needs
27% College Bound

23% vs FY19

6% DECREASE IN PARTICIPANTS WHO RECEIVED FINANCIAL OR SERVICE DISTRIBUTIONS

WORKSHOP/TRAINING/COMMUNITY EVENTS PARTICIPATION

4% vs FY19

10% vs FY19

NUMBER OF PARTICIPANTS:
312: Emergency Basic Needs
125: Other Activities/Hub Drop-In
117: College Bound/Learning to Succeed
84: Career Horizons/Bridges to Success
125: Community Engagement
255: One-on-One Connections with Staff
102: My First Home
93: Financial Fitness 101, 102 & 103
102: Rise to Resilience/Healthy Practices
51: Changing Lanes
71: Pathways to Financial Power
90: Training/Development/Coach Approach
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.

### Qualitative Intended Impact: Examples & Actuals

<table>
<thead>
<tr>
<th>#1</th>
<th>Fill Gaps in Knowledge &amp; Experience</th>
<th>Service Spotlight: Pathways to Financial Power</th>
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<tbody>
<tr>
<td></td>
<td>Intended Impact: Participants obtain meaningful employment opportunities.</td>
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<td></td>
<td>Identifying Indicator: Participants bridge gaps in knowledge and experience associated with career needs.</td>
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<td><strong>AGREE/STRONGLY AGREE</strong></td>
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<td></td>
<td>“I am confident in my resume.”</td>
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<td><strong>START OF PATHWAYS</strong> 5 IN 10 YOUTH</td>
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<td><strong>AFTER PATHWAYS</strong> 9 IN 10 YOUTH</td>
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<th>#2</th>
<th>Identify Self-Limiting Beliefs &amp; Personal Strengths</th>
<th>Service Spotlight: College Bound / Learning to Succeed</th>
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<tr>
<td></td>
<td>Intended Impact: Participants are confident in navigating higher education opportunities.</td>
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<td>Identifying Indicators: “I have the capacity and resources to compete with my peers in a higher educational institution.”</td>
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<td><strong>BEFORE COLLEGE BOUND:</strong> 53% AGREE OR STRONGLY AGREE</td>
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<td><strong>AFTER COLLEGE BOUND:</strong> 97% AGREE OR STRONGLY AGREE</td>
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<tr>
<th>#3</th>
<th>Take Ownership of Personal Stories &amp; Authentic Voice</th>
<th>Service Spotlight: Career Horizons for Young Women</th>
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<td></td>
<td>Intended Impact: Participants share their voice, believe in their power, and advocate for themselves.</td>
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<td>Identifying Indicator: “I am confident that my story deserves to be shared.”</td>
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<td></td>
<td><strong>BEFORE CAREER HORIZONS</strong> 50%</td>
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<td><strong>AFTER CAREER HORIZONS</strong> 92%</td>
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<td><strong>9 IN 10 YOUTH</strong></td>
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<th>#4</th>
<th>Make Connections to Trusted Relationships</th>
<th>Service Spotlight: Career Horizons for Young Women</th>
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<tr>
<td></td>
<td>Intended Impact: Participants cultivate and leverage supportive relationships and networks.</td>
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<tr>
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<td>Identifying Indicator: “I have been able to establish a network of relationships in order to thrive.”</td>
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<td><strong>BEFORE CAREER HORIZONS</strong> 6 IN 10 YOUTH</td>
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<td><strong>AFTER CAREER HORIZONS</strong> 9 IN 10 YOUTH</td>
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“JIT has transformed my life, not only with their services, but with the constant connections I made over the years. All of these amazing individuals, no matter the length of time spent with them, have supported and helped me with my life. From the big conversations to the small ones, they all mean the world to me knowing that these individuals all have my best interest at heart. They have all shaped the person I am today and I’m grateful for the friendships I made through JIT. Although I have aged out of the formal services, I know I can rely on JIT to point me in the right direction when I am feeling lost.”

ACHIEVEMENTS
- Senior Academic Advisor & Peer Advising Coordinator at CSUSM
- M.S. in Academic Advising; KSU 2019
- B.A. in Sociology; CSUSM 2015

JIT SERVICES SUPPORT (2011 – 2018)
- Financial Fitness - also connections for car loan
- College Bound
- My First Home
- Career Horizons for Young Women
- Pathways to Financial Power
- Annual Picnics
- Walk the Talk

UPLIFTERS
- James Hidds-Monroe
- Vanessa Davis
- Amanda Larson
- Nancy Tran
- Chris Lotz
- Susan Schneider
- Karen Zatt
- Debbie Severn
- Emily Baxt
- Erika Munshi
Annemarie’s teenage years were defined by uncertainty. Her home life was unsafe and she was often moved among family members.

Three years ago when Annemarie was in between places to live, she connected with Just in Time for Foster Youth through the Next Step program at Mesa College. JIT was able to provide her with a place to stay while she established stable housing and invited her to join Career Horizons, a service that helps young women grow personally and professionally.

Annemarie is currently studying biotech and hoping to go into bioengineering or materials engineering. Through Career Horizons, she was paired with a coach named Jill who works in the biotech industry and the two quickly connected.

“Her just being an entrepreneur as well as having a background in research was just amazing – but then on top of it all, Jill herself is a former foster youth,” shared Annemarie. “Jill and I had a really great connection from the beginning and have kept in touch. She really welcomed me into her life - it's awesome!”

In addition to providing Annemarie with support, Jill leveraged her contacts in San Diego women’s science groups and helped Annemarie secure a paid internship with a nonprofit in their HIV research lab, helping set her up for a successful future.

“I got to work with scientists from all different corners of the world and got my feet wet in nonprofit. It felt good; real world. Something that would give me an idea of post grad and what I want to do throughout my career,” said Annemarie. “Career Horizons is a great way to get connected to people who are in a field you really want to explore or are interested in. The connection I've made is lifelong and I've learned how driven I really am.”

**CAREER HORIZONS & BRIDGES TO SUCCESS FY20 IMPACT**

- **Youth Served:** 84
- **Assists:** 393
- **Total Cost:** $72,781
- **Cost Per Youth:** $866

**Volunteer Statistics**
- **Volunteers:** 96
- **Volunteer Hours:** 752

**MVP Investors:**
- Sue & Jay Lichter
- The Kenneth T. & Eileen L. Norris Foundation
- Tina & David Thomas
- The Qualcomm Foundation
- The Carlsbad-Laguna-Temecula Alumni Chapter of Kappa Alpha Psi Fraternity
- Eagles Organization
- Goodwin Family Memorial Trust
- Soroptimist International of Coronado
- Terry McGee
- The Susan Curtin Fund4Girls at The San Diego Foundation
JOHNNY LARSON (28) – LIFT ALUMNI

“A first heard about JIT from my sister. Initially, I was reticent about joining JIT because I was zealously independent and hyper-introverted. Amanda encouraged me to drop my guard and assured me that JIT only has altruistic aims—they only want to help. No ulterior motives. JIT provided more than just financial assistance. I particularly valued the workshops geared toward tax information, tenant rights, and maintaining a professional acumen and success. I also value the relationships that I established with mentors, staff and fellow participants. These connections will propel me in my ultimate goal of attaining a Ph.D. in ancient history.”

ACHIEVEMENTS
- Candidate for Fulfillment of Master’s Degree in History from SDSU
- Two years as a teaching assistant for a tenured professor at Southwestern College
- Completed three chapters of thesis while being a participant at JIT
- Bought a 2019 Subaru with assistance from Financial Fitness

JIT SERVICES SUPPORT (2018 – 2019)
- Master Your Dream
- Financial Fitness
- Pathways to Financial Power

UP LIFTERS
- Judy Freed
- Amanda Larson
- Daniella Tafoya
Creating a Peaceful Place

Growing up in an unstable family situation marked by addiction and abuse, Malia was in and out of foster care and experienced a great amount of housing instability.

Malia estimates she moved over 13 times as a child and went to over 10 different schools. It wasn’t until college that she felt any sense of stability in her living situation. She resided on campus at San Diego State University while attending classes and, thanks to Guardian Scholars, her housing fees were covered and the rooms she lived in were furnished. However, nothing belonged to her.

“That was my fear moving out of college – I had nothing of my own and everything was so expensive,” said Malia. “I would have been struggling on my own.”

Fortunately, Malia wasn’t on her own because in college she had connected with Just in Time for Foster Youth. By working with JIT to make supplemental income, she learned about My First Home, a service that helps transform empty spaces into warm homes. Now part of a caring community, Malia was invited to have a My First Home shopping day after she graduated college and was about to move into a new place.

“Just in Time was super helpful when I was moving into my house. I barely had to lift a finger! Everything in my room is from My First Home and it’s brought me a lot of peace. I’m comfortable and content, and I don’t have to worry about anything,” shared Malia. “The staff genuinely cares and they want you to have the things you need to succeed and live – not just survive.”

MY FIRST HOME FY20 IMPACT

Youth Served: 102
Assists: 348
Total Cost: $246,466
($106,230 in kind)
Cost Per Youth: $2,416

Volunteer Statistics
Volunteers: 153
Volunteer Hours: 789

MVP Investors:
Jerome’s Furniture
San Diego County Board of Supervisors
Gretchen & Bill Morgan
Louarn & Alan Sorkin
The TJX Companies, Inc.
S. Bernstein Fund of the Jewish Community Foundation
Stephen and Lynne Doyle Family Foundation
Kate Nicholls & Chan Beal
Taiga Takahashi & Ling Tai
Send to: Everyone

“I came across Just in Time when I aged out of the system at 18 and just got accepted to the THP+ program. I did not have a job and had very little money to furnish my new room; JIT stepped in when I had no other support. I benefited from Just in Time by all the different programs that guided me through lessons learned from individuals so I may have success in my life and future. Despite challenges in life, programs like JIT truly make a difference and contribute to success stories like mine.”

ACHIEVEMENTS
- B.S. in Business Administration; CSUSM 2015
- Metrics and Data Analyst, SAIC
- Married and Mother of One
- Purchased My Own First Home

JIT SERVICES SUPPORT (2011 - 2018)
- My First Home
- Financial Fitness
- Career Horizons for Young Women
- College Bound

UP LIFTERS
- Shari Leiton-Lopez
- Kesia Williams
As a homeless youth in transition and a ward of the court, Kai never imagined he’d be going to college. That changed with the influence of his foster youth community.

With support from his legal guardian and encouragement from San Diego State University’s Guardian Scholars program, Kai was able to attend SDSU. Through Guardian Scholars, Kai was also introduced to Just in Time for Foster Youth. He joined JIT looking to meet more people with similar backgrounds but found much more.

Through College Bound, Kai received a laptop and printer that he still uses today. Then he went on a shopping trip where he got supplies he needed to successfully study abroad. Additionally, Kai was awarded a JITernship, which provided an income supplement while he worked an unpaid internship doing medical research during his last two years at SDSU.

Kai graduated in May 2020 and began the difficult search for a job amid the COVID-19 pandemic. He applied to opening after opening with no luck, losing hope and going into panic mode until his JIT community came through once again! One of his JIT mentors, Ron Zollman, had a connection at Rady’s Children’s Hospital, one of many places that Kai had applied. Thanks to Ron’s referral, Kai is now in the first part of his career journey as a Research Associate and credits the power of his JIT community!

“I’ve really been able to take advantage and benefit from the services and connections,” Kai shared. “I got into the right place at the right time with the right people. I wouldn’t have been able to get my job without the help of the Just in Time network!”

**MVP Investors:**
- The Livingston Family Foundation
- Scott A. & Elizabeth V. Christensen Charitable Foundation
- Farrell Family Foundation
- Lily Lai Foundation
- The Charter One Hundred
- Thomas C. Ackerman Foundation
- Jordan Charitable Fund
- The Rivkin Family Fund 1 at the San Diego Foundation
- Goldberg Charitable Trust

**Volunteer Statistics**
- Volunteers: 37
- Volunteer Hours: 55

**Youth Served:** 117
**Assists:** 322
**Total Cost:** $292,180
**Cost Per Youth:** $2,497

**HP, Inc.**
- The Nordson Corporation Foundation
- Issa Family Foundation
- Irene Hurlbert
- DeFalco Family Foundation
- Robert, Suzy & Lauren Freund Fund of the Jewish Community Foundation
- Laurie McGrath
- Gillian & George Percy
- Quidel
- The Zarcades Family Fund at the San Diego Foundation
- The Patricia & Christopher Weil Family Foundation
“I was introduced to JIT in 2015 when I transferred from Santa Ana community college to San Diego State University. I had no idea what I was getting into but JIT set me up for success on day one from enabling me with school materials to introducing me to community leaders I still have relationships with to this day. Today, I work for one of the most successful technology companies in the country and I can’t say that I would have been here without the support from both Don and Diane!”

ACHIEVEMENTS
- BS in Kinesiology; SDSU
- Sr. Account Executive at Verkada

JIT SERVICES SUPPORT (2014 - 2018)
- Basic Needs
- College Bound/Study Abroad
- Bridges to Success for Young Men
- Financial Fitness

UP LIFTERS
- Alex Kaiser
- Don Wells
- Diane Cox
Certified to Succeed

Growing up, Rick’s mom couldn’t care for him due to her struggles with alcohol and substance abuse.

“Home wasn’t really a place, it was more like an idea,” he shared. Fortunately, after a very short time in the foster care system, he was placed in the care of a loving aunt.

Determined to not fall into the same lifestyle he grew up around, Rick pursued an education at San Diego State University. It was there that he was introduced to Just in Time for Foster Youth through the Guardian Scholars program.

Rick is an ambitious student, majoring in Biology, Psychology, and Communications and planning to go pre-med. As part of his goal, he needs clinical laboratory experience and credible certifications, so he decided to seek his phlebotomy certification. However, the certification process is an expensive one and, even with budgeting and saving, it seemed like a nearly impossible dream. That is, until he decided to turn to Just in Time for help.

Through JIT’s NEXTjobs service, Rick was able to get over half the cost of his certification process covered. Although COVID has made it harder to practice, Rick is determined to do everything he can to complete his certification.

“I’m not stopping,” he said. “I’m going to make as much progress as I can. And I for sure wouldn’t have done it without the support. I’m really thankful for all the opportunities Just in Time has brought into my life.”

PATHWAYS TO FINANCIAL POWER FY20 IMPACT

Youth Served: 71
Assists: 296
Total Cost: $113,265
Cost Per Youth: $1,595

Volunteer Statistics
Volunteers: 133
Volunteer Hours: 611

MVP Investors:
The Swette Family
Ron & Sandy Livingsoton
Gifts of the Magi Foundation Fund at Rancho Santa Fe Foundation
Walter & Lola Green Donor Advised Fund at Rancho Santa Fe Foundation
Sue & Jay Lichter
Bank of America
CIT Bank
Day for Change
HP Inc
Inez Branca Charitable Foundation
Macy’s
MUFG Union Bank Foundation
Wells Fargo
ACHIEVEMENTS
- BS in Criminal Justice with Minors in English and Sociology; SDSU 2015
- Criminal Litigation Certificate; Chicago Kent College of Law 2019
- Juris Doctorate; Kent College of Law 2019
- Associate at Hurley, McKenna & Mertz; Personal Injury Firm in Chicago, IL

JIT SERVICES SUPPORT (2012 - 2019)
- My First Home
- College Bound, Master Your Dream
- Financial Fitness
- Career Horizons for Young Women

“I first joined JIT around 2012 when I participated in College Bound and Financial Fitness. Through Financial Fitness, I was able to finance and pay off my first car. I learned about investments and saving. In Career Horizons, I learned about professionalism and being a woman in the workforce. This has become particularly helpful in my current career. Through Master Your Dream, I was able to move to Chicago and pursue a degree in law. Altogether, JIT has helped me obtain my dream of becoming an attorney. I am grateful for everyone that has helped me along the way.”

UP LIFTERS
- Lisa Fisher
- Joe Jordan
- Jeanette Day
- Amy Thomas
Growing up, Anri had no financial role models and spent her high school years couch surfing and doing what she could to merely survive. Between living in survival mode and an ex-boyfriend who opened credit cards without her knowledge, Anri had built up debt she needed to overcome. Once she entered college, she was referred to Just in Time for Foster Youth and decided to participate in several services, including Financial Fitness.

“I didn’t have savings,” Anri shared. “And especially during COVID, I wanted to know more how to prepare myself. I don’t want to graduate college with a bunch of debt.”

Through Financial Fitness, Anri learned financial skills and connected with a coach who worked in banking. Her coach has become more than an informative source of financial knowledge; she’s become a friend Anri can reach out to about anything at any time.

With her coach’s guidance and Just in Time’s support, Anri has begun paying off her debt and is well on her way to a brighter, more secure financial future.

“Financial Fitness helped me build up my first savings. Now I have an emergency fund and a good budget,” said Anri. “I already know my next goal is to invest – save up and get a car, start saving for retirement... since Financial Fitness, I learned I can be smart about money and not be stressing about it every second!”

**FINANCIAL FITNESS 101, 102 & 103 FY20 IMPACT**

- Youth Served: 93
- Assists: 614
- Total Cost: $192,132
- Cost Per Youth: $2,066

**Volunteer Statistics**

- Volunteers: 66
- Volunteer Hours: 551

**MVP Investors:**

- Alta Company, LLC & The Grant Family
- Walter J. & Betty C. Zable Foundation
- US Bank
- Citizens Business Bank
- Marc Hoffman & Sunstone Hotels
- Greg Olafson & Clinton Selfridge
- Bob & Ellen Svatos Giving Fund at Catholic Community Foundation
- Margie & Chris Schingle
“I am thankful for everything JIT has done for me. There were plenty of times I needed a hand and they were a phone call away! Bridges to Success workshops were the best. I also got a mentor when I was ready to buy car; Chuck Smith gave me great information when purchasing a vehicle. I’m working full time now and love my car! Finally, I got my own apartment and applied for My First Home. JIT literally turned my place into home. I have plenty more goals to achieve but JIT definitely gave me the tools I needed to get to where I am today. I’m so thankful for Just in Time. I tell my friends and family about it and they are amazed such an organization exists.”

**ACHIEVEMENTS**
- Purchased a car
- Secured a full time position with Alpha Project

**JIT SERVICES SUPPORT (2014 - 2019)**
- Basic Needs
- Bridges to Success
- My First Home
- Changing Lanes

**UP LIFTERS**
- Omar Chavez
- Chuck Smith
As a child, Amariah bounced in and out of foster care before ending up in a loving foster home as teenager. She was fortunate to be able to stay with her foster family even after she turned 18.

It was around the same time that Amariah connected with Just in Time through an Independent Living Skills worker. She felt welcomed instantly. One of Amariah’s goals was to get her license, which she did through Changing Lanes. Next up was her goal to save for a down payment on her first car!

Just in Time was introducing a new service called Auto Access that helps youth obtain reliable transportation at affordable rates. Amariah was the first JIT participant to achieve her dream of driving away in a car of her own, a 2004 Camry she named “Rico”.

“I remember I test drove it and as soon as I got in the car, I was like ‘this feels nice! This is my car!’” shared Amariah.

Unfortunately, Rico the Camry got totaled in 2019 and Amariah was without transportation once again. She resisted becoming discouraged; she knew her Auto Access advisor, Cori, was on her side. Amariah paid off what was left on her 2004 Camry and sought Cori’s help in securing a new car, a 2007 Toyota Camry Hybrid she calls “Shady”.

“Cori was able to advocate for me to get another loan,” said Amariah. “Getting in that accident and totaling my car was a blessing in disguise since I was able to upgrade to this car that I have now! And to this day, Cori is someone I can reach out to. I definitely feel like I have a backbone, a family and a community at Just in Time.”
“I was introduced to JIT as I began my adult life at Cal State San Marcos. All the things I could’ve learned from a parent, I learned at JIT. Who else was going to take me to the bank? Who else would help me open my first checking account? JIT helped me furnish my first apartment and, a few years later, arranged for me to receive treatment of a genetic defect that required an extraction and a costly bridge. Today, I’m a Polysomnographic Technologist (sleep tech) and I love what I do. Being in service to others has fulfilled me in a way I didn’t know was possible.”

Achievements
- Polysomnographic Technologist at a Nonprofit Hospital
- Married with a Great Dog

JIT Services Support (2011 - 2014)
- Basic Needs
- College Bound
- Career Horizons for Young Women
- My First Home
- Walk the Talk
- Christmas & Thanksgiving Dinners

Up Lifters
- Diane Cox
- Jeanette Day
- Don Wells
- Vanessa Davis
- Career Horizons Speakers & Mentors
Getting Back on the Road to Success

Dylan grew up in an unsafe home environment and ran away as a teenager. Eventually, he ended up in the guardianship of his uncle.

During his first year at San Diego State University, Dylan connected with Just in Time for Foster Youth through the Guardian Scholars program. He immediately knew he wanted to be a part of the JIT community and receive support to help him on his journey to self-sufficiency.

Earlier this year, Dylan's path took a detour when one of his tires blew out. In visiting a mechanic, he learned his tires were so old that his car was no longer safe to drive.

Usually Dylan is a planner. He had figured out finances for his whole spring semester but his unexpected tire woes happened a few months into the COVID-19 outbreak and his money was running out. When school closed and things like his meal plan suddenly stopped, his savings now had to cover his most basic living costs.

Fortunately, Dylan had his Just in Time community behind him. He applied for Basic Needs assistance and was awarded the money he needed to replace all the tires on his car so he could get back on the road and continue to volunteer at UCSD’s Medical Center in Hillcrest, where he is also working toward training others.

“It was amazing,” Dylan shared about the assistance he received. “I thought I was going to have to take time off and have goals pushed further away from me.” Now Dylan can enjoy a safe ride toward his future.

EMERGENCY BASIC NEEDS FY20 IMPACT

Youth Served: 312
Assists: 533
Total Cost: $235,590
Cost Per Youth: $755

Volunteer Statistics
Volunteers: 5
Volunteer Hours: 49

MVP Investors:
Jenny & Tony Hsu
Gesner-Johnson Foundation
Sue & Jay Lichter
San Diego County Board of Supervisors
San Diego COVID-19 Community Response Fund at The San Diego Foundation
Vulnerable Local Populations Impacted by COVID-19 Fund of the Jewish Community Foundation
In-N-Out Burger Foundation
McCarthy Family Foundation
Samuel H. French and Katherine Weaver French Fund
Samuel I. & John Henry Fox Foundation
Kaiser Permanente Foundation
Send to: Everyone

“Throughout the years that I have been part JIT, I have always felt supported in my journey to success. My time with JIT has been filled with rewarding experiences that have shaped me into the man I am today. From the networking events, professional development, male leadership workshops and financial assistance, it provided me with the tools to tackle any obstacle that may come my way and also provided me a family that I can always count on. I am in the process of launching my catering business, “SoFattish Family Catering” in the Spring of 2021. I would love JIT to be part of my next journey in life as I prepare for the opening of my catering business.”
Lindsey describes her time growing up between foster care and an unhealthy guardian as being traumatic, leaving her feeling isolated, angry, anxious and confused.

Despite her struggles, Lindsey remained fiercely independent and focused on a healthier future for herself and her daughter. One day in 2019, she called 211 seeking resources and was referred to Just in Time. The timing was perfect, as JIT was just launching a new service, Rise to Resilience (R2R), which focuses on overcoming toxic stress and Adverse Childhood Experiences. Thinking she could really benefit from the service, Lindsey immediately took the opportunity to join the R2R cohort.

“I was open and I knew I needed it,” explained Lindsey. “I wanted to be better for my boyfriend and my daughter, and of course, for myself because I am worthy of love and I want to give that to them as well.”

Through R2R, Lindsey engaged in a curriculum that teaches healthy habits and coping mechanisms, caring for your body and mind, and more. And the skills and knowledge she’s gained have set her up for a better future for her and her family. Lindsey has also learned it’s important to take care of herself, not just those around her.

“I’ve definitely gained a lot of confidence. I can now advocate for myself and also accept that this is me,” she shared. “I’ve learned to reflect, adapt, be patient, love and care for myself, be mindful. I’ve learned how to cope. It’s really helped me a lot. Just in Time has become a safe space, a second home. I am very thankful for everyone’s support, patience and understanding. I always appreciate the encouraging words and just feeling that I can really accomplish anything. That’s a good feeling.”
COMMUNITY SNAPSHOTSS
Pathways to Financial Power
COMMUNITY SNAPSHOTs

My First Home for the Holidays
COMMUNITY SNAPSHOTs

Archambault / RoVino the Foodery Luncheon
COMMUNITY SNAPSHOTS

College Bound
When our annual fundraiser was canceled TWO DAYS before the event, we were moved by the generosity of our co-hosts, sponsors, underwriters, table and ticket sponsors, who offered to convert their expenditures to straight donations. And by all those who participated in our Virtual Paddle Raise and Auction.

Because they stood up and stood with us in these uncertain times, Just in Time will still be able to fill essential gaps for the transition age foster youth we serve with resources and guidance that are now more critical than ever!

To our Walk the Talk Honorees, Diane and David Archambault, and to each and every one of you listed here, you inspire us with your exceptional generosity!

HONOREES
Diane & David Archambault

PRESENTING SPONSOR
DOWLING & YAHNKE
WEALTH ADVISORS
AND DALE & JULIE YAHNKE

Alan & Louarn Sorkin
with Laurie McGrath
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CO-HOSTS
Lisa & Gary Levine

CO-HOSTS
Marci & Ronnie Morgan

CO-HOSTS
Sharon & David Wax

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Joan Coppenrath

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Lisa & Gary Levine

Susanne & Brad Livingston
Kevan & Mike Lyon
Gretchen & Bill Morgan

Marci & Ronnie Morgan
Nancy & Alan Spector
Sharon & David Wax

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Dee & Steve Davis
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Darline & Travis Pearson
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Ruth & John Schmid
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Jack and Genevieve Krakauer Fund
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Cheryl & James McIlhon
Greg Olafson & Clinton Selfridge
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Laura & John Peluso
Judy & Dr. Jan Radke
Robert Reck
The San Diego Foundation
Debbie & Anna Schiff

PADDLE RAISES $2,500+
Charlie Joyce
Livingston Family Foundation
Louarn & Alan Sorkin
Jennifer Moares
Bonnie & Jim Porter
Ellen & Bob Svatos
George Lai
Marci & Ronnie Morgan
Sharon & David Wax
Lisa & Gary Levine
Elizabeth’s Heart Foundation
Gretchen & Bill Morgan
Mike Conner & Judy Thompson
Sheryl & Bob Scarano
Suzanne & Bill Sutton
Debby & Hal Jacobs
Alicia & Charles Foster
Valerie Sussman
Kippy Gambill
Marty Goodman
Mike Stivers
Lisa & Barry Henderson

PADDLE RAISES $500+
Carlsbad-Laguna-Temecula Alumni Chapter of Kappa Alpha Psi Fraternity
Laura & Walter Borschel
Jane & Dr. Jaime Pineda
Naomi Grant
Cathy Tyre
Claudia & Arthur Schwartz
Elizabeth Hamilton & Ezra Bayda
Margie & James Kuntz
Joellyn & Ron Zollman
Kandee & Burt Bondy
Karen Dow
Kathryn Starr
Kazumi & Lee Duran
Kevan & Mike Lyon
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Laui & Steve Buehler
Lynn Cihak
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Than Merrill
Caroline Barberio
Cindy & Jeff Cavignac
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Jim Felix
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Leigh & Gordon Boerner
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Pathfinder Management & Operations Company, LLC

DEBRA SCHULMAN
I was sitting in a “Lunch and Learn” meeting at work when Don Wells began his presentation with those words. I remember thinking, “Ahhhh…. Not me! I couldn’t have done that.”

He went on to say, “Neither do I. But for teenagers aging out of foster care, that’s a frightening reality.” Then he introduced us to several young people who, through no fault of their own, found themselves in that exact situation. And they not only survived, they were thriving. One by one, they eloquently told their stories without self-pity or blame. Their stories were hopeful, determined and future-focused.

I knew then that I had found something worth supporting.

My husband and I both come from hard working families. Together we’ve been blessed financially. My parents wanted to ensure that a large portion of their estate goes to charitable organizations, so they sat down with their children and asked us to each come up with a charitable “mission.”

I created Elizabeth’s Heart Foundation (named after my grandmother) to support families that don’t have the safety net I always knew was there for me. So, when I heard about Just in Time that day, I knew I had found the perfect organization to support. My parents also encouraged us to do more than donate money. Both my husband Jim and I volunteer and are so impressed with the resilience and determination we see in the young people JIT serves. Now our parents and children are engaged too.

- JUDI ROWER -
JIT Volunteer and Investor
THE EAGLES: Soaring in with Support

The San Diego Chapter of the Eagles Organization is comprised of CEOs and highly successful entrepreneurs, corporate business and government executive leaders dedicated to passing on their skills and wisdom to the younger generation. These admirable leaders have served as organizers, presenters, mentors, coaches, volunteers and fundraisers for JIT.

Volunteer Investments

VOLUNTEERS ARE STILL HERE
The safety and social distancing requirements of COVID-19 at JIT were a challenge to the participant-volunteer relationships key to building our reliable community of support. For a third of the year, this meant fewer opportunities to connect, a learning curve to move connections from in person to virtual and postponement of new volunteers onboarding in uncertain times. All of these factors resulted in a decrease in volunteer hours for FY20.

- **770** All Volunteers
- **186** Skilled Volunteers
- **7,032** Total Volunteer Hours
- **43%** Ratio of Skilled Volunteer Hours/All Volunteer Hours
Exceptional Volunteers

We’re Still Here
Stepping up during one of the toughest times, these volunteers offer caring support to our participants and prove that our community stays strong through anything.

Coach Role
Through consistent connection, these volunteers aim to build lasting relationships with participants through their commitment of time, attention, passion and effort.

Facilitator Role
With knowledge to share, these volunteers provide access to information and experiences that build competence and confidence.

Advocacy Role
In the nick of time, these volunteers step up for participants who need an immediate helping hand or an extra boost to stay on track.

- LINDA FROMM -
- RENA MULVEY -
- CONNI NARDO -
- ROBIN SHULTZ -
- VALERIE SUSSMAN -
- TWYLA ARBUCKLE -
- JIM FELIX -
- RACHEL MARTINEZ -
- PIERRE TOWNS -
- RON ZOLLMAN -
- ANN TUCKER -
  LONG-TERM COACH
- SCOTT BOAMAN -
- THE LICHTER FAMILY -
- JIM MELLON -
- PILAR MEZA -
- KEISHA ROBINSON -
- ARTHUR SCHWARTZ -
- ANNETTE MADRIL-MOLINA -
- MILLEY MAI -
- NICOLETTE MOLINA-MADRIL -
- THE MORGAN FAMILY -
- JULIA ORTEGA -
- TERRY WEAVERLING -
Exceptional Volunteers

Support Role
Expanding our capacity, these volunteers support our mission at events, in the office...whenever we need someone to roll up their sleeves!

Community Partner
Opening their hearts and their networks, these volunteers have offered support, invaluable resources and connections to participants.

Volunteer Stats

TOP 3 SUPPORT ROLES
#1 Skilled Organizational Consultant: 30% of all hours
#2 Coach/Mentor/Tutor/Advisor/Shopper: 29% of all hours
#3 Community Event Attendee: 21% of all hours

% FILLING VARIOUS VOLUNTEER ROLES
58% Community Event Attendee
28% Coach/Mentor/Tutor/Advisor/Shopper
15% Logistics (in-kind donations, JIT events)
11% Civic Faith/Corporate Group Project
8% Skilled Organizational Consultant
5% Presenter/Workshop Facilitator/Trainer
3% JIT Ambassador/Fundraiser
1% Office Admin/Operations/Data Entry

Totals add up to greater than 100% because volunteers may perform more than one role

TOP 5 Most Popular Programs & Services
#1 Community Building/Training: 430 volunteers (56% of all volunteers)
#2 My First Home/Youth Home Setup: 153 volunteers (20% of all volunteers)
#3 Pathways: 133 volunteers (17% of all volunteers)
#4 Career Horizons: 71 volunteers (9% of all volunteers)
#5 Financial Fitness: 66 volunteers (9% of all volunteers)
JIT Financials

AUDITED STATEMENT OF ACTIVITY
FOR THE YEAR ENDED JUNE 30, 2020

<table>
<thead>
<tr>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE AND SUPPORT:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Public Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$ 1,641,811</td>
<td>$ 1,424,118</td>
</tr>
<tr>
<td>Special Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Event Revenue</td>
<td>815,886</td>
<td></td>
</tr>
<tr>
<td>Less direct costs of special event</td>
<td>(62,669)</td>
<td></td>
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<tr>
<td><strong>Special Event Revenue - Net</strong></td>
<td>753,217</td>
<td>753,217</td>
</tr>
<tr>
<td>Investment income</td>
<td>1,180</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>33,575</td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>1,226,639</td>
<td>(1,226,639)</td>
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<tr>
<td><strong>TOTAL REVENUE AND SUPPORT</strong></td>
<td>3,656,422</td>
<td>197,479</td>
</tr>
</tbody>
</table>

| **EXPENSES:**         |                         |       |
| Program Expenses       |                         |       |
| Basic Needs            | 692,196                 |       |
| Connections            | 663,263                 |       |
| Knowledge              | 626,086                 |       |
| Empowerment            | 487,818                 |       |
| **Total Program Expenses** | 2,469,363 | 2,469,363 |       |

| **SUPPORTING SERVICES:** |                         |       |
| General and Administrative | 398,748 | 398,748 |       |
| Fundraising              | 665,731                 | 665,731 |       |
| **Total Supporting Services** | 1,064,479 | 1,064,479 |       |

| **TOTAL EXPENSES** | 3,533,842 | 3,533,842 |       |

| **Change in Net Assets** | 122,580 | 197,479 | 320,059 |       |
| **Net Assets at Beginning of Year** | 1,646,903 | 402,733 | 2,049,636 |       |

| **NET ASSETS AT END OF YEAR** | $ 1,769,483 | $ 600,212 | $ 2,369,695 |       |

FUNDING SOURCES
JULY 2019 - JUNE 2020

<table>
<thead>
<tr>
<th>FUNDING SOURCES:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>$ 1,619,489</td>
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</tr>
<tr>
<td>Foundations</td>
<td>841,650</td>
<td></td>
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<tr>
<td>Special Events</td>
<td>753,217</td>
<td></td>
</tr>
<tr>
<td>Corporate</td>
<td>217,957</td>
<td></td>
</tr>
<tr>
<td>Civic &amp; Faith Organizations</td>
<td>150,070</td>
<td></td>
</tr>
<tr>
<td>Government Agencies</td>
<td>98,257</td>
<td></td>
</tr>
<tr>
<td>In-Kind Donations</td>
<td>138,506</td>
<td></td>
</tr>
<tr>
<td>Interest/Other Income</td>
<td>34,755</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$3,853,901</td>
<td></td>
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</table>

AUDITED STATEMENTS OF FINANCIAL POSITION
FOR THE YEARS ENDED JUNE 30, 2020 AND 2019

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,357,141</td>
<td>$ 505,087</td>
</tr>
<tr>
<td>Board restricted cash</td>
<td>815,809</td>
<td>584,824</td>
</tr>
<tr>
<td>Investments</td>
<td>5,959</td>
<td>5,819</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>216,416</td>
<td>602,417</td>
</tr>
<tr>
<td>Prepaid Expenses and other assets</td>
<td>81,260</td>
<td>41,453</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>2,476,585</td>
<td>1,739,600</td>
</tr>
<tr>
<td><strong>NONCURRENT ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted cash</td>
<td>33,000</td>
<td>33,692</td>
</tr>
<tr>
<td>Contributions receivable, net</td>
<td>210,652</td>
<td>192,017</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>176,183</td>
<td>197,174</td>
</tr>
<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td>419,835</td>
<td>422,883</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$2,896,420</td>
<td>$2,162,483</td>
</tr>
</tbody>
</table>

| **LIABILITIES AND NET ASSETS** |            |            |
| **CURRENT LIABILITIES:**      |            |            |
| Accounts payable and accrued expenses | $ 55,367  | $ 35,298  |
| Accrued payroll and related liabilities | 135,311 | 73,849    |
| Deferred revenue              | 336,047    | 3,700      |
| **TOTAL LIABILITIES**         | 526,725    | 112,847    |
| **NET ASSETS:**               |            |            |
| Unrestricted                  | 1,769,483  | 1,646,903  |
| Temporarily Restricted        | 600,212    | 402,733    |
| **Total Net Assets**          | 2,369,695  | 2,049,636  |
| **TOTAL LIABILITIES AND NET ASSETS** | $2,896,420 | $2,162,483 |

RATIOS

**REVENUE RATIOS:**
- Individuals: 42%
- Foundations: 22%
- Special Events: 20%
- Corporate: 6%
- Civic & Faith Organizations: 4%
- Government Agencies: 3%
- In-Kind Donations: 4%
- Interest/Other Income: 1%

**EXPENSE RATIOS:**
- Youth Services: 70%
- Fundraising: 19%
- Administrative: 11%

100%
What makes Just in Time unique is our commitment to welcome former foster youth into a broad Community of peers and adults who truly care about their well-being and success.

In addition to our 600+ volunteers, JIT has formed strong collaborative relationships throughout San Diego County. Collaboration is one of our Core Values and the key to substantive, transformative change in the lives of the youth we serve and the health of our community.

**Partners & Collaborators**

**Partnerships**

**San Diego Center for Children, the San Diego Foundation & Just in Time**

Foster Youth Transitions Collaborative (FYTC) is designed to bridge the transition gap for youth after emancipation with a portable app that gives them access to their evolving plan, tied to resources and supportive relationships.

**North County Lifeline & Just in Time for Foster Youth**

Our shared North County drop-in center creates greater access to JIT services for North County youth and offers a welcoming environment to build community.

**Stepping Stones Life Transition Support & Just in Time**

Our trauma-informed partnership has been instrumental in helping JIT participants heal and become empowered through Rise to Resilience, mitigating the impacts of Adverse Childhood Experiences (ACEs), now and for the future.

**JIT staff has also taken additional leadership roles to create systemic change and a better future for all young people in San Diego County:**

- Child Welfare Services Advisory Group (formed by the San Diego County Board of Supervisors)
- Clinton Health Matters Initiative (Clinton Foundation, The San Diego Foundation, San Diego County Health and Human Services Agency)
- San Diego Social Venture Partners
- Fieldstone Leadership Network

**Collaborations**

**EDUCATION:**
Accelerant Coaching & Training
Annie E. Casey Foundation/Jim Casey Opportunities Initiative
Andrus Family Foundation
Cal State San Marcos ACE Scholars
Children’s Initiative
Gatto, Pope, & Walwick LLP
Grossmont College
Managed Solution
MiraCosta College
Palomar Community College
Qualcomm Inc.
Reality Changers
San Diego City College
San Diego Mesa College
San Diego Miramar College
San Diego State University Guardian Scholars
SD County Office of Education
Southwestern College
UC San Diego Hope Scholars
University of San Diego

**HOUSING:**
Community Resource Center
Cultura Enhancing Place
F.O.C.U.S
Fresh Start Crisis House
Home Start
Interfaith Shelter Network
JMR Environmental Services Inc.
New Directions (Casa de Amparo)
Oceanside Homeless Resource
Residential Services (Casa de Amparo)
San Diego Center for Children
San Diego Youth Services
San Pasqual Academy
South Bay Community Services
Sunburst Youth Housing Project
The Home Emancipated Youth Housing Program
Tommie’s Place
Walden Family Services
Wesley House

**HEALTH & WELL-BEING:**
ACEs Connection Network
A Home Within
Alliance Healthcare Foundation
Angelia Amoroso
CalFresh
CORT Furniture
Leaving a Legacy

When Don Patterson first read an article about Just in Time for Foster Youth, he knew right away that this mission spoke to his heart.

He, too, had spent time in foster care as a child and, even after a 30-year thriving career as a faculty member at Grossmont College, he still remembered vividly the challenges of growing up apart from one’s family.

When Don met JIT staff member, Virgo, for coffee, he frequently expressed gratitude for the work we do for our “foster brothers and sisters.” When Don visited our JIT headquarters, he was surprised and pleased that we made the effort to decorate our space like we would a home - with photos of our JIT family, inspirational sayings, a welcoming kitchen, and comfy spots to hang out and reflect.

As his partner, Enrique tells us, “Don always believed that any youth should have the opportunity to develop his/her potential in this life. He was an excellent role model and succeeded in education and the arts.”

Don always sent his annual check to Just in Time at the end of the year once he figured out how much was in his savings. But Don also gave careful thought to his legacy, and he created an estate plan with JIT as one of his beneficiaries. We were very saddened to hear about Don’s sudden passing as he was a special man and a good friend to JIT. We’ll be forever grateful for his commitment to helping other foster youth succeed, both during and beyond his lifetime.

Just in Time is Grateful for our Family Forever Society Members

Mary Baddeley*
Judy Bee
Richard Billingsley*
Laura & Walter Borschel
Chris & Susan Burr
Nancy & Tom Cannon O’Connell
Diane Cox
Jeanette Day
Karen & Tim Dietz

Marty Goodman
Pamela & David Hunt
Leslie Jordan
Rupert Keesler*
Beverly LaRue
Ruth A. Miller*
Jennell Mott
Laurie Munday
Don Patterson*

Mariann Rozsa
Annie Smale
Louarn & Alan Sorkin
Kathryn Vaughn
Carolann Weiss
Don Wells
Karen Zatt

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

$300,000+
Satterberg Foundation

$200,000+
Andrus Family Fund
The Kenneth T. & Eileen L. Norris Foundation

$100,000+
Alliance Healthcare Foundation
Alta Company, LLC & The Grant Family
Jenny & Tony Hsu
Sue & Jay Lichter
Sandy & Ron Livingston
Livingston Family Foundation
San Diego County Board of Supervisors
May and Stanley Smith Charitable Trust

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The Century Club of San Diego/Farmers Insurance
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Charitable Foundation
Elizabeth N. Crane Foundation
Cushman Foundation
Gesner-Johnson Family Foundation
Gifts of the Magi Foundation Fund at Rancho Santa Fe Foundation
Walter and Lola Green Donor Advised Fund at Rancho Santa Fe Foundation
Charlie Joyce
Donald A. Patterson
San Diego COVID-19 Community Response Fund at The San Diego Foundation
Sorkin Family Foundation
Kathryn Starr
The Swette Family

$30,000+
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Barney & Barney Foundation
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David C. Copley Foundation
Farrell Family Foundation
John Krakauer Charitable Trust
Lily Lai Foundation
Gilbert J. Martin Foundation
Dana Worsham & Art Molloy/Capital Growth, Inc.
Jennifer Moores
Gretchen & Bill Morgan
Parker Foundation
Rancho Santa Fe Women’s Fund
Rhona Thompson
US Bank
Women Give San Diego

$20,000+
Inez Branca Family Foundation
Coastal Community Foundation, The Leichtag Foundation and Rancho Santa Fe Foundation
Diane Cox & Don Wells
The Hill Charitable Foundation
Issa Family Foundation
The Peggy & Robert Matthews Foundation
Qualcomm Foundation
The Rivkin Family Fund 1 at the San Diego Foundation
David and Tina Thomas Family Charitable Fund at The San Diego Foundation
The Tuffli Family Foundation
Vulnerable Local Populations Impacted by COVID-19 Fund of the Jewish Community Foundation
Vicki & Jeff Winkelman
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Bank of America Charitable Foundation
Change for Justice Foundation
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Day For Change
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Dr. Renee Wailes
The Patricia & Christopher Weil Family Foundation
Ellen G. & Edward G. Wong Family Foundation
Sandra & Peter Zarcades

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Affirmed Housing Group
Marie-Josephe & John Dekker Anderson
Anonymous
Scott Arnold
Batta Fulkerson Law Group
S Bernstein Fund of the Jewish Community Foundation
Jacob Best Foundation
Beyster Family Foundation Fund IV at The San Diego Foundation
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Stephen and Lynne Doyle Family Foundation
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Kevan & Mike Lyon
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Public Defender Association of San Diego County
The Rivers Foundation

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Carlsbad-Laguna-Temecula Alumni Chapter of Kappa Alpha Psi Fraternity
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at The San Diego Foundation
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GAYLE GREENLEE | Chief Financial Officer
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SIMONE HIDDSS-MONROE | Youth Services Associate Director
NANCY TRAN | Youth Services Associate Director - North County
VIRGO VILLAJIN | Associate Director of Outreach & Engagement
AMY BLUM | Brand & Marketing Manager
REN CABALES | Volunteer Services Manager
IVAN CHAVEZ | Volunteer Enterprise & Partnerships Manager
JOANNE O’NEILL | Accounting Manager
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Malia Apelu - Youth Services Coordinator
Irving Chavez - Youth Services Lead Coordinator
Kathryn Clauzel - Volunteer Services Coordinator
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Ozzy Cobian - Youth Services Admin/Salesforce Specialist
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Jen Ha - Youth Services Coordinator
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DeRahn Johnson - Youth Services Consultant
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Nyla Vivas - Youth Services Coordinator
Our Board & Honorary Board

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Development Director, Just in Time for Foster Youth

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EMPOWER
WALK THE TALK 2021

SUNDAY, MAY 22, 2021
Hyatt Regency La Jolla
Purchase your tables, tickets
and sponsorships today at jitfosteryouth.org

Please consider designating JIT as a beneficiary of your trust, will, retirement accounts, annuities and insurance policies.

Remember, there are tax benefits to naming a nonprofit as a beneficiary of retirement accounts.

And here’s a wonderful way to empower young people to become successful and self-sufficient: If you’re 70-1/2 or older, you can simply instruct your IRA manager to transfer funds directly to Just in Time and pay no taxes on the transfer.

THINK WHAT A DIFFERENCE YOU CAN MAKE!

Find more information at jitfosteryouth.org/making-a-bequest/
Please notify Diane Cox of your bequest:
858-705-1705 or diane@jitfosteryouth.org