WE ARE SENECA
WE ARE UNCONDITIONAL
DEAR FRIENDS,

In the United States today, there remains two enduring legacies. The first is that this country is a land of opportunity – a place where all children are given equal opportunity to reach their full potential, and every person may live out their dreams. The second is our profound failure to recognize and reconcile the barriers that prevent those opportunities from being available to all. In the very worst circumstances, the children to whom we have made these promises of hope and opportunity are held back and held down, often with multigenerational consequences.

At Seneca, we continue to face the systemic challenges that perpetuate these inequities head on. Seneca Unconditional Care© is the fuel that drives us to ensure every child and family we serve is given the very best shot at success. As we continue to expand our impact, we remain steadfastly committed to our vision and values, and we will never stop innovating. Creativity and innovation are unique features of Seneca, allowing us to be flexible and responsive to intensifying individual and system challenges. In this way, we can remain tethered to the needs of the children and families we serve, while agile in our service approach.

We are an organization full of gifted and compassionate people and my greatest wish is that in the future, our staff will be able to say they helped to break the cycles of poverty, isolation, disconnection, abuse and neglect that has impacted our children, their families and our communities for generations.

With Gratitude,

Ken Berrick,
Chief Executive Officer
Ken Berrick is the founder and Chief Executive Officer (CEO) of Seneca Family of Agencies, a nonprofit agency dedicated to providing Unconditional Care to children and families through comprehensive mental health, education, placement and permanency services. Since its founding in 1985, Seneca has developed innovative programs ranging from Wraparound and Intensive Treatment Foster Care, to integrated mental health services in schools, and a crisis continuum of care for youth and their families. Mr. Berrick is a Governor’s Appointee on the California Child Welfare Council and a two-time former President of the California Alliance of Child and Family Services, and serves on numerous policy planning groups in California at both the county and state-level. He serves on the CEO Council for the Alliance for Strong Families and Communities. He is an elected member and President of the Alameda County Board of Education, and Past-President of the California County Boards of Education. In 2014, he was recognized by California Mental Health Advocates for Children and Youth as Advocate of the Year. In 2017, he was a recipient of the James Irvine Foundation Leadership Award. He is co-author of the books, Unconditional Care: Relationship-Based, Behavioral Intervention with Vulnerable Children and Families (Oxford University Press, 2010), and Unconditional Education (Oxford University Press, 2018).

Katherine West, Executive Director and Chief Operating Officer at Seneca Family of Agencies, became involved in the agency in January of 1996. Since its inception in 1985, Seneca has provided Unconditional Care and support to thousands of children struggling with learning disabilities and life circumstances that interfered with their capacity to succeed. Seneca currently partners with families, school districts, and counties throughout California to provide the critical supports and services that children and families need to succeed in their homes, communities, and schools. Over the past eighteen years, Katherine has played an integral role in the dramatic expansion of our school-based and community-based services for court dependents, court wards, and young people referred by county mental health departments. Well versed in the financial sphere, Katherine has successfully managed Seneca’s consistently increasing budget, which now sits at $110,942,009. Prior to her role at Seneca, Katherine was Chief Financial Officer for Families First, which provides comprehensive treatment programs for youth in Northern and Central California.

Janet Briggs, Chief Financial Officer of Seneca Family of Agencies, began her endeavor in finance by achieving her bachelors’ degree in Business Economics with an Accounting Emphasis from the University of California Santa Barbara. Janet began her career in Public Accounting working in various industries gaining extensive experience in accounting and business management and then specializing in providing audit and accounting services for various not for profit social service agencies. As a CPA, Janet performed financial and OMB 133A audits for various agencies with budgets ranging from $500,000 to $35,000,000 annually. This in-depth understanding of accounting issues and regulations unique to not for profit agencies has distinguished Janet as a knowledgeable source and leader for this company. Since coming to Seneca in 2002, Janet has supervised and trained an ever-growing accounting staff on various accounting policies and procedures pertaining to Seneca programs. Not only does she review and monitor numerous county and state contracts, Janet also oversees all fiscal activity for Seneca. Attending monthly fiscal program meetings, Janet is dedicated to effectively communicating with directors and managing the financial integrity of Seneca. In an effort to constantly improve practice and management skills, Janet regularly attends conferences. In addition to her successes here at Seneca Family of Agencies, Janet also is a mother to two wonderful boys and has held several positions on PTA School Boards.
MICHAEL ALONSO,
CHIEF INFORMATION OFFICER
Michael Alonso is the Chief Information Officer for Seneca Family of Agencies. Since joining Seneca in 2003, he has provided leadership for all technology-related operations throughout the organization. He is responsible for IT strategy and vision as well as oversight for the teams that create and maintain a robust information technology environment in addition to the teams that develop, deliver and support innovative applications specifically created for Seneca’s unique blend of services. Michael is passionate about designing and producing creatively unique solutions to increase efficiency and improve service delivery and is personally involved to a significant degree in Seneca’s application development process. In addition to internally-focused activities, Michael engages with organizations at the county, state and federal levels to represent the technology-related interests and perspective of both Seneca and the broader community of behavioral health providers. These organizations include counties, other behavioral health providers, state advocacy groups and the Office of the National Coordinator for Health IT (ONCHIT). Before coming to Seneca, Michael worked in the custom software industry, developing applications tailored for a wide variety of companies representing numerous industries such as healthcare, retail, technology, non-profit and more. During this time, he took an interest not just in the software development process, but also in the broader perspective of organization-wide information technology environments. Michael holds a B.S. in Computer Science from CSU Hayward (now CSU East Bay).

NATHANIEL FOSTER, MNPL,
CHIEF ADVANCEMENT OFFICER
Nathaniel Foster is the Chief Advancement Officer of Seneca Family of Agencies. His focus is on development, fundraising, venture philanthropy, marketing and branding for the whole organization. Nathaniel came to Seneca with a clarity and depth of fundraising knowledge that has accelerated our overall efforts. Nathaniel graduated from the University of Denver with a BS in business and also has his Master’s in Nonprofit Leadership from Seattle University. He has over a decade of experience in the nonprofit development & management world, working with local, national, and international organizations. Previously Nathaniel was the Executive Director of Playworks, a nonprofit that serves over 700,000 children every school day, concentrating on conflict resolution, leadership skills, emotional intelligence and increased physical activity for elementary schools throughout the country. Before that, he was the Chief Development & Marketing Officer at Lincoln, formerly Lincoln Child Center. He has spent his entire nonprofit career in development, fundraising, board development, venture philanthropy and communications and is very excited to be working with an organization as wonderful as Seneca Family of Agencies. In addition, he was co-chair for the Oakland Quality Community Schools Committee, currently sits on two for-profit boards, and is a member of the San Francisco Chapter of the Private Asset Liaison Group.
GOVERNING BOARD
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Rochelle “Shelley” Benning, Member
Jeff Davi, Member
Gwen Foster, Member
Nancy Peña, Member
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Zach Hill
Dwayne Redmon

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Ernesto Vasquez
Hon. Tom Wilson
UNCONDITIONAL
UNCONDITIONAL
The mission of Seneca Family of Agencies (Seneca) is to help children and families through the most difficult times of their lives. Seneca was founded in 1985 from a belief that all youth are capable of success, belonging, and happiness when provided supports that are responsive to their unique needs and experiences. Starting as a small residential and day treatment program for the Bay Area’s most struggling youth, we aimed to address the failure of public systems to adequately meet the needs of youth impacted by profound trauma, loss, and disability. Far too often these youth were ending up isolated from their families, peers, and communities, being moved between treatment settings that lacked the capacity to help them heal and thrive. Our agency’s founding commitment of providing Unconditional Care – doing whatever it takes to support youth’s success without the option to give up– has driven our efforts for the last three decades.

From this foundation, Seneca has built a continuum of community and school-based services that contest the existing narrative about what is possible for youth facing the most significant challenges, including students with disabilities. Our commitment to this model has been developed into a highly articulated treatment approach that forms the basis of all Seneca programs. Unconditional Care: Relationship-Based, Behavioral Intervention with Vulnerable Children and Families (published in 2010 by Oxford Press) integrates attachment, learning, and systems theories and provides tools to assess and address youth’s complex relational, behavioral, and ecological needs. Seneca has learned from years of experience working with struggling youth how to reshape systems and supports that reach youth earlier, ultimately preventing further escalation. Our education, mental health, and permanency services are designed to be highly accessible and responsive to the needs and goals of each youth and family, reaching them in their homes, schools, and communities.
CONTINUUM OF CARE

Mental Health

Innovation

Education

Permanency

Family
PERMANENCY

SONYA’S STORY

The nightmare that was Sonya’s life began almost at birth. Physical abuse left the toddler scarred and traumatized, and serious neglect prevented her normal childhood development. She was left alone in a playpen during the first months of her life by a mother addicted to drugs and alcohol. After being removed from this situation, Sonya was placed in several different foster care homes. With each new home, Sonya became more and more distressed and her behavior became difficult to manage. Sonya’s lifetime without love had led her to lose all trust in adults and withdraw completely. Like any child, all Sonya wanted was a safe place and parents who would love her.

When Seneca’s Kinship Center became involved, Sonya began to receive the attention she needed, including intensive treatment to help her overcome the scars of past abuse and neglect. Therapy helped Sonya learn to trust and communicate her thoughts and feelings. Kinship Center social workers searched hard and found a loving family to give Sonya a safe, permanent home, and the love she so desperately needed. Most importantly, Sonya’s new mom and dad continued to receive the help and support needed to understand and learn how to parent a child with past trauma. Each year, Kinship Center helps hundreds of children just like Sonya find new beginnings and a second chance at life.

MENTAL HEALTH

KRISTEN’S STORY

Kristen first came to Seneca’s clinic at 15 years old, accompanied by her foster and prospective adoptive mother, Deborah. Saddled with fears of impermanence and a history of multiple foster placements, Kristen struggled to connect to Deborah, did not confide in her and did not feel comfortable turning to her in times of need. Kristen seemed uninterested in building a relationship with Deborah, and elected to exclude her from her therapy sessions. Kristen even went so far as to wear sunglasses to all her therapy sessions, keen on keeping her emotions private. She expressed trepidation around a potential adoption, fearing that it “wouldn’t work out,” and that her adoptive mother would “change her mind” and no longer want her.

Deborah, wanting to support Kristen in whatever way possible, attended Pathways to Permanence where she learned and practiced strategies to better communicate with her foster daughter, acknowledge her fears, and help her feel understood. It was during this time that Kristen began to engage in Eye Movement Desensitization and Reprocessing (EMDR) therapy to help her reprocess the experiences in her life that left her feeling unlovable and undeserving of a permanent family.

After several years of therapy and support, Kristen shared with her therapist for the first time that she was thinking more about the idea of adoption. With guidance from her Seneca team, and after many hours of relationship building with Deborah, Kristen was finally able to discuss her fears surrounding adoption. She and Deborah spent time together talking through Kristen’s reservations, and Deborah used the tools she had gained through her Seneca trainings to reassure Kristen and help diminish her fears. With understanding and with love, Deborah made sure that Kristen knew that if she would like to proceed with adoption, Kristen would be a part of her family, forever. Kristen is currently in the process of finalizing her adoption.
UNCONDITIONAL EDUCATION — MIGUEL’S STORY

AN IMPOSSIBLE REALITY
Imagine being eight years old and already having been expelled from three schools. To make matters worse, you’ve been misdiagnosed with a learning disability, removed from mainstream education, and because of the constant shifts in schools, have developed no lasting friendships. Your days are filled with anxiety and a lack of self-worth. This was Miguel’s reality.

Now imagine walking into one of Seneca’s Unconditional Education partnership schools, never having been exposed to what a real school day looks like. Your sole experience has been fear and isolation. If you can put yourself in this situation, it won’t come as a shock to you that on his first day, Miguel kicked a teacher and ran off of campus twice. Unconditional Education means Seneca is committed to working with students, like Miguel, no matter what challenges they present.

SENECA STEPS IN
By the end of his first day, Miguel was paired with a Seneca Counselor, who created a system of support that included praise and peer modeling. This empowered him to explore his own learning style and showed him that he was no different from the children with whom he had always felt estranged. His team discovered that there had been a misdiagnosis, and Miguel needed speech and language support, not behavioral intervention. His improved speaking skills unlocked his confidence, helped him open up to the joys of learning, and showed him there was nothing wrong with making mistakes. For the first time ever, Miguel felt pride at the end of his school days. As he became more comfortable with his surroundings, he developed friendships. His need for specialized support decreased dramatically.

ONE YEAR LATER
Now fast forward one year. Miguel, in third grade, is surrounded by a group of friends, no longer needs special education services, and is doing the things one would hope a child his age would be doing: playing soccer, coming to school with all of his homework done, and reading How to Train your Dragon every night to his mom. Through Seneca’s Unconditional Education program, Miguel is now the hero of his own story.

INNOVATION
At our core, Seneca Family of Agencies strives to always meet the needs of the communities we serve with the best programs and training possible. Part of that process is to have real conversations creating a safe place to listen to community members, other service providers, and community-based organizations to find out exactly what those ever-changing needs are and how we can meet them head on. Seneca strives to stay ahead of the curve and respond with the best supports possible. As an agency we analyze the underlying issues in each community, not only to support vulnerable families in need, but to anticipate and prevent situations that place children and families at risk of extreme hardship and failure.

With over 1,200 staff working throughout California and Washington, Seneca offers one of the most comprehensive and highly-respected continuums of care on the west coast. Seneca’s Institute for Advanced Practice trains child welfare, behavioral health and juvenile justice professionals in a wide range of evidence-based and promising practices, in order to strengthen the larger systems of care for our most vulnerable and highest-need children, youth and their families. Some of our most engaging trainings and workshops from 2017 include An Overview of Indigenous Migration, Culture and Health, Post Traumatic Slave Syndrome, and Unconscious Bias: Eyes Wide Shut.
FINANCIAL DATA

TOTAL ASSETS
$58,346,372

ASSETS
- Other Assets $1,344,915
- Property and Equipment Net of Depreciation $27,296,776
- Current Assets $29,704,681

NET ASSETS
- Permanently Restricted $65,175
- Temporarily Restricted $1,613,906
- Unrestricted $21,980,269

LIABILITIES
- Current $16,287,781
- Long Term $18,399,241

PUBLIC SUPPORT + REVENUE

EXPENSES

SENECA FAMILY OF AGENCIES


PAYROLL AND BENEFITS 69%
PROGRAM SUPPORT SERVICES (OPERATIONS INC. DEPRECIATION) 18%
DEVELOPMENT 1%
MANAGEMENT AND GENERAL 12%

PUBLIC SUPPORT & REVENUE $110,942,009

EXPENSES $109,444,590
### SERVICE OUTCOMES

#### PERMANENCY
- **249** finalized adoptions
- **796** number of kinship caregiver families
- **852** foster care youth receiving support through our permanency, education and mental health programs

#### EDUCATION

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#### MENTAL HEALTH

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<td><strong>Youth &amp; families who received community-based services</strong></td>
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#### SUPPORTERS

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In 2013, Seneca took a bold step toward transforming the culture and climate of Bay Area’s most chronically low-performing schools with the deployment of its first cohort of seven Unconditional Education (UE) Coaches. As part of a three-year pilot through the U.S. Department of Education’s Investing in Innovation (i3) program, the project’s success hinged on key support from local foundation partners. The Long Foundation celebrated this innovative approach to school transformation and came on board as one of Seneca’s earliest UE champions. Building on the initial success of this project, in 2016, the Long Family Foundation supported an expansion of this work to three campuses in partnership with West Contra Costa Unified School District (WCCUSD). UE focuses on schoolwide culture and climate change, service coordination and the implementation of trauma-informed practices. Its emphasis on inclusion and collaboration means that even the most struggling students receive the support they need to thrive within their neighborhood schools. Through this initial pilot Seneca articulated, solidified and codified this transformative approach to creating safe, supportive and inclusive schools. The impact has been tremendous, with students, families and administrators alike attesting to the incredible change they have observed since the partnership first began.

The Long Family Foundation’s support as partners in innovation has enabled UE to grow to what it is today: a model that not only transforms the school experience of over 12,000 students annually, but that transforms school systems so that all students are able to succeed in their schools, homes and communities. Now, the Long Family Foundation has once again furthered itself as a champion for our region’s most vulnerable youth. In the fall of 2018, Seneca will expand its WCCUSD partnerships to include two additional campuses. This time pairing Seneca’s established culture and climate efforts with a Collaborative Program model. These Collaborative Programs are some of the first of their kind in this region and will provide integrated intensive therapeutic supports into the mainstream setting for twelve kindergarten and first grade students who would have otherwise been moved to exclusionary school placements.

It’s a rare and special experience when funders, providers and educators align within a singular vision for service transformation, but that is just what Seneca has experienced with the Long Family Foundation. Their continued support over the past five years has fostered innovation and impacted the educational experience of thousands of Bay Area students. In West Contra Costa alone, their partnership has funded services to 1,360 students across three elementary schools, with plans to expand to an additional two schools in the coming year.

We at Seneca are so grateful to the Long Family Foundation and its incredible people for our partnership in helping to make an impact for students in West Contra Costa County and across the state. Thank you for all that you do for children and youth!
DEAR MR. BERRICK,

I wanted to take this opportunity to thank you and Seneca Family of Agencies for all the support you have provided us at Grant Elementary. It is important for me to recap my findings as a first year administrator at Grant, prior to our partnership. The culture and climate at Grant was less than desirable and the adults on campus hopeless. With my skillset in community building, an open heart, and having an ally in Elizabeth Carmody, Director of Community Engagement in WCCUSD, I was able to document the trauma and mental health needs of our community.

At the end of year one, I was advised of the generous grant provided through Long Family Foundation. I met with Amber Fretwell, Director of School Partnerships, numerous times and together we forged ahead with our plan until an Unconditional Coach could be hired for us. Amber found us the most excellent coach, Dr. Montesino Stewart. Not only is she a PhD in Psychology, she has been a teacher, thus giving her an insight into the mindset of our teachers. With her assistance, I have been able to streamline all mental health services at Grant and serving students more appropriately. In conjunction, we have done trainings for our staff around trauma-informed practices and useful tools to create a positive environment in our classrooms.

In our second year with Seneca, and my third year as a principal, this past week, our team presented at CASP '17 and had 60 psychologists in attendance at our session. We received very positive feedback from participants. I have come away from this experience more energized, as I know that without the partnership between Seneca and Grant, my community would be in a different place. We have accomplished much; however, I know we need more services at our site and more funding to continue services. Rest assured I will be looking into finding opportunities to continue this great partnership.

Thank you for your advocacy for students in Contra Costa County.

With Much Appreciation,

FARNAZ HEYDARI, M.ED, NBCT
PRINCIPAL AT GRANT ELEMENTARY

SENT IN OCTOBER 2017
OUR COMMITMENT
Our commitment to the children and families we serve extends to their communities. Therefore, it is our policy to use the donated funds in the region in which they are raised. Donor intent drives this process.

ANNUAL GIFTS
Includes direct gifts, honor or memorial tributes and pledges in the form of cash, check, credit card, or gifts of stock, mutual funds or other appreciated property.

RECURRING GIFTS
Monthly or quarterly giving by automatic credit card debit is easy to set up online, with the enclosed envelope, or by calling your local Development Officer. Recurring gifts provide sustaining support.

MATCHING GIFTS
Increase the value of your gift by taking advantage of your employer’s matching gift program for active and retired employees. Find out more at: www.doublethedonation.com/Seneca

PLANNED GIFTS
You may designate Seneca as a beneficiary in your will or life Insurance policy. To discuss other planned gifts, please contact the Development Office at the numbers listed below.

GIFTS-IN-KIND
Donated goods and professional services can support our clients and programs.

ONLINE GIVING
Secure online donations may be made at UNCONDITIONALGIVINGSENeca.COM

Please call the Development Office near you for more information:

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<th>Region</th>
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<tr>
<td>BAY AREA</td>
<td>510.654.4004</td>
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<tr>
<td>CENTRAL COAST</td>
<td>831.455.4723</td>
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<td>ORANGE COUNTY</td>
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<td>WASHINGTON STATE</td>
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UNCONDITIONAL SUPPORT
Seneca Family of Agencies gratefully acknowledges the individuals, community and private foundations, state and federal funders, faculty and staff, organizations, board members, and many friends who generously contributed gifts to support our programs. It is because of all of you that we are able to continue to provide critical services to the families and communities we serve.

With Tremendous Gratitude,
Seneca Family of Agencies
WASHINGTON PROGRAMS
KING COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services

PIERCE COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services

SPOKANE COUNTY
Education & School Partnership Programs
Innovation & Training Programs

NORTHERN CALIFORNIA PROGRAMS
ALAMEDA COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

CONTRA COSTA COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

MARIN COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

SAN FRANCISCO COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

SAN MATEO COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

SANTA CLARA COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

SOLANO COUNTY
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

SONOMA COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs
MAP OF PROGRAMS BY COUNTY

CENTRAL COAST PROGRAMS
MONTEREY COUNTY
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

SAN BENITO COUNTY
Innovation & Training Programs
Permanency Programs

SAN LUIS OBISPO COUNTY
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

SOUTHERN CALIFORNIA PROGRAMS
LOS ANGELES COUNTY
Innovation & Training Programs
Permanency Programs

ORANGE COUNTY
Education & School Partnership Programs
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

RIVERSIDE COUNTY
Innovation & Training Programs
Permanency Programs

SAN BERNARDINO COUNTY
Innovation & Training Programs
Permanency Programs

SAN DIEGO COUNTY
Innovation & Training Programs
Permanency Programs

VENTURA COUNTY
Innovation & Training Programs
Mental Health Programs And Services

SERVICES KEY

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