

Resilience



ALTERNATIVE
FAMILY SERVICES

Impact Report | FY '20-'21



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To protect the privacy of our clients, aliases and stock images may be used to represent their stories.

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

In California, a Resource Parent is a caregiver who provides out-of-home care for youth 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.

CA resource parent definition: www.cdss.ca.gov/resource-families



Dear AFS Community,

Fiscal year 2020-2021 demonstrated the continued resilience and strength of the children, teens, and families we care for in addition to our staff, board, and donors!

AFS staff continues to quickly adapt and adhere to COVID-related mandates and safety protocols while providing foster care, behavioral health, and transition age youth services to Northern California youth and families. Much of our training, resource parent recruitment, foster youth outpatient mental health sessions, and staff meetings continue online.

The year's highlights include

- Our first AFS Virtual Gala! Our staff, Board members, and resource families are grateful for the gracious support of our corporate sponsors, individual donors, and community partners to ensure our children, youth, and families have access to equitable education, enrichment opportunities, and gifts for the holidays.
- AFS' selection to operate an innovative program for youth in the Juvenile Justice system. AFS Homes For Youth is a collaboration among AFS, the San Francisco Juvenile Probation Department (JPD) and the San Francisco Department of Children, Youth and Their Families (DCYF). This program provides family homes to youth who would otherwise be housed in congregate care or correctional facilities. The program will provide both short-term emergency and long-term placements in licensed resource family homes.
- AFS continued its commitment to Diversity, Equity and Inclusion in all aspects of our operations. During the year, AFS continued its work the Radicle Roots Collective on both the program and board levels.

Finally, I want to announce my plan to retire on February 1, 2022, forty-nine years to the day, from the founding of the program back in 1973. It has been a long and gratifying run. A lot has changed in almost 50 years, but a lot has stayed the same. Across the decades, we have made a smidgeon of progress with how well we treat one another, but not nearly enough. What has not changed is that back then, some kids were homeless or abused and today some kids still are. Bigotry, racism, sexism, homophobia, and injustice, marginally improved, still, plague us. The need for justice and compassion, the need to improve the lives of so many in our communities remains.

AFS has contracted with the executive search firm, Brakeley-Briscoe to help recruit AFS' new CEO.




Jay Berlin, PhD
CEO, Founder

Mission & Values



AFS Mission: 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 community settings and 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. We celebrate client and family diversity, integrating this appreciation in all of our work. AFS proudly offers all of our services in English and Spanish.

Services



AFS creates 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
- Family Alternatives for Children with Developmental Disabilities (FACDD)
- AFS Homes for Youth (JPD) San Francisco
- Treatment Foster Care
- Therapeutic 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)
- Therapeutic & Supervised Visitation

TRANSITION AGED YOUTH

- Independent Living Skills Program (ILSP)
- Marin Transitional Housing Plus (THP+)

ADOPTION

- Fost-adopt
- County Adoption Support Services

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

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

Financials



83%

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

“

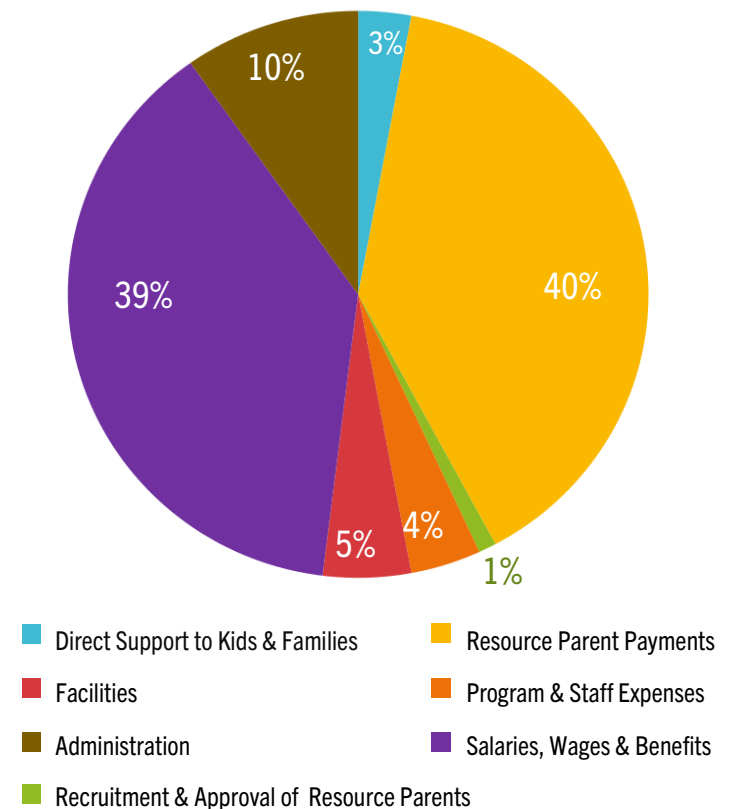
AFS has provided me with the opportunity to share my gifts and gain wisdom in a setting with other like-hearted people that share joys of the little things. I have had so many impactful moments at AFS and they have been about the heart and spirit of those around me doing the daily work directly with clients and families.

Alexis Salazar, MS, LMFT
East Bay Mental Health Program Director

Operating Expenses

Program/Department	Dollars	% of Budget
Foster Care	\$14,640,429	63.12%
Outpatient Mental Health	\$6,590,629	28.41%
Transition Age Youth Services	\$572,445	2.47%
SSA Visitation	\$1,185,343	5.11%
Resource Development	\$205,700	0.89%
TOTAL	\$23,194,546	100%

Total in chart may exceed 100% due to rounding



Impact

“Life doesn’t get easier or more forgiving,
we get stronger and more resilient.”

Steve Maraboli



FOSTER CARE

(unduplicated statistics)

- Youth that entered AFS foster care: 547
 - Youth with Developmental Disabilities (DD): 5
 - Youth in Intensive Services Foster Care: 55
 - SF Emergency Placements: 194
- Ages 0-6: 39 Ages 7-13: 55 Ages 14+: 100

ADOPTION

- AFS facilitated 25 adoptions

TRANSITION AGE YOUTH

- Independent Living Skills Program (ILSP): 33
- Transitional Housing Plus Clients (THP+): 10

MENTAL HEALTH

- Total Community Based Outpatient Clients: 332
- Total Therapeutic Visitations (non-Gathering Place): 18
- Total youth cared for at the Gathering Place: 266
- Therapeutic Visitations at the Gathering Place: 53

COUNTY TRAINING CONTRACTS

(all trainings are in English and Spanish)

Alameda County

- 128 trainings
- 1039.5 hours of training and curriculum development
- 1901 attendees

Contra Costa County

- 113 trainings
- 345.5 hours of training and curriculum development
- 1023 attendees

Solano County

- 64 trainings
- 434 hours of training and curriculum development
- 1,269 attendees

PARENTING for PERMANENCY COLLEGE

(Training for all SF County Resource Parents not just AFS)

- 533 hours of training
- 156 attendees (unduplicated)

AFS Staff in Action

Alexis Salazar, MS, LMFT
East Bay Mental Health (EBMH) Program Director



What are your main responsibilities at AFS?

Supporting day to day operations for intake, case management and risk assessment, meeting with community partners and county representatives to advocate for client needs and agency needs to help reduce obstacles to treatment for youth and families. I also spend a lot of time addressing a variety of needs related to supervision of clinical work and individual staff support to help keep lifted the hearts of the beautiful staff on the EBMH team.

What led you to work in this field?

I always had a desire to use my creativity and bring my helpful and giving nature to serve children and families since my early career as a big sister to four younger siblings as well as being a nanny for nine children by the tender age of fifteen. At eighteen, I started research-based work evaluating youth intervention programs in Southern California that let me see a world of under-served youth.

What are the three best things about your job?

- The privilege to learn about people's stories.
- The heart that is at the center of the work we do for families and how it shows up in so many beautiful ways from each team member around me.
- The supportive and helpful supervisor I have that I trust and feel understood by.

What are three difficult things about your job?

- Closing client cases where all options are exhausted and needs are higher than what we are designed to support.
- Witnessing people work hard and feeling like it's still not "enough," especially when systemic issues run so vast and deep.
- Navigating relationships with partners (county, and other agencies) where there appear to be competing needs and not enough resources. We always get creative but not without a heavy lift from all!

What are some common misconceptions about foster care you would like to address?

- Resource Parents just do the work for the money.
- Only the minimum is needed and youth in foster care "should" be grateful for what they have.
- Resource Parents with old school methods can't learn a new lens to help increase adaptive behaviors from youth in their homes.

Tell us about one impactful moment you've had since working at AFS.

One moment that stands out is when I worked with two supervisors to support a client through a very stressful situation. It took many hours well into the night but through much consulting, many tears of frustration and pain for the system we work within, but we found a solution and I am forever proud of the team that I work with!

What is an interesting fact about you that others wouldn't expect?

I had a pet goat growing up and I used to wash my clothes in a river on the best rock, but I had to get there early and watch out for my knuckles!

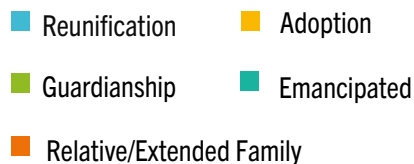
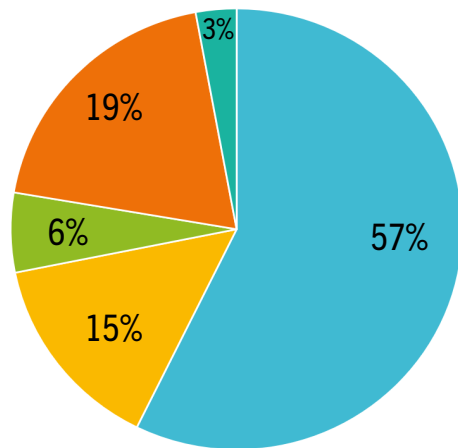
What's one piece of advice you would provide to someone just starting out in a similar role?

I would say be kind to yourself, have patience with all your brain is trying to learn, and un-learn. Being kind is important, and the response from others is delightful!



Foster Care

AFS Positive Permanency Outcomes



Exit Goals for Youth in Care

Reunification: The goal for a majority of youth is reunification with family.

Kinship: When reunification is not possible, legally appointing family or non-family as guardians may be a positive option.

Fost-Adopt: Fost-adopt (adopting youth from care) families provide a permanent, loving home when biological placement is unavailable.

Transition Age Youth (TAY): As youth approach adulthood (18yo), AFS supports them to become independent members of their communities via behavioral health services, education/job assistance, life skills, access to stable housing and long-term connections.

Reason for Placement at AFS	Percentage
Abandoned/Child Endangerment	2.8%
Domestic Violence	11.4%
Drug dependent newborn	0.3%
Drug Usage (Parent)	12.7%
Mental Health (Parent)	3.3%
Neglect	20.7%
No Caretaker	10.7%
Other	18%
Physical Abuse	11.9%
Probation	0.2%
Sexual Abuse	7.5%
Voluntary	0.4%

Average age
of youth in AFS care
9.6

Median length
of stay for
youth in AFS care
51 days

At AFS
between July '20-June '21

- 547 youth entered care
- 552 youth exited care

In California
between April '20-March '21

- 21,472 youth entered
- 21,931 youth exited care

California Child Welfare Indicators Project ²

Adoption



FOST-ADOPT

AFS staff strives to find permanent, loving homes for all youth in our care. When a child, teen or siblings are unable to live with biological family, adoption from foster care (known as foster-adopt) may be an option. Children, teens and siblings in care who are eligible for adoption may find their forever home with

- Resource parents who choose to adopt youth in their care
- Individuals or couples seeking to adopt from foster care

COUNTY ADOPTION SUPPORT SERVICES

AFS performs adoption studies on contract with Sonoma and San Joaquin counties. Staff assists designated families through the adoption process.

of adoptions facilitated by AFS

29

Number of adoptions include foster-adopt and county facilitated adoptions

Ms. Gwen Lloyd has been a resource parent with AFS since October 23, 2009. She has worked with our Developmental Delayed Youth (DD) and our Intensive Services Foster Care program (ISFC). She is an active participant with training other resource parents and demonstrates an eagerness to learn and develop parenting skills. Gwen has provided a home to multiple youth with extremely challenging behaviors. In this story, AFS Program Director, Rita Washington, reflects on one of her favorite Gwen Lloyd stories.

“What I admire about Gwen is her ability to hang in there when it seems like placement may not be the right match. One of these clients was Shawn. I had received notice that Shawn was slated for immediate removal from his current placement’s home and he would require a higher level of care. At the time, I did not know Gwen very well, but saw in our tracking system she has a bed available for a male client. When I reached out to her I told her *“Everything”* she responded by stating, *“Bring Him On.”* Which I did the same day before she could change her mind. In April of 2015, Shawn was placed in Gwen’s home and there was no honeymoon period. His challenging behavior wasted no time to be exhibited.

Gwen never gives up when working with traumatized youth and that was the same for Shawn. She invested the time and patience required to stabilize him and consistently worked with her AFS caseworker trying “this or that.” During 2018 Gwen began to discuss her level of commitment (forever) and shared her desire to adopt Shawn and on February 7, 2019, that became a reality.

Shawn openly talks about how grateful and appreciative he is to have Gwen in his life. This year he secured a job and graduated from High School. He’s attending college and contributes his accomplishments to his MOM. When he shares his gratitude he is corrected by Gwen who states he is the blessing that came into her life. It has been refreshing to watch their relationship to develop and become solid over the years. To see a kid go from spreading and hiding feces among many other things that was challenging and become an example and spokesperson for youth is priceless.”



- Over the years Ms. Lloyd has provided care for over 34 youth
- The average stay for kids in her home is 240 days

Mental Health



Community & Home Based 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 provided
outpatient mental health
services to

47

children and teens
in care every day



Therapeutic Services

Most AFS clients come from environments of poverty, food insecurity, trauma, racism, substance abuse, mental health issues, and sexual exploitation.

All youth in care are at high risk of experiencing significant mental health issues.

AFS clinicians provide a variety of therapeutic services to help 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
- Exposure to violence in the home and neighborhood
- Homelessness, poverty and food insecurity

Ongoing and Disruptive Transitions

- Removal from home and family
- Feelings surrounding 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 to respect and cooperate with others.

The Gathering Place (TGP)

The Gathering Place is a collaborative project among AFS, Alameda County, Social Services Agency and Alameda County Behavioral Health Care Services.

From the beginning of the pandemic, staff have worked around-the-clock to establish protocols to maintain the highest level of safety and care for resource and biological parents, foster youth and staff.

The Gathering Place provides a safe, comfortable, family-friendly environment where children and teens who have been separated from their parents can complete their visits and receive a range of services including therapeutic, supervised and observed visits.

AFS staff at the Gathering Place are committed to maintaining family attachments during the difficult period of separation. It seeks to eliminate obstacles to visitation while promoting positive family interaction.

**Therapeutic visits were provided
for 266 youth at TGP**



Transition Age Youth (TAY)



Transition Age Youth Programs

The TAY programs at AFS offer a broad range of services that are culturally appropriate, highly individualized and creatively responsive. AFS helps young people with employment, education, and financial literacy as well as deeper, emotional life issues like drug use, mental health issues, homelessness and sexual exploitation.

“When the pandemic hit, all our THP+ clients lost their jobs. AFS provided emotional and financial assistance to make sure they had food and housing. Our caseworkers worked hand-in-hand with each client until they found new employment and their situations were stabilized. It’s critical these young adults maintain their safety net so they have a real shot at a positive outcome in life.”



Patty Cala (L), Director of TAY
Tricca Leverenz (R), Director of Mental Health

Independent Living Skills Program (ILSP)

ILSP helps youth between the ages of 16-21 learn the necessary skills to make a successful transition to independent living. Skills assessment, collaborative input and regular meetings with the youth allows ILSP caseworkers to help clients achieve educational, employment and independent living goals. Services end on client’s 21st birthday. ILSP caseworkers help youth with the following:

- Life Skills
- Educational Assistance
- Career Assistance
- Housing & Transportation Assistance

Clients Served: 33

ILSP Program Goals for Clients

- Establish & maintain contact with eligible ILSP youth in Marin
- ILSP will support client’s educational goals
- ILSP will increase employability of participating youth
- All eligible clients will secure at least one lifelong connection

Transitional Housing Program Plus (THP+)

THP+ is a structured program for young adults between the ages of 18-24 who have aged out of foster care and lack families or support systems. Caseworkers work with clients to create individual service plans that allow youth to increase 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

Clients Served: 10

THP+ Program Goals for Clients

- THP+ clients will have secure and stable housing
- THP+ will increase client’s employability
- THP+ clients will further their education
- THP+ clients will be connected to health care & essential community based resources
- All eligible clients will have a consistent relationship with a caring adult

Training & Recruitment



Training

In order to provide youth and families with the care 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

The **Parenting for Permanency College (PPC)** is a training contract with San Francisco Human Services Agency and 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.



“Meet a child where they’re at
and then
build trust together.”

AFS Resource Parent
Shelia P.

CRITA

Certification Recruitment Intake Training Adoption

The CRITA team at AFS works tirelessly to:

- Recruit, train & approve resource or adoptive parents.
- Facilitate orientations, trainings and home walk-throughs for applicants.
- Review the fundamentals of the resource family process with applicants.
- 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 '20-'21 AFS

Received 2,455
placement requests from counties

Responded to 886
resource parent inquiries

Processed 372
resource parent applicants

Approved 63
new resource homes

Total number of approved AFS
resource homes that were available

298

Innovative Programs



AFS Emergency Placement Program

AFS partners with the City and County of San Francisco to run their Emergency Placement Program (EPP) that provides 24/7 on-call emergency care to San Francisco County children and teens 18 years old and younger. The EPP provides a temporary home with specially trained resource parents while San Francisco County tries to identify relatives or a longer-term foster home for youth in care.

Resource parents in the EPP receive additional training because they are often the first point of contact for foster youth who are enduring the trauma of being removed from their biological home. The support given by the resource parents in an emergency home provides youth in care with a stable and caring environment that sometimes leads to the kids staying with the emergency family for a longer duration until a permanent solution can be found.

[Click here](#) to watch the interview with Tamara Reyes, SF Program Director regarding what makes the AFS Emergency Placement Program unique.

“Working with children and trauma will never be easy, but everything about AFS makes it easier. At AFS I work with people who really care, about the children, families and employees. The environment is flexible and supportive which makes it possible to do this hard work every day!

~ AFS Caseworker

AFS Homes for Youth (JPD)

In 2021, AFS was selected to operate the pilot program, **AFS Homes For Youth**. A collaboration between the San Francisco Juvenile Probation Department (JPD) and the Department of Children, Youth and Families (DCYF). AFS will coordinate, place and support emergency and long-term placements for youth referred by the San Francisco Juvenile Court, in coordination with the Juvenile Probation Department (JPD). Resource parents are approved and licensed Intensive Services Foster Care (ISFC) caregivers in San Francisco, and the surrounding Bay Area.

Program Goals

- Improve outcomes for justice impacted youth, particularly Black, Indigenous, and youth of color by providing them with intensive services in a home with caring resource parents.
- Reduce and minimize the use of secure detention facilities for young people while the intensive services may provide better outcomes

Target Population

Youth ordered to out of home placement by the San Francisco Juvenile Court, based on alleged or sustained charges for criminal conduct, including serious and violent crimes. Additional characteristics include:

- Ages: 13-18, mostly 16 or older
- Gender: girls, boys, and gender expansive
- Special Populations: Including but not limited to, youth who have experienced commercial sexual exploitation, monolingual youth, youth with behavioral health needs, and unaccompanied youth

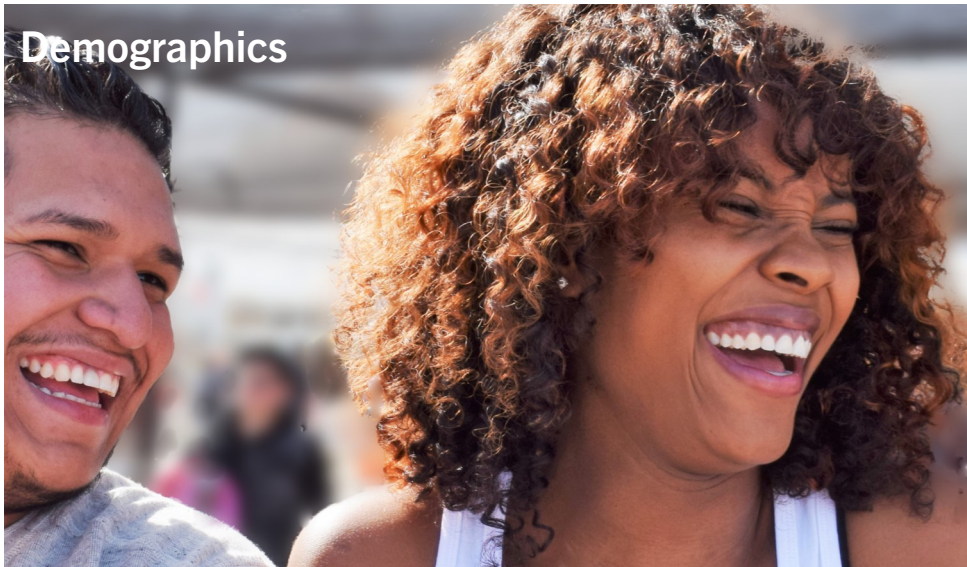
Youth in this program will have immediate access to AFS' array of SFDPH contracted mental health services including outpatient, therapeutic visitation and Therapeutic Foster Care.

Common challenges faced by youth with juvenile justice involvement:

- Substance abuse
- Physical and mental health issues requiring an individualized, comprehensive treatment approaches
- Housing and employment instability

Our staff and families are trained in evidence-based practices including:

- Wisdom Path Way, a reparative parenting approach
- Adverse Childhood Experiences (ACES)
- Strengthening Families—a protective factors framework
- Child and Adolescent Needs and Strengths.



Demographics

AFS employs approximately 200 social workers, clinicians, support counselors, administrative staff and managers. All services are offered in English and Spanish and approximately 25% of staff are English-Spanish bilingual. AFS is committed to creating a safe and equitable workplace for staff, youth and families.

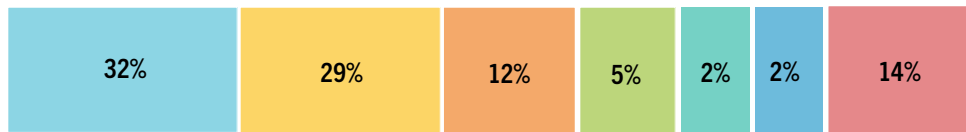
AFS uses a support model emphasizing:

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

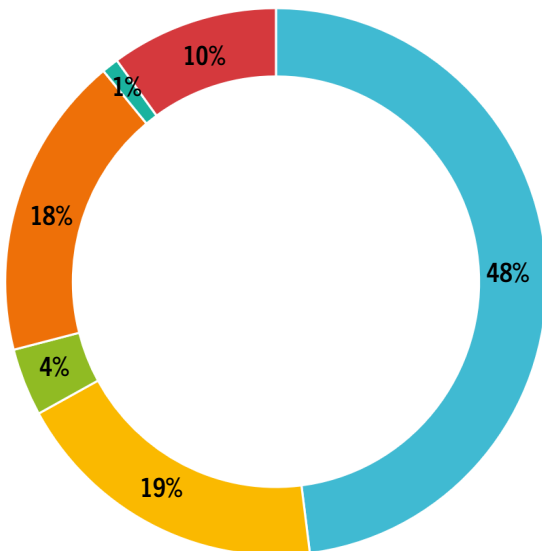
AFS Client Gender Data (average)

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

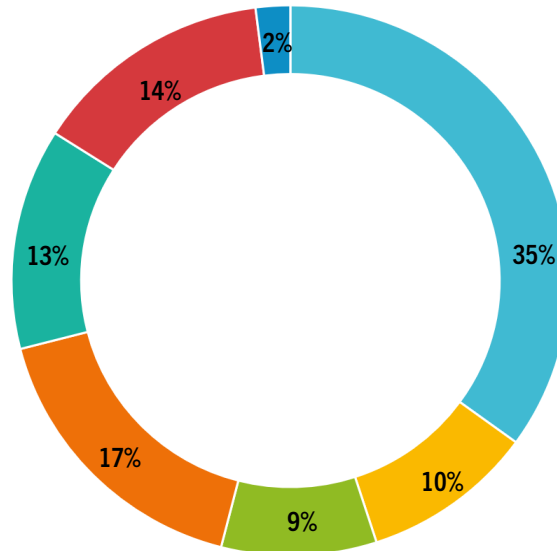
Ethnicities of Youth in Care at AFS



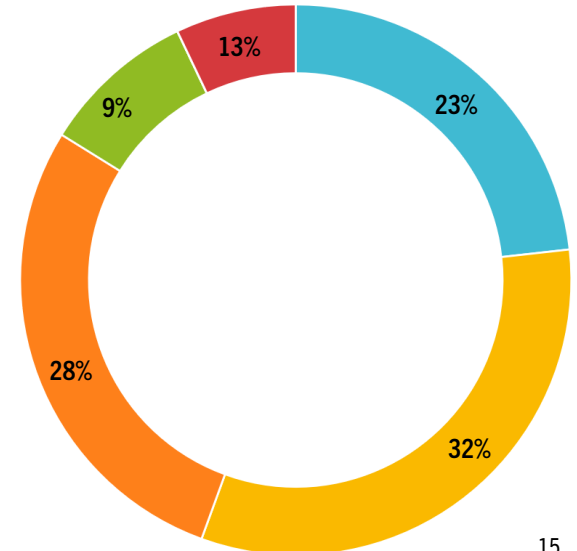
AFS Resource Parent Ethnicities



AFS Mental Health Client Ethnicities



AFS Staff Ethnicities



Resource Development



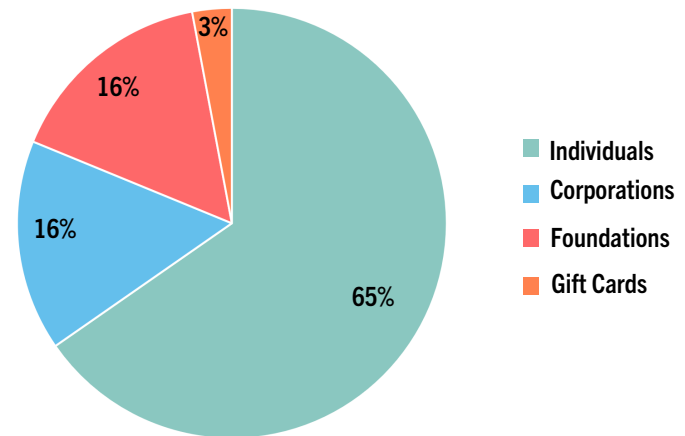
In a difficult and unpredictable year, it has been amazing to see our community and corporate partners support us unconditionally. Despite pandemic setbacks, we supplied every youth with laptop technology for distance learning and telehealth therapy. Through powerful partnerships, we added virtual tutoring services to support youth during a lost year of education. Together we matched every youth with school supplies and even a gift for the holidays. Distance aside, we came together for a spectacular virtual gala to celebrate our success.



Forty-three years later, the AFS community is still our strongest asset and the past year proved that immensely.

~ Simone West, Director of Development

Constituent Giving Data



In FY '20-'21

Generous individuals, corporations, foundations and community organizations contributed

\$389,464

Grant and donation funds may be used for:

Equitable Education

(laptops, course fees, supplies, tutoring, backpacks)

Enrichment

(sports, arts, dance, science, cosmetology courses, camps)

Essentials

(new clothes, shoes, & toiletries for new placements)

Housing and Transportation for Transition Age Youth

(rent/grocery support, gas gift cards, utilities, home goods)

Safety

(PPE and car seats to transport youth)

Therapeutics

(art therapy tools, dolls, sand trays, 1-1 caseworker outings)

Engagement



AFS has **Corporate and Community Engagement** opportunities that allow small to large companies and community organizations to improve the lives of foster youth while fulfilling their philanthropic goals.

Examples of how organizations can support youth:

- Education Equity Drive
- Holiday Drive
- Signature Event
(corporate sponsorships, purchase tickets)
- Host an event for youth & families
- Volunteer knowledge or skills
- Donate technology

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

Corporations contributed
\$63,464

through donations, grants,
employee matching and sponsorships



Eight years ago, CMG Financial was asked to help with the backpack wishes and we jumped in with both feet. We believe in this initiative, because it supports our future generations and students' abilities to take control of their education.

We here at CMG Financial constantly strive to make an impact in the communities we are serving. It is an honor for us to be able to use our abundance of resources to support and make a difference in the lives of underserved youth around our country.

Thank You Sponsors!



Board Highlights & DEI



Diversity, Equity & Inclusion

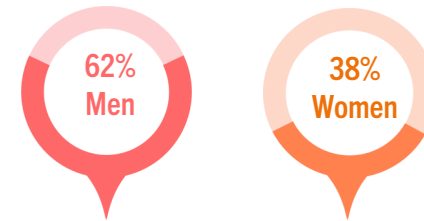
AFS engaged the [Radicle Roots Collective](#) (RRC) with Jo Brownson and Taquelia Washington. Survey Results of a staff and focus group survey expressed a desire of staff to see agency management and Board prioritizing the consideration of DEI issues.

In response, the Senior Management Team undertook eight 90 minute training sessions with RRC that centered on shared language building, and identifying elements of white supremacy culture and personal experience. Individual leaders, both BIPOC and white, chose particular elements of white supremacy culture that they could see in their own behaviors and began to own in themselves. One realization was that white supremacy elements are often embedded in the way we communicate with one another. This round of training culminated in the group creating a list of "norms" of conduct and communication that the group would endeavor to hold as a standard. Senior management is working with RRC to expand training to all staff teams.

The board is following a similar track and is entering into an RRC training engagement FY21-22 which will involve remote and in-person sessions. It will initially center on shared knowledge and language; norm and "stance" development; sharing of experiences.



In FY '20-'21
AFS had 16 Board Members



The AFS Board of Directors:

- Successfully hosted AFS' first virtual gala
- Significantly increased corporate partnerships
- Added five new board members with a focus on increased diversity
- Initiated a CEO succession process with [Brakely Briscoe](#)



The first in-person Board outing in over a year!

Craig Barton, Chief Program Officer (L) and Jay Berlin, CEO, enjoy a Board of Directors outing at Plank restaurant at Jack London Square in Oakland, CA.

Over the past year, COVID continued to challenge our kids, our resource parents, and our staff. Communities of color have been particularly hard hit by the pandemic, making focusing on school, accessing much needed support services, and transitioning from foster care to independence more difficult than in so-called "normal" times. But times like these test the resilience of our clients and the creativity of our families and staff.

I am so proud of how everyone, including our dedicated donors and sponsors, has pulled together and made it work for the kids. This year, we have not just done enough to get by. We have done some of our finest work.

Don Rath, CPA
AFS Board President



Board of Directors & Executive Staff

BOARD OFFICERS

Don Rath, CPA

Board President

Writer / Retired Finance VP

Nathan Lipkin

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VP, GI Partners

Maurice Mitchell

Board Secretary

Director of Sales, Clorox

Peter Wentworth

Board Treasurer

SVP & Regional Manager Comerica Bank

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Craig Barton, Chief Program Officer

Martha Duarte, Chief Financial Officer

Leslie Matthews, Director, Foster Care & Adoptions

Tricca Leverenz, Director, Mental Health

Patty Cala, Director, TAY Services

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Bukola Mabadeje

Attorney at Law

Inverleith Fruci

Human Resources Professional

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VP Internal Audit, Synopsys, Inc.

Karim Toubba

CEO, Kenna Security

Michelle Davalos

Operations, Lawrence Livermore Laboratory

Nancy Lelico

Regulatory Executive

Oriana Bosin

Sustainability Product Lead, John Deere

Rohan Bafna

Director of Verification, Microsoft Azure AHSI

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Jay Berlin, CEO, *Ex officio*, all committees

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Bukola Mabadeje

Erik Busby (non-board member)

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Michelle Davalos

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Julio Flores

Karim Toubba

Maurice Mitchell

Oriana Bosin

Peter Wentworth

Rohan Bafna

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.

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.



Services & Locations

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 Services

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

Adoption Services

- Fost-adopt
- County Adoption Support Services

AFS has Foster Care and Adoption Services 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 |

County Adoption Support Services

- | | |
|---------------|----------|
| • San Joaquin | • Sonoma |
|---------------|----------|

Transition Age Youth Services

- Independent Living Skills Program (ILSP)
- Transitional Housing Plus (THP+)

Mental Health Services

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

Counties with Mental Health Services

- | | |
|----------------|-----------------|
| • Alameda | • San Francisco |
| • Contra Costa | • Sonoma |

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

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.





“Resiliency is the ability to spring back from
and successfully adapt to adversity.”

Nan Henderson