



Leading Change



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.

Sal Terrones,
JIT Alumni and first
ever Foster Youth
Liaison at San Diego
Workforce Partnership

Samantha Harmer,
JIT Alumni and first ever
JIT Lived Experience
Coach Coordinator

Leading Change.

ONE YOUTH AT A TIME...TO 100,000!

In a world of challenges and opportunities, one thing that provides a sense of Hope is connecting to people who have Empowerment as their Purpose and Community as their Core Value.

In FY23, we proudly celebrated our Purpose over the past 20 years – creating a reliable, responsive, and real community for young people leaving the foster care system - while also looking to the future and Just in Time’s aspirations for our next chapter. We acknowledged our growth - from a small band of volunteers who turned empty spaces into comfortable homes for a few dozen young people exiting foster care - while also considering how that continued growth could reach beyond San Diego to impact young people across the nation.

Our conversations took us down three parallel paths, all leading to significant and lasting change by **deepening** our services, **disrupting** ineffective systems, and **duplicating** our mental model with like-minded partners from coast to coast.

Our Big Hairy Audacious Goal? To impact 100,000 young people annually within 10 years.

In San Diego that means an increased commitment to outreach beyond the 3,000+ youth we served in FY23, adding a housing coordinator to focus continuously on finding effective ways to overcome barriers to

stable shelter, greater access to free and reliable mental wellness resources including therapy, lived experienced coaches for our participants, and growing our ecosystem of support in education, employment, transportation, and personal power.

It means turning our attention to support the necessary advocacy to encourage policymakers and service providers to rethink existing child welfare and juvenile justice policies and practices with input from those with lived expertise in the foster care system. In FY23, our support for Foster Alumni & Youth Community Empowerment Solutions (FAYCES) saw extraordinary change from this process, and we plan to have even greater impact in the year to come.

Finally, we began our “scaling by sharing” strategy with impact-driven organizations from Utah to Massachusetts coming together on our journey to a 100K community.

And we published a book.

Our FY23 Annual Gratitude Report offers more detail, stories, inspiration, and information about the people who made it all possible to always move forward with confidence and courage.

Leading Change. And more determined than ever to change the world...one youth at a time.


Ted DeFrank | JIT Board Chair




Don Wells | JIT Chief Empowerment Officer

Leading Change Milestones

DEEPENING SERVICES



Shark Tank Elevation

➔ The annual Shark Tank competition has always been a major highlight at

JIT's Pathways to Financial Power Conference. Each year, three finalists pitch their best new business ideas to a group of judges with the chance to win cash prizes, up to \$3,000 to help them make their dream a reality. In September 2022, support for those dreams went to a whole new level when San Diego entrepreneur Mike Lamb recruited a group of local “sharks” to increase the prize amount to \$20,000 and provide weeks of invaluable coaching for the winner, Stephany Polanco, founder of Ethereal Picnics!



Coach Approach Expansion

➔ For 10 years, the JIT community grew strong and more effective by using the

Coach Approach to Mentoring as a powerful tool to train volunteers to see participants as creative, resourceful and whole, to set aside their agenda to practice active listening and understanding, and finally to have empowerment as their intention rather than “fixing” a problem. In the Fall of FY23, JIT made the decision to expand the benefits of the Coach Approach principles and practices beyond mentoring and laid the groundwork for Coach Approach to Relationships, Coach Approach to Healing and Coach Approach to Networking.



Financial Equity Learning Arc

➔ Back in July 2021, the Annie E Casey Foundation reached out to

JIT to ask if we were interested in a learning agenda to explore ways for embedding racial and ethnic equity in financial capability strategies for young people who are involved in foster care. That began a two-year exploration of ways to test the impact of sharing knowledge of historical and persistent racial wealth equity barriers with Financial Fitness 102 participants. The before and after knowledge results were impressive. For example, before, only 32% of participants said, “I am empowered to create positive financial outcomes for myself.” After, the number was 95%.



Game Changing Grant

➔ As FY23 drew to a close, JIT was selected as one of only 21

grant recipients from more than 150 organizations that submitted letters of Interest to the SDG&E Community Assistance Fund to bolster housing stability and food security for vulnerable populations. Funds from the \$250,000 grant will be used to reduce and prevent housing insecurity for youth in our community through increased outreach, greater rent assistance, and a dedicated JIT Housing Coordinator to provide more individualized attention to navigate San Diego’s housing crisis. SDG&E’s generous investment can have a transformative impact for the youth we serve.

Mental Wellness Access

LEADING CHANGE SERVICES SPOTLIGHT

COVID-19 disruptions significantly increased awareness of the crucial need for access to therapeutic resources for those experiencing overwhelming stress or persistent mental health challenges. For those who experienced foster care, a history of inconsistent access to counseling due to red tape, financial barriers and a lack of trust based on harmful court mandated therapy while in care complicated matters even more.

With our understanding of the urgent need to fill this gap as a fundamental basic need, JIT committed to significantly increasing mental wellness resources for youth impacted by foster care. Clinical psychologist Dr. Jill Ault was hired to engage in and lead a collaborative process with Dr. Richard Levak, Dr. Milton Z. Brown and Alliant International University graduate students to create an innovative, free, reliable therapeutic resource for our participants, alumni and staff.

Once we made it available, the numbers showed how JIT participants are clearly choosing to use JIT for this resource, a testament to the trust we’ve established within this community.

	FY22-Q4	FY23-Q1	FY23-Q2	FY23-Q3	FY23-Q4
# sessions	74	184	247	320	358
# people seen	16	33	39	46	45
# grad students	2	2	4	6	6

To accommodate this growth and ensure future access, JIT also expanded our office space at our Mission Valley location to include a Mental Wellness Center. This will allow us to serve more youth with individual sessions and also accommodate group and couples’ sessions to improve people’s most significant relationships.



Dr. Jill Ault | Clinical psychologist



Leading Change Milestones

DISRUPTION/ADVOCACY



Sharing Lived Experience

♦ JIT found the perfect way to show a real commitment to

increasing access to Lived Experience Coaching (LEC) as the new year began. Her name is Samantha Harmer and this year she went from longtime Coach Approach participant to a JIT leader as our first full-time Lived Experience Coach Coordinator, responsible for recruiting, training, and connecting LEC's to Coaching opportunities, internally and externally.



Juvenile Justice Books

♦ San Diego District Attorney Summer Stephan committed to

sharing *Life Changing Choices* with her legal network and included co-author Caitlin Radigan to share information about JIT services as a panelist at Las Colinas Women's Detention Facility. She delivered 250 JIT books for youth in Juvenile Hall and spoke with youth while touring the facilities. Judges Tilisha Martin, Ana España, Charles Bell, and Marian Gaston also connected with JIT in significant ways.



The Book Launch

♦ Perhaps the biggest advocacy milestone of the year was

the publication and launch of Just in Time's *Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and your Community* (more on page 10). JIT invited supporters, policy makers, participants, and alumni to our first ever change-making luncheon event focused on sharing a new mental model as an alternative to traditional child welfare systems. At the center of the event was a panel discussion by our five lived expertise staff members who contributed to the content of the book.



Mastering Social Work

♦ JIT hosted Dr. Stacy Dunkerley,

Assistant Professor SDSU School of Social Work, and the SDSU Master of Social Work 2023 graduating cohort to create awareness and possible alignment with JIT's mental model, increase knowledge of JIT services, and share the impact of Foster Alumni and Youth Community Empowerment Solutions (FAYCES). The day included a lived expert panel, a copy of *Life Changing Choices* and powerful breakout conversations.

FAYCES Foster Alumni & Youth Community Empowerment Solutions

LEADING CHANGE ADVOCACY/DISRUPTION SPOTLIGHT

JIT has already demonstrated a strong commitment to leveraging significant resources to advance reforms in Child Welfare Services by supporting JIT staff member Simone Hidds-Monroe as a valued member of the County of San Diego's Child and Family Strengthening Advisory Board.

With the controversies around the fate of San Pasqual Academy (SPA), Simone's perspective became even more influential because of her status as an alum of SPA. The discussions led to the Board of Supervisors asking Simone to lead the creation of a new body to mobilize and express the insights and opinions of those impacted by the foster care system. The Foster Alumni and Youth Community Empowerment Subcommittee (FAYCES) was formed, the first such effort to formalize inclusion of foster youth as an ongoing part of the decision-making process for child welfare philosophy, policies, and procedures.

FAYCES goal is to ensure that all decisions affecting current and former foster youth impacted by Child Welfare Services and Probation are grounded in full information, true compassion, and clear accountability to act in the best interest of current and former system-impacted youth. For this to happen effectively and meaningfully, FAYCES has dedicated its efforts to ensure that any critical conversations and decisions related to the foster youth experience include current and former foster youth as full partners and decision makers. It is the first San Diego County recognized organization dedicated to the lived expertise of current and former foster youth influencing the policies, practices, and approaches of the County's Child Welfare Services, Juvenile Justice, and Probation.

For example, FAYCES submitted a proposal for recommendations and implementation for allocation of a \$5M grant for county funds allocated to Career Pathways for Foster Youth. 80% of the proposal recommendations were incorporated into the final plans for funding.

To sustain its efforts for the long term, FAYCES plans to change its status from a Board of Supervisors Subcommittee to Foster Alumni and Youth Community Empowerment Solutions.



FAYCES retreat with representatives from Casey Family Programs

Leading Change Milestones

SCALING



Scaling Vision

◆ After adopting a 10-Year Big Hairy Audacious Goal (BHAG) of reaching 100,000 young people impacted by foster care nationwide annually, three

“scaling by sharing” options were chosen: Thought Leader/Field Builder, where JIT influences the actions of others through research, presentations, and publications; Capacity Builder, where JIT coaches/consults with other organizations to successfully adopt the JIT model; and Direct Implementor, where JIT scales work by using designated JIT staff trained to launch specific services.



Bridgesplanning

◆ The Bridgespan Group is known worldwide for collaborating with social change leaders, nonprofits, and social entrepreneurs seeking solutions to some of the toughest issues communities face. In the process, they improve the capacity of organizations to scale their impact and effectiveness. That’s why JIT reached out to convince them they couldn’t find a better prospect/partner than JIT. Our game-changing collaboration is already shaping Just in Time 3.0! Stay tuned.



Financial Fitness for Good

◆ Kitchens for Good is a San

Diego nonprofit dedicated to making a positive impact on our economy, society, and environment. JIT partnered with them in the past but hadn’t envisioned them as part of our 100K community. When they reached out to say they thought we could provide value to their participants with Coach Approach and Financial Fitness, it was a quick yes! Our shared values and populations make them a wonderful partner to support greater stability and long-term security.



Angels Landing Visit

◆ More than a year after

Seint Beauty came to San Diego for their Annual Conference and fell in love with JIT’s model, two things happened. First, they let us know they were hoping to support a JIT-like organization when they returned to St. George, Utah. Second, when they couldn’t find one, they decided to start their own life-changing community! Newly hired Executive Director Nate Marsh paid us a visit and we forged an agreement that made Angels Landing JIT’s first 100K scaling partner. And they already have plans to expand across the state!

Other 100K Community Partners

LEADING CHANGE SPOTLIGHT

JIT’s Scaling Partners are evaluated based on their alignment with our Core Values; their willingness to adapt JIT’s mental model and theory of change, including foundational impact measures; their access to local support and resources; and a long-term commitment to community building.



Fostering Youth Independence – Capacity Building since 2017 launch

Supporting Santa Clarita’s Foster Youth Through the Transition to Adulthood

Fostering Youth Independence (FYI) believes education is the key to unlocking doors to a successful future. Their mission is to equip foster youth to complete post-secondary education and become successful, independent adults.

fyifosteryouth.org

“I can’t emphasize enough how important it is to have somebody affirming what you’re doing and making sure that you’re on the right path.”



Friends of Children – Direct Implementor (Coach Approach/Financial Fitness) 2023

Connecting transition-aged youth to Resources, Peers, and Community Members with the goal of Success and Independence

Friends of Children believes young people who have left the foster care system without family and other supports need to know how they will survive and flourish. Each young person is an important part of their peer community and supported by volunteers who will connect them to resources and can also offer coaching as they navigate young adulthood.

friendsofchildreninc.org/focus

“All of us are so impressed with the JIT staff– how many of them have lived experience, how responsive they are, how helpful.”



Children’s Law Center of California – Direct Implementor (Coach Approach/Financial Fitness) 2023

Fighting to ensure the Well-being and future Success of our clients through a multi-disciplinary, independent and informed approach to Advocacy.

CLCC protects and defends the rights of children and youth in the child welfare system through high-quality and compassionate legal representation with a strategic plan that seeks to advance its goal of improving the experience and outcomes for young people by offering effective financial literacy resources to their youth served, helping them achieve greater stability and long term sustainability.

clssandiego.org

“(JIT’s) approach is aligned with ours about being strength-based; positioning youth to thrive and to succeed and not focus in on the limitations”

Want to know more about our present and pending partners?

Go to
jitfosteryouth.org/100Kcommunity



Leading Change

LIFE CHANGING CHOICES

Unfortunately, hundreds of thousands of children in the United States are being failed because of a child welfare system that was based on a mental model established a century and a half ago. Then, suffering from disconnection and a lack of foundational life skills and resources, these children exit the foster care system with dire consequences for themselves and the larger community.

Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change for Foster Youth and Your Community was written by Just in Time for Foster Youth staff members, most with lived experience and lived expertise in foster care, to begin a conversation about a new idea with the potential to break the cycle of foster care in America.

Life Changing Choices challenges the prevailing mindset of the existing child welfare/foster care system that broken children come from broken homes and need to be “fixed”. The alternative vision put forth in this book is based on demonstrated and measurable impact over 20 years in the Just in Time for Foster Youth Community. The foundation of the proposed shift is based on seven essential decisions that lead to Empowerment, Connection and Community as demonstrated by JIT’s 20 years of experience to achieve lasting positive impact.

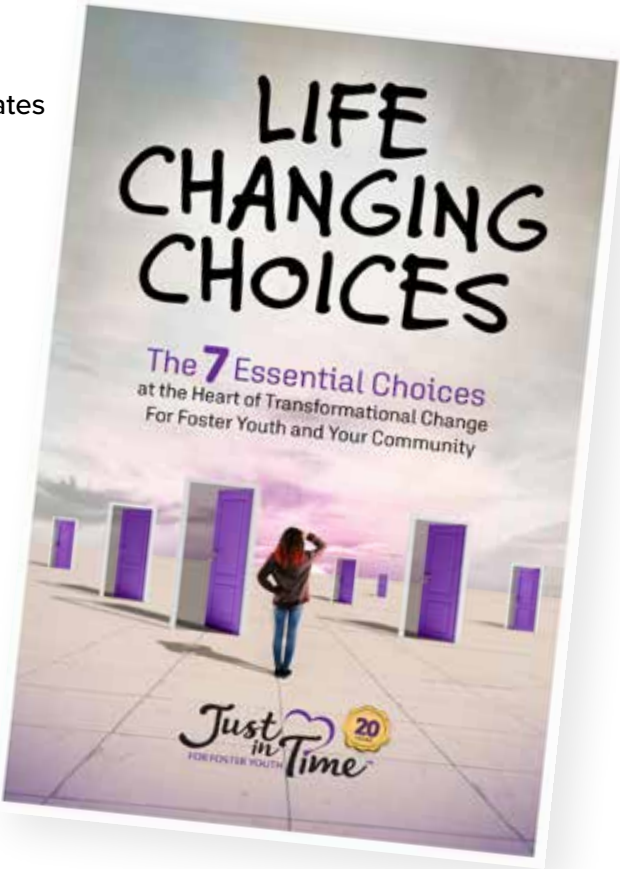
- Choice 1:** What’s Your Intention? (*Prioritize Protection or Empowerment*)
- Choice 2:** Who are You Serving? (*See Damaged & Broken or Creative, Resourceful & Whole*)
- Choice 3:** What will You Promise? (*Build a System or a Community*)
- Choice 4:** Where will You Find Answers? (*Act from YOUR Agenda or Listen to Lived Experience Experts*)
- Choice 5:** When will You Know You’re Succeeding? (*Report What was Done or Share What had Lasting Impact*)
- Choice 6:** How will You Sustain Your Efforts? (*Follow the Funding or Engage with Impact*)
- Choice 7:** Who can Start THIS Where You Live? (*Wait for Someone Else or Be the Needed Change*)

The book is not a “how to” guide, but more of a “why do” story about the critical decisions one must make to reverse the alarming outcomes of homelessness, hopelessness, and disconnection that persist in our society.

To make your connection to stories of heartbreak and hope, to understand a path from what’s not working to what can work and lead to change, use the link below.

jitfosteryouth.org/book-lifechangingchoices

Available on Amazon NOW!



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.

In fact, our Lasting Impact Fulfillment Tracking 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 as a firm foundation, we have created a comprehensive variety of innovative, individualized, and volunteer-driven services that increase the chances of self-sufficiency with life-affirming relationships at the heart of all the work we do.

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 LIFE, MY STORY

Engages youth in a supportive brotherhood that builds an environment of achievement of professional and personal goals.



LIVED EXPERIENCE COACHING

Connects youth to Lived Experience Coaches, providing a powerful opportunity for youth to receive support from mentors who genuinely understand their journey.



CHANGING LANES/ AUTO ACCESS

Fills a critical transportation gap with driver training, obtaining licenses, and purchasing reliable vehicles at affordable rates.



COLLEGE BOUND/ LEARNING TO SUCCEED/ MASTER YOUR DREAM

Offers youth the resources, tools, connections, and encouragement to succeed in college and beyond.



FINANCIAL FITNESS 101, 102 & 103

Develops financial literacy to plan for the future, from basic monetary knowledge to smart savings habits and investment strategies.



MY FIRST HOME

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



PATHWAYS TO FINANCIAL POWER/NEXTjobs

Provides career exploration resources, smart money management tips, and ongoing support to succeed personally and professionally.



RISE TO RESILIENCE

Increases resilience and teaches healthy habits to address the effects of Adverse Childhood Experiences (ACEs) and toxic stress.

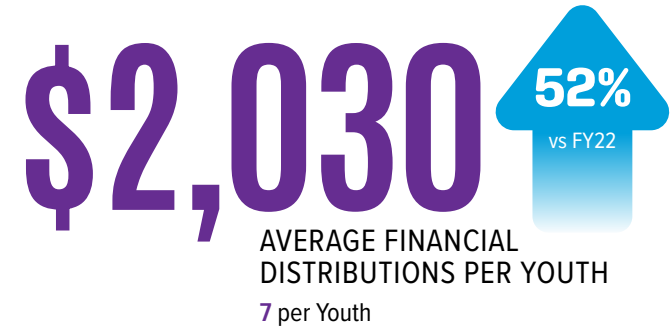
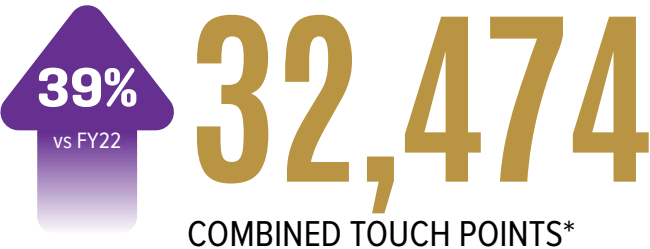
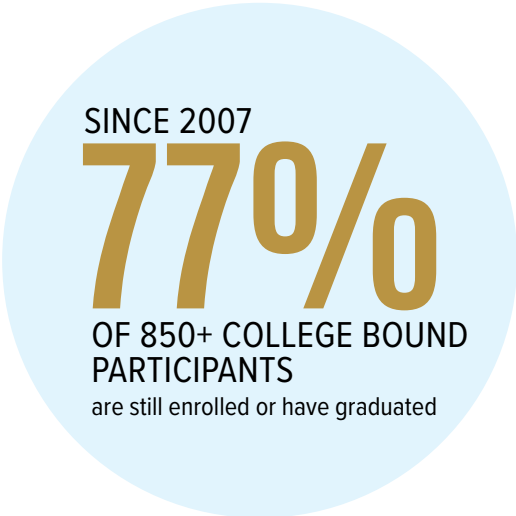


Return On Your Investments

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 & how lasting).

Quantitative Outcomes

SERVICES TO YOUTH FY2023



# OF PARTICIPANTS/ # DISTRIBUTIONS (FINANCIAL & SERVICES)	
174/422	Emergency Basic Needs
148/636	College Bound
165/473	Community Engagement
102/476	Rise to Resilience
149/1,950	Financial Fitness
123/409	Changing Lanes
135/970	Pathways/NEXTjobs
85/238	My First Home
99/571	Alumni (age 27+)
61/370	My Life My Story
42/291	Career Horizons/ Bridges to Success

The 4 C's Measurable Qualitative Intended Impact

JIT tracks key drivers of change that become catalysts for personal growth in the young people we serve. Each service and resource we offer is designed to help them on the path to becoming more Confident (internal power), Capable (competence toward mastery), Connected (relational support), and Conscious (self-awareness). We measure impact by aligning survey questions with these “4 C’s”.

Impact Spotlights

Intended Impact: **CONFIDENT**

Financial Fitness

I am empowered to create positive financial outcomes for myself. **Before: 32% After: 95%**

College Bound

I am comfortable sharing my thoughts and opinions with others. **Before: 28% After: 72%**

Intended Impact: **CAPABLE**

Pathways to Financial Power

I learn new ways to grow both personally and professionally. **Before: 27% After: 91%**

Rise to Resilience

I use appropriate coping skills and tools to help manage my stress. **Before: 40% After: 80%**

Intended Impact: **CONNECTED**

Pathways to Financial Power

I have established multiple relationships that enable me to thrive. **Before: 32% After: 82%**

Financial Fitness

I intentionally make time to connect with and learn from others. **Before: 26% After: 84%**

Intended Impact: **CONSCIOUS**

Financial Fitness

I consciously think about what I need vs. what I want before spending my money.

Before: 26% After: 95%

Rise to Resilience

I am aware of how stress impacts me (physically, mentally, emotionally, and behaviorally).

Before: 60% After: 90%



Vanessa DAVIS

Wellness Consultant, Co-Founder & Chief Visionary of Rise and Thrive Healing Communities Inc.

JIT Participant 2012-2014

JIT Staff 2015-2019

Change I helped create that I'm most proud of:

Working with organizations world-wide to realize intervention as a community effort, not just an individual effort.

ACCOMPLISHMENTS:

- ◆ Co-creating Just in Time Rise to Resilience programming and healing community
- ◆ Starting my own nonprofit Rise and Thrive Healing Communities Inc. informed by healing practices related to Adverse Childhood Experiences
- ◆ Contributor to *Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and Your Community*

Book that Inspired me the most:

- ◆ *Good to Great* by Jim Collins



"Intervention that is not rooted in community is not effective. Disconnection is at the root of many issues facing foster youth. We can provide all the resources we want to an individual, but if they are going back into society disconnected, did we really service that person?

It's important to provide vital historical, political, and economic context to the challenges youth currently face. In my work contracting with non-profits locally, nationally, and even in the Dominican Republic and Indonesia, we have been successful in shifting both the conversation and culture toward community care, creating space for individuals to recognize the challenges they face are not theirs alone, but are shared by many others in their communities."

A Path To Wellness

In 2022, when Kory left Pittsburgh for San Diego, he was leaving behind more than his hometown; he was leaving behind a dark period of uncertainty and betting on a better life.

Having survived foster care, Kory found himself overwhelmed by anxiety and stress and consequently had dropped out of college. "When I moved to San Diego, I just wanted to improve myself," he said.

Kory's girlfriend, also a former foster youth, suggested he join her for a JIT Rise to Resilience workshop. It was here that Kory connected to a pathway through the emotional pain he had been experiencing. He leaned deeper into mind/body connection and began to embrace healthy practices, such as getting a full eight hours of sleep to help him regulate his mood.

Kory also began working with JIT wellness interns. As he tells us, "When I was little, I had severe anger issues. When I'd be sent away from a foster home, they'd tell me, 'You aren't a bad kid, but the things you do aren't good,' and I interpreted that to mean that anger is bad. My repressed anger evolved into

depression." Now Kory is learning to express his anger in a healthy way.

In addition to R2R and JIT Therapy, Kory has been benefiting from more JIT services, including College Bound, and has now re-enrolled in college!



Kory GONZALES

RISE TO RESILIENCE FY23 IMPACT



Youth Served: **102**

Assists: **476**

Total Cost: **\$319,318**

Cost Per Youth: **\$724**



Volunteer Statistics

Volunteers: **40**

Volunteer Hours: **191**



Sal TERRONES

Foster Youth Liaison
San Diego Workforce Partnership

JIT Participant 2014-2023
JIT Staff 2020-2021

Change I helped create that I'm most proud of:

Facilitating the partnership between San Diego Workforce Partnership and JIT to remove barriers to access for critical resources for foster youth.

ACCOMPLISHMENTS:

- BA, 2018, Interdisciplinary Studies Cultural Proficiency, Counseling and Social Change, Emphasis in Leadership, San Diego State University
- Persevering and finishing my degree on time despite the passing of both of my parents while I was in college

Book that Inspired me the most:

- Can't Hurt Me* by David Goggins



“Becoming Foster Youth Liaison for San Diego Workforce Partnership feels like coming full circle. I exited foster care through a guardianship on my 16th birthday that disqualified me from a lot of resources, like transitional housing and help with college. Now, I’ve had the opportunity to provide support for the same JIT services that filled the gap in care for me when I left the system.

SDWP supports youth with educational and professional development, but we need to look at this issue in an expansive way because youth can’t focus on the support provided if they’re overwhelmed with the challenge of surviving – feeding themselves, maintaining housing, finding transportation. With help to move from survival mode they can expand their education, invest in professional development, and achieve a better tomorrow.”

Leveraging Strengths for Professional Success

Michael loves people and networking, so when Pathways to Financial Power appeared on his radar, he was excited to join.

“I’m a business and accounting major, so I know the math side, but Pathways seemed like a chance to get into the Business World, network, and build my professional wardrobe. To be honest, I don’t have a lot of clothing that is appropriate for business. I wasn’t raised around that.”

As a Native American, Michael spent his childhood living on a reservation before being placed with his sister in Stockton. “I wasn’t in a business environment and there were few business role models, you know?”

Michael was paired with a Pathways coach in his field of interest. He also began attending Pathways workshops. “It was so in-depth, almost like a college class. They focused a lot on personal development and bettering yourself, which I feel is even more important.”

Michael is learning how to leverage his strengths in his professional work. He learned that he is disciplined and good at structuring daily tasks and

routines. He found it fun and inspiring to set goals that were SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound).

Over the summer, Michael landed his first professional internship at a wealth management firm in La Jolla. As Michael tells us, “Not only am I dressed for success, I’m using the skills gained at Pathways to Financial Power to be successful at a job that I love.”



Michael BONILLAS

PATHWAYS TO FINANCIAL POWER FY23 IMPACT



Youth Served: **97**
Assists: **679**
Total Cost: **\$291,829**
Cost Per Youth: **\$2,162**



Volunteer Statistics
Volunteers: **121**
Volunteer Hours: **694**



Simone HIDDS-MONROE

Chief Advocacy & Community Empowerment Officer
Just in Time for Foster Youth

JIT Participant 2009-2018

JIT Staff 2019-Present

Change I helped create that I'm most proud of:

Advocating for and leading the Foster Alumni and Youth Community Empowerment Subcommittee (FAYCES) to be partners in improving Child Welfare Services in San Diego County.

ACCOMPLISHMENTS:

- 20 years engaged and committed to my foster youth community, including San Pasqual Academy, the SDSU Guardian Scholars Program, Just in Time & FAYCES
- MA Postsecondary Educational Leadership with specialization in Student Affairs, SDSU; BA, Child Development, Cal Poly San Luis Obispo
- Co-Author of *Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and Your Community*

Book that Inspired me the most:

- Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and Your Community* co-authored by lived expertise authors at Just in Time for Foster Youth



"I had a relatively positive and stable experience in foster care, which led me to question why so many of my peers have not. What needs to change to ensure that every child impacted by foster care has that same opportunity to experience stability, achieve success, and continue doing well?"

Having seen the consequences of The System I ask, "What can be done better to support our youth?" We can commit to intended impacts for every resource and service provided to system impacted youth. We have the opportunity to extend beyond satisfaction that "at least we are providing something" to truly committing to proving and Improving services and resources, grounded in intention. Collaboration and co-design with current and former foster youth and justice involved youth is critical to this approach."

...Serving Life Changing Relationships...

Janae was 8 when her mom passed away and she discovered art as a way to grieve and heal.

"I drew my feelings. I have always turned to art to express my emotions, whether that's through colors, poetry, writing or music, but mostly, I drew a lot."

With art as a touchstone, Janae persevered through a dysfunctional guardianship and started college at San Diego State University where she worked toward her bachelor's degree in psychology with a minor in art. She also found Just in Time.

Through JIT's mental wellness service, Janae was invited to participate in an art workshop facilitated by volunteers from the San Diego Water Color Society (SDWS) to paint abstract animals. Drawing inspiration from her dreams, Janae skillfully coaxed a vivid blue elephant from the canvas. Later, her piece would hang in a dedicated art show for JIT participants at the SDWS Gallery.

"When I was a little girl, I used to write down things I wanted to do. One was to have my art hang in an art gallery."

Janae's piece sold the day of the art opening.

"Seeing my art hung on the wall felt like a dream come true. It felt like all my hard work had paid off. I felt worthy and like I could do anything I put my mind to."

Since the art show, Janae has become even more connected to SDWS where she continues to take workshops and was gifted an extended membership that will enable her to show her work at future shows.



Janae JACKSON

COMMUNITY CONNECTIONS FY23 IMPACT



Youth Served: **365**

Community Engagement: **165**

One-On-One Connections: **261**



Volunteer Statistics

Volunteers: **338**

Volunteer Hours: **845**



Caitlin RADIGAN

Engagement & Empowerment Manager
Just in Time for Foster Youth

JIT Participant 2019-2020

JIT Staff 2019-Present

Change I helped create that I'm most proud of:

Piloting the "Lived Experience" coaching program at Juvenile Hall and establishing the Parenting Community at Just in Time.

ACCOMPLISHMENTS:

- ◆ Co-Author of *Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and Your Community*
- ◆ BS, 2022, Business Administration, Economics and Universities Studies: Business and Economics from SDSU
- ◆ Entrepreneur: Co-Founder of Parent Share and Train Regardless

Book that Inspired me the most:

- ◆ *Gathering Blue* by Lois Lowry



"I heard about the JIT community from the radio, not from a social worker or probation officer. I never knew I could identify as a foster youth and receive money to go to college or other resources. I thought I was just a criminal in Juvenile Hall.

No one's telling youth in the Juvenile Justice system that there are resources and community available. They're treated as criminals being prepped for the adult system.

I'm passionate that wards of the court and juvenile justice impacted youth are empowered and knowledgeable of their rights and resources. I also believe if we're truly going to break the cycle of foster care, we must help youth learn how to be the best parents they can be by demonstrating healthy family dynamics and introducing them to a community."

A Home to Call His Own

Signing the lease on his first apartment, Eugene had mixed emotions.

He was happy to be moving in and excited by the idea of having his own home, but there was anxiety as well. One of the closet doors hung from a single hinge, cabinets were damaged, and property management was slow to respond. He ended up doing most of the repairs himself.

"I've really been on my own trying to figure this life stuff out. If I had family to help out, I believe I would've made more progress."

At Walmart, Eugene found a futon for his living room, but the space was still pretty bare. After a month in the apartment, his caseworker referred him Just in Time, where he quickly signed up for My First Home.

"I have a 3-year-old daughter, so I wanted to make sure everything was safe. My second focus was the kitchen and living room, which I wanted to be a comfortable place where people could hang out and relax."

At the Just in Time monthly "Shopping Day," Eugene was paired with a group of volunteers who were all committed to helping him realize his vision. Perusing

the aisles, Eugene took turns testing different couches for comfort. He found a coffee table almost identical to one he'd been looking at on Craigslist. Kitchen utensils, cleaning supplies, and a bed were all strategically placed into the JIT moving truck and delivered to Eugene's house.

"I got everything I needed for my apartment, even stuff I didn't think I needed, including a 75-inch TV!"

Now, thanks to My First Home, Eugene has a safe and comfortable place to call his own!



Eugene AGUILLAR

MY FIRST HOME FY23 IMPACT



Youth Served: **85**

Assists: **238**

Total Cost: **\$439,299**

Cost Per Youth: **\$5,168**



Volunteer Statistics

Volunteers: **93**

Volunteer Hours: **433**



James HIDDS-MONROE

Impact & Systems Data Strategist
Just in Time for Foster Youth

JIT Participant 2008-2017

JIT Staff 2020-Present

Change I helped create that I'm most proud of:

Being able to articulate how Lasting Impact can be measured and empowering others to do the same.

ACCOMPLISHMENTS:

- ◆ BA in Literature and Writing
- ◆ Google Data Analytics Certificate
- ◆ Homeowner with Credit Score above 800
- ◆ Co-Author of *Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and Your Community*

Book that Inspired me the most:

- ◆ *Tuesdays with Morrie* by Mitch Albom



"In collaborating with other organizations, we see they can easily describe the services provided and number of young people engaged in opportunities, and even outcomes achieved. However, once young people exit the service window, that information drops off. There's not enough tracked information to say how these resources really impacted young people's lives. At Just in Time, we focus on Lasting Impact – How are our participants navigating the world years from now?

If we want equitable change in the lives of young people impacted by child welfare systems, we must know how they've shifted their mentality, their emotions, and their behaviors well after they've received services. This requires organizations to lead with inquiry, to have honest conversations, and to be inclusive when addressing the needs of the communities they serve."

License to Succeed

In San Diego, getting from home to school and work is a major challenge if you don't have a car.

For Joanna, this meant a 45-minute walk from the trolley stop to work – one way!

"I took the bus and trolley everywhere," she remembered. "Traveling from my house in South Bay to school at SDSU took two hours. I had to carry pounds of groceries in my hand to the trolley and then to the bus stop, and then to my apartment. Groceries were so hard."

When Joanna found a car for \$900, she was determined to get her license. She got as far as her permit test, and then hit a wall. A written test was one thing, but actually getting behind the wheel of a car? Joanna needed someone to teach her how to drive.

"As a former foster youth, I knew there had to be something. I researched my butt off and then I found Just in Time."

Joanna signed up for Changing Lanes where she was given access to more than 6 hours of behind-the-wheel training for free!

As Joanna cruised city streets, congested parking lots, and freeways, her driving confidence grew. She passed her behind-the-wheel test with flying colors. Now, she drives to work, school, and the Just in Time headquarters where she participates in College Bound workshops!



Joanna PARRA

CHANGING LANES FY23 IMPACT



Youth Served: **123**

Assists: **409**

Total Cost: **\$63,478**

Cost Per Youth: **\$516**



Volunteer Statistics

Volunteers: **9**

Volunteer Hours: **26**



Sarah PAUTER

Senior Project Manager
John Burton Advocates for Youth
JIT Participant 2007-2016

Change I helped create that I'm most proud of:
Increasing access to trauma-informed mental health resources for foster youth.

- ACCOMPLISHMENTS:**
- ◆ Learning to navigate the system personally and professionally so that I can make a personal impact for young people
 - ◆ MA, 2014, Public Policy and Administration, Northwestern University; BA, 2012, Social Work, San Diego State University
- Book that Inspired me the most:**
- ◆ *Just Mercy* by Bryan Stevenson



“When a young person exits the foster care system, they’re trying to figure out how to live on their own; how to get their basic needs met, and they might not know what they want to do with their life. When they have a bad term at college or fumble in some way, that shouldn’t put them at jeopardy of losing their financial aid or their housing.

What I want to know is: How can we give youth more chances? How can we make sure we’re not piling on requirements that counteract what we want them to achieve in their lives? We have to give young people, especially those who have faced adversity, the opportunity to fail while letting them know that we are still here for them.”

From Surviving to Thriving

When Jasmine entered the foster care system at 17, there were no plans for placement with a family. She was transferred to a group home in Orange County to bide her time and age out.

“When I turned 18, I was given an address and told that I was free to go. I wasn’t prepared for where I was going to be or for the reality of being an adult. It was chaotic. There were a lot of bumps in the road.”

Jasmine joined Just in Time when she needed help furnishing her apartment. She quickly began utilizing other services like Financial Fitness and College Bound. She finally had resources and guidance to help her create an adult life.

Then, life happened. Jasmine’s car broke down, creating unexpected expenses in her budget. She called Just in Time and explained she had a three-day grace period to make her rent payment. Thankfully, she found an ally on the other end of the line. She was able to get the money for rent and pay on time.

“I know I can count on JIT to act quickly when times get tough. Honestly, Just in Time is my lifeline.”

Jasmine continues to charge toward her goals. She recently completed an internship at Foster Club and is excited to return to classes at San Diego City College where she’s pursuing a degree in social work.



Jasmine GREEN

EMERGENCY BASIC NEEDS FY23 IMPACT



Youth Served: **174**
Assists: **422**
Total Cost: **\$323,202**
Cost Per Youth: **\$1,857**



Volunteer Statistics
Volunteers: **1**
Volunteer Hours: **2**



Nathaniel MARTINEZ

Youth Services Associate Director
Just in Time for Foster Youth

JIT Community Member 2021-2023
JIT Staff 2021-Present

Change I helped create that I'm most proud of:

Elevating JIT's Financial Fitness service to go beyond the numbers by inviting youth to reflect on their emotional relationship to money.

ACCOMPLISHMENTS:

- Increasing access to JIT's Financial Literacy services by integrating them with our online community "The JIT Network"
- MS, Social Work, San Diego State University
- BS, Global Security and Intelligence Studies, Embry Riddle Aeronautical University
- AA, Social and Behavioral Sciences, Grossmont College
- Co-Author of *Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and Your Community*

Book that Inspired me the most:

- The Psychology of Money* by Morgan Housel



"The impact of emotions and learned behavior is missing from a lot of traditional financial literacy courses provided to foster youth. Traditional courses focus on the numbers in the spreadsheet, the dollars and cents. This approach implies that it's just math and if you can get the numbers right, you'll be able to execute good money habits and achieve your goals.

In reality, our relationship to money is often rooted in emotion. It's important to examine feelings related to how adults in our lives handled money, emotions around scarcity and the tendency to base self-worth on the ability to buy material items. Helping foster youth navigate this emotional landscape is crucial to healing from self-doubt, shame and guilt to create a foundation of financial stability, empowering them to achieve their goals."

Mind Over Money

When Monique joined Financial Fitness, she knew her relationship with money "wasn't great." Her bank account reflected this - bouncing up and down with her mood swings.

"If I had a lump sum of cash in my account, I wouldn't want to touch it. I wasn't saving or investing; it just sat there. And then I'd get into random moods where I'd spend a lot of money in a short period of time."

Monique enrolled in Financial Fitness 101, where she was paired with Coach Carol. They met regularly to go over coursework and talk about financial goals. Carol provided accountability, but also foresight - If this is what you spend in a month, what does that look like in a year?

Monique was challenged to reflect, not just on her financial future, but on her past. And the more she looked, the more she recognized her parents' spending habits in her own behavior.

"We were chronically homeless. They would spend money on hotels so we'd have somewhere to stay. If they did have money, they would spend it on materialistic things. Now, just being aware of those patterns is helping me make healthier choices."

Now enrolled in Financial Fitness 103, Carol is learning about investments. In fact, with guidance from her coach, she recently opened her first 401K.

As Monique shares, "A lot of us former foster youth don't have anyone to guide us, and that's what Just in Time provides. They give us guidance, and they help restore the hope that we are somebody and that we can amount to what other people amount to despite what we've gone through."



Monique OLIVIERI

FINANCIAL FITNESS FY23 IMPACT



Youth Served: **149**

Assists: **1,950**

Total Cost: **\$236,400**

Cost Per Youth: **\$1,587**



Volunteer Statistics

Volunteers: **101**

Volunteer Hours: **940**



Irving CHAVEZ

Chief Impact Officer
Just in Time for Foster Youth

JIT Participant 2016-2020

JIT Staff 2020-Present

Change I helped create that I'm most proud of:

Helping Just in Time create a focused mental health resource that includes professional therapy at no cost and with no barriers to entry.

ACCOMPLISHMENTS:

- ◆ BS, 2019, Biochemistry with a minor in Personality and Psychology, San Diego State University
- ◆ Co-Author of *Life Changing Choices: The 7 Essential Choices at the Heart of Transformational Change For Foster Youth and Your Community*

Book that Inspired me the most:

- ◆ *Talking to Strangers* by Malcolm Gladwell



"When we provide youth with the space and opportunity to make their own choices, we empower them and elevate their sense of self-worth. Rather than tell them what decisions they need to make, we engage in reflection on their individual needs to create a partnership based on trust and collaboration towards their wellness journey.

Just in Time doesn't have a one-size-fits-all model, and we don't have procedures to minimize or categorize the youth we serve. Most importantly, we don't ask them to prove that they need assistance. All our processes are designed to help youth learn through their experiences so they can make their own autonomous choices. We want to partner with youth, not make choices for them based on what boxes they're able to check."

Mastering Doubt

Entering foster care at the age of twelve, Ana experienced seven different placements in three years

"I always remember sitting in foster homes thinking, 'When I get out of here and have control over my life, I want to do something with myself.' I knew the key was going to college."

With an associate's degree in her sights, Ana enrolled at Mira Costa College but, without a laptop, she struggled to access coursework online. When a counselor referred her to College Bound at Just in Time, she rushed to apply.

"I received a laptop, a printer, and a coach who took me on a "shopping spree" for school supplies. It seemed like a miracle!"

At the College Bound event, Ana met other participants, many of them working toward their bachelor's degrees and a few who were shooting for their master's.

"I remember seeing them and thinking that would be so amazing. But I still didn't see myself doing it. I thought I would barely get my bachelor's. I had a lot of doubt."

With consistent support from the College Bound community, Ana achieved her bachelor's degree in Social Work from San Diego State University last June. She also received a Master Your Dream scholarship, which is enabling her to go to graduate school.

"I feel like every time something comes up, every time I need help, JIT is there for me. Being connected to people who are similar to me has been such a game-changer on my journey. The JIT community has been the support I've never had."



Ana CASTRO

COLLEGE BOUND FY23 IMPACT



Youth Served: **148**

Assists: **636**

Total Cost: **\$372,939**

Cost Per Youth: **\$2,520**



Volunteer Statistics

Volunteers: **100**

Volunteer Hours: **578**



Pathways to Financial Power Conference



Participant Caleb,
Coach Steve



Coach Brian,
Participant Jasmine



Coach Christine,
Participant Eneyka



Legacy Sponsor SDGE Kazeem,
Participant Sal



Coaches Judy & Bob,
Participant Paloma



Kick-Off Speaker Mabi Castro,
aide to Supervisor Nora Vargas



Pathways Conference Morning Session

Keynote Speaker & Shark Tank Competition



Staff Simone,
Board Scott



Keynote Speaker
and Board Wendy



First Place Winner Lupe,
Staff Omar



Coach Marisa,
Third place Winner Angela



Lupe Presenting his
Winning Idea



Shark Tank Judges
Bob, Chris, Danitza, Sylvia, George



Mike Lamb's Angel Investors with
Shark Tank Finalist Stephany Polanco

Creating Holiday Memories



Coach Jessica,
Youth Speaker Nancy



Staff Sanam,
Supporters Mike & Judy



Coach Neil,
Youth Speaker Nyla



Staff Brittany,
Participant Summer



Participant Dulce,
Coach Judi



Participants Gabrielle & Summer,
Board Member Noemi



Board Dave & Ted,
Participant Nina (center)



Supporters
Lorraine & Kevin

Rise to Resilience Retreat: Healing Practices



Nourishment for body and soul



Fitness can be Fun



Relationships that work



Dr. Jill Ault, JIT Mental Wellness:
Therapy Supervisor



Family that plays together



Healing in Community



Collaboration = Success

Book Launch Brunch



CEO Don, Sponsors Christine & Jason Moore, AT&T



Staff Jason, Kim Koch, David C. Copley Foundation



Staff Caitlin, District Attorney Summer Stephan



Malissa Thomas & Carolyn Griesemer, Children's Legal Services, Alum Tasha



Front row: Supporters Dede Alpert, Ann Alpert, Marcia Johnson
Back row: Staff Monica & Esmeralda



Molly's Angels
Sheila Weinstock & Candi Newton

Co-Authors Share Lived Expertise



Staff Simone, Lillian Asoera, SD Protective Services Manager



Leslie Klein, SD Foundation, Board Member Nancy



Alum Vanessa performing Spoken Word



Vicki & Jeff Winkelman, Pizzamakers and Party Hosts



Supporter Tom Kerrian, Staff Jessica, Coach Jim



Thespine Kavoulakis, SD Women's Foundation, Staff Kelsey



Staff Omar, Edward, Ozzy



JIT Book Authors on stage

..... *Life Changing Connections*

“L’Auberge Del Mar”



at Empower Parties

“Hosted by Rhona Thompson”



..... Life Changing Connections

“Westgate Hotel”



at Empower Parties

“Santaluz Club”



College Bound & Master Your Dream

Participants and Coaches Bond and Shop



Celebration and Send Off
Gaining Resources and Relationships



Volunteering as a Vocation

When Mary Gross was first paired with Cecy at Just in Time, she wondered if they would hit it off.

“In the beginning, I didn’t think we had a lot in common, we were so different,” remembers Cecy.

But Youth Services, which strives to be intentional in its pairing of coaches and youth, got it right. Despite not sharing career aspirations or other life experiences, the two always had something to talk about. As they met regularly for walks and lunches, their relationship slowly began to evolve and deepen.

“She was so easy to talk to,” said Cecy. “She made me so comfortable, and she had so many resources. Somehow, she became a part of my everyday life.”

“At one point, she began calling me her ‘diary’ because she was able to tell me things that she couldn’t tell anyone else,” remembers Mary. “I allowed her to talk about things without judging her.”

And, in January 2023, after 9 years of being connected through Just in Time, Mary formally adopted Cecy at the San Diego Courthouse.

“Cecy often talks about the fact that I never gave up on her when other people in her life almost always did. Cecy is thriving now, knowing she has someone who puts her first.” - *Mary*



“In the foster care system, I had no parent figures and there was no plan for reunification. I was bounced around in foster homes where every new parent was supposed to be my mom or dad but never was. It’s surreal. I’m 27, and I have a mom!” - *Cecy*



Volunteer Investments

- 621 All Volunteers
- 205 Skilled Volunteers
- 5,713 Volunteer Hours
- 43.6% Ratio of Skilled Volunteer Hours/ All Volunteer Hours

Exceptional Volunteers

Advocate Role



BRIAN MILICH



KATE NICHOLLS



KEN LINDENEAU



MARIAN LIM




ROBIN SHULTZ




STACEY CARRILLO


Coach Role




ANISA CHAUDRY




AUDREY CLARK




CHERIE HEID




CLAUDINE MONTES




HOWARD SHAW




JACK JACKSON




JENNIFER FRY




JUDY FREED




MICHELLE MCGREGOR



SEAN HANDY



SUSAN REEDER



TRUONG NGUYEN

Facilitator Role



ANDRES DE LA MORA



JOEL GRUEBER



JONATHAN HONG



LAWRENCE MCNAIR



MAURICE NORRIS



MICHELE JOYCE

Volunteer Stats

Top 3 Support Roles

- #1 Coach/Mentor/Tutor/Advisor/Shopper: 49% of all hours
- #2 Skilled Organization Consultant: 23% of all hours
- #3 JIT Guest/Non-Working Event Attendee: 12% of all hours

% FILLING VARIOUS VOLUNTEER ROLES

- 50% JIT Guest/Community Event Attendee
- 41% Coach/Mentor/Tutor/Advisor/Shopper
- 18% Civic Faith/Corporate Group Project
- 12% Skilled Organizational Consultant
- 7% Presenter/Workshop Facilitator/Trainer
- 6% JIT Ambassador/Fundraiser
- 4% Logistics (in-kind donations, JIT events)
- 2% Office Admin/Operations/Data Entry

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

Top 5 Activities and Areas of Focus

- #1 TRAINING/ONBOARDING [Orientations/skills-building/panels]: 304 volunteers (49% of all volunteers)
- #2 PARTICIPATION IN JIT WORKSHOP/EVENT/GROUP ACTIVITY: 270 volunteers (44% of all volunteers)
- #3 MOVER: 42 volunteers (7% of all volunteers)
- #4 HOST FOR FUNDRAISER/ MINI DRIVE/ACTIVITIES: 31 volunteers (5% of all volunteers)
- #5 INVENTORY/ORGANIZE: 28 volunteers (5% of all volunteers)

JIT Financials

EIN # 20-5448416

AUDITED STATEMENT OF ACTIVITY FOR THE YEAR ENDED JUNE 30, 2023			
	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT:			
Direct Public Support			
Contributions	\$ 2,844,574	\$ 1,869,486	\$ 4,714,060
Special Events			
Special Event Revenue	1,216,822		1,216,822
Less direct costs of special event	(156,832)		(156,832)
Special Event Revenue - Net	1,059,990		1,059,990
Investment income	83,915		83,915
In-kind Contributions	133,958		133,958
Net assets released from restrictions	1,188,675	(1,188,675)	
TOTAL REVENUE AND SUPPORT	5,311,112	680,811	5,991,923
EXPENSES:			
Program Services			
Connections	2,163,311		2,163,311
Knowledge	951,304		951,304
Basic Needs	845,056		845,056
Empowerment	475,829		475,829
Total Program Services	4,435,500		4,435,500
SUPPORTING SERVICES:			
General and Administrative	435,052		435,052
Fundraising	1,002,549		1,002,549
Total Supporting Services	1,437,601		1,437,601
TOTAL EXPENSES	5,873,101		5,873,101
Change in Net Assets	(561,989)	680,811	118,822
Net Assets at Beginning of Year	3,114,487	862,376	3,976,863
NET ASSETS AT END OF YEAR	\$2,552,498	\$ 1,543,187	\$4,095,685

RATIOS		
REVENUE RATIOS:		
Individuals		41%
Foundations		20%
Special Events		18%
Corporate		10%
Civic & Faith Organizations		5%
Government Agencies		3%
In-Kind Donations		2%
Interest/Other Income		1%
		100%
EXPENSE RATIOS:		
Youth Services		76%
Fundraising		17%
Administrative		7%
		100%

AUDITED STATEMENTS OF FINANCIAL POSITION FOR THE YEARS ENDED JUNE 30, 2023 AND 2022		
ASSETS	2023	2022
CURRENT ASSETS:		
Cash and cash equivalents	\$ 2,024,999	\$3,496,280
Investments	810,640	6,530
Accounts Receivable	20,078	–
Contributions receivable	864,998	279,866
Prepaid Expenses and other assets	51,645	35,909
Total Current Assets	3,772,360	3,818,585
NONCURRENT ASSETS:		
Restricted cash	33,000	33,000
Contributions receivable, net	501,800	249,563
Property and equipment, net	258,888	169,927
Right-of-use assets – operating leases, net	835,518	
Total Noncurrent Assets	1,629,206	452,490
TOTAL ASSETS	\$ 5,401,566	\$ 4,271,075
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable and accrued expenses	\$ 242,908	\$ 112,747
Accrued payroll and related liabilities	197,240	179,435
Deferred revenue		2,030
Operating lease liability	185,174	
Total Current Liabilities	625,322	294,212
NONCURRENT LIABILITIES:		
Operating lease liability, net of current portion	\$ 680,559	–
Total Noncurrent Liabilities	680,559	–
TOTAL LIABILITIES	1,305,881	294,212
NET ASSETS:		
Without donor restrictions	2,552,498	3,114,487
With donor restrictions	1,543,187	862,376
Total Net Assets	4,095,685	3,976,863
TOTAL LIABILITIES AND NET ASSETS	\$ 5,401,566	\$ 4,271,075

FUNDING SOURCES FY2023	
FUNDING SOURCES:	
Individuals	\$ 2,469,093
Foundations	1,170,148
Special Events	1,059,990
Corporate	568,908
Civic & Faith Organizations	300,255
Government Agencies	205,656
In-Kind Donations	133,958
Interest/Other Income	83,915
TOTAL	\$5,991,923

Partners & Collaborators

What makes Just in Time a Reliable, Responsive & Real Community is our lasting commitment to welcoming transition age foster youth into a broad, dependable network of organizations and individuals who truly care about their well-being and success.

In addition to our 600+ volunteers, JIT has strong relationships throughout San Diego County and beyond in alignment with our Core Value of Collaboration. This powerful ecosystem of support has been a key to substantive, transformative change in the lives of the youth we serve and the health of our community.

Casey Family Programs & Annie E. Casey Foundation

From JIT’s earliest days, and through our current efforts to impact youth across the country, both Casey Family Programs and Annie E. Casey Foundation have been allies in our evolution and effectiveness. Starting with pro bono space that gave us our first home at the Casey Family Programs building in Old Town, with access to their game changing research on improving outcomes for young people impacted by foster care, and to our current collaboration to test possible ways to close the racial wealth equity gap through our Financial Fitness service, Casey has been a model of powerful partnership.

Partnerships

Junior Achievement of San Diego County

Our powerful and growing partnership is designed to enhance positive outcomes in financial education and employment readiness for those we serve and attract joint funding opportunities that support our combined efforts.

Alliant International University, School Of Professional Psychology

Our shared recognition of the lack of mental wellness resources for youth impacted by foster care led to an innovative and impactful alternative, with graduate students from Alliant University providing counseling services to JIT participants on-site and under the supervision of JIT’s Mental Wellness Supervisor.

Lifeline Community Services

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.

Foster Alumni & Youth Empowerment Solutions (FAYCES)

Our shared commitment to transform foster care through the expertise of lived experience advocacy promotes a youth-centered mindset, building youth-led communities of support, and the creation of partnerships with key stakeholders to establish new youth-defined outcomes.

Jewish Community Foundation, Rancho Santa Fe Foundation, & San Diego Foundation

Devoney Kodad, Free & Well
Dr. Garrett M. Guess
Dr. Jillion Harris
Dr. Koko Nishi
Dr. Michael Juan
Encinitas Perio & Dr. Dan Roberts
Family Health Centers of San Diego
Feeding San Diego
Hill & Schneidmiller Dentistry & Dr. Brien Hill
Jewish Family Service of San Diego
Laurie Chapman, Licensed Therapist
Leah’s Pantry
Lesley Paterson & Simon Marshall, Ph.D.
Lynne Jasames
Macy’s
Mental Health America
MMA Academy
OG Yoga
Planned Parenthood
Ron Barry DMD Inc.
Royal Touch Deluxe Dry Cleaners
S10 Fitness
San Diego County Employees Charitable Organization
San Diego Mentorship Network
Scripps Performing Arts Academy
Urban Beats
Valerie Sorrentino, Work-Life Energy Coach
YMCA

WORKFORCE DEVELOPMENT & INTERNSHIPS:

Access Inc.
AGC Apprenticeship & Training Trust
Ajinomoto Bio-Pharma Services
Alaska Airlines
Amobee
Annie E. Casey Foundation/Jim Casey Opportunities Initiative
AppleOne Employment Services
Bank of America
Bank of Southern California
Barona Resort & Casino
Bartell Hotels
BDO USA
Brooks Brothers
California Conservation Corps
California Youth Connection
Cal Coast Credit Union
Callaway Golf
Center for Employment Training
Chase Bank
Christopher Weil & Company, Inc.
CIT Bank
Civilian Agency
Cool Options, LLC
Doing Good Works
EC2
Evolution Hospitality
Family Health Centers of San Diego
Gaylord Hansen Mortgage Team
Goodwill Industries of San Diego County
GoSite
Harmonium Inc.
Hawthorne CAT
HP, Inc.
IHG School of Nursing
Illumina
Institute of Real Estate Management
Intuit
Junior Achievement of San Diego County
Kitchens for Good
Managed Solution
Manpower San Diego
Maya’s Cookies

Microsoft Corporation
Mission Federal Credit Union
MG Properties Group
Momentum Tutoring
Nike
Outside the Lens
RoVino The Foodery
Rowan Electric
RWM Home Loans
San Diego College of Continuing Education
San Diego Electrical Training Institute
San Diego Job Corps
San Diego Police Department
San Diego Workforce Partnership
San Diego Youth Services
SAY San Diego
San Diego Tech Hub
SDG&E/Sempra
Securitas
Sephora
State Farm
Subaru of America
Sycuan Casino Resort
Telehealth Sherpa, LLC
The ConAm Group
TERI, Inc.
Union Bank
UPS
Urban Collaborative Project
Urban Corps of San Diego County
U.S. Army US Bank
U.S. Navy
Valley View Casino & Hotel
Wells Fargo
Woodshop Wizards
YMCA of San Diego County

CIVIC/FAITH:

Assistance League
Carlsbad-Laguna-Temecula Alumni Chapter of Kappa Alpha Psi Fraternity
Center Church San Diego
Century Club of San Diego
Chalice Unitarian Universalist Congregation
Children’s Advocacy Institute
Child Welfare Services Advisory Group
Children’s Legal Services
Coastal Community Foundation
Creative Yarn Group
Day for Change
Del Mar Solana Beach Rotary Club
Destiny Hands Int’l
Eagles Organization
Encinitas Coastal Rotary Club
Escondido Sunrise Rotary Club
Girlfriends Care
Gumpert Foundation
Impact Giving
Jewish Community Foundation
Junior League of San Diego
Kiwanis San Diego
Knights of Columbus Council #12749
La Jolla Golden Triangle Rotary Club
La Jolla Kiwanis Club
Leichtag Foundation
Life Science Cares
Luminous City Church
Mission Beach Women’s Club
Mission Church of the Nazarene
Mission Hills United Church of Christ
My Girlfriend’s Closet
Poway Quilters
Public Defender Outreach Committee
Rancho Santa Fe Foundation

Rotary Club of Del Mar-Solana Beach
Rotary Club of La Jolla
Rotary Club of Rancho Santa Fe
San Diego County Board of Supervisors
San Diego Foundation
San Diego Grantmakers
San Diego Nice Guys
San Diego Social Venture Partners
San Diego Women’s Foundation
Solana Beach Presbyterian Church
Soroptimist International of Coronado
Soroptimist International of La Jolla
Soroptimist International of La Mesa
Soroptimist International of Oceanside-Carlsbad
The Charter 100
The Church at Rancho Bernardo
Tifereth Israel Sisterhood
Women Give San Diego

FOSTER YOUTH ORGANIZATIONS:

Annie E. Casey Foundation
Casa De Amparo
Casey Family Programs
ChildFocus
Children’s Legal Services
Foster Youth in Action
New Alternatives Inc.
North County Lifeline
Phenomenal Families
Promises2Kids
San Diego Center for Children
San Pasqual Academy
The Village
Voices for Children
Walden Family Services

COACHING:

Accelerant Coaching & Arthur Schwartz
ACN Coaching
Ami Curtis, Leadership Coach
Center for Creative Leadership
Fieldstone Leadership Network
HR Results & Claudia Schwartz
ICF Foundation Ignite Initiative
JaRae Birkeland, Organizational Leadership Consultant & Executive Coach
Marci Morgan, Life Coach
Play Big Corporate Coaching
Sharon Wax, Professional Coach
Strategy Meets Performance & Sherry Nooravi
Wide Lens Leadership, LLC

TRANSPORTATION:

Allstate Driving School
Cantor Driving School
The DenHerder Family
La Mesa Auto and Tire Center
Mission Hills Automotive
Self Help Federal Credit Union

LEGAL SERVICES:

Batta Fulkerson Law Group
Moore, Schulman & Moore Family Law
San Diego Public Defender Office
Valencia Moreno Law Group

VOLUNTEERING/MINI DRIVES:

Armed Services YMCA San Diego
Deloitte
LocanaBio
Lincoln Property Management
U.S Grant Hotel
San Diego Loyal Soccer Team

Collaborations

EDUCATION:

Accelerant Coaching & Training
Andrus Family Fund
Annie E. Casey Foundation/
Jim Casey Opportunities Initiative
Cal State San Marcos ACE Scholars
The Children’s Initiative
Grossmont College
JAM’N 95.7, Beto Perez
Managed Solution
MiraCosta College
Palomar Community College
Qualcomm. Inc.
Red Door Interactive
San Diego City College
San Diego Mesa College
San Diego Miramar College
SD County Office of Education
San Diego County Registrar of Voters
San Diego State University/Guardian Scholars

Southwestern College
UC San Diego Hope Scholars
University of San Diego

HOUSING:

Community Housing Works
Community Resource Center
Cultura Enhancing Place
Father Joe’s Village
F.O.C.U.S.
Home Start
Housing Our Youth
Interfaith Shelter Network
JMR Environmental Services Inc.
New Directions (Casa de Amparo)
North County Lifeline
Residential Services (Casa de Amparo)
Roomchazer
San Diego Center for Children
San Diego County HOME Program

San Diego Housing Commission
San Diego Youth Services
San Pasqual Academy
South Bay Community Services
Sunburst Youth Housing Project
The Home Emancipated Youth Housing Program
Tommie’s Place
Urban Street Angels
Walden Family Services
Wesley House
HEALTH & WELL-BEING:
ACEs Connection Network
A Home Within
Alliance Healthcare Foundation
Angela Amoroso
Blue Shield of California
CalFresh
CORT Furniture
County of San Diego Health & Human Services
DeRahn Johnson Nutrition & Fitness Training

Game Changers

Housing Stability



Kiwanis Club of San Diego's Karina Sousa & Gordon Boerner with Brittany Curran

Our New Mental Wellness Center



Linda Rock & Richard Levak with Gretchen & Bill Morgan



Lynora & Gary Brown with the Tomlinson Foundation

Working to Succeed



Lola & Walter Green and Lisa Liguori (not pictured here)



Teri & Rob Swette & The Swette Family

Pathways to Success



Sue & Jay Lichter



Christine Moore with AT&T Foundation

Corporate Giving Back



Life Science Cares and Deloitte

Our Investors

\$300,000+
Estate of Sheila & Dick Murphy

\$250,000+
SDG&E Community Investment Fund at the San Diego Foundation

\$200,000+
The John M. Sachs Family
San Diego County Board of Supervisors

Swette Family

\$150,000+
Alta Company, LLC & The Grant Family
Conrad Prebys Foundation
The Kenneth T. & Eileen L. Norris Foundation

\$100,000+
Sue & Jay Lichter
Satterberg Foundation
Tomlinson Foundation

\$75,000+
Andrus Family Fund
Capital Growth, Inc./Art Molloy & Dana Worsham
The Century Club of San Diego/ Farmers Insurance
Scott A. & Elizabeth V. Christensen Charitable Foundation
The Livingston Family Foundation/ Susanne & Brad Livingston
May and Stanley Smith Charitable Trust

\$50,000+
Rupert L. Keesler, Jr. and Raymond M. Chavez Fund at the San Diego Foundation
Life Science Cares San Diego
Sorkin Family Foundation
U.S. Bank
Walter J. & Betty C. Zable Foundation

\$40,000+
Healthy Children and Families Initiative Fund at the San Diego Foundation

Hervey Family Fund @ the San Diego Foundation
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SEINT Beauty
WD-40 Company Memory Making Fund at the San Diego Foundation
Sandra & Peter Zarcades

\$30,000+
Alliance Healthcare Foundation
Elizabeth N. Crane Foundation
Farrell Family Foundation
Lily Lai Foundation
Gilbert J. Martin Foundation
Bonnie & Jim Porter
Price Philanthropies Foundation

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Bank of America Charitable Foundation
Blue Shield of California
The Judith Campbell Educational & Community Foundation
David C. Copley Foundation
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Gifts of the Magi Foundation Fund at the Rancho Santa Fe Foundation
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David & Tina Thomas Family Charitable Fund at The San Diego Foundation
Tuffli Family Foundation

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HP Inc.
In-N-Out Burger Foundation
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State Farm Enterprise Philanthropy
The Bob & Ellen Svatos Giving Fund at Catholic Community Foundation
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Del Mar Women's Giving Collective
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Jenny McGowan
Mission Hills United Church of Christ
The Nordson Corporation Foundation
Mike Stivers

Leaving a Legacy

Louarn and Alan Sorkin are a Power Couple who've dedicated their lives to bringing about transformative change in the lives of so many. Louarn is a co-founder of Just in Time and Alan has been a long-time mentor for JIT Leadership since the early days. As leaders of San Diego Social Venture Partners, they've enabled hundreds of San Diego nonprofits to evolve and thrive. In fact, SVP was instrumental in JIT's growth and development, having provided significant funding and expertise in governance, impact measurements, and sustainability. Louarn is Chair of Just in Time's Family Forever Society. The Sorkins are high-level thinkers with huge hearts and role models for us all.



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Our Team

The Just in Time Team works in alignment with our Core Values to create Measurable Positive Benefit for the Community we serve, providing Essential Resources, leveraging Critical Relationships, and attracting Life Changing Investments to sustain our Lasting Impact. Meet the team behind JIT.

DELIVER MEASURABLE IMPACT: *Youth Services & Support*

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Esmeralda Munoz, Youth Services Associate Director
Dr. Jill Ault, Mental Wellness Supervisor
Brittany Curran, Youth Services Managing Coordinator
Iza Le Roux, Youth Services Managing Coordinator
German Munoz, Youth Services Managing Coordinator
Alyssa Player, Youth Services Lead Coordinator
Edward Reyes, Youth Services Outreach Coordinator
Monica Reyes, Youth Services Connection Coordinator
Shannyn Thomas, Youth Services Coordinator
Samantha Harmer, Lived Experience Coach Coordinator
Jason Bronicki, Youth Services Coordinator
Joss Carbonell, Youth Services Coordinator
Jessica Diller, Volunteer Services Managing Coordinator
Sophia Prieto Guzman, Volunteer Services Lead Outreach Coordinator
Arianna Garcia, Volunteer Services Coordinator
Corey Collins, Volunteer Services Coordinator
Kyra Endoso, Impact & Systems Data Manager
James Hidds-Monroe, Impact & Systems Data Strategist
Josie Vanta, Impact & Systems Data Specialist



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Don Wells, Chief Empowerment Officer
Carolyn Griesemer, Managing Director
Kathryn Clauzel, Executive Support Specialist
Simone Hidds-Monroe, Chief Advocacy & Community Empowerment Officer
Amy Blum, Brand & Marketing Manager
Omar Chavez, Marketing Specialist
Evonne Ermey, Marketing Specialist
Jacob McDermott, Marketing Coordinator



INCREASE FINANCIAL STABILITY & SUSTAINABILITY: *Development Resources*

Diane Cox, Chief Sustainability Officer/Coach Approach Director
Caitlin Radigan, Engagement & Empowerment Manager
Jennifer Telitz, Relationships & Partnerships Manager
Chris Turner, Community Outreach Manager
Barbara Carter, Investor Stewardship Specialist
Kelsey Wadman, Storyteller & Grant Communications Specialist



IMPACT & INFRASTRUCTURE: *Admin/Operations, & Accounting*

Monica Cannon, Chief Talent Officer
Patricia Lopez, Talent Engagement Manager
Gayle Greenlee, Chief Financial Officer
JoAnne O'Neill, Controller
Reshae Cuevas, Operations & Administrative Services Director
Ozzy Cobian, Operations & Admin Support
Ivan Chavez, Collaborative Impact & Partnership Coach
Scott Lebhar, Key People & Process Impact Coach
DeRahn Johnson, Coach Approach Consultant



Our Board, BrainTrust & Honorary Board



BOARD OF DIRECTORS

TED DEFRANK : Board Chair, Executive Committee Member | President & CFO, Active Motif
MARYAM RASTEGAR : Board Vice-Chair, Executive Committee Member | Attorney, Procopio, Cory, Hargreaves & Savitch, LLP
GRACE CHUI-MILLER : Board Treasurer, Executive Committee Member | CFO, Correlation Ventures
JOHN ARMANTROUT : Board Secretary | Program Manager (Retired), US Navy Cybersecurity
SAMUEL WEBSTER : Executive Committee Member | Managing Director, Community First Strategies, LLC

Scott Arnold : Chief Financial Officer, Certis Oncology
Noemi Ashline : Attorney (Retired) & Community Philanthropist
Sylvia Bier : Global Employment Attorney, Microsoft
Gordon Boerner : Senior Vice President, Western US Regional Banking Manager, US Bank (Retired)
Evangeline Dech : Term Law Clerk, Hon. Daniel E. Butcher
Jessica Friesen : Assistant Vice President, Bank of America

Mandy Koehl : Employee & Community Engagement Manager, US Bank
Brad Lupien : CEO & President, arc After School & Experiential Education
Wendy McKinney : President & Founder, Actuate Solutions, LLC
Bill Morgan : Owner, Morgan Real Estate
Jon Strauss : Financial Advisory Team Manager, Christopher Weil & Co.
Luis Valencia-Moreno : Attorney, Valencia Moreno Law Group

OUR BRAINtrust *Build | Resource | Advise | Innovate | Network*

Diane & David Archambault	Jack Jackson	Brian Milich
Adam Baker	Mike Lamb	Greg Olafson
Lauri & Steve Buehler	Susanne & Brad Livingston	Louarn & Alan Sorkin
Joe Farrage	Allen Maxwell	Tina & David Thomas

HONORARY BOARD

DIANE COX
JIT Co-Founder/Past Board Chair
Chief Sustainability Officer, Just in Time for Foster Youth

JEANETTE DAY, ESQ.
JIT Co-Founder/Past President
Attorney, County of San Diego

TONY HSU
JIT Co-Founder/Past Treasurer
Founder/Chief Investment Officer, Alethea Capital Management, LLC

LOUARN SORKIN
JIT Co-Founder
Founding Partner, San Diego Social Venture Partners

KATHRYN VAUGHN, ESQ.
JIT Co-Founder/Past President
Managing Partner, Law Offices of Vaughn and Vaughn





IN MEMORIAM:

LAURA ANN CATALINO

(OCTOBER 22, 1964-JULY 8, 2023)

Laura Catalino was larger than life. Laura's energy, love, compassion, and huge smile lit up everyone she met and every place she went. While she was a successful businesswoman, world traveler, and fashion icon, what we remember most about Laura is that she always had a smile and warm gesture for everyone she met.

Laura was known for her generous spirit and her willingness desire to be there for others. This would explain why she had a large circle of dedicated friends who delighted in her company and her friendship. She was the primary caregiver to her special needs sister Diane for the last 18 years and dedicated significant time to mentoring young women. Laura dreamed one day of setting up a financial literacy program for marginalized young women in the Orange County area. As a precursor of this, Laura was a significant supporter of Just in Time.

Laura waited to marry Marc, her long-time love and soulmate, until September 2022 where they celebrated their nuptials with an ocean front ceremony and dancing under the stars. Laura shared with her guests that it was a fairytale come true! She and Marc were best friends and did everything together – cooking, reading, investing, hiking, and traveling - and Laura passed away at her home in Laguna Beach in Marc's arms.

We're very grateful to Laura for remembering Just in Time in her estate plans and we extend our love and condolences to Marc, as well as to Laura's brother and dear JIT friend, David Catalino, and Dave's wife, Jeanette Day, a JIT co-founder who regarded Laura as her sister.

To learn more about how you can leave a legacy, contact
Diane Cox at diane@jitifosteryouth.org or 858-705-1705



JUST IN TIME FOR FOSTER YOUTH - 4560 Alvarado Canyon Road, Suite 2G, San Diego, CA 92120
North County: 302 N. Indiana Ave., Vista, CA 92084 • PO Box 601627, San Diego, CA 92160
DWells@jitifosteryouth.org • 858-663-2081 • www.jitifosteryouth.org • Nonprofit Tax I.D. # 20-5448416