

Alternative Family Services

Impact Report
Fiscal Year 2019-2020



foster (verb): to give parental care to: NURTURE ¹



CONTENTS



AFS Mission and Values	3
Timeline	4
CEO’s Message	5
2020 Reflections	6
Services	7
Staff in Action: Alma Woodard	8
Financials	9
Impact	11
Foster Care: Reason for Placement	13
Foster Care: Exit Data	14
Foster Care: Trends	15
Adoption	16
Mental Health	17
Training	19
Maria’s Story	21
Diversity, Equity and Inclusion	22
LGBTQ+	23
Demographics	24
Dwayne’s Story	26
Social Return on Investment (SROI)	27
Foster Youth: Education Data	28
Resource Development	29
Corporate Partnerships	31
Board of Directors	32
Transition Age Youth (TAY)	35
Lifelong Connections Project	36
Independent Living Skills Program (ILSP)	37
Transitional Housing Program Plus (THP+)	38
Services and Counties Map	39
AFS Office Locations	40
Citations	41

The terms “Resource Parents” and “Resource Family” are now used instead of “Foster Parents” and “Foster Family.”

In California, a Resource Family is a caregiver who provides out-of-home care for children in foster care. Resource Families include individuals, couples and families. They may be related, have a familiar or mentoring relationship, or no previous relationship with the child. The Resource Family is approved to provide care on a temporary (foster care) and/or permanent (adoption and legal guardianship) basis and includes all types of caregivers in the child welfare and probation systems formerly known as foster parents, approved relatives or approved Non--Relative Extended Family Member.²

MISSION & VALUES



The **AFS MISSION** is to support vulnerable children and families in need of stability, safety, and wellbeing in communities.

AFS VALUES

Evidence-Based and Outcome Driven

AFS is committed to measuring and collecting data to help our clients, families, and staff understand their accomplishments and help them set clear, realistic goals as they move forward.

Community and Family Centered

AFS believes children heal and thrive living with families in the community. AFS works with clients and families in their own homes, schools and other community settings. AFS brings its services to our clients rather than expecting clients to come to us.

Strength Based

AFS is committed to identifying, utilizing, and celebrating individual strengths in our approach to healing children and supporting foster and adoptive families who generously open their homes.

Cultural Humility

AFS values the variety of backgrounds and experiences of all people we work with—children, youth, biological, foster and adoptive families. AFS employs a culturally diverse staff sensitive to clients' cultural cues and preferences. AFS celebrates the diversity of our clients and their families, integrating this appreciation in all of our work. AFS proudly offers all of our services in English and Spanish.



TIMELINE

2003

- Therapeutic foster care for adults with developmental disabilities (continuation of home based care for children who attained adulthood while in care)*

2004

- Pathways to Permanence, first EPSDT outpatient mental health in Alameda County ◇

2005

- Foster care: Solano County

2007

- Contra Costa County Mental Health Services
- Solano Independent Living Program*
- SF County Mental Health Services

2008

- Marin Transitional Housing Plus Program
- SF Therapeutic Visitation Program ◇

1990

- All AFS programs open to 0-18yo

1991

- Intensive Family Reunification Program: A limited federal grant for “teaching foster homes.” Foster parents helped bio-parents reunify with their children.*

1992

- Family Alternatives for Children with Developmental Disabilities (FACDD)

1981

- The Marin Extended Family, an innovative way to deliver foster care services ◇

1984

- Special Populations Program in SF, foster care for:
 - unaccompanied refugee minors
 - older, urban teenagers in need of independent living skills ◇

LEGEND

- ◆ innovative program
- ◇ program still in operation but renamed
- * program discontinued

2006

- SF Foster Child Tutorial Project*

2000s

2010

- Foster care: Sacramento & San Joaquin Counties

2011

- The Gathering Place Therapeutic Visitation Center-Oakland

2010s

2016

- SF County contract to recruits resource homes

2018

- SF Parenting for Permanency College
- Intensive Treatment Foster Care renamed by State of CA to Intensive Services Foster Care

2021

- Transitional Housing for Non-Minor Dependents

1990s

1993

- Casas con Corazón (Homes with Heart) Spanish-speaking foster care program ◇
- Intensive Treatment Foster Care: program for youth with emotional and/or behavioral issues ◇

1995

- AFS opens Oakland office providing foster care to children and youth in Alameda and Contra Costa Counties

1999

- Adoption Services

1985

- Special Populations Younger, client age lowered to 10yo ◇
- Marin Extended Family program pilots working with children as young as 5yo ◇

1986

- Client age officially lowered to five (under five if part of a sibling group) ◇

1988

- Special Populations programs combined in SF under the Extended Family model ◇
- Marin Extended Family became Marin/Sonoma Extended Family ◇
- Marin Independent Living Program for transition aged youth

1973

- Jay Berlin begins Alternative Living Project under Youth Advocates Inc., foster care for SF & Marin County teens

1978

- Alternative Living Project reincorporated as, Alternative Family Services, Inc., providing foster care in SF, Marin & San Mateo Counties

1970s



To the AFS Community,

One thing that almost everyone can agree upon is 2020 has been extraordinary, and not in a good way.

COVID-19 has upended how *everything* in the world operates. The pandemic has forced businesses to close, millions of Americans to file or unemployment and students to learn remotely thus exacerbating the educational issues for many foster children who, due to adverse life experiences are already behind where they should be educationally. Controversial and often brutal deaths of people of color at the hands of police led to massive protests raising the issue to new levels of public awareness. California fires *doubled* the record for most acres burned and forced some AFS staff and resource families to evacuate their homes. Fortunately, no one suffered property damage or

injury. Northern Californians were forced to stay indoors because hazardous air quality from the fires and millions lost power for days because of PG&E's preventative "PSPS" measures. Meanwhile, hundreds of thousands of COVID-19 deaths and a chaotic and divisive presidential election played out in a deeply divided America.

Under all of this stress I am so proud of the resilience and response of AFS staff, families and donors! I am grateful AFS thus far has been able to avoid laying off *any* employee due to the pandemic. When the pandemic hit AFS staff quickly pivoted to redefine our service delivery to address new legal restrictions. AFS employees showed resourcefulness and adaptability as nearly all program activities moved to remote platforms including: resource family home visits, foster youth outpatient mental health sessions, staff meetings, and training/support services. New policies and procedures covering everything from office work to family visits were quickly and efficiently implemented. Through it all, AFS staff have constantly confronted challenges due to the pandemic including:

- How to keep children engaged during hour-long virtual mental health sessions.
- Creating compassionate and engaging remote visits between biological parents and their children in foster care as they work towards reunification.
- Recruiting and training new resource families remotely while sending staff safely into the community for home approval and emergency interventions.
- Addressing COVID exposure cases within families in a responsive, considerate and compliant manner.

From the beginning of COVID-19 restrictions, the number of youth cared for in AFS foster care, mental health and Transition Aged Youth programs have remained consistent. **AFS families responded magnificently!** California counties have and continue to rely on AFS to place vulnerable youth because AFS resource families stayed committed to accepting and caring for our kids during this most difficult time, even when it is was difficult to provide them with the in-home caseworker support they deserve. Our San Francisco short-term emergency frontline foster parents have continuously provided in-person services. Generous individuals, businesses and community partners donated funds that allowed AFS to purchase and supply foster families and staff with PPE, technology for students' remote learning and critical housing support for our Transitional Aged Youth.

More recently, AFS is complying with the order from the California Department of Social Services **requiring** Foster Family Agencies to resume in-person visits in foster homes. AFS staff have developed protocols to assure everyone's safety including families, children, and staff.

Our clients are primarily children of color. AFS must and does stand against institutional racism, white supremacy, bigotry and hate in all its many manifestations. AFS has initiated practices on both the staff and board levels to examine and improve our capacity to be inclusive of diverse populations and guarantee them full equity and inclusion. Our mission is to support ALL vulnerable children, families and communities.

While 2020 has been a year of unprecedented events, our passionate staff, resolute board, supportive donors and amazing resource families hold firm to our commitment to create better lives for traumatized kids and families.

Jay A. Berlin, PhD
AFS CEO/Founder

Cheers to the best!



I would like to express my gratitude and sadness at the retirement of Chief Program Officer, Jim Gold. Jim and I have worked together for over 30 years. Much of AFS' creative spirit comes from Jim. His knowledge of the science and art of foster care programming is unmatched. His unique blend of pragmatism and humor will be impossible to replace. Wishing you all the best!

~ Jay and your AFS Family

I love AFS and truly excited for those who will fill my shoes. It has been a great 34 years. I wouldn't trade them for anything.

~ Jim

2020 REFLECTIONS



Since 1978
250,000+

Lives of children, teens, young adults and families have been strengthened through our Foster Care, Adoption, Transition Aged Youth and Mental Health programs

While navigating the challenges of COVID-19, social injustices, historic fires, power outages, remote work and distance learning, AFS staff worked around-the-clock to establish protocols that would minimize service disruptions while maintaining the highest level of safety for foster and biological parents, foster youth and staff. **The AFS Network of staff, resource & biological parents, county collaborators, donors and community partners is the reason AFS staff was able to:**

Partner with resource & biological parents to establish safety protocols so foster children and teens could continue to be placed in foster homes and receive mental health services during the pandemic. In March-June alone, AFS placed 214 foster youth in safe and stable homes.

Collaborate with **EmpowerMe! Services** and **Tangled Roots** to engage in a multi-phase process of assessment and transformation that focuses on AFS becoming an agency who owns racial equity and social justice as integral to our mission

Support Transition Aged Youth (TAY) who were furloughed or lost their job due to COVID-19

Provide PPE, technology and other critical resources for foster youth and biological & resource parents

Commit to maintaining administrative duties as office managers, HR and accounting staff never left their posts and have kept all offices open and workflow moving

Pivot to virtual services for

- recruitment and training of resource parents
- telehealth services for mental health and foster care
- staff meetings



SERVICES

Foster care was a gift
I didn't know I needed.

~ Gayle B.,
Long-time AFS resource parent.



In 1978, Jay Berlin founded AFS to help runaways in San Francisco find a safe and stable place to live. Today, AFS continues to create secure and permanent connections for over 1,500 youth ages 0-20 annually through **the following areas of service:**

FOSTER CARE

- Intensive Services Foster Care (ISFC)
- Emergency Placement (San Francisco County)
- Family Alternatives for Children with Developmental Disabilities (FACDD)
- Treatment Foster Care

MENTAL HEALTH

- Individual & Family Therapy
- Community & Home Based Mental Health Services
- Office Based Mental Health Services
- Therapeutic Visitation Services
- The Gathering Place Therapeutic Visitation Centers (Oakland, Pleasanton)

TRANSITION AGED YOUTH

- Independent Living Skills Program (ILSP)
- Marin Transitional Housing Plus (THP+)
- THP Housing for Non-Minor Dependents (THP-NMD)

ADOPTION

- Fost-adopt
- County Adoption Support Services (Solano, San Joaquin)

AFS cares for youth from and placed in the following counties:

- | | |
|----------------|-----------------|
| • Alameda | • San Francisco |
| • Butte | • San Joaquin |
| • Contra Costa | • San Mateo |
| • El Dorado | • Santa Clara |
| • Kern | • Solano |
| • Lake | • Sonoma |
| • Marin | • Stanislaus |
| • Napa | • Sutter |
| • Placer | • Yolo |
| • Sacramento | • Yuba |

AFS Staff in Action

Alma Woodard, Home Approver/Trainer



“I am a San Francisco County Child Welfare Worker in the Adoptions Unit. I’m writing to express how much I appreciated working with Ms. Alma Woodard in helping me place 7-month-old Jessica* with her Grandma Evelyn*. This case was challenging in that there were many barriers the grandmother encountered in order to get Jessica into her care. It was also emotionally loaded due to the time-sensitive pressure that Evelyn and the agency were working under in addition to the pandemic. In the short time I worked with Ms. Woodard, she promptly responded my calls, patiently explained the placement process and the challenges that needed to be tackled. Alma’s efficient and detailed documentation helped prove the level of effort being made to place Jessica. But what I valued most was the level of reassurance and support Evelyn received from Alma. Evelyn was frustrated with how long it was taking our agency to place Jessica and she became distrustful of the process. Ms. Alma served as a liaison between our agency and Evelyn. She was a hopeful sounding board and provided Evelyn with reassurance. Alma’s work promoted a healthy collaboration between all of us that ultimately led to Evelyn’s union with Jessica. Alma’s professionalism and commitment left me with an exceptional impression of AFS.”

*names changed to protect identities

~ Letter received by AFS senior management

Getting to Know Alma

What led you to work in this field?

I chose this work because of my childhood experience of living in poverty and being raised by a single mother. I have the compassion to help relieve people’s suffering, with the hope to improve the lives of disadvantaged children. I’m committed to social justice, with a strong desire to help families and children live productive lives in a safe, healthy environment.

Why did you choose to work at AFS?

I had been in the foster care field for twenty years when I crossed paths with some of the AFS leadership team. I learned AFS had an outstanding reputation and when the agency I was employed with closed, AFS offered me a position as a home certifier. Recently, I have accepted the position of, Adoption Coordinator.

What are some positive aspects about your job?

Interacting with families during the training and approval process, group trainings, engaging with an audience, sharing professional and personal experiences and approving families who are able to provide permanency for children.

What are some challenges the come with your roll?

- Writing family evaluations, which are very time consuming due to the thorough process that requires the applicant’s cooperation.
- Learning that some families were decertified within a year of approval.

Please tell us about a particularly memorable success story!

I worked with a single mother in who desired to foster a child between 2-8 years old, preferably female, with no plans to adopt. She was approved as a resource parent in March 2019. She accepted a placement out of her age range and preferred gender, a 12-year-old male of another race. After just a month, the child really bonded with the foster mother. He calls her Mom, and told me that even though his parents had money and bought him many things, they didn’t show him love like his foster mother. The child has been in her home for a year and a half and will be adopted by the foster mother by the end of 2020. Both are excited and extremely happy.

What is one piece of advice you would provide to someone just starting out in a similar role?

I would advise one must possess compassion, empathy, and patience. You have to be sensitive to the client’s needs. One must have effective communication skills because you have to ask a lot questions and make clinical assessments in order to meet the needs of children and families. Analytical skills are important as well as having professionalism and good judgment because you will have to observe, research, and problem solve to write a comprehensive family evaluation.



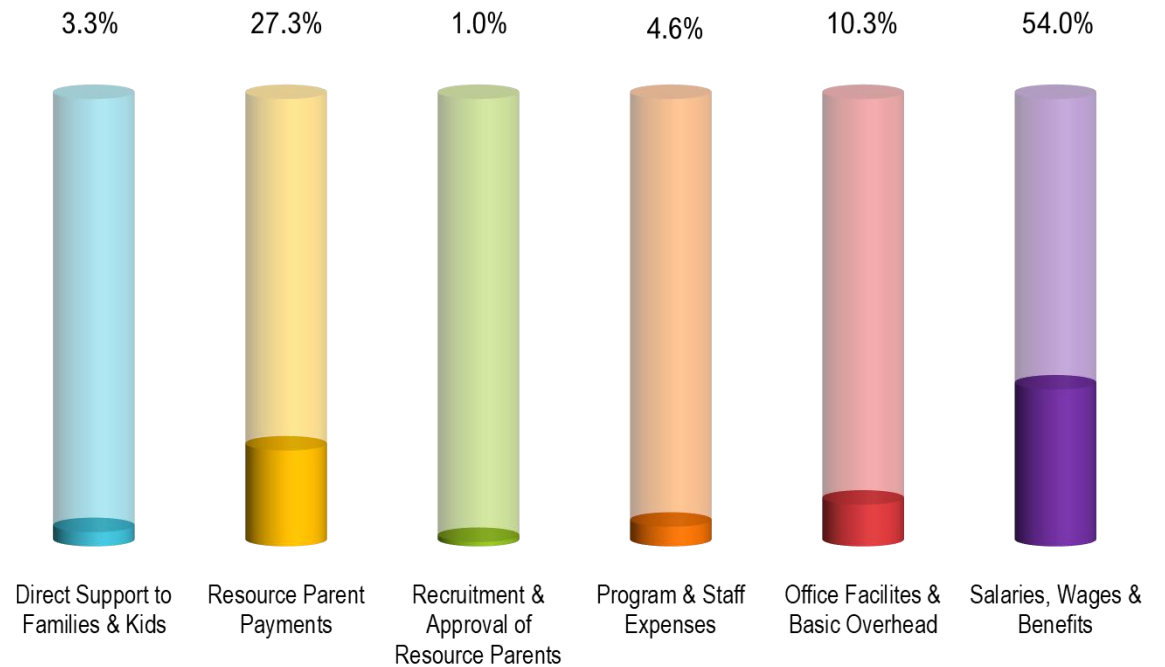
FINANCIALS

83%
of revenue goes to programs that strengthen & support vulnerable youth and families



Operating Expenses

Program / Department	Dollars	% of Budget
Foster Care	\$14,103,882	69%
Outpatient Mental Health	\$5,614,925	28%
Transition Aged Youth Services	\$522,205	3%
Resource Development	\$158,289	1%
TOTAL	\$20,399,301	100%



Goranson and Associates, Inc., an independent auditing firm audited AFS' financial position and related statements of activities



 ALTERNATIVE
FAMILY SERVICES

family: Simply put, “permanency” means family. It means having positive, healthy, nurturing relationships with adults who provide emotional, financial, moral, educational, and other kinds of support as youth mature into adults.³

 ALTERNATIVE
FAMILY SERVICES

IMPACT



“Helping families heal and reunite is one of the most rewarding parts of my job.”

~ Craig Barton, AFS Director of Foster Care

AFS provides foster care, adoption and mental health services for youth and families including:

- Youth ages 0 through 20
- Families, single parents and teen parents
- Youth and adults who have transitioned out of foster care with physical and developmental disabilities
- LGBTQ+
- Homeless youth and families
- Individuals and families that are at or below the federal poverty level

All families experience challenges and stressors. For thousands of Northern California families, the adverse effects of physical illness, addiction, unemployment, mental health crises, abuse and neglect require intervention. When families reach a critical point, their children may need to be removed from their home and placed in foster care. AFS provides a broad spectrum of care and healing services that provide:

- Families with behavioral health tools and life skills for reunifying with their children
- Adoption from foster care (fost-adopt)
- Transitioned Aged Youth (TAY) with the skills and resources to live independently in their communities

FOSTER CARE

unduplicated client statistics

Total youth in foster care: 763

- New intakes: 543, Discharges: 556
- Youth with Developmental Disabilities (DD): 7
- Intensive Services Foster Care: 71
- SF Emergency Placements: 125

Average Daily Census: 300

- Regular FFA: 221
- ISFC: 71
- DD: 7

MENTAL HEALTH

Total number of youth served: 605

The Gathering Place

- Oakland: 193
- Pleasanton: 53

Mental Health Services

- Community Based: 268
- Therapeutic Visitation: 91

ADOPTION

- Number of foster youth adopted: 27

TRANSITION AGED YOUTH

- Independent Living Skills Program (ILSP): 39
- Transitional Housing Plus Clients (THP+): 9

COUNTY TRAINING CONTRACTS

Alameda County

- 83 trainings, 961 hours of training and curriculum development time, 1064 attendees

Solano County

- 59 trainings, 159 hours of training and curriculum development time, 799 attendees across 11 agencies

PARENTING for PERMANENCY COLLEGE

- Holiday event brunch: 175 care providers, 250 foster youth
- Care Provider Appreciation Dinner: 125 care providers, 75 foster youth

IMPACT



“With consistency, love and patience, we helped fill a void he was carrying around with him.”

~ Santiago* & Jazmine S.*
AFS resource parents

My wife Jazmine* and I first came to AFS when we were considering adopting a child from foster care. As part of the post-adopt process, we had to first be approved as resource parents. It was during this process we realized there are so many kids that are in need of a loving home, that fostering kids is a way we can help while waiting to adopt.

Two brothers were our first placement. Giovanni* was seven and his baby brother Kaleb* was just 6 months old. They were at risk of being separated and our AFS caseworker asked us if we'd be willing to take in both kids. Although it was a bigger commitment we were prepared for, the thought of breaking up the boys after they were already removed from their home was heartbreaking. Jazmine was separated from her sister because her parents divorced. She wanted to help prevent that pain for the boys so we agreed to take them both in. Although fostering a baby and young boy was challenging, it was fulfilling knowing we were supporting them while their family worked towards getting back together.

The boys and their parents received services through AFS that eventually led to their reunification. It was sad to say goodbye but also uplifting knowing their family had a second chance. Jazmine and I have learned that part of the fostering process is saying goodbye and praying the families will remain strong enough to overcome their challenges.

Now, several years later, Jazmine and I have fostered ten kids and have loved each experience. Eventually, if we do decide to adopt, we'll very likely continue to foster. It has become such a big part of our lives knowing that we've made a positive impact on so many kids and their families.

*Names changed to protect client identities.



Certification Recruitment Intake Training Adoption (CRITA)

The CRITA team at AFS works tirelessly to:

- Recruit, train & approve individuals or couples becoming resource or adoptive parents.
- Facilitate orientations, pre/post-service trainings home walk-throughs for new applicants.
- Interview applicants to review the fundamentals of the resource family process.
- Verify applicants and adults living in the home are cleared of a criminal background.
- Write a comprehensive family evaluation assessment of all applicants.
- Confirm resource homes are in compliance with safety guidelines.

In FY '19-'20 AFS had

291

total approved
foster homes available

63

were newly approved

Nationally
there were
221,706
approved foster
homes available in
2019

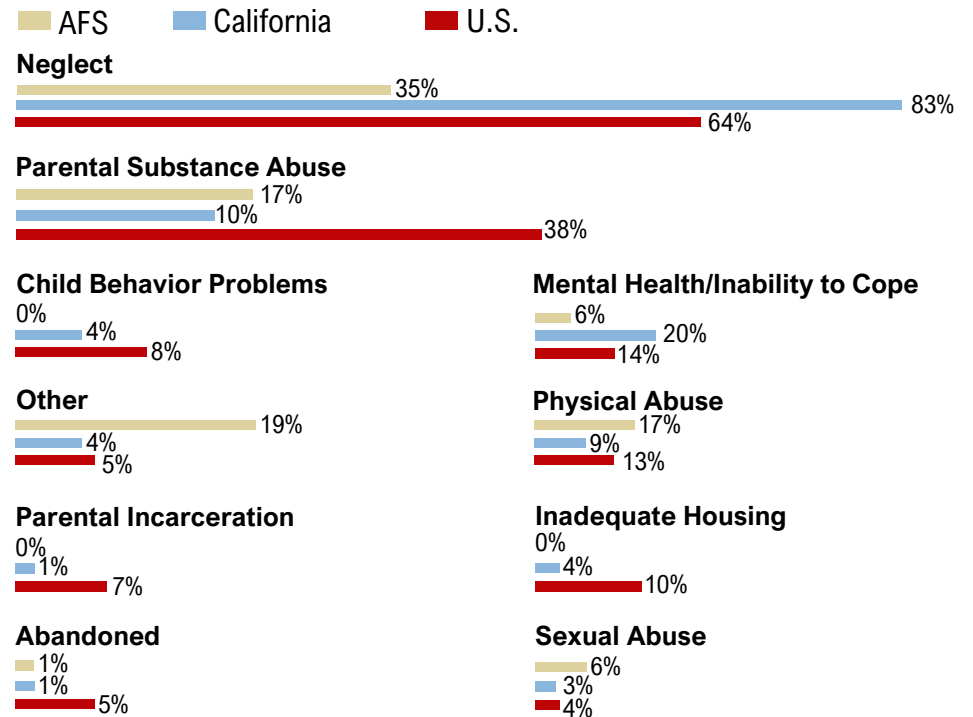
In California
there were
33,551
approved foster
homes available in
2019

REASON FOR PLACEMENT



Since 1978, AFS staff have been caring for Northern California's most vulnerable children, teens, young adults and families. Today, foster youth face incredible odds in order to become independent, healthy members of their communities.

The AFS Community of resource parents, staff, community partners, donors and volunteers work side-by-side in supporting the thousands of Northern California youth and families who are in crisis and in our care. Together, we can break negative cycles, facilitate hope and provide critical services to help youth and families overcome major barriers such as:



- National and CA data categories are not mutually exclusive so percentages will total more than 100% and counts will be more than the total number of entries.⁴
- AFS data is exclusive to categories. Total may exceed 100% due to rounding.

POVERTY

- 1 in 6 children (nearly 12 million youth under 18) in America live in poverty and face food insecurity. 73% are children of color.
- The proportion of federal dollars invested in children has fallen to its lowest level in a decade.

INCOME INEQUALITY

- In 2017, the median family income of white households with children (\$88,200) was more than double that of Black (\$40,100) and Hispanic households with children (\$46,400).

AFFORDABLE HOUSING / HOMELESSNESS

- Nearly 6 million children live in low-income families that spend more than half their income on rent and get no rental assistance from the government. Only 1 in 4 eligible households receive federal housing aid.
- Children comprised 1 in 5 of nearly 553,000 homeless people living in shelters, transitional housing and on the streets on a single night in Jan. 2018.
- In 2019, a person working full-time, year-round at minimum wage could not afford the monthly Fair Market Rent for a two-bedroom rental unit in ANY STATE or the District of Columbia.

EDUCATION

- Trapped in inequitable schools, low-income, Black and Hispanic students suffer academically. More than 74% of low-income, 72% of Hispanic and 79% of Black fourth and eighth grade public school students were not proficient in reading or math in 2019.

FOOD INSECURITY

- More than 1 in 6 children—12.5 million—lived in food-insecure households in 2017. The percent of Black and Hispanic households with food-insecure children was nearly two times that of white households.

HEALTHCARE

- 2017 and 2018 marked the first increases in the number of uninsured children in the U.S. in a decade. An estimated 4.3 million children under 19 were uninsured in 2018—425,000 more than the previous year

FOSTER CARE: EXIT DATA

U.S., California, AFS



The overarching goal for all foster youth is to ensure they have a safe, stable and permanent place to call home

Children are more likely to reenter care after reunification when the following factors are present:

- Being African-American
- Having physical/behavioral problems (child)
- A parent with mental health problems
- Low education or substance use issues
- Living in poverty

AFS averages an
84%
positive discharge
rate for clients

Preferred Exit Goals for Foster Youth

REUNIFICATION

The goal for a majority of foster youth is successful reunification with their family once they can provide a safe and stable environment and the risk of reentry is low for the foster youth.

KINSHIP CARE

Legally appointing family or non-family as guardians who agree to nurture and provide for a foster youth may be a positive option when reunification is not possible.

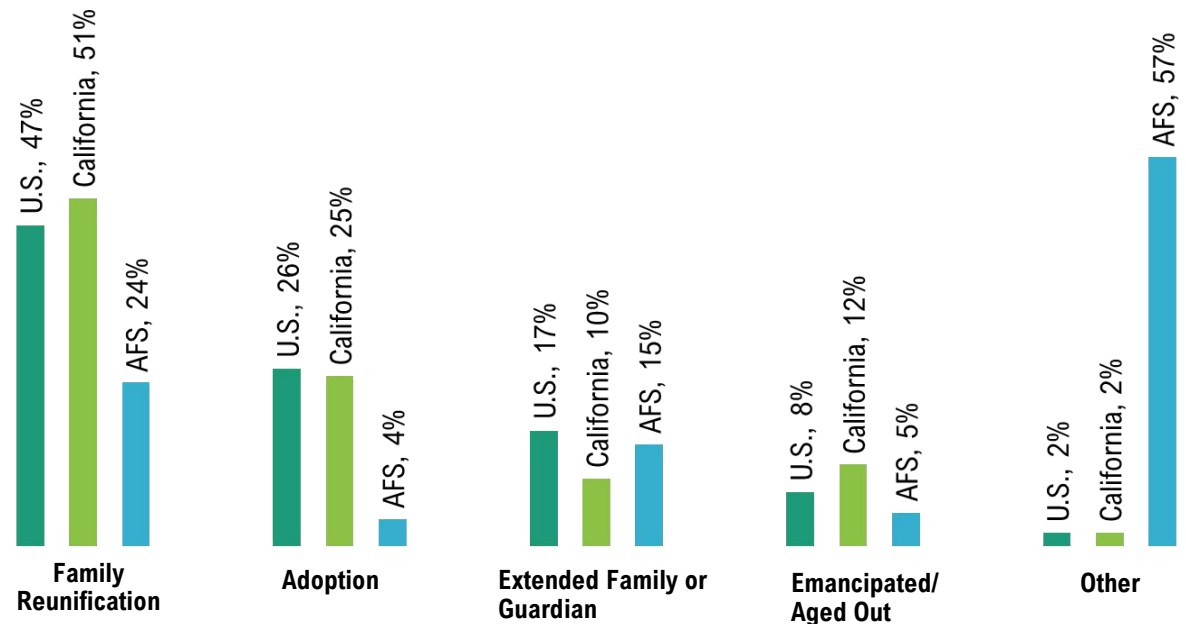
ADOPTION

A permanent, loving home may be provided for a youth via adoption from foster care (fost-adopt).

SUCCESSFUL TRANSITION TO INDEPENDENCE

As Transition Aged Youth (TAY) approach adulthood (18yo), is critical they have access to resources that will ensure they can become independent members of their community including: behavioral health services, education /job assistance, life skills, access to stable housing and long-term connections.

Foster Care Exit Data

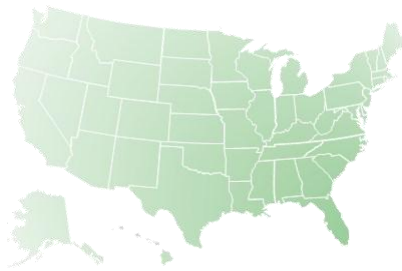


- Source, www.childtrends.org ⁴
- U.S. and CA “other” data includes: transferred to another agency, ran away or died
- AFS “other” includes: moved to county placement, group home, unknown, AWOL, psychiatric hold, incarcerated, CPS

FOSTER CARE TRENDS

U.S., California, AFS

United States



Approximate # of youth involved in a welfare investigation

3,500,209

Entered Foster Care

251,000

Median Length of Stay

391 days

Exited Foster Care

249,000

Adopted

66,000

Average Age in Care

7.2

California



Approximate # of youth involved in a welfare investigation

360,040

Entered Foster Care

28,138

Median Length of Stay

537 days

Exited Foster Care

26,622

Adopted

6,981

Average Age in Care

11

AFS



Approximate # of youth involved in a welfare investigation

NA

Entered Foster Care

543

Median Length of Stay

45 days

Exited Foster Care

556

Adopted

27

Average Age in Care

9

- Source for U.S. and CA data, Adoption and Foster Care Analysis and Reporting System (AFCARS)⁶ with a FY: 10/01/2019-09/30/2020
- AFS FY: 07/01/2019-06/30/2020

ADOPTION



These are our own children, living in our towns, on our streets, attending our schools. Yet there are no “waiting lines” of families eager and willing to adopt these kids – our kids – from foster care.

This failure to find permanent families for the more than 100,000 children in foster care eligible for adoption has dire yet preventable consequences.

Approximately 25,000 youth age out (or are “emancipated”) each year. The resulting social and economic costs, primarily for the states that are charged with their welfare, are huge.

Wayne Winston Sharp, PH.D
Immediate Past Chair,
National Council for Adoption

Children, teens and siblings in foster care who are eligible for adoption may find their forever home with

- Resource parents who choose to adopt them
- Individuals or couples seeking to adopt from foster care

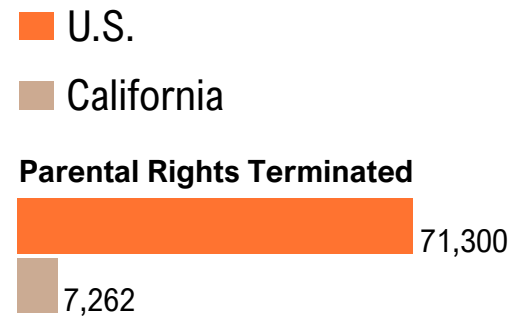
AFS home approvers and caseworkers work in tandem to ensure youth are placed with compatible resource parents so they have the best chance of a successful placement. This was the case with Veronica*.

Veronica came to AFS after ten failed placements over three years. The thirteen-year-old had been displaced by the Sonoma County fires and was forced to live in a homeless shelter. Veronica’s mother suffered from depression and alcoholism which ultimately led to Veronica’s placement in foster care.

The pain and abandonment Veronica felt led to her acting out. She never stayed anywhere for more than a few months. When Veronica was referred to AFS, staff had a couple in mind that had the heart and training to care for a teen who had been traumatized, Mr. and Mrs. Garcia*.

While there were ups and downs, the Garcia’s were dedicated to Veronica’s wellbeing and showed her compassion, respect and consistency. Veronica recommitted to her education, is engaged in services to care for her behavioral health issues and is on the path to being adopted by Mr. and Mrs. Garcia who she now calls Mom and Dad.

*Names changed to protect client’s identity.



MENTAL HEALTH



Community & Home Based mental health services allow AFS clinicians to stabilize and strengthen families in their homes and communities. This makes the interventions and teachable moments much more applicable and impactful.

AFS clinicians use several mental health treatment and intervention models including:

Trauma Focused Cognitive Behavioral Therapy specifically designed to help individuals suffering from PTSD or other significant traumas

Motivational Interviewing helps individuals fight antipathy and instigate self-directed behavioral changes

Positive Parenting Program (Triple P) helps both biological and foster parents understand mental health needs in youth and provide thoughtful, relevant support.

Trauma Informed Parenting (Parenting in OZ) a proprietary and unique training that uses the colorful imagery of the Wizard of Oz to help visualize the ever-present fears that are the core of childhood traumas.

Most AFS clients come from environments of poverty, food insecurity, trauma, racism, substance abuse, mental health issues, and sexual and commercial exploitation. All are at high risk of experiencing significant mental health issues.

AFS clinicians provide a variety of therapeutic services to help foster children, teens and families heal by treating issues including:

Complex or ongoing trauma due to

- Abuse / neglect of self or loved one
- Death of a parent, sibling or personal connection
- Chronic illness or absence of a parent or loved one
- Significant impairment of parenting skills typically caused by mental illness, substance abuse or cognitive impairment
- Exposure to violence in the home and neighborhood
- Homelessness, poverty and food insecurity

Ongoing and Disruptive Transitions

- Initial removal from home and family
- Separation from siblings
- Feelings surrounding unpredictable visitations with family
- Moving to long-term foster care because parental rights were terminated

Negative Family Relationship Cycles

- Learning how to manage feelings, communicate effectively and learning how to respect and cooperate with others.

During FY 19-20 AFS provided

- Outpatient mental health services to an average of 50 foster children and teens every day
- Outpatient mental health services to 313 different foster children and teens

Approximately

67%

of AFS mental health clients made noted progress on treatment goals

MENTAL HEALTH



A parent and his children use the interactive “Activity Table” while maintaining COVID-19 safety protocols at The Gathering Place, Oakland

One of the strongest predictors of a successful reunification between a biological parent and their child is the frequency of visitation sessions

COVID-19 has created many obstacles for AFS staff including developing a model that included a transparent and equitable process for visitation to occur among families to help them achieve reunification. Hours of brainstorming between staff and families resulted in the safe, compassionate, and engaging, *Enhanced Visitation Model* that includes:

- Health Assessment Tool: Wellness Questionnaire
- Visitation Service Plan
- Enhanced Visitation Venues
- Virtual Visitation
- Performance Quality Improvement

The AFS *Enhanced Visitation Model* is one of four National finalists for the Council on Accreditation’s, “Innovative Practices Award.”

The report, *Assessing the Effects of Foster Care: Mental Health Outcomes from the Casey National Alumni Study*⁷, found significant disparities in mental health when they compared former foster youth to adults from the general population, matched for age, gender, and race/ethnicity and found the following:

% of Foster Care Alumni		% of General Adult Population
21.5%	Post-Traumatic Stress Disorder	4.5%
15.3%	Major Depressive Episode	10.6%
11.9%	Modified Social Phobia	8.9%
11.4%	Panic Disorder	3.6%
9.4%	Generalized Anxiety Disorder	5.1%
3.7%	Alcohol Dependence	2.0%
3.6%	Drug Dependence	0.5%
2.9%	Eating Disorder	0.4%

TRAINING

Kids in foster care typically have experienced serious abuse, neglect and trauma, which affect both brain development and their ability to have relationships with their new family. And that often means different parenting techniques are needed.

For example, for children who were abandoned by their biological parents, a timeout can be traumatic, because they fear they're being abandoned again. Adoptive and foster parents need ongoing training to help them navigate the intricacies of parenting traumatized children, along with the help of peer support groups and mental health services to deal with the trauma.

Mary Boo,
Executive Director
North American Council on Adoptable Children



In order to provide foster youth and families with the care and services necessary to help them heal and thrive, it's necessary for resource parents and professionals to receive ongoing training and education.

AFS provides the following foster care training services to the general public (in English and Spanish):

- County Funded Trainings in Alameda, Contra Costa and Solano Counties
- Parenting for Permanency College (PPC) in San Francisco County

Examples of trainings:

- Understanding Self-harm & Suicidal Behaviors with System Involved Youth
- How to Effectively Work with Commercial Sexually Exploited Children
- Grief and Loss in the Traumatized Child
- Helping Struggling Teen Boys Become Confident Young Men

COVID-19 forced trainings to be delivered remotely. When the pandemic struck AFS staff quickly updated curricula, adapted to new technology platforms and developed creative ways to maintain strong connections with the AFS community including:

- Mailing training kits to participants
- Purchasing laptops and tablets to support Resource Family Training
- In lieu of the cancelled May Resource Family Appreciation Event, AFS gave every San Francisco County Resource Family who had a placement in FY '19-'20 a \$50 Target gift card
- Sending a mass PPE care package that included: (1) face shield, (50) disposable masks, (4) KN-95 masks, (6) KID masks, (3) mini-sanitizers, (10) foot coverings and (1) Red Cross First Aid Kit Plus

The Parenting for Permanency College (PPC) is a training contract with San Francisco Human Services Agency, Children and Family Services to provide prospective San Francisco County (not AFS) approved resource parents support and resources as they navigate the Child Welfare system in caring for children.

Recruitment Services

- Training support: Pre-Service Training
- Mentor Program

Retention Services

- Advanced Trainings to meet the required 8 hours of ongoing training
- Placement Trainings
- KID's Newsletter
- Coordinate 2 major events a year
- May: Resource Parent Appreciation Event
- December: Holiday Event for Resource Parents and Youth

Support Services

- Support with Resource Parent Meetings
- Collaborate with other CBO's
- Facilitate marketing, registration and scheduling of training and events



empowerment: the process of becoming stronger and more confident, especially in controlling and claiming one's rights⁸



Maria's Story

Thank you for your willingness to share your story.

You're welcome. I hope it raises awareness and inspires others who have experienced trauma and abuse.

What were the circumstances that brought you to the United States?

I was 16 and living in Central America with my parents and younger sister. My mother, sister and I worked hard labor to support our daily needs. Unfortunately, my father was abusive to all of us. Through it all, my mom, sister and I still made each other smile. I started to challenge my father to show he was losing control over our lives. One day, he told me he found me a job as a nanny in the United States. I was desperate to help my mom and sister and was willing to move miles away to help us have a better life. So, I took the job.

What happened when you arrived in the U.S.?

A couple picked me up in Oklahoma. It turned out there was no nanny job. They said I would live the life of a queen and all I had to do was please my new owner. I realized I was in great danger, called my father and begged him to save me. He said he didn't mean to hurt me and never imagined the magnitude of sending me with strangers. So, he arranged for me to live with his "friend" in San Francisco. When I got to San Francisco, the man welcomed me as his new "wife." I learned from my mother that my father received money from this "friend" for me. In short, my Dad sold me to a trafficker.

How did that make you feel?

My heart hurts knowing my Dad sold me as a sex object and chose money over his daughter. It's horrible knowing the person who was supposed to protect me instead tried to destroy me.

How were you able to escape?

I felt scared and alone, but knew I could get myself out of the situation, dead or alive. My mother found a cousin I could stay with and I ran away to her house. For a few weeks, things were ok. Unfortunately, the man found me and threatened my cousin. I suspect my father forced my mother to tell him where I was. My cousin looked for help and ended up turning me in to San Francisco County. I couldn't understand why and I hated her for it. Here I had gone through hell and was going to get shipped home where I was sure my Dad would kill me. But, life gave me a second chance. I entered foster care and an AFS resource family took me under their roof.

What was your experience like with the new family and AFS?

I was scared the traffickers and my father would find me and take revenge. I was always looking over my shoulder. Once I was sure I was safe, my foster parents, AFS therapist and social worker helped me mentally, physically, emotionally and financially. AFS brought me back to life and gave me hope. My foster parents treated me like their own child and taught me how to trust again.

What does your life look like now?

I graduated from high school and community college with an Associates Degree in Business Administration. I'm currently earning a BA in Business. Had it not been for financial support and scholarships, it would have been impossible for me to continue my education. I'm forever thankful for the support. I can finally say I've found my inner peace and accept the past. When I find myself worrying, I repeat my favorite quote,

**“God grant me with serenity to accept the things I cannot change,
the courage to change the things I can, and the wisdom to know the difference” -Dr. Reinhold Niebuhr**

Compared to their peers and other high-risk populations, foster youth are at the highest risk of:

- Having a chronic mental/physical illness
- Developing addictions
- Early pregnancy
- Homelessness / incarceration
- Being involved in violent behavior as a victim or perpetrators
- Becoming victims of prostitution or human trafficking
- Food insecurity / lack of health care

DIVERSITY, EQUITY & INCLUSION



We *Will* Have Justice

Like so many of us, the AFS Community is grief-stricken and dismayed about the killings of George Floyd, Ahmaud Arbery, Breonna Taylor and too many others. Unfortunately, these untimely deaths are far too common. We honor the grief and dismay that anyone in our community may be feeling.

We are one community. Any pain is all of our pain.

As a foster family agency, we are no strangers to the issues that communities of color face here in Northern California and across the nation. We are proud and honored to stand alongside our Black foster youth, families, communities and staff members and all who have been oppressed and treated unjustly. We must do the work to pay the debt we owe to them, to ourselves, and especially to the children. At AFS we say, “It’s All About the Kids!” We strive so the world our children inherit from us is a more just world.

The time has come for us to eradicate the chasm between our noble but unrealized founding ideals - liberty, justice, and equality for all - and the realities that have fallen so woefully short. We have some work to do.

Beyond ourselves personally, we as a society must commit to re-examine all of our failing institutions – health care, economy, law enforcement, housing, education, and so many others – and demand they become more just. Future generation will look back at this time and they will judge us, we must not fail them.

Justice. Justice. We *will* have Justice.

From CEO, Jay Berlin’s letter to AFS staff
Summer 2020

AFS has begun a partnership with outside consultants, Taquelia Washington of EmpowerMe! Services and Jo Brownson of Tangled Roots. Staff will be embarking on a multi-phase process of assessment and transformation focused on becoming an agency that considers social justice integral to our mission and to whom we aspire to be. We enter this phase with determination, humility and respect.



LGBTQ+



30%

of LGBTQ+ youth have reported physical violence at the hands of a family member after coming out ⁸

40%

of homeless youth identify as LGBTQ+

19.6%

of LGBTQ+ youth were moved from their first placement at the request of their caregiver or foster family compared with 8.6% of heterosexual youth

26%

of LGBTQ+ youth are forced from their homes due to conflict with their families over their sexual orientation or gender ⁸

For more than four decades, AFS has practiced acceptance and dignified treatment of LGBTQ+ parents, staff and foster youth through its Foster Care, Mental Health, Adoption and Training services. AFS staff understand and have been trained in the unique needs of the LGBTQ+ children, teens and young adults in our care.

Experienced AFS trainers also facilitate specialized trainings for professionals and caregivers on how to support LGBTQ+ foster youth. Trainers discuss aspects of sexual orientation, gender identity expression (SOGIE) and lesbian, gay, bisexual, trans-gender, queer and questioning (LGBTQ+), as related to resource families caring for self-identified youth. The main objectives for participants in LGBTQ+ training courses include:

- Achieving basic competency with the community, including an understanding of terminology and experiences relating to sexual orientation, gender identity and expression.
- Explore common experiences of LGBTQ foster youth.
- Identifying similarities of LGBTQ+ foster youth and other youth in care.
- Learning the important role foster parents play when they open their homes and hearts to LGTBQ+ youth in foster care.
- Understand the protections necessary for youth in the LGBTQ+ community.



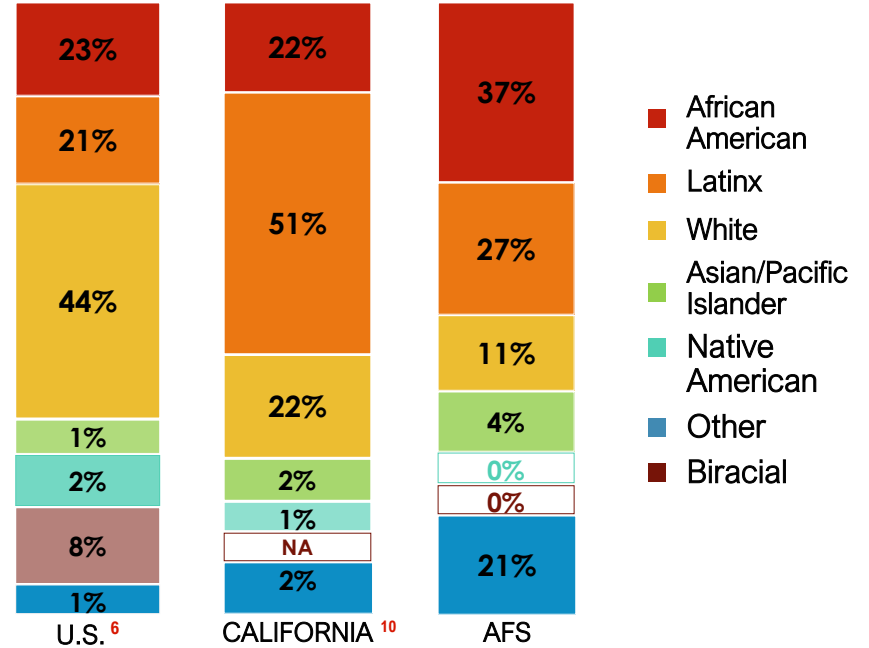
DEMOGRAPHICS



AFS employs approximately 200 social workers, clinicians, support counselors, administrative staff and managers. All services are offered in English and Spanish. Approximately 25% of staff are English-Spanish bilingual. AFS uses a support model emphasizing:

- Client driven-individualized treatment planning
- 24/7 support and response
- Home & Community Based care
- Cultural humility and appreciation of diversity

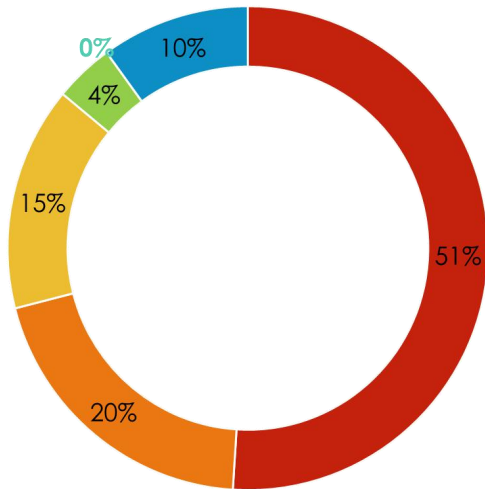
Foster Youth Ethnicities



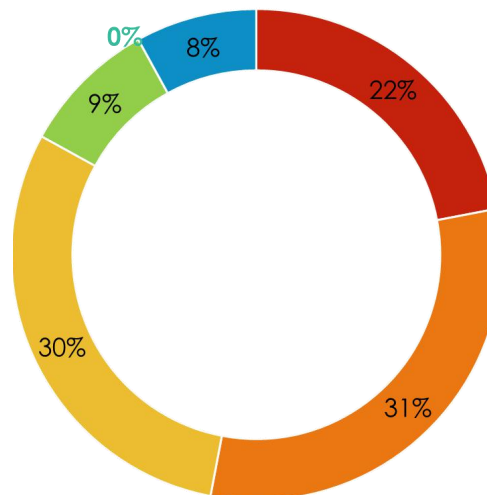
AFS Gender Data (average)

Foster Care: 53% male 47% female
 Mental Health: 48% male 52% female

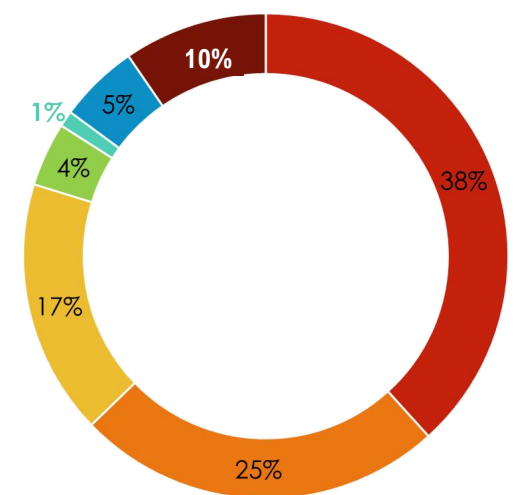
AFS Resource Parent Ethnicities



AFS Staff Ethnicities



AFS Mental Health Client Ethnicities





community: a unified body of individuals ¹



Dwayne's Story

Oftentimes when one thinks of foster care, they imagine foster “kids.” However, in the United States, 115,395 out of 423,997 youth in foster care in 2019 were 13-20 years old⁶. Teens and young adults in foster care require different types of individualized care. At Alternative Family Services (AFS), caseworkers and resource parents receive specialized training in how to support older youth. In California, [Assembly Bill 12](#) extends foster care services and support to young adults between 18-21 years old which allowed Dwayne* to become an AFS client when he was nineteen.

Dwayne is on the autism spectrum and has rigid thinking. Growing up, he experienced homelessness, neglect and likely some form of abuse. One of Dwayne's residual traumas was associated with getting on a bus. An important part of working with older youth in foster care is preparing them for independence. Part of being independent is the ability to use transportation

to school, work, medical appointments, the store, etc. At first, when Dwayne's caseworker, Eliza, discussed with him the idea of riding the bus, it triggered anxiety and a negative emotional reaction. Eliza knew riding a bus was a critical for Dwayne to become more self-reliant so she strategized with fellow clinicians and formed a comprehensive treatment plan.

For almost one year, Dwayne participated in regular therapy and learned Independent Living Skills (ILS). One day during one of his sessions, Dwayne agreed to ride the bus. For weeks prior to his bus ride, Eliza roll-played and helped Dwayne visualize the entire bus riding experience from start to finish. When the visualization triggered a negative reaction, Dwayne practiced using the anxiety reduction techniques and positive self-talk he had learned.

The day finally arrived for the bus ride, and Dwayne was ready but nervous. Eliza took a “Community Based Therapy” approach and met Dwayne at the bus stop. She supported him through difficult memories about his past. The two boarded the bus and successfully reached their destination, Jamba Juice. Both were elated Dwayne achieved such a milestone on his journey towards greater independence.

Weeks later, and several joint bus trips with Eliza, Dwayne was able to ride the bus on his own. Eventually, he became a master at taking public transit, whether it was Uber or the bus. By age 21, after two years of working with Eliza, he had enough mental and emotional tools to officially age out of foster care. Overcoming his fear of public transportation gave Dwayne enough courage and freedom to interview and ultimately find a job interview.

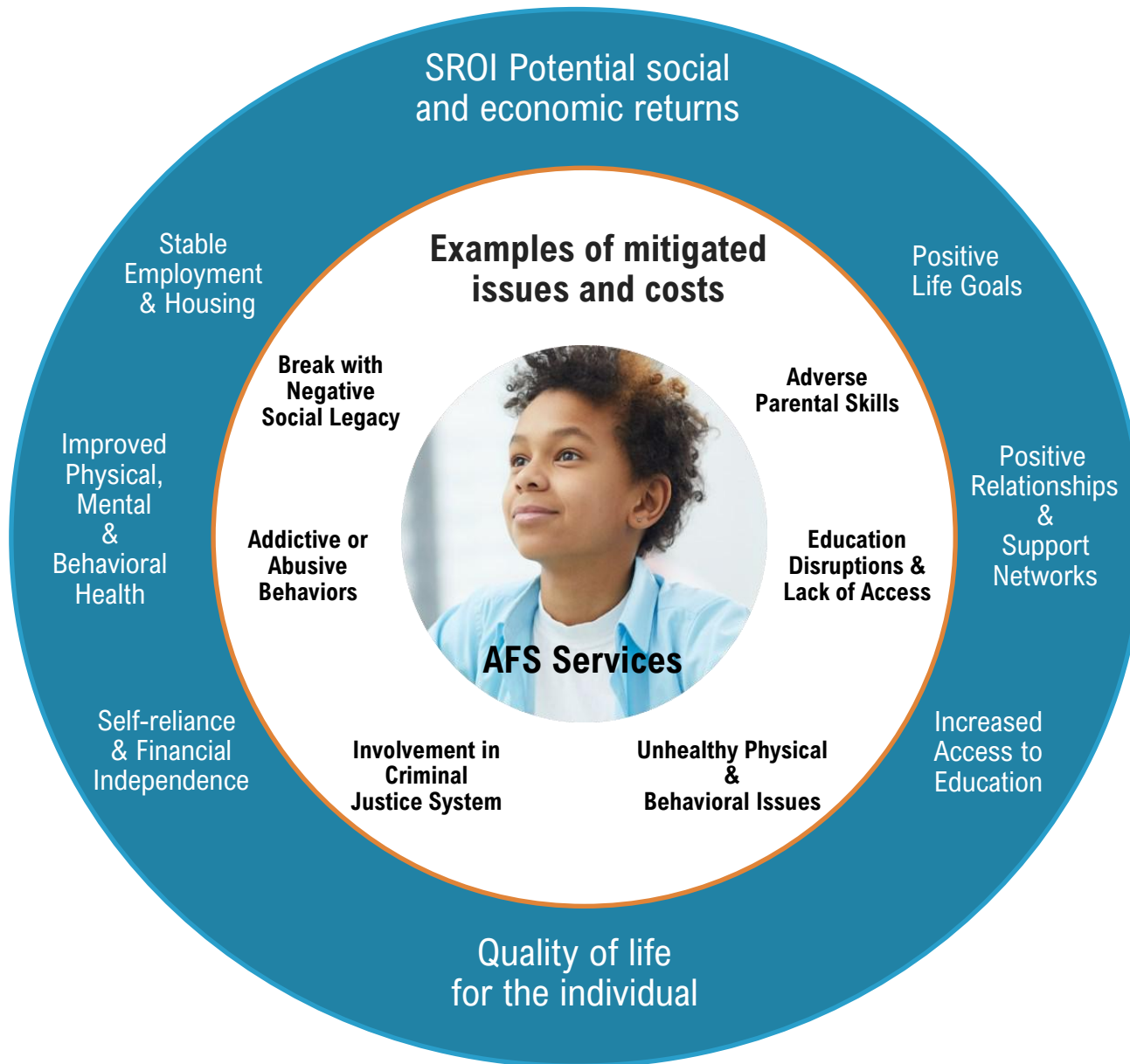
Because of the caring and committed AFS network of staff, resource parents, community / business partners and donors, Dwayne was able to secure housing on his own and live life independently. Dwayne periodically checks in with Eliza who was happy to report Dwayne continues to have stable employment and housing.

While portions of “Direct Client Services” are funded through county contracts (i.e. caseworker salaries) the bus passes and Jamba Juice in Dwayne's Story were paid for by AFS from funds made by generous donors.

*Aliases are used to protect client identities.

SOCIAL RETURN ON INVESTMENT (SROI)

SROIs are projected savings to society as a result of services provided. Given the assumed impacts due to these services (e.g., improved academic outcomes, reduced emergency room visits) and given empirical evidence of the short term financial costs associated with these Impacts, the SROI tells us for every \$1 spent on program delivery, how many dollars are potentially saved by society.¹²



for every \$1 spent	⇒	\$33 social return
Child Welfare Programs	⇒	\$29 social return
Programs serving adults & children with I/DD	⇒	\$41 social return
Serving children in foster care	⇒	\$42 social return
Serving families in child welfare	⇒	\$23 social return

Modified from Ingvar Nilsson and Anders Wadeskog: "Det är bättre att stämma i bäcken än i ån" (A stitch in time saves nine, 2008) reprinted in, "Is it Worth It?"¹³

FOSTER YOUTH: EDUCATION DATA

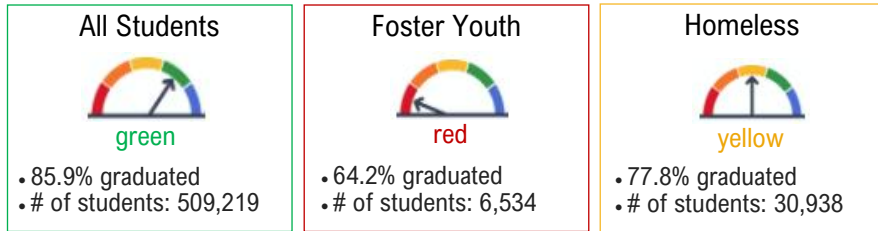


- At any point in time, AFS has approximately 300 pre-k through college age youth in its foster care, mental health, adoption and Transition Age Youth (TAY) programs.
- The annual AFS Foster Learning campaign raised \$10,327 in critical funds that were used towards the educational needs of foster youth and TAY.
- The AFS Development Department is regularly seeking grants and donations that raise funds for foster youth education.
- Staff in the TAY program at AFS are highly committed to helping clients achieve the education and job training necessary for them to attain their life goals and become independent.

Total K-12 California student enrollment 2019-2020
6,186,278

Socioeconomically disadvantaged 3,766,007, 60.9%	Homeless 207,677, 3.4%	Foster youth 33,563, 0.5%	English learners 1,195,988, 19.3%	Students with disabilities 725,412, 11.7%
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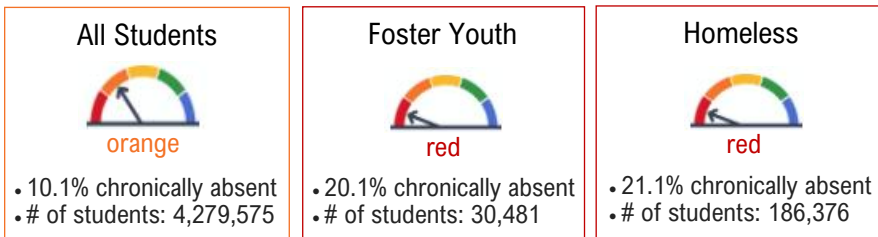
High School Graduation Rate



Consulting firm, McKinsey & Company's, "COVID-19 and Student Learning"¹⁴ report estimates that if the Black and Hispanic student-achievement gap had been closed in 2009, today's US GDP would have been \$426 billion to \$705 billion higher.

Chronic Absenteeism

Students in K-8 who are absent 10% or more of the instructional days they were enrolled.



Lost economic potential in 2019 resulting from gap, \$ billion % of total 2019 GDP



State performance measures, using comparable statewide data, is represented by one of five colors with red as the lowest and blue the highest. See all CA student data: www.caschooldashboard.org¹⁵

RESOURCE DEVELOPMENT



Examples of how donations and grant funds may be used:

\$5000

- 1 month of housing assistance for 5 transition age youth

\$500

- 2 laptops for foster youth to learn remotely

\$250

- 3 car seats to transport our youngest foster youth

\$125

- 2 PPE kits for resource parents to safely take in foster youth

\$50

- 1 hair lice treatment for a newly placed foster youth

“Extracurricular participation was associated with better mental health in boys and girls. Two or more hours of screen use after school was linked to poorer mental health, especially for girls. Mental health was best when youth participated in extracurriculars and also had shorter screen time.”¹⁶

The AFS Community believes in providing hopeful opportunities to the many foster children and teens whose lives have been impacted by significant struggles. Having access to a bike, music lessons, basketball hoop, camp or art class can provide a physical, social and therapeutic outlet for foster youth and are an important part of their journey towards healing and thriving.

Together, individual donors, corporate partners, foundations and community partners contributed \$333,111 of the \$1.03M spent on critical needs and services for foster kids, transition age youth and families that included items such as:

EDUCATIONAL SUPPORT

- laptops, tablets, course fees, supplies, tutoring, backpacks

ENRICHMENT CLASSES & CAMPS

- sports, arts, dance, science, cosmetology training, summer camp

ESSENTIALS

- new clothes, shoes, bedding & toiletries for new placements

HOUSING & TRANSPORTATION for TRANSITION AGE YOUTH

- rent support, grocery & gas gift cards, utilities, home goods

SAFETY

- PPE and car seats to transport and place foster youth in safe and stable homes

SUPPLIES

- bikes, balls, games, stuffed animals, art supplies

THERAPEUTICS

- art therapy tools, dolls, puppets, sand trays, 1-1 caseworker outings



AFS welcomes, Simone West, Director of Resource Development to the Administrative Team. Simone brings with her a passion and commitment to securing funds and resources for foster youth and families. The Development Department is responsible for strategic growth, program enhancement and agency sustainability through the management of constituents, special events, board support and grant procurement.

RESOURCE DEVELOPMENT



At AFS, we are seeing more kids, teens and transition age youth experiencing homelessness. More kids are entering care malnourished and with cases of head lice. Because of the pandemic, older foster youth have lost their jobs, stable living environments and many have had to forego their education. For some clients, access to basic human needs like housing, clothing, warmth, nutritious meals, rest, physical and mental healthcare and education have barely been met when they enter care.

On behalf of AFS staff and families, we thank all the donors, sponsors and grantees whose support has provided lifelines for the most vulnerable youth and families in our society.

AFS Annual Giving Campaigns

Generous individuals, corporations, foundations and community organizations raised \$72,468 through our three annual campaigns:

Foster Learning (July-August)

\$10,327 helped AFS provide laptops and tablets for every school aged foster youth to help narrow the education gap

Foster Hope (May)

\$33,851 raised that goes toward enrichment opportunities for foster youth to provide a therapeutic outlet, learn social/emotional/behavioral skills and raise self-confidence

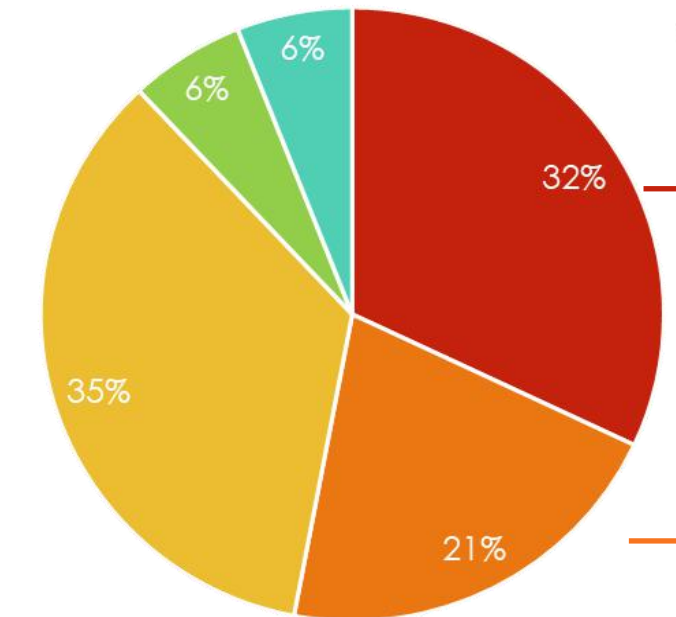
Foster Joy (November-December)

\$28,290 raised and over 4,000 toys distributed to foster youth and their bio-siblings to brighten their spirits during the holiday season

Notes

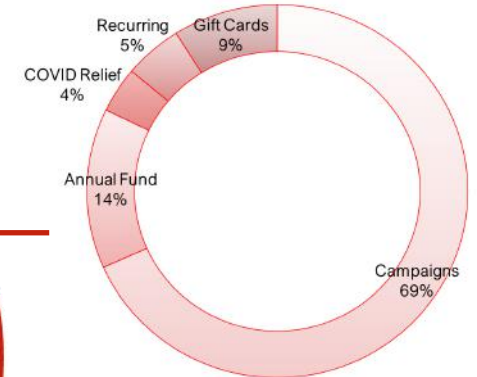
- AFS has rebranded the Wish Upon a Wreath, Foster Care Awareness Month and Wish Upon a Backpack to Foster Joy, Foster Hope and Foster Learning
- Bio-siblings are the biological children of resource parents who are fostering a child or teen.

Constituent Giving Data

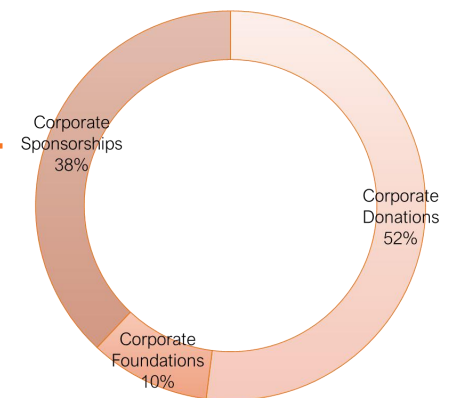


- Individuals
- Corporations
- Foundations
- Community Organizations
- In-kind

Individual Giving Breakdown



Corporate Giving Breakdown



CORPORATE PARTNERSHIPS



1st United Credit Union staff prepare backpacks & school supplies for AFS foster youth

Corporations contributed \$69,527 through donations, grants, employee matching and sponsorships

Corporate Partnerships

AFS has launched new Corporate Partner opportunities that allow small to large companies to improve the lives of foster youth while fulfilling their philanthropic goals. Four Corporate Partner packages provide companies the opportunity to blend giving, employee engagement and sponsorships: Guardian, Champion, Advocate and Supporter.

To learn more about Corporate Partnerships contact:
Simone West, swest@afs4kids.org



“1st United Credit Union feels it’s important to contribute to the communities we’re in. We have been serving East Bay residents since 1932 and feel the community is stronger if everyone who can takes action and assists those in need. We connected with AFS at one of their special events in 2012. Once we learned what AFS did for the community, we found them to be a perfect philanthropic partner.

“1st United’s staff hosts company events to fill backpacks with school supplies, build bikes and donate toys to foster youth cared for by AFS. We also donate food, funds and people power for AFS events. Staff enjoy working with the AFS team, especially the kids. From a personal and corporate perspective, nothing feels better than helping those in need, particularly youth. 1st United’s volunteer and philanthropic efforts have also provided a benefit to recruiting new staff, as good people are drawn to an organization that supports good causes.”

Steve Stone, President & CEO, 1st United Credit Union



AFS Corporate Partnerships

Adam Reiner, Board Chair
Resource Development Committee

Adam currently serves as President and CEO of Sakura of America, an arts, crafts and writing instrument manufacturer, headquartered in Hayward, CA. Prior to Sakura, Adam spent twenty years at the Clorox Company in various leadership roles. Adam joined the AFS Board in 2019.

“I’m excited and energized to serve as the AFS Resource Development Chair. We know that foster youth face enormous challenges in the best of times and resource development plays a crucial role in supporting them. As we look forward, our priorities will focus on creatively engaging and building awareness with community partners and donors in our mission and work.

“Additionally, we have a goal of embedding and nurturing a Culture of Philanthropy throughout AFS, which starts by cultivating the understanding around how fundraising and community engagement is core to our success in fulfilling the AFS mission.”

BOARD OF DIRECTORS



DON RATH, CPA
AFS Board President

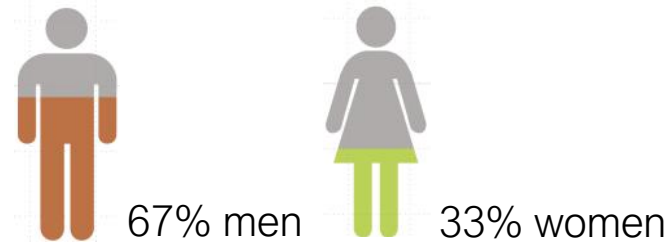
Don is a retired finance executive with over 35 years of experience in professional services and publicly traded companies. He is a writer, consultant, and a part-time faculty member of Golden Gate University in San Francisco.

“I am honored to serve as the AFS Board President. After five years of serving on the Board, I have been humbled by the tremendous dedication of our families, staff and volunteers in supporting the needs of our most vulnerable children.

What drew me to AFS and keeps me engaged is its approach that addresses both the present and future needs of the children entrusted to us and how staff engages with the communities we serve in an empathetic and culturally competent way. You feel a sense of mission in every interaction you experience as part of the organization. I am so grateful for the support of our donors for helping AFS, and our children and families, succeed.”



In FY '19-'20 AFS had 15 Board Members



100% of the board participated in raising \$112,918

The AFS Board in collaboration with the Resource Development department is working to strengthen the Board's, "Culture of Philanthropy." As part of this process, each board member created a statement reflecting why they're on the Board. Below are four of their excerpts.

Why I'm On the Board

“As a child of immigrants from China, who was born and raised in Oakland, I've seen firsthand the inequities in communities no more than fifteen miles apart. I've always had a personal passion to support the underrepresented, especially people of color and children. Being a part of the AFS Community allows me to be an ambassador for the AFS mission, by protecting and advocating for the most vulnerable youth,” Inverleith Fruci.

“I'm an AFS Board member because the plight of our most vulnerable and neglected children breaks my heart. I want to be an active fighter in giving them an honest chance. AFS has been a community cornerstone for more than forty years, it has been proven that they'll be the good guys when advocating and caring for the most vulnerable youth,” Nathan Lipkin.

“I want to create a more equitable world and I think this can start with investing in children. Growing up in India, it was hard not to be aware of the difference in privilege. Providing underprivileged kids with the opportunities that I simply took for granted growing up is really at the core of why I serve on the AFS BOD,” Rohan Bafna.

“I believe deeply that knowing you can change the trajectory of a child's life is critical to making a real difference in the world. I believe that early impacts can have significant and lasting change. I'm an immigrant from Syria who was raised by a single mom who was an emergency room nurse in Oakland for more than thirty years. I'm the benefactor of people in my life, especially in my youth, that took particular interest in me that helped create a point of inflection and influence that changed the trajectory of my life. This support changed my life's outlook and very much contributed to the person I am today. I believe in paying it forward with wealth and/or wisdom and the AFS Family shares these common views about being able to make a meaningful difference in a child or teenager's life,” Karim Toubba

BOARD OF DIRECTORS



The AFS Board of Directors takes the ultimate ethical and legal responsibility to ensure that the agency does the best work possible in pursuit of its goals. It provides mission-based leadership and strategic governance while leaving day to day operations to the CEO and staff.

Every member of the board signs a Letter of Agreement outlining 18 specific governance responsibilities that include oversight of the agency's programs and budget, annual performance evaluation of the CEO, and interpreting the agency's work and values to the community. All board members agree to serve on at least two board committees. All board members consider AFS a philanthropic priority and make annual gifts to meet their determined "Give-Get" financial contribution.

The Board of Directors is highly committed to supporting the agency's efforts around diversity, equity and inclusion. The board aims to reflect the communities AFS serves.

BOARD OFFICERS

Don Rath, CPA

Board President
Writer / Retired Finance VP

Nathan Lipkin

Board VP & President Elect
VP, GI Partners

Maurice Mitchell

Board Secretary
Director of Sales, Clorox

Peter Wentworth

Board Treasurer
SVP & Regional Manager
Comerica Bank

BOARD MEMBERS

Adam Reiner

President & CEO
Sakura of America

Inverleith Fruci

Human Resources Professional

Jay Berlin, PhD

CEO/Founder
AFS

Julio Flores, CIA

VP Internal Audit
Synopsis, Inc.

Karim Toubba

CEO
Kenna Security

Oriana Bosin

Sustainability Product Lead
John Deere

Rohan Bafna

Director of Verification
Microsoft Azure AHSI

Samuel Smalls

Independent Consultant
Business Analytics & Sustainability

BOARD COMMITTEES

Executive Committee

Don Rath, President, *Ex officio*, all committees
Nathan Lipkin, Vice President, President Elect
Ex officio, all committees
Jay Berlin, CEO, *Ex officio*, all committees
Sam Smalls, Chair, Program Committee
Peter Wentworth, Chair, Finance Committee

Audit Committee

Julio Flores, Chair
Adam Reiner
Brian Cooper (non-board member)
Erik Busby (non-board member)
Erin Cooper (non-board member)

Finance Committee

Peter Wentworth, Chair
Inverleith Fruci
Sam Smalls
Steve Stone (non-board member)

Program Committee

Sam Smalls, Chair
Karim Toubba
Maurice Mitchell
Oriana Bosin
Rohan Bafna

Resource Development Committee

Adam Reiner, Chair
Inverleith Fruci
Julio Flores
Karim Toubba
Larry Schlenoff (non-board member)
Maurice Mitchell
Oriana Bosin
Peter Wentworth
Rohan Bafna



AFS EXECUTIVE STAFF

Jay Berlin, Chief Executive Officer

Jim Gold, Chief Program Officer

Martha Duarte, Chief Financial Officer

Craig Barton, Director, Foster Care & Adoptions

Tricca Leverenz, Director, Mental Health

Patty Cala, Director, TAY Services

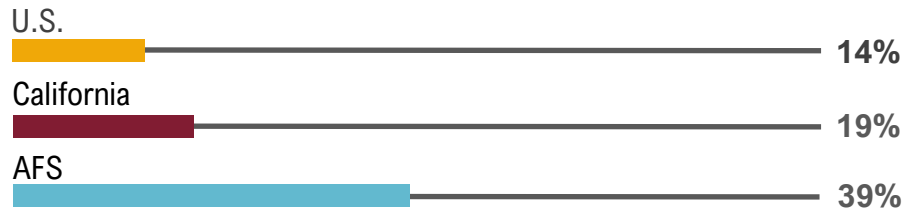


independence: the ability to care for one's self ¹

TRANSITION AGE YOUTH (TAY)



% of foster youth who are between 16-20 years old



- Age includes the day foster youth turns 16 through the last day they're 20
- AFS data includes 101 youth in foster care programs plus 38 youth in TAY programs

Foster youth are consistently at an educational disadvantage compared to any of their peers. They experience more school changes, chronic absenteeism, a higher drop-out and suspension rate and have on average a 20% lower graduation than the general student population. Only 4% of foster youth hold a college degree by age 26 compared with 36% of the general population.¹⁸ Among the reasons cited for foster youth's lack of college success are:

- Low high school academic achievement
- Low expectations for attending and succeeding at college
- Not understanding available opportunities
- Lack of skills and adult support necessary to navigate the complex college application process
- Lack of financial assistance for applying to college and paying for tuition plus room and board
- Youth in care who are parenting young children experience additional hardships as they work to manage school and child-rearing responsibilities

AFS Transition Age Youth (TAY) Programs

The American Academy of Child and Adolescent Psychiatry defines Transition Age Youth (TAY)¹⁷ as young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care environments and are at-risk.

The TAY programs at AFS offer a broad range of services to a diverse population. Some clients have significant mental health issues due to the trauma they have experienced often including histories of neglect and abuse. Services are culturally appropriate, highly individualized, flexible and creatively responsive. AFS helps young people cope with immediate practical issues like employment, education, and financial literacy as well as deeper, emotional life issues like drug use, mental health issues, homelessness and sexual exploitation.

AFS has three TAY programs

Patty Cala, TAY Program Director, who joined AFS in 1993 loves working with teens. The TAY Team brings vitality, innovation, creativity and fun to their therapeutic approach with TAY clients which is what makes AFS TAY services unique and successful.

Independent Living Skills Program (ILSP)

ILSP teaches young adults between 16-21 years-old the necessary skills to make the difficult transition to adulthood. AFS has managed the Marin County Independent Living Skills Program (ILSP) serving TAY clients since 1988. Services end on client's 21st birthday.

Transitional Housing Program Plus (THP+)

THP+¹⁹ is a transitional housing program for young adults who exited foster care on or after their 18th birthday and are not yet 24 years of age (25 in counties that have opted to extend services per SB 1252).

Engagement is the cornerstone of this housing and employment program as these young adults navigate the many obstacles during their transition from foster care to their own apartments. Supporting participants to create and develop healthy relationships with employers, landlords, therapists, relatives, and friends is central to this transition. In 2007, AFS opened Marin's first THP+ for TAY.

Transitional Housing Placement for Non-Minor Dependents (THP-NMD)

Beginning in 2021, AFS will provide housing and comprehensive support services to eligible 18-21 year-olds who are participating in extended foster care, which was established by Assembly Bill 12, the California Fostering Connections to Success Act.

LIFELONG CONNECTIONS PROJECT(LCP)



LCP Goals & Objectives

- Develop and manage at least one lifelong connection for participating TAY
- Increase TAY stability and independence in their communities
- Reduce incidents of formal crisis intervention by having lifelong connections provide mentorship and support during the TAY's journey to independence
- Teach positive adult relationship skills

Examples of LCP monthly and quarterly events:

Identify a Lifelong Connection

- Theme: Identifying and maintaining relationships and the value of thanking someone without needing anything in return.
- Task: TAY sends a Thank You Note to a lifelong connection thanking them for being in their life.

Maintaining Lifelong Connections

Theme: Easy ways to maintain communication with Lifelong Connections.

Task: Text "Hello!" This exercise is simply intended to show how easy and important it can be to "stay in touch."

Engaging Participants

Bowling with Friends: A fun event that brings TAY and lifelong connections together to introduce the project and build relationships for on-going participation.

Celebrating Lifelong Connections

Connections on the Bay: A cruise on the Bay celebrating and honoring the relationship between TAY and their lifelong connections. The event is preceded with a TAY meeting that discusses what is and is not appropriate in social contexts and feelings about their connection being associated with them in public.

Due to traumatic life events, often accompanied with many physical moves from place to place, many young adults exiting foster care are significantly isolated and lack personal support networks. The AFS Lifelong Connections Project teaches Transition Age Youth (TAY) the skills necessary to identify, cultivate, and sustain lifelong relationships that are essential in developing a healthy and stable life. Individuals and families willing to stay involved in the lives of TAY on an ongoing basis are their "Lifelong Connection." These connections have become critical to TAY's support system as they address social, emotional, health, employment, school, and housing issues.

An average of 90% of eligible TAY participate in LCP

Dear AFS,

Hi, my name is Will* and I used to be in the Marin THP+ program at AFS. I came into THP+ when I was 20 years old. I had never had a job or my own place and I really didn't know how to make it on my own. I was getting in trouble with the law and getting arrested. When I first came to THP+, I was partying a lot. I got my first job at Rite Aid and it was really hard to get motivated to go to work even for just a few hours a week. I ended up getting evicted and kicked out of THP+. I got arrested and had to go live in Santa Rosa where it was not a good situation.

AFS staff, Celeste* and Annie* never gave up on me. They gave me another chance to stop partying and get serious. It took me a few months but I decided to follow the rules and went back to THP+. The staff helped me get a job at Trader Joes, where I've been working for two years now. I have recently been promoted to supervisor. I had never thought of myself of one day being a boss.

Sophie and Patty were there for me every time I made a mistake and every time I needed someone. They helped me learn how to be a good neighbor, good employee and good friend. When my Mom died, they were there for me. When I was living in my THP+ apartment I became friends with my neighbors across the hall. They became a kind of family for me. I brought them to the THP+ boat party and they said they hadn't realized how special they had become to me. Patty and Sophie helped me make sure to keep the relationship with them. My neighbors were there for me during some rough times and they became like a family to me. Without Sophie, Patty and my neighbors, I truly don't know if I would be alive today. I would probably be in jail, and would not have the good job, the good people in my life and a place in Marin that I call home.

Thank you,

Will

INDEPENDENT LIVING SKILLS PROGRAM (ILSP)



ILSP GOALS

GOAL 1: Establish & maintain contact with eligible Marin youth

Measure 1: 90% of eligible youth will be contacted regularly

Result 87%

Measure 2: 100% of youth who request services will receive services

Result 100%

GOAL 2: ILSP will support client's educational goals

Measure 1: 95% of clients will receive a diploma or equivalent

Result 100%

Measure 2: 80% of youth who graduate HS will enroll in college or vocational program

Result 83%

GOAL 3: ILSP will increase employability of participating youth

Measure 1: 90% of unemployed youth will actively job search

Result 100%

Measure 2: 80% of eligible youth will obtain employment

Result 96%

GOAL 4: All eligible clients will secure at least one lifelong connection

Measure 1: 100% of eligible youth will secure one lifelong connection

Result 89%

How clients were referred to ILSP

Child & Family Services



Probation



Out of County Youth



Out of 32 eligible youth, 29 were served on a regular basis

The Independent Living Skills Program (ILSP) helps youth between the ages of 16-21 learn the necessary skills to make a successful transition to independent living. Individualized case management and real-world exposure are central to the ILSP experience. Skills assessment, collaborative input and regular meetings with the youth allows ILSP caseworkers to help clients achieve educational, employment and independent living goals. ILSP caseworkers help foster youth with the following:

Life Skills

- Caseworkers help each youth acquire proper identification (Social Security card, driver's license, birth certificate).
- Financial education and planning are taught to clients by caseworkers or special workshops.
- Teaching clients about health education, nutrition and overall wellness, including access to health insurance.

Educational Assistance

- Identify and secure resources for the client including financial aid for college or vocational education.

Career Assistance

- Career assessment helps clients create their best employment plan, prepare a resume, search for jobs learn interviewing skills.

Housing & Transportation Assistance

- Assist youth in obtaining affordable housing & reliable transportation.
- Clients learn to manage responsibilities such as paying rent, utilities, auto maintenance and keeping insurance up to date.
- Communicating effectively with peers, colleagues, supervisors and instructors.

TRANSITIONAL HOUSING PROGRAM PLUS (THP+)



The Transition Housing Program Plus (THP+) is a structured program for former foster youth between the ages of 18-24 who have aged out of the foster care system and who lack families or support systems. Caseworkers work with the client to create an individual service plan that allows youth to gain increasing independence from formal assistance as their earning power and life skills grow.

The THP+ program provides:

- 1-1 counseling
- AFS leased apartments which it rents to youth at sub-market rates
- Educational and job support
- Training in essential life skills for successful independent living
- Assistance in securing health care and community based resources

THP+ Goals

GOAL 1: THP+ clients will have secure and stable housing

Measure 1: 85% of enrolled THP+ clients maintain their housing

Result 100%

Measure 2: 80% of clients exiting THP+ have secured housing

Result 100%

Measure 3: 75% of THP+ alumni will have maintained stable housing six months after leaving the program

Result 100%

GOAL 2: THP+ clients will further their education

Measure 1: 100% of clients will obtain a high school diploma or equivalent

Result 100%

Measure 2: 50% of clients will be enrolled in college or vocational program

Result 55%

GOAL 3: THP+ will increase client's employability

Measure 1: 95% of clients are or become employed within six months of entering the program

Result 100%

Measure 2: 75% of clients increase their income while in the program

Result 88%

Measure 3: 90% of clients maintain sustainable, self-supporting income upon leaving THP+

Result 100%

GOAL 4: THP+ clients will be connected to health care and essential community based resources

Measure 1: 100% of clients are enrolled in Medi-Cal or other health insurance program and have a primary care provider or knows where to receive services

Result 100%

Measure 2: 100% of clients obtain information about community services

Result 100%

GOAL 5: All eligible clients will secure at least one lifelong connection

Measure 1: 100% of eligible youth will secure one lifelong connection

SERVICES & COUNTIES

Alternative Family Services provides various foster care, adoption, mental health and training services in Northern California. Established in 1978, AFS has built strong relationships with county partners with the unified goals of strengthening families and providing safe and permanent solutions to youth in foster care.

Foster Care & Adoption

Foster Care Services

- Treatment Foster Care
- San Francisco Emergency Placement
- Family Alternatives for Children with Developmental Disabilities (FACDD)
- Intensive Services Foster Care (ISFC)

Adoption Services

- Fost-adopt
- County Adoption Support Services

AFS has Foster Care and Adoption Services in the following counties:

- Alameda
- Butte
- Contra Costa
- El Dorado
- Kern
- Lake
- Marin
- Napa
- Placer
- Sacramento
- San Francisco
- San Joaquin
- San Mateo
- Santa Clara
- Solano
- Sonoma
- Stanislaus
- Sutter
- Yolo
- Yuba

County Adoption Support Services

- San Joaquin
- Sonoma

Transition Age Youth (TAY)

Transition Age Youth Services

- Independent Living Skills Program (ILSP)
- Transitional Housing Plus (THP+)
- THP Housing for Non-Minor Dependents (THP-NMD)

Mental Health

Mental Health Services

- Community Based Mental Health
- The Gathering Place (Therapeutic Visitation)
 - Oakland & Pleasanton (Alameda County)

Counties with Mental Health Services

- Alameda
- Contra Costa
- San Francisco
- Sonoma

Training

County Training Contracts

- Alameda
- Contra Costa
- Solano

Parenting for Permanency College

- San Francisco County

- Counties with AFS Office
Locations are in yellow
- Foster Care & Adoption Services
- Mental Health Services
- Training
- Foster Care & Adoption Services
- Training
- Foster Care & Adoption Services
- Transition Age Youth Services
- Foster Care & Adoption Services



AFS Office Locations

Alternative Family Services - Oakland Facility #015201154

401 Roland Way #150, Oakland, CA 94621

Homes for youth in the following counties: Alameda, Contra Costa

Programs: Foster Care, Adoption, Mental Health,
Training for Alameda & Contra Costa Counties

Alternative Family Services - San Francisco Facility #385201811

250 Executive Park Blvd. #4900, San Francisco, CA 94134

Homes for youth in the following counties: San Francisco, Santa Clara

Programs: Foster Care, Adoption, Mental Health, Emergency Placement,
Parenting for Permanency College (training for SF County resource parents)

Alternative Family Services - Santa Rosa Facility #496803276

1421 Guerneville Road #218, Santa Rosa, CA 95403

Homes for youth in the following Counties: Marin, Napa, Sonoma

Programs: Foster Care, Adoption, Mental Health

Alternative Family Services - Sacramento Facility #347005069

8795 Folsom Blvd #101, Sacramento, CA 95826

Homes for youth in: Sacramento, San Joaquin

Programs: Foster Care, Adoption

Alternative Family Services - San Rafael Facility #216803574

361 3rd Street Suite G, San Rafael, CA 94901

Caring for youth from: Marin County

Programs: Transition Aged Youth (TAY), Transitional Housing Program (THP+)

Alternative Family Services - Vallejo Facility #487005364

160 Glen Cove Marina Road #102, Vallejo, CA 94591

Homes for youth in the following counties: Solano

Programs: Foster Care, Adoption, Trainings for Solano County

The Gathering Place: Alameda County Visitation Center - Oakland

401 Roland Way #100, Oakland, CA 94621

Caring for families from: Alameda County

Programs: Therapeutic Visitation

The Gathering Place: Alameda County Visitation Center - Pleasanton

5167 Johnson Drive, Pleasanton, CA 94588

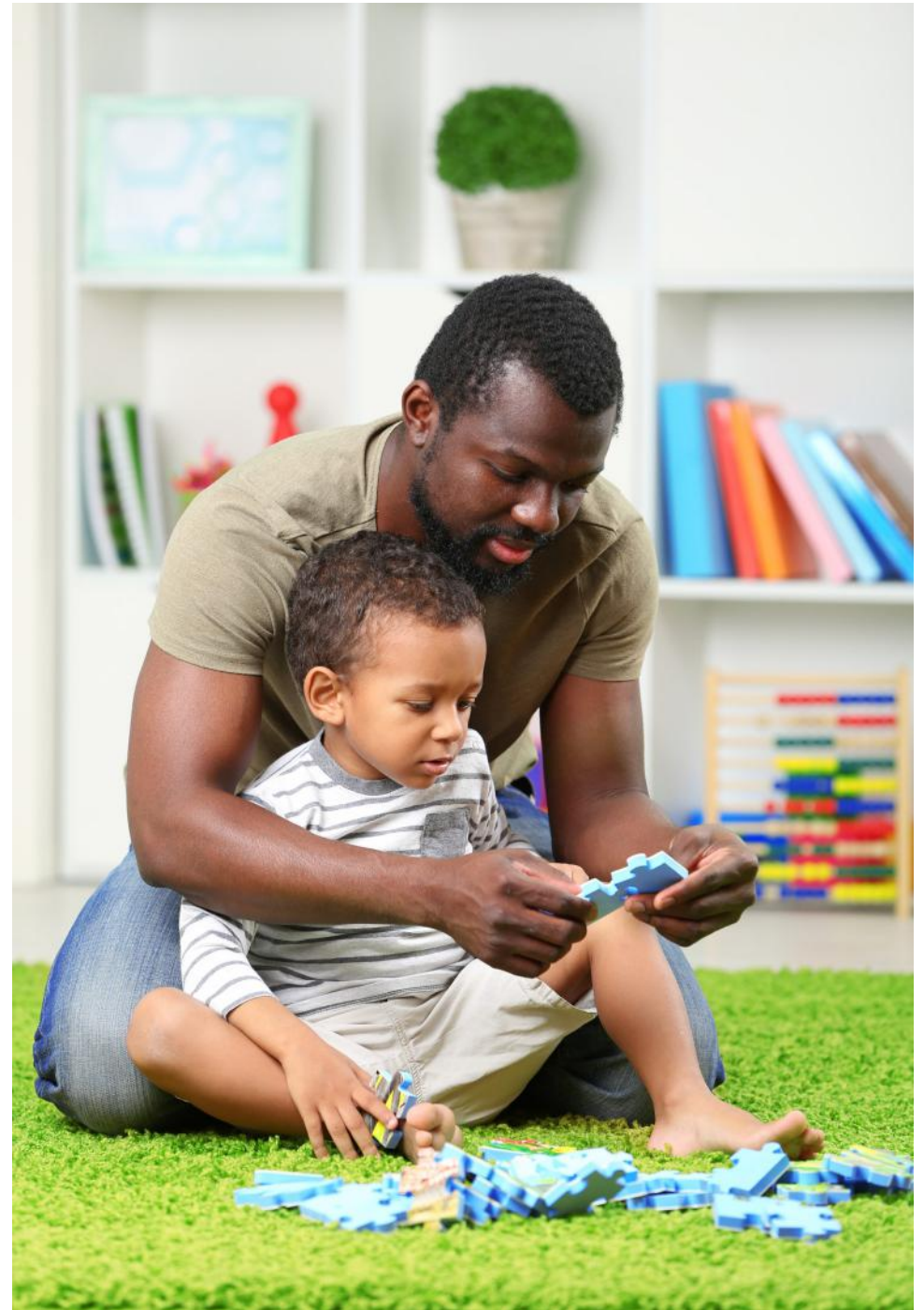
Caring for families from: Alameda County

Programs: Therapeutic Visitation

Stockton Office Space

2529 W March Lane 95207

Used as needed for trainings and visitations for San Joaquin County families.
Not staffed, does not receive mail.



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18. Older Youth Housing, Financial Literacy and Other Supports, National Conference of State Legislators, www.ncsl.org/research/human-services/supports-older-youth.aspx
19. Transitional Housing Programs for Current and Former Foster Youth, www.cdss.ca.gov/inforesources/foster-care/transitional-housing-programs



“There can be no keener revelation of a society’s soul
than the way in which it treats its children.”

Nelson Mandela

