

# ANNUAL REPORT 20

SENECA FAMILY OF AGENCIES



**SENECA**  
FAMILY OF AGENCIES | UNCONDITIONAL CARE





# AGENCY LEADERSHIP

## **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, juvenile justice, 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 Governor-appointed Commissioner on the Mental Health Services Oversight and Accountability Commission. He is also a Governor's Appointee on the California Child Welfare Council, where he co-chairs the Behavioral Health Committee, tasked with developing best practice recommendations to guide policy and inform statewide efforts to effectively address the behavioral health needs of children involved in or at risk of involvement in the child welfare system. Mr. Berrick is 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 is an elected member and Past-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, and in 2021, a recipient of the Jefferson Bronze 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, 2019).

## **LETICIA GALYEAN,** CHIEF OPERATING OFFICER

Leticia Galyean, LCSW is the Chief Operating Officer (COO) of Seneca Family of Agencies. Leticia joined Seneca in 2001 and throughout her time at Seneca,

she has helped to design, launch, implement and evaluate family-focused programs serving over 17,000 families annually throughout California and the state of Washington. As COO, she has oversight over all agency financials, contracts, and administrative departments, including: Accounting, Facilities, Human Resources, Information Technology, Seneca's Institute for Advanced Practice, Quality Improvement, Quality Assurance, and Data, Evaluation, and Strategic Initiatives. She is a frequent presenter at national conferences on Seneca's Unconditional Care treatment model and innovative use of data evaluation tools. As a result of these opportunities and experiences, Leticia has developed a unique breadth and depth of expertise in directing programs and operations that serve children and families utilizing a strengths-based, individualized, culturally competent and family-focused approach.

## **JANET BRIGGS,** CHIEF FINANCIAL OFFICER

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 nonprofit social service agencies as a CPA. Her 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 over 150 programs in 20 different counties. 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 and trainings specific to her role at Seneca. In addition to her successes here at Seneca Family of Agencies, Janet also is a mother to two wonderful boys.

**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 non-profit 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.







**WE ARE  
UNCONDITIONAL**

# BOARD LISTS

## BOARD OF DIRECTORS

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Jeff Davi, Member  
Gwen Foster, Member  
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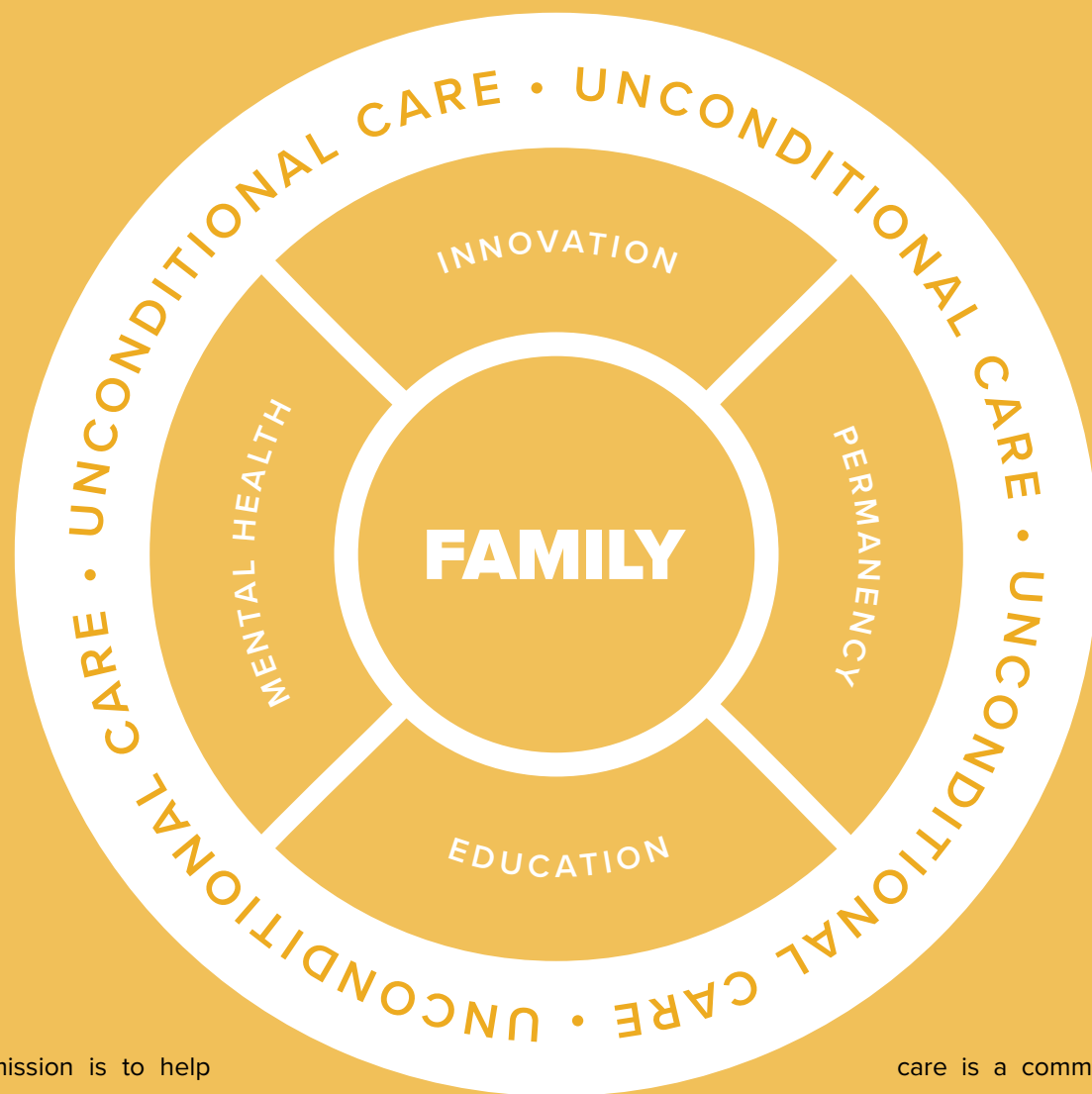
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Mary Dirk  
Patrick Dirk  
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Sinan Kanatsiz  
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Hon. Al Murray  
Hon. Kris Murray  
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Blake Lawson





Seneca's mission is to help children and families through the most difficult times of their lives. We are driven by the fundamental belief that children and families do not themselves fail, but rather are failed by systems unable to meet their complex needs. Guided by our core agency values of love, compassion, joy, hope, courage, respect and curiosity, Seneca refuses to fail the young people and families we serve. We offer each child and family a profound promise: you will be supported every step of your journey, no matter what challenges you face along the way.

Across all our programs and services, Seneca is guided by our agency philosophy and clinical treatment model of Unconditional Care®. As a service philosophy, unconditional

care is a commitment to do whatever it takes to support the young people and families we serve. As a clinical practice model, Unconditional Care integrates three streams of assessment and intervention: relational, behavioral, and ecological. This philosophy and approach has remained central to all programs and is best articulated in our book, Unconditional Care. As a leading innovator in family-focused treatment services for children and families across the fields of education, mental health, permanency and juvenile justice, Seneca is driven by our commitment to Unconditional Care, strengths-based service planning, individualized and trauma-informed care, cultural humility, and interagency collaboration.

# CONTINUUM OF CARE

The mission of Seneca Family of Agencies is to help children and families through the most difficult times of their lives.



## A FAMILY’S JOURNEY

“We’ve always had to think outside the box when trying to grow our family. Back when we were young (and had more energy), we often imagined that each of us would carry a biological child and then we would adopt. We conceived our oldest child in 2011 but then had trouble conceiving again for many years. It seemed like the right time to switch gears and look into adoption. We were hesitant to pursue a private or international adoption for many reasons. We then learned about the process of fostering a child until reunification or adoption. Although it sounded like an emotional rollercoaster, we felt strongly that it was the right option for us. We felt capable of providing loving care even if a child was reunited with their biological family, while also ready and willing to pursue adoption of a foster child in our care.

Initially we started taking classes to become a resource family through our county agency. However, we quickly realized that was not the right fit for us. We’d known several people who had previously worked with Seneca’s Kinship Center and offered glowing reviews of their experience. We attended a general interest meeting and knew from that moment on that Kinship Center was the right fit for us. Throughout the application process, home inspection, Pathways to Permanency course, placement, and home visits, every single person we have interacted with has been knowledgeable, caring, and responsive. It is rare to find an organization where every single individual plays a valuable part of the team – and somehow Kinship Center has done just that.

It would be impossible to list all the ways we were supported by Kinship Center during this process. However, two significant moments come to mind readily. First, while

preparing to become a resource family, our oldest child began expressing strong opposition to the idea (to the point of drawing a stop sign and explicitly stating she didn’t want us to continue the process). Even though we have training in mental health, we weren’t sure how to continue. Bonnie, our social worker at the time, helped us navigate our oldest daughter’s feelings and assess if this was the best plan for our family. We are so thankful for that support because our oldest child is an amazing big sister and is incredibly connected to our new addition. The other moment of intense support was when we agreed to take a 3-day-old baby with about three hours of notice. Bonnie again showed up and helped us in our rush to assemble a bassinet, install a car seat, and prepare our house for a newborn’s arrival. There are so many other moments of intense, authentic support and the staff at Kinship Center seem to have an inherent ability to provide such effective care.

There were many nerve-racking days early on in our child’s placement because we did not know how long she would be in our care. This was perhaps the most challenging part of fostering. But again, Kinship Center staff were right there supporting us through that process. We are happy to share that we recently finalized our adoption.

We cannot say enough good things about Kinship Center. As a lesbian couple, we always felt accepted and affirmed. As a family, we always felt heard and understood. And, as professionals managing parenting during a pandemic, we always felt valued and encouraged. We are so grateful to everyone at Kinship Center.”

To learn more about our Foster and Adoption Services, visit [joinseneca.org/](https://joinseneca.org/).



# PERMANENCY





# MENTAL HEALTH

## JESSICA'S STORY

When Jessica first encountered Seneca, her family was in crisis. A mother of three, Jessica was in an abusive relationship that proved unsafe. All three children were separated and living with different resource families while their mother worked to remove herself from the relationship and find stable housing.

Each child reacted to the trauma differently. The youngest child, Maria, experienced aggressive behaviors and made multiple attempts to run away from home. She was referred to Seneca's outpatient mental health clinic and began to work with therapists to develop a treatment plan to support her in healing and meeting her goals. Maria consistently worked through her trauma through EMDR (Eye Movement Desensitization and Reprocessing) therapy, as well as traditional talk therapy with her therapist. Meanwhile, Jessica was working to reunite her family now that she had ended her relationship and could offer a safe home. For over a year, Jessica never missed a meeting with her kids. She worked nights so her days would be available for any appointment or meeting they needed. She rode the bus to get to every appointment, saved money to secure stable housing large enough to accommodate her kids and never missed any appointments.

Throughout this process, Seneca provided coaching and support believing that Jessica could break the cycle of abuse and trauma that had been so tightly wound around her family's history. Last fall, Seneca's Wraparound program worked to facilitate the kids' transition back home.

When Maria and her two sisters moved back in with Jessica, the family was equipped with the tools they needed to thrive. Jessica had worked with a Seneca Wraparound Parent Partner and attended parent trainings, receiving coaching and instruction in parenting techniques and attachment theory. This built her confidence in raising children impacted by trauma; as a result, Maria and her sisters began to feel the family stability they had longed for. On hard days, Seneca has continued to support Jessica in de-escalating crises at home, and has provided ongoing individualized mental health support to Maria.

Today, Jessica's family is together and whole. Maria is thriving – and so are her siblings and mother. With Seneca's support and Unconditional Care Model, Jessica interrupted the cycle of trauma, changing the lives of her children and family forever.

## TODO POR MI FAMILIA ALL FOR MY FAMILY

Seneca knows the importance of family, of connection, stability, attachment, and how the feelings of safety and love fundamentally shape how we experience and navigate life.

Our Unconditional Care model integrates a myriad of permanency, education, and mental health programs, serving as the foundation of Seneca's trauma-informed care. Though many of our services have long benefitted immigrants, asylum-seekers, and newcomers, in 2019 Seneca made an explicit commitment to do whatever it takes to support those who cross our border, particularly those who journeyed to the U.S. only to be met with unfathomable harm via the Zero Tolerance Family Separation policy.

In November 2019, in an unprecedented decision, Judge John A. Kronstadt ordered the Federal government to provide immediate mental health screenings and treatment to thousands of immigrant families who were traumatized by the family separation policy. Seneca supported this class action lawsuit as a pro bono expert witness and consultant, detailing research on the effects of trauma, the impact of family separation, and the critical need for therapeutic services for all those involved. From this decision, Seneca was entrusted with a contract from the U.S. Department of Health and Human Services. Within days, Todo Por Mi Familia was launched.

Todo Por Mi Familia is a nationwide effort to connect families separated under the Zero-Tolerance policy with mental health assessments and treatment. Since March 2020, our team has worked tirelessly to locate families that were separated at the border and connect them with

the mental health services they so critically need and deserve. Through our work, we have listened to families share their experiences of separation and have been in awe of their resiliency. We have provided basic needs that often exceed the parameters of our contract, engaged our community to rally around the families served by this initiative, and shared the heartache and triumph of this work with a global audience in partnership with celebrity advocates and renowned media outlets.

When we located a mother and young daughter living on opposite sides of the country, desperately wanting to be together but unable to afford airfare, our donors sprang to action and we were able to purchase two tickets on the first flight available for the young girl and her social worker. On Christmas Eve, 2020, the mother and daughter embraced for the first time since being separated. We wept alongside them.

Seneca is driven by a core commitment to do whatever it takes to support young people and families in times of struggle, crisis, disenfranchisement, or marginalization. Todo Por Mi Familia is an extension of this work, and the stories we bear witness to remind us that while reunification may be the first step toward healing, it does not remedy the trauma of separation. Our work continues, as thousands more families remain separated and in need of support. The task is herculean, but the promise is simple: we see you, we support you, we will do everything we can to nurture your healing, and we will do it all for your family.

To learn more about Seneca's Todo Por Mi Familia initiative, visit [www.senecafoa.org/todopormifamilia](http://www.senecafoa.org/todopormifamilia).

# IMMIGRATION







# EDUCATION

## EVA'S STORY

Eva, an elementary student at one of Seneca's partner schools in Seattle, is always on the move. Joyful, loud, excitable – perhaps Eva's most quintessential trait is that she adores any and everything to do with unicorns.

Everyone knew that distance learning would be hard, especially for young learners and students receiving special education services. In Eva's case, accessing her education and receiving the individualized support she needs – virtually – has been a daily struggle. Eva is developmentally delayed and has trouble both focusing and staying on task. For much of her year of distance learning, Eva was accessing her three hours per day of Zoom instruction from a daycare setting, surrounded by infinite distractions and without one-on-one in-person support to help her remain engaged.

Seneca's Occupational Therapist and Speech Language Pathologist have worked creatively with the other members of Eva's support team – her mother, general education teacher, special education teacher, and other service providers – to ensure that she receives the supports she needs to make progress towards her goals during a uniquely challenging school year. Much of Seneca's work with Eva over the past year has included activities to strengthen fine motor skills, self-expression, reading comprehension, and self-regulation techniques such as yoga, dance breaks, and coloring. Seneca's specialists have also advocated for resources to support Eva and provided guidance to her school in modifying instruction to accommodate her individualized education program. Over time, they have learned that perhaps the most effective way to engage Eva is to incorporate unicorns into therapy activities, much to Eva's delight.

For her part, Eva has remained unwaveringly optimistic and confident in herself. Her positive self-talk, a skill she learned from her mother, helps remind those around her to celebrate breakthroughs and center a strengths-based approach to learning. It's not uncommon to hear Eva proudly declare, "I'm smart! I got the right answer!"

Eva's joy and positivity are infectious and have made a lasting impression on the adults that work with her, particularly during a year marked by hardship and loss. As she has been able to transition back to part-time in-person school, Eva's progress has been accelerating. She will continue to receive specialized services as well as social-emotional supports and academic accommodations to help her learn and thrive at home, at school, and beyond. Learn more about our work in Washington and Seneca's Education services.



## THE POWER OF TRAINING

Like most providers of child and family services, Seneca has typically relied on in-person contact as the single most effective tool to provide responsive academic and therapeutic supports. As we all encountered the realities of 2020 and COVID-19, Seneca made massive changes to ensure our staff – and the children and families we support – stayed healthy and safe. Over the course of 2020, Seneca applied novel strategies to service delivery, providing distance treatment and leveraging our partnerships to get essential support to young people and families in need. To do so, Seneca worked quickly to train our staff to utilize telehealth technology and employ treatment modalities that are compatible with this medium, ensuring we continued providing high quality care to children and families with as few interruptions or disruptions as possible.

The vast majority of our services shifted to provide the bulk of services remotely, with the exception of crisis intervention and acute-needs programming. Virtual service delivery meant that staff had to get creative to make sure that kids and caregivers were receiving the academic, social-emotional, behavioral, and family functioning support they needed. It was critical that we showed clients and families that our care for them was truly Unconditional - we continue to show up for them no matter the challenges the pandemic presented.

One treatment modality that was quickly transitioned to a virtual format by Seneca's therapists was Eye Movement Desensitization and Reprocessing (EMDR), a psychotherapeutic tool to support healing from trauma. EMDR utilizes eye movements, tapping and other external stimuli. Staff mailed care packages with therapeutic tools, procured connective technology for families, and taught caregivers tapping techniques over Zoom. By consistently working to meet each kid's needs even as these needs emerged and evolved over the course of the past year, our teams successfully adapted EMDR to be delivered virtually.

Seneca is known for our commitment and ability to develop robust continuums of care for children that can respond flexibly to meet a family's ever-changing needs by seamlessly scaling up and down in intensity and "following" a child and family wherever needs may arise: in the home, at school, or in the community. This past year, this commitment was put to the test. Thanks to the creativity and tireless efforts of Seneca's team of service providers, and through the use of virtual treatment strategies like EMDR, clients continued making progress toward their individualized goals while remaining safe at home. In a year of unique needs and challenges, Seneca supported 79% of children receiving individualized mental health services to make significant progress towards their goals - and 40% to meet ALL of their mental health goals.



# INNOVATION



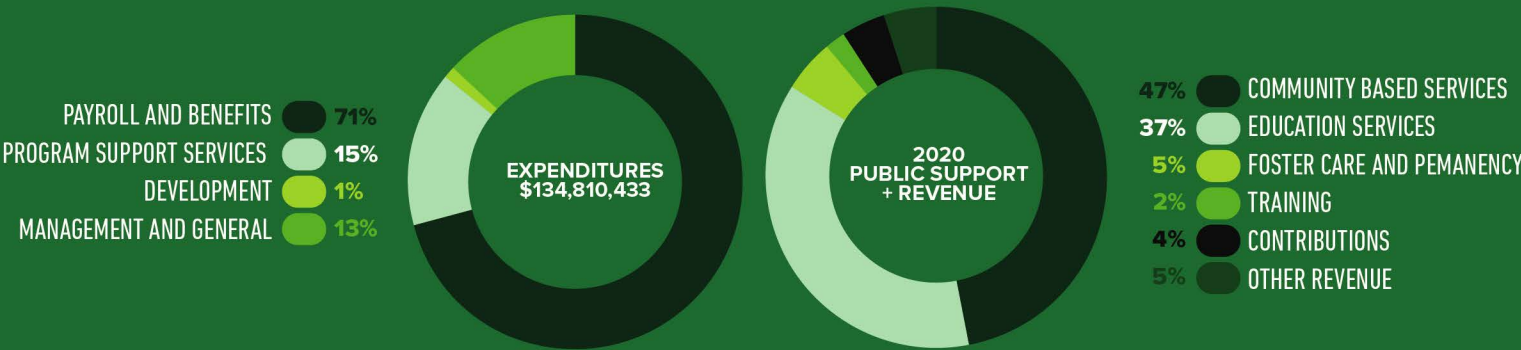


**WE ARE UNCONDITIONAL**



# FINANCIAL DATA

## FIVE YEAR RECAP



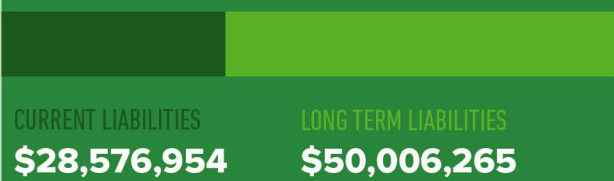
## ASSETS

TOTAL ASSETS  
**\$113,118,777**



## LIABILITIES

TOTAL LIABILITIES  
**\$81,583,219**

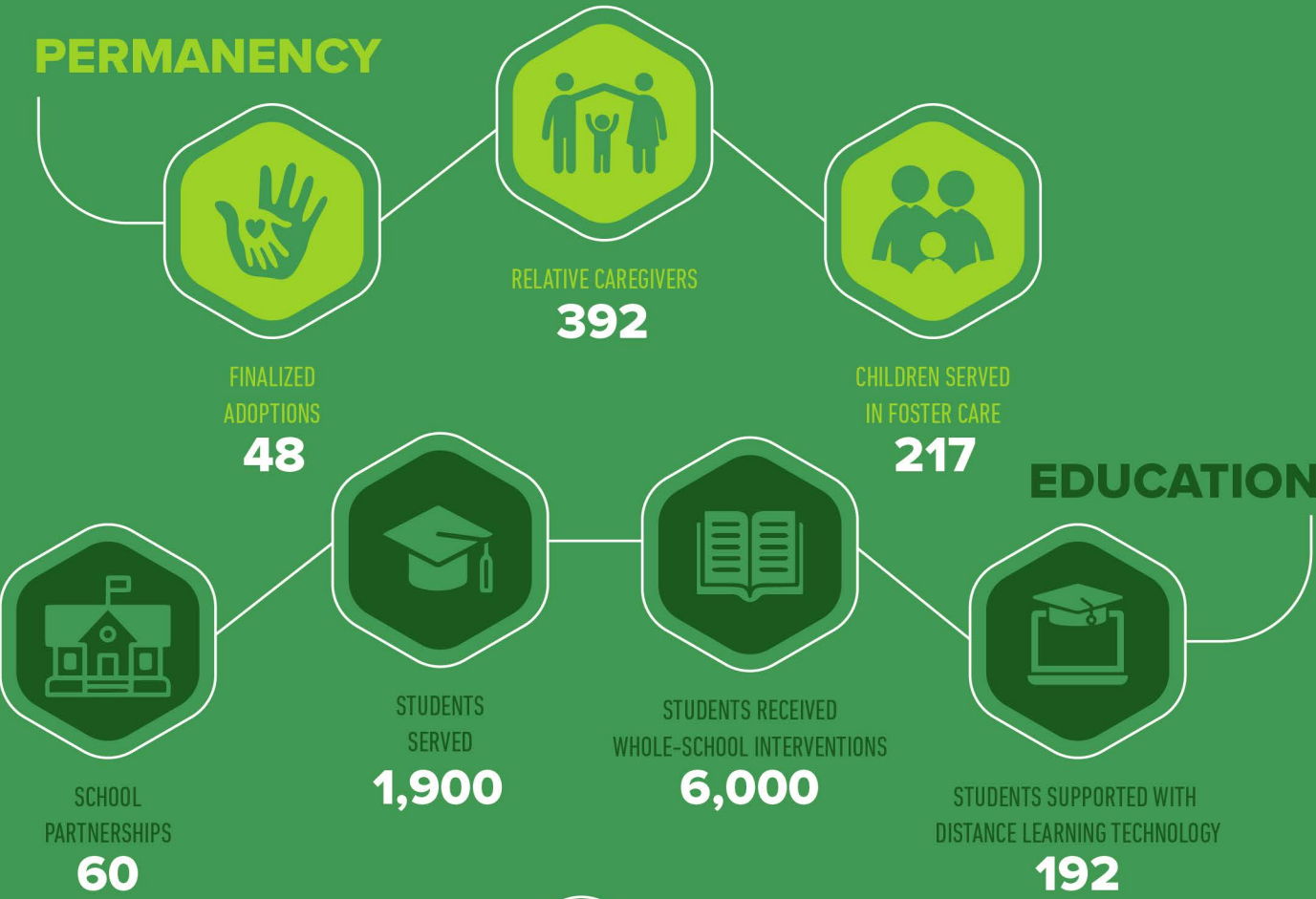


## NET ASSETS

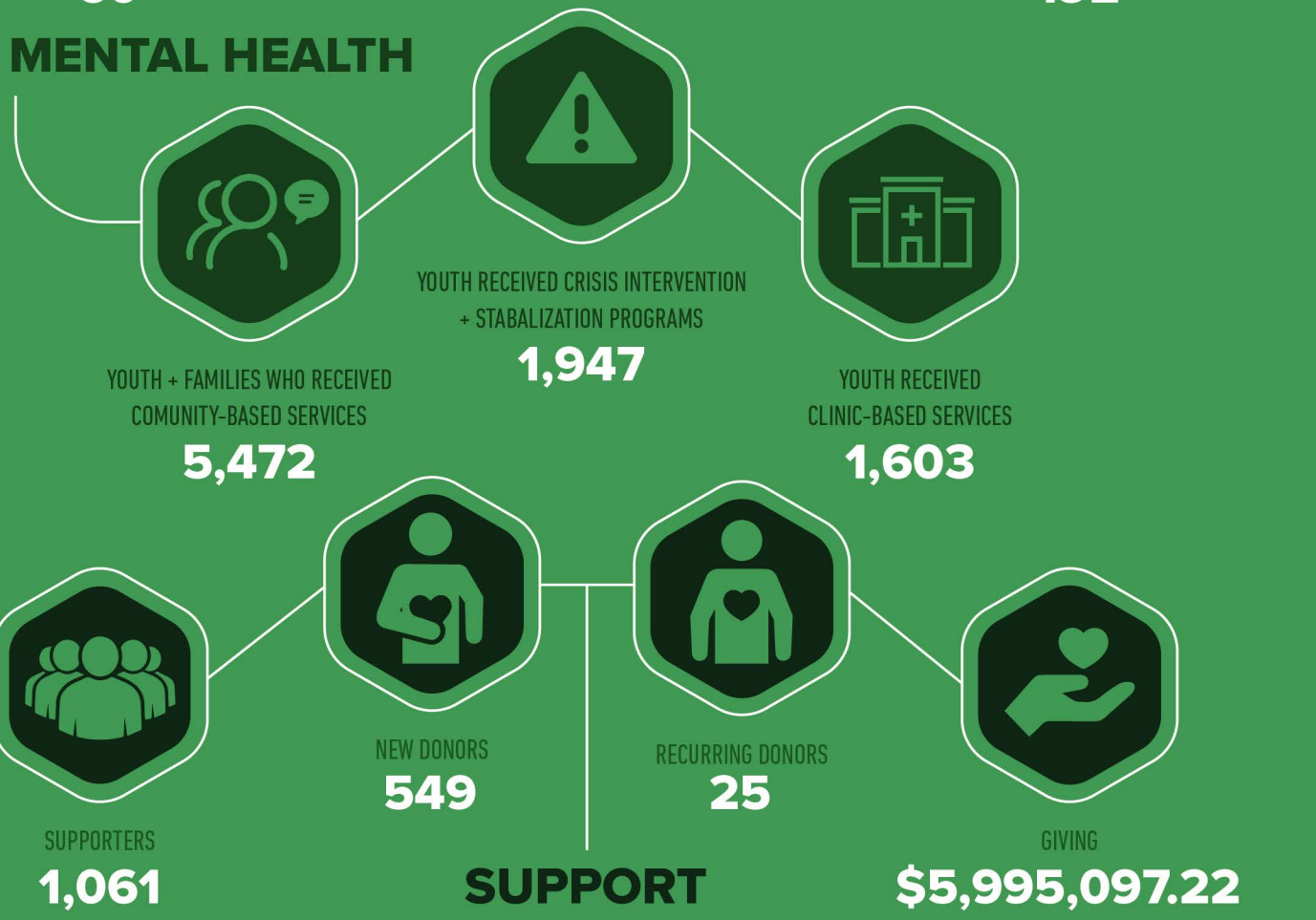
TOTAL NET ASSETS  
**\$31,535,558**



## PERMANENCY

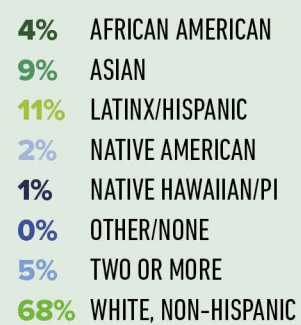
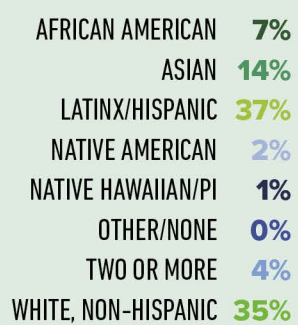
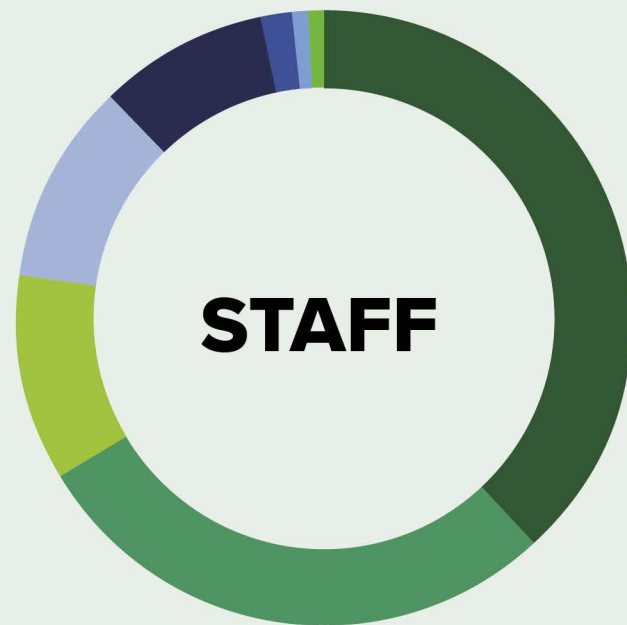
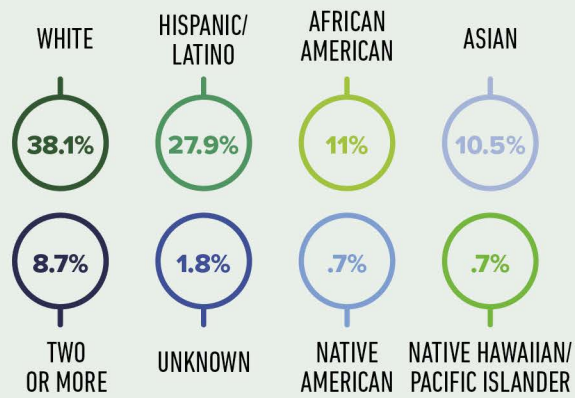
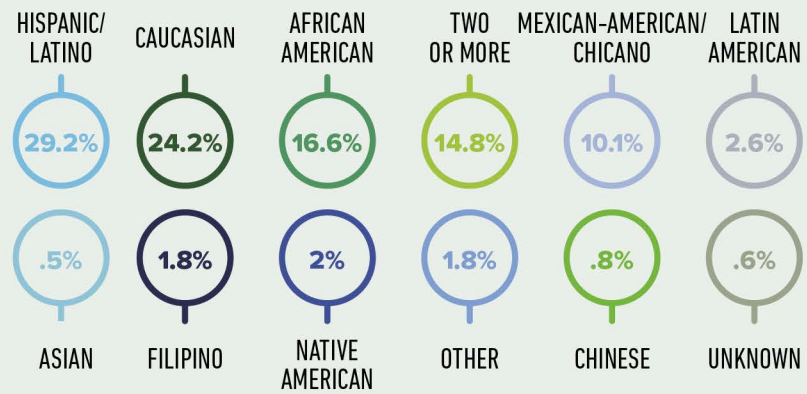


## MENTAL HEALTH



## SUPPORT





# AGENCY DEMOGRAPHICS





# DIVERSITY EQUITY & INCLUSION

Unconditional Care, at its core, is about equity and social justice. It is a part of Seneca's fabric, but also must be reaffirmed and re-evaluated in order to comprehensively acknowledge and understand the implications of structural racism for our BIPOC clients and staff. We will continue to commit to disrupt structures and systems that perpetuate racial inequities within the agency and within the institutions of child welfare.

In 2020, we saw a renewed national reckoning with racial equity. Just as many other organizations, businesses, and companies, we were compelled toward introspection. Black Lives Matter. To say those words and really mean it, it is necessary that we assess and continually reassess our impact as an agency and the experience of our black employees and the youth and families we serve. In 2020, we made a firm and public commitment to prioritize advancing racial equity as an organizational imperative. We took an explicit stance as an anti-racist organization and outlined some steps necessary for upholding that stance, moving from commitment to action, and for implementing agency-wide change. Those are:

- Use Racial Equity Impact Assessments to analyze and revise hiring, and promotion practices.
  - We have begun to use Racial Equity Impact Assessments to analyze various hiring, promotion and compensation practices.
- Develop multiracial interview teams for each program or department to inform hiring decisions.
  - Multi-racial interview teams have been used for a number of program/department and agency leadership positions. More work is to be done on making multi-racial interview teams an agency-wide policy.
- Require racial equity training for all leaders.
  - Racial equity trainings for all leadership staff are in progress.
- Provide all staff a PTO day to use for any social justice activities of their choosing.
  - Many staff did take advantage of this PTO day. Additionally, we have added Juneteenth and a floating holiday to our current list of paid holidays.
- Incorporate racial equity competencies into employee performance evaluations.
  - Seneca's evaluation system as a whole is in the process of being revised.
- Institute accountability measures to promote and sustain racial equity practices.
  - Seneca's leadership is in the process of creating accountability measures.

Internally, our work to advance racial equity as an agency will always be ongoing. Externally, it is critical that we apply this same commitment to consistently re-evaluating our participation in the systems that are built to serve the youth and families in our care to ensure they are equitable and just. When we find they are not, and expose the ways in which institutions disproportionately impact those who are un- and under- served, it is our responsibility to use our agency platform to change them in practice, policy, and advocacy.

To learn more about our Diversity, Equity and Inclusion commitments, visit [senecafoa.org/diversity/](https://senecafoa.org/diversity/).



# 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**

## 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](http://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

Please call the Development Office near you for more information:

**BAY AREA**  
510.654.4004

**ORANGE COUNTY**  
714.957.1004

**CENTRAL COAST**  
831.455.4723

**WASHINGTON STATE**  
206.643.2985

Secure online donations may be made at  
**[WWW.SENECAFOA.ORG](http://WWW.SENECAFOA.ORG)**



# MAP OF PROGRAMS BY COUNTY

## WASHINGTON PROGRAMS

### KING COUNTY

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

### PIERCE COUNTY

Education & School Partnership Programs  
Innovation & Training Programs

### 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

### SANTA CLARA COUNTY





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

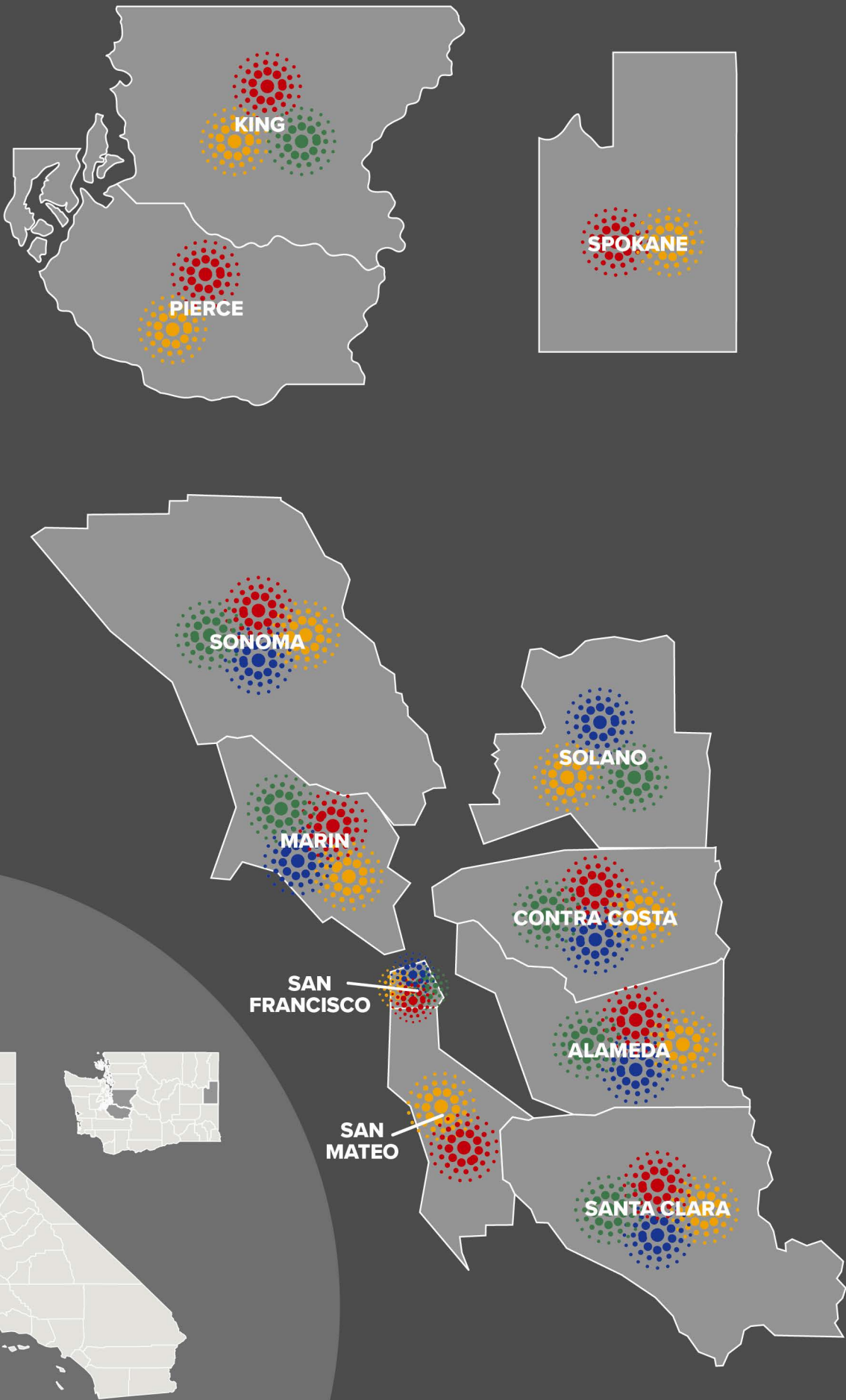
### SOLANO COUNTY

Innovation & Training Programs  
Mental Health Programs & Services  
Permanency Programs

### SONOMA COUNTY

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

SERVICES KEY	
Education & School Partnership Programs	RED 
Innovation & Training Programs	YELLOW 
Mental Health Programs & Services	GREEN 
Permanency Programs	BLUE 





# 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

Education & School Partnership Programs  
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

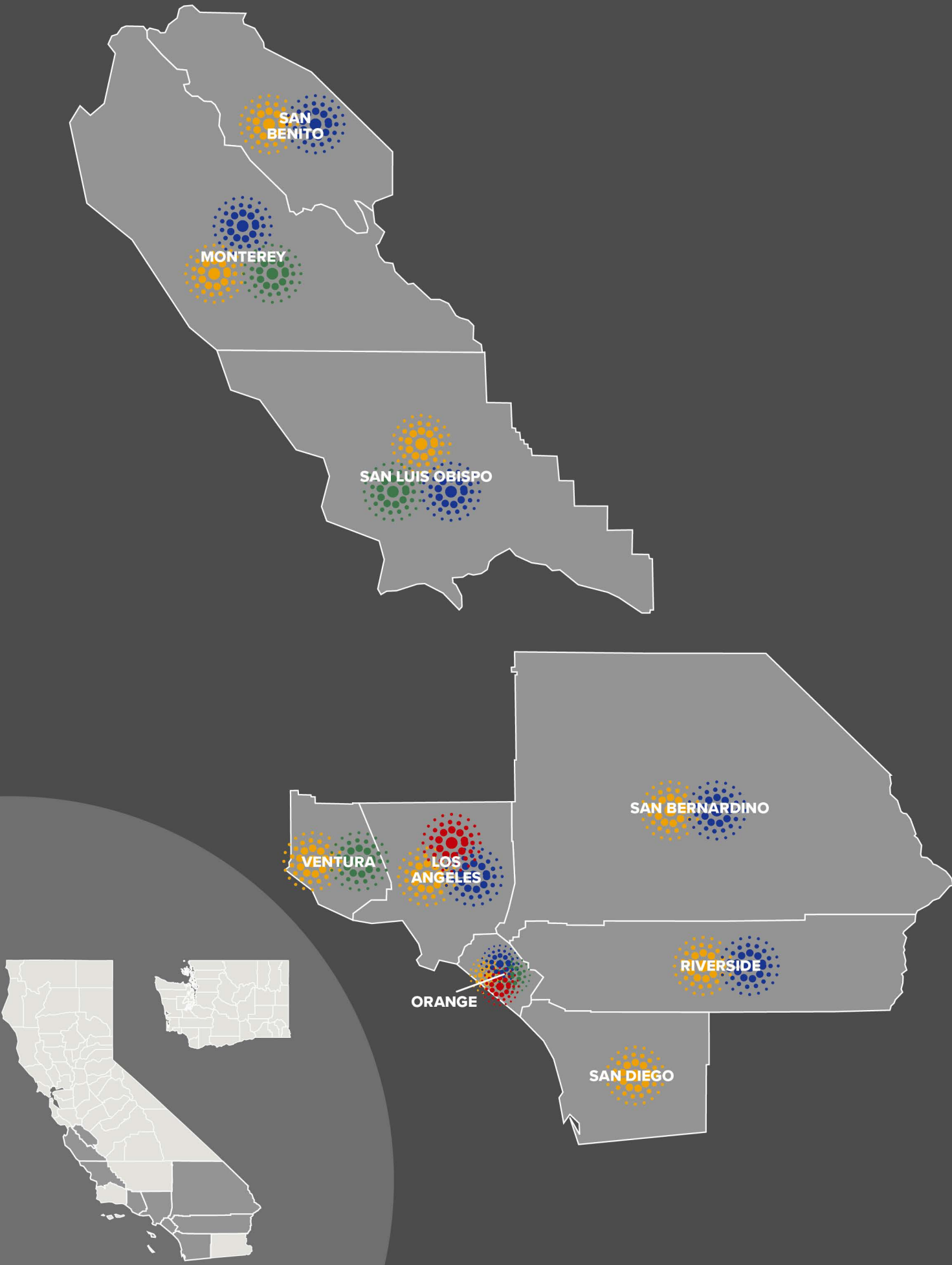
## SAN DIEGO COUNTY

Innovation & Training Programs

## VENTURA COUNTY

Innovation & Training Programs  
Mental Health Programs & Services

SERVICES KEY	
Education & School Partnership Programs	RED 
Innovation & Training Programs	YELLOW 
Mental Health Programs & Services	GREEN 
Permanency Programs	BLUE 





A photograph of a man with a beard and a young child with curly hair, both smiling and laughing. The man is holding the child. The image has a blue tint and a white border on the right side.

**THANK YOU  
FOR ALL THAT  
YOU DO.**

**WITH  
GRATITUDE,  
SENECA**



# ANNUAL REPORT 20

SENECA FAMILY OF AGENCIES

## AGENCY WIDE ADMINISTRATIVE HEADQUARTERS

8945 GOLF LINKS ROAD, OAKLAND, CA 94605  
510.654.4004



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[www.senecafoa.org/seneca-northern-california/](http://www.senecafoa.org/seneca-northern-california/)

## SOUTHERN CALIFORNIA ADMINISTRATIVE HEADQUARTERS

1801 PARK COURT PLACE #H, SANTA ANA, CA 92701  
714.957.1004



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[www.senecafoa.org/seneca-southern-california](http://www.senecafoa.org/seneca-southern-california)

## CENTRAL COAST ADMINISTRATIVE HEADQUARTERS KINSHIP CENTER, A MEMBER OF SENECA FAMILY OF AGENCIES

124 RIVER ROAD, SALINAS, CA 93908  
831.455.9965



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[@kinshipcenter](http://www.kinshipcenter.org)

[www.senecafoa.org/kinshipcenter/](http://www.senecafoa.org/kinshipcenter/)

## WASHINGTON STATE ADMINISTRATIVE HEADQUARTERS

13925 INTERURBAN AVE S SUITE 120 TUKWILA, WA 98168  
206.948.0096



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**SENECA**  
FAMILY OF AGENCIES | UNCONDITIONAL CARE