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](http://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.

[Signature]

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.
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
- 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
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

<table>
<thead>
<tr>
<th>Program/Department</th>
<th>Dollars</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster Care</td>
<td>$14,640,429</td>
<td>63.12%</td>
</tr>
<tr>
<td>Outpatient Mental Health</td>
<td>$6,590,629</td>
<td>28.41%</td>
</tr>
<tr>
<td>Transition Age Youth Services</td>
<td>$572,445</td>
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</tr>
<tr>
<td>SSA Visitation</td>
<td>$1,185,343</td>
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</tr>
<tr>
<td>Resource Development</td>
<td>$205,700</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$23,194,546</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Total in chart may exceed 100% due to rounding

Facilities
- Recruitment & Approval of Resource Parents
- Direct Support to Kids & Families
- Program & Staff Expenses
- Administration
- Resources, Wages & Benefits
- Recruitment & Approval of Resource Parents

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

**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)

<table>
<thead>
<tr>
<th>County</th>
<th>Trainings</th>
<th>Hours of Training and Curriculum Development</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda County</td>
<td>128</td>
<td>1039.5 hours</td>
<td>1901</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>113</td>
<td>345.5 hours</td>
<td>1023</td>
</tr>
<tr>
<td>Solano County</td>
<td>64</td>
<td>434 hours</td>
<td>1,269</td>
</tr>
</tbody>
</table>

**ADOPTION**
- AFS facilitated 25 adoptions

**PARENTING for PERMANENCY COLLEGE**  
(Training for all SF County Resource Parents not just AFS)
- 533 hours of training  
- 156 attendees (unduplicated)

---

*Impact*

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

Steve Maraboli
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!
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 (adopter 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.

### AFS Positive Permanency Outcomes

- **Foster Care**: 57%
- **Adoption**: 19%
- **Guardianship**: 6%
- **Relative/Extended Family**: 15%

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

**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*
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.”

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 fost-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 fost-adopt and county facilitated adoptions

Ms. Gwen Lloyd has provided care for over 34 youth
- The average stay for kids in her home is 240 days
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)**

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

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### 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
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.

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.

Training & Recruitment

CRITA Certification Recruitment Intake Training Adoption

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

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

AFS Resource Parent
Shelia P.
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 SFPD contracted mental health services including outpatient, therapeutic visitation and Therapeutic Foster Care.

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 is possible to do this hard work every day!

~ AFS Caseworker
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

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>32%</td>
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<tr>
<td>Latinx</td>
<td>29%</td>
</tr>
<tr>
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<td>12%</td>
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<tr>
<td>Asian/Pacific</td>
<td>5%</td>
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<tr>
<td>Biracial</td>
<td>2%</td>
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<tr>
<td>Other</td>
<td>2%</td>
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<tr>
<td>Native American</td>
<td>14%</td>
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Demographics

AFS Resource Parent Ethnicities

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<th>Ethnicity</th>
<th>Percentage</th>
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AFS Mental Health Client Ethnicities

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<th>Percentage</th>
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AFS Staff Ethnicities

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</thead>
<tbody>
<tr>
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<td>23%</td>
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<tr>
<td>Biracial</td>
<td>13%</td>
</tr>
</tbody>
</table>

15
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

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)
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.

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

Thank You Sponsors!
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

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

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 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  
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

Bukola Mabadeje  
Attorney at Law

Inverleith Fruci  
Human Resources Professional

Jay Berlin, PhD  
CEO/Founder, AFS

Jeffrey Ford  
Partner, KPMG LLP

Julio Flores, CIA  
VP Internal Audit, Synopsys, Inc.

Karim Toubba  
CEO, Kenna Security

Michelle Davalos  
Operations, Lawrence Livermore Laboratory

Nancy Lelicoff  
Regulatory Executive

Oriana Bosin  
Sustainability Product Lead, John Deere

Rohan Bafna  
Director of Verification, Microsoft Azure AHSI

**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

Audit Committee  
Jeffrey Ford, Chair  
Adam Reiner  
Brian Cooper (non-board member)  
Bukola Mabadeje  
Erik Busby (non-board member)  
Erin Cooper (non-board member)  
Julio Flores  
Michelle Davalos

Finance Committee  
Bukola Mabadeje  
Peter Wentworth, Chair  
Steve Stone (non-board member)

Program Committee  
Julio Flores, Chair  
Jeffrey Ford  
Maurice Mitchell  
Michelle Davalos  
Nancy Lelicoff  
Oriana Bosin  
Rohan Bafna

Resource Development Committee  
Adam Reiner, Co-chair  
Inverleith Fruci, Co-chair  
Julio Flores  
Karim Toubba  
Maurice Mitchell  
Oriana Bosin  
Peter Wentworth  
Rohan Bafna

**EXECUTIVE STAFF**

Jay Berlin, Chief Executive Officer  
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

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.
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**
- Foster-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
- Stanislaus
- Sutter
- Yolo
- Yuba

**County Adoption Support Services**
- San Joaquin
- Sonoma

**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

**County Training Contracts**
- Alameda
- Contra Costa
- Solano

**Parenting for Permanency College**
- San Francisco County

www.afs4kids.org
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