

ANNUAL REPORT 18

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 a Governor's Appointee on the California Child Welfare Council, a two-time former President of the California Alliance of Child and Family Services, member of the CEO Council for the Alliance for Strong Families and Communities, and serves on numerous policy planning groups in California at both the county and state-level. 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: Supporting Schools to Serve All Students* (Oxford University Press, 2019).

KATHERINE WEST, CHIEF OPERATING OFFICER

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 and Washington state to provide the critical supports and services that children and families need

to succeed in their homes, communities, and schools. Over the past twenty-two 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 over \$125,000,000. 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

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. 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 60 programs in 12 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 training 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
SENECA**



**WE ARE
UNCONDITIONAL**

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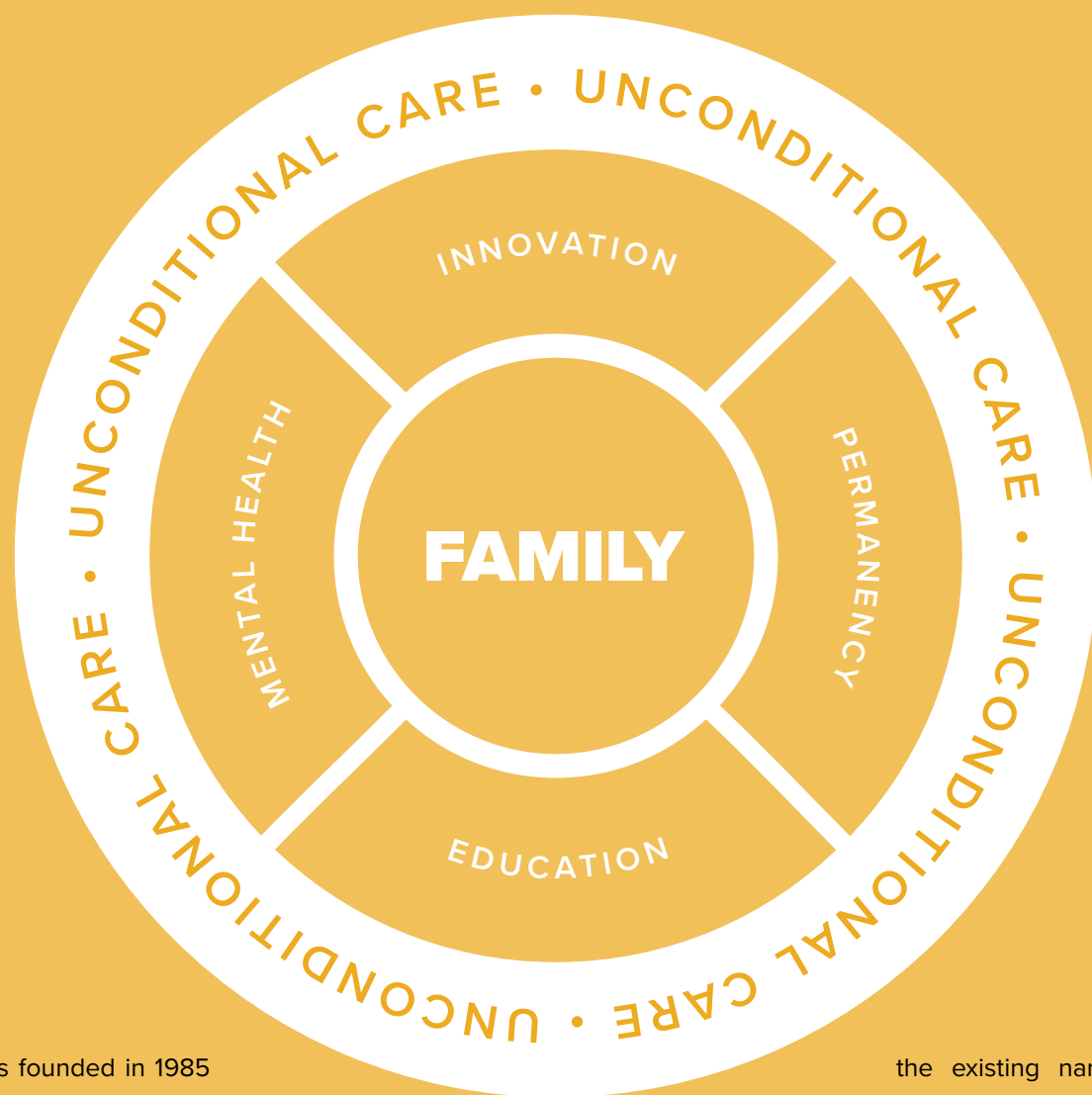
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(Awaiting new board member approvals for ’19-’20)



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

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



PERMANENCY

THE STEARMAN FAMILY STORY

My wife and I were introduced to Kinship Center and attended their foster parent training course, Pathways to Permanence, four years ago this month. Ten months later, we welcomed Jose to our family. While we always felt the training we received at Kinship Center was exceptional, it wasn't until we became a family that we really began to appreciate all the tools that training provided us.

In the months that followed, the support from our social worker, Carla Felten, and many others at Kinship Center was more than helpful – it was key. We never felt like we were a bother when we called with questions, or with struggles, or just when we needed a sympathetic ear. There were a lot of those calls.

Following Jose joining our family, Carla continued to be a regular part of our lives, and was there when we finalized

our adoption nearly a year later, creating our own “Forever Family.” Kinship Center also helped find and put together services that we needed as a family – attachment therapy, Pathways to Permanence II training and more. Even after finalizing our adoption, Kinship Center has been there to support our family.

This family of ours has grown beyond Jose. We have developed very close relationships with his biological family – his sisters, cousins, aunt, and uncle. In a sense, we “adopted” them, too, and I'm happy that we are all family.

I know Jose is happy, and I like to tell people that my life is infinitely better with Jose as my son because it's absolutely true.

MENTAL HEALTH

TAYLOR'S STORY

When Taylor was 19 years old she referred herself to Seneca's Dialectical Behavior Therapy (DBT) program. She had recently been hospitalized and was diagnosed with Borderline Personality Disorder (BPD) and Major Depressive Disorder. DBT is a form of therapy that supports people to change problematic behaviors, build healthier ones, and increasing their quality of life. Taylor was eager to gain support. She arrived to her first day of therapy with motivation and a commitment to identify her goals with the hope of reducing impulsive behavior, growing positive relationships in her life, and improving both her school attendance and her ability to hold a job.

At the beginning of her DBT journey, Taylor reported having frequent panic attacks that prevented her from going to class and work. She experienced recurrent conflict in her relationships with both family and friends, which led to impulsive behaviors including substance use and running away from her parents' home. As the weeks progressed, Taylor showed active participation in therapy and came to each session with a DBT diary card. A diary card is a way to track behaviors and grow awareness as to how thoughts and emotions impact behavior, and how one can utilize skills during times of distress.

After over a year of DBT, Taylor grew confident in her skills and practiced ‘radical acceptance’ and ‘mindfulness’ to get through difficult feelings. By the time Taylor graduated from DBT, she had a reduction in active and passive suicidal thoughts as well as a significant decrease in measured borderline personality symptoms. Taylor's dedication to this practice goes far beyond her graduation. Before her last session, she asked her therapist for a “DBT diary card for life” so that she could continue building insight into how her emotions and thoughts influence her behaviors moving forward.

Right before her 21st birthday, Taylor shared that she is now living in her own apartment, has held a job for almost a year, and is hopeful for the future.



EDUCATION

ABEL'S STORY

When Jamie, the school's new Seneca Reset Counselor, first met Abel at the beginning of his second-grade year, he was under a table with furrowed eyebrows, his hood pulled all the way over his face to his chin, hugging his knees to his chest. This behavior and overwhelmed state was something his teacher saw daily from Abel. Abel had created his own little world under that table, trying his best to block out the real one.

Abel's school days were filled with big, challenging emotions that he hadn't developed the skills to work through and that was keeping him from fully participating in his education. On the surface, it appeared Abel was choosing to avoid his school work. Teachers were unsure how to respond, having tried everything they could while still engaging the rest of the class. Consequently, he was constantly being held away from his peers - sent out of class to the principal, held in from recess, sent home from school, or suspended.

Flash forward six months later – Abel's running into Jamie's office with a smile, just to say how great his day is going. "I'm having the worst day ever!" It's Thursday, his self-appointed "opposite day." Jamie glances at his Positive Behavior Chart. He's earned all his stars so far. "Oh wow, that is the worst day ever! Keep up the bad work." He laughs, yells "Hello!" and bounces back to his class.

As Jamie has gotten to know Abel, it has become clear that much of his anger and work avoidance stems from wanting to feel a sense of control, something he doesn't

always feel at home with his older siblings. With help from his full support team – parents, teachers, other school staff, and Jamie – Abel is learning to identify the link between his emotions and behaviors, reflect on his behavior, and practice coping strategies at school and at home when he begins to feel overwhelmed. He meets with Jamie every morning and afternoon to check-in about his day. They use a Positive Behavior Chart, setting goals together. On challenging days, Jamie and Abel's teachers are ready to support Abel to take breaks, regulate his own emotions, regain a sense of self-control, reflect on his behavior, repair any damaged relationships which resulted from the behavior (with staff or with peers) and return to class ready to learn with his peers. School has transformed from a place where he felt discouraged and excluded to a place he feels safe and supported.

Seneca's Unconditional Education Model has aligned the strengths and resources of Abel's support team, including Abel himself, to shift the ways in which Abel views school—and how the school views Abel. Most importantly, he's learned to advocate for himself, a skill he will use for the rest of his life. Instead of furrowed eyebrows and a hood pulled over his face, most days he wears a big, toothy grin. He spends his days laughing with his friends, playing tetherball, and speeding through math worksheets. He now lets the little things roll right off his back, leaving time to focus on bigger goals—when asked what he wants to be when he grows up, he exclaims "A teacher!" His world has expanded from the small space under classroom tables to an infinite constellation of possibilities.

THE POWER OF TRAINING

Seneca's Institute for Advanced Practice (SIAP) offers comprehensive training to nearly 1,400 staff members and 183 community partners annually, focusing on promoting best practices in Child Welfare, Juvenile Justice, Mental Health and Education systems. We seek to promote evidence-based practices and promising practices and especially seek to amplify training that enhances understanding of power and privilege in the field as well as specific tools and interventions that staff can utilize to address justice issues.

This year, we have partnered with Dr. Ken Hardy in offering a series of training, including Understanding and Addressing Racial Trauma, Cultural Sensitivity in Supervision, and a Professional Learning Community of Seneca staff and partner agencies to meet monthly to review Dr. Hardy's book. SIAP has also offered 122 training sessions on topics to support Seneca staff and our larger community in growing their understanding of diversity and equity, such as:

- Defining, Identifying and Working through Microaggressions
- Increasing Positive Outcomes for LGBT Youth
- Understanding Immigration Rights
- Bridge Building to Equity: Systems of Inequality and the Path to Healing
- Challenging the Gender Binary and Supporting LGPQ-TI2S Youth
- UP END (Understanding white Privilege, Engaging New Directions)
- Health Equity: Discussion on the Social Determinants Affecting Vulnerable Populations
- Identifying, Analyzing and Transforming Systemic Oppression in Action
- Understanding the Biracial/Multiracial Experience in Order to Better Serve Youth & Families

Additionally, SIAP is supporting large-scale system change throughout the state of California by providing key training on many elements of the Continuum of Care Reform initiative. This includes offering initial and ongoing training for residential programs that are pursuing Short Term Residential Therapeutic Facility licenses as well as training county and private agency partners in best practices around Resource Family Approval process and training.



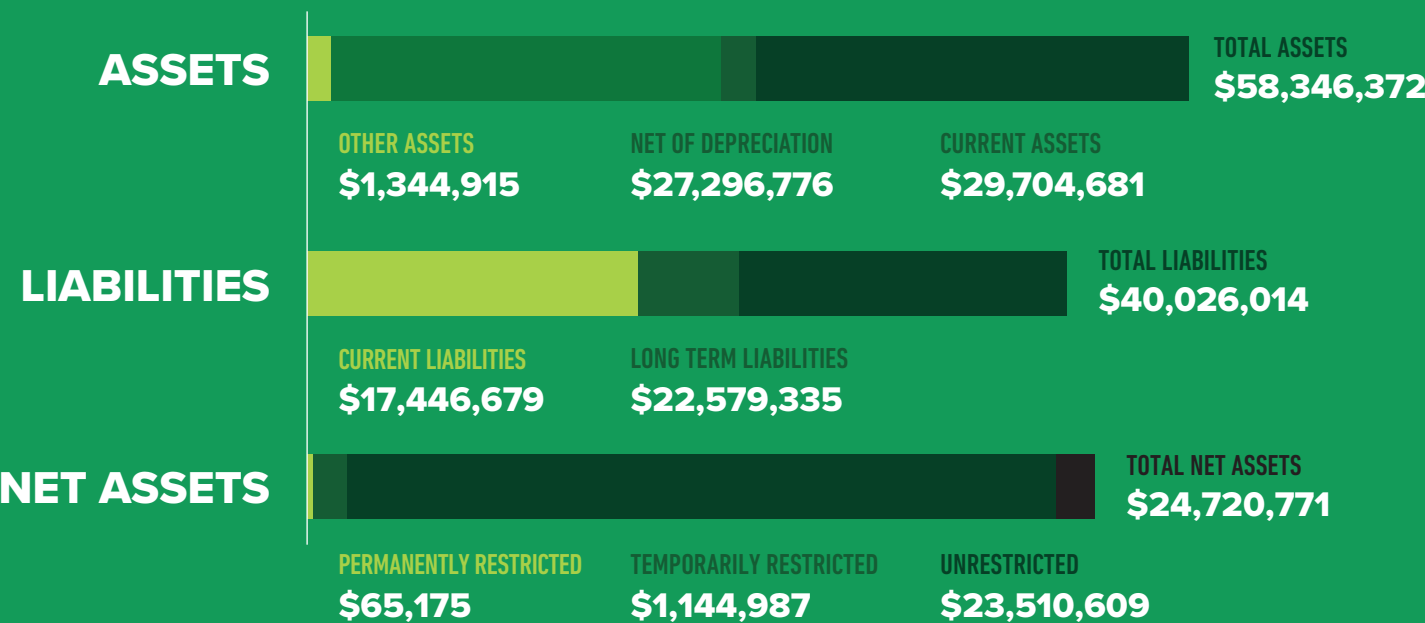
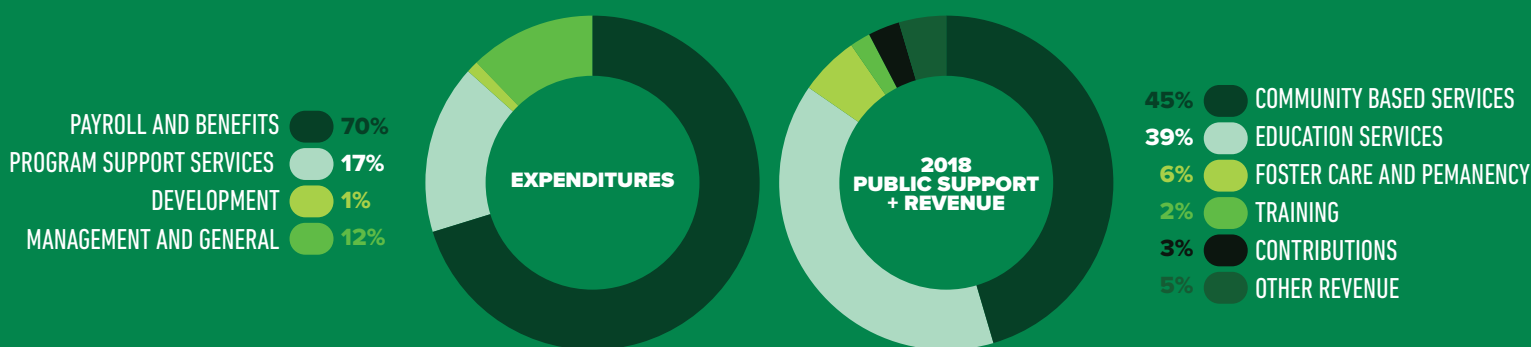
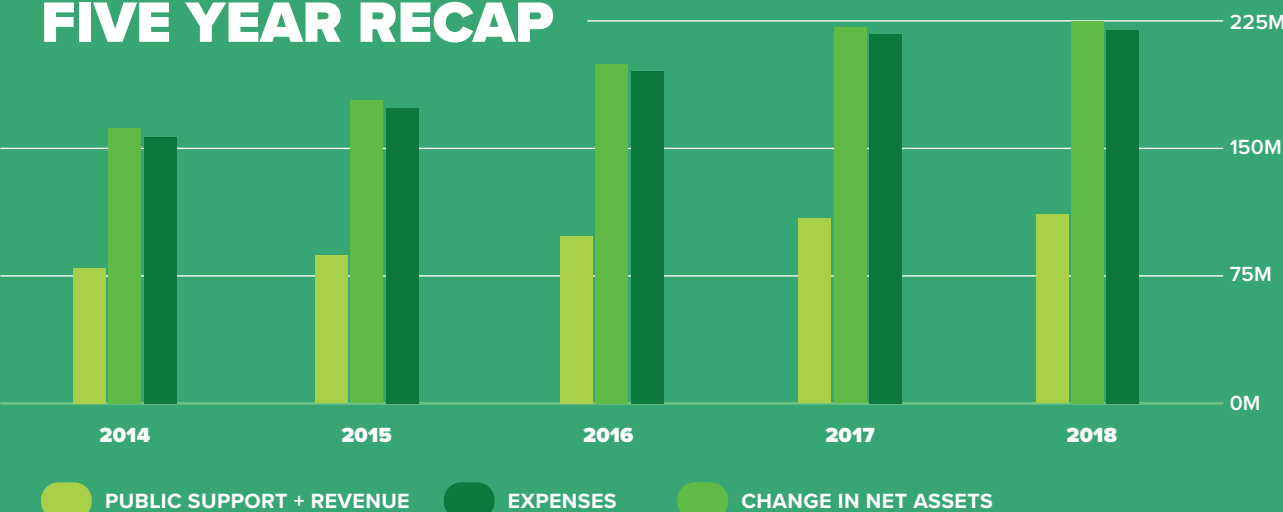
INNOVATION

A man wearing a fedora and glasses, and a woman with curly hair, are both smiling and looking at a large map or document spread out on a table. The man is pointing at a specific location on the map. The woman is leaning in and looking closely at the map. The background is a bright, modern interior with large windows. The entire image has a teal/green color overlay.

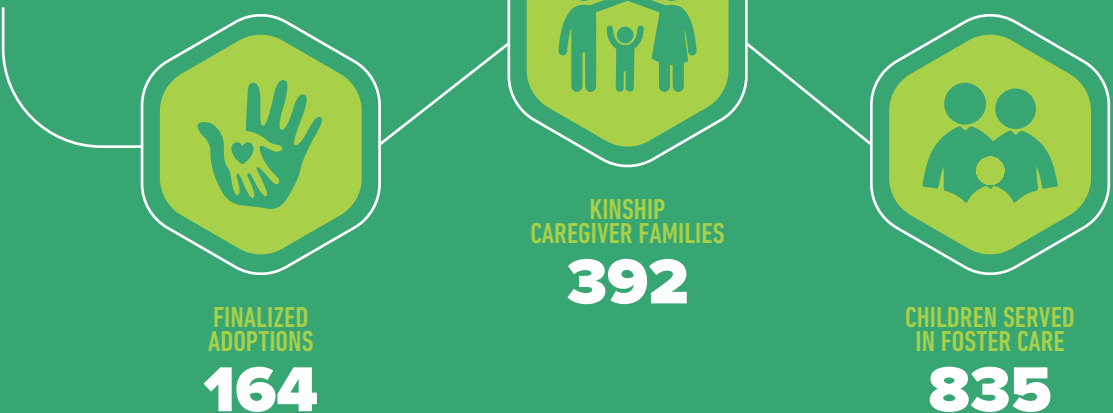
WE ARE UNCONDITIONAL

FINANCIAL DATA

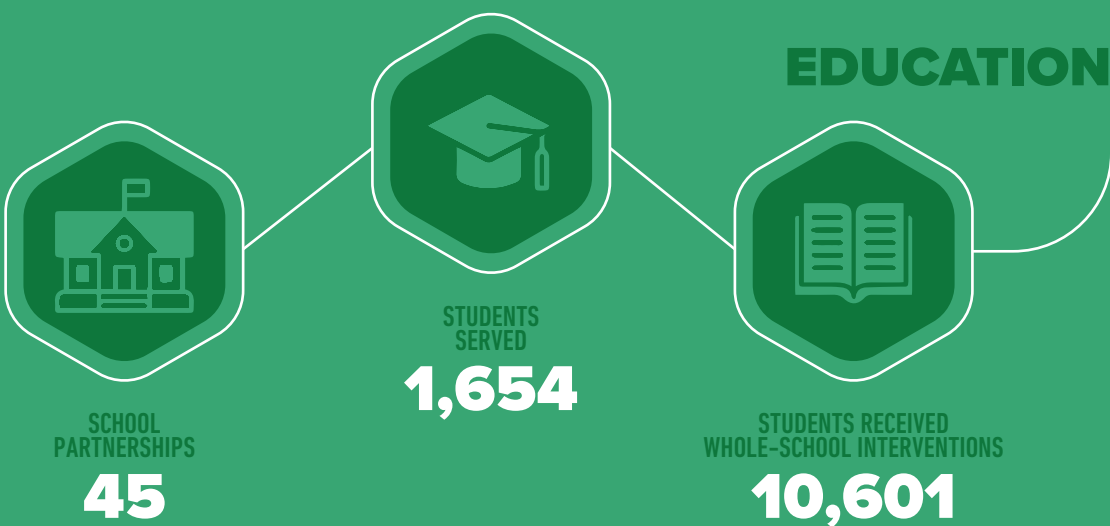
FIVE YEAR RECAP



PERMANENCY



EDUCATION

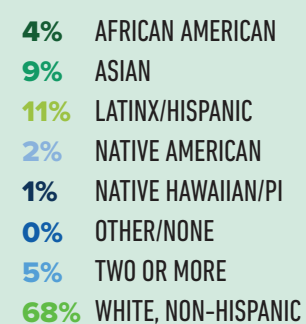
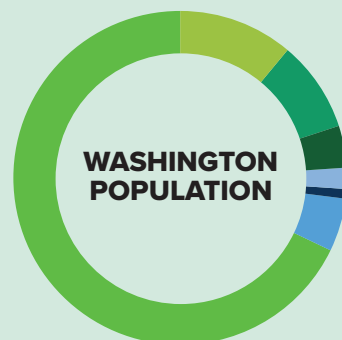
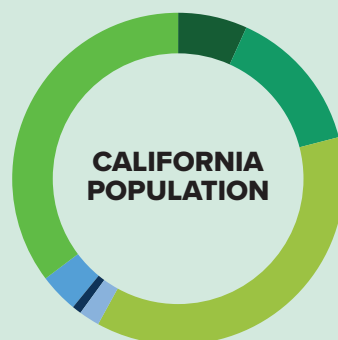
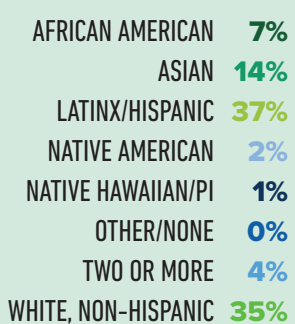
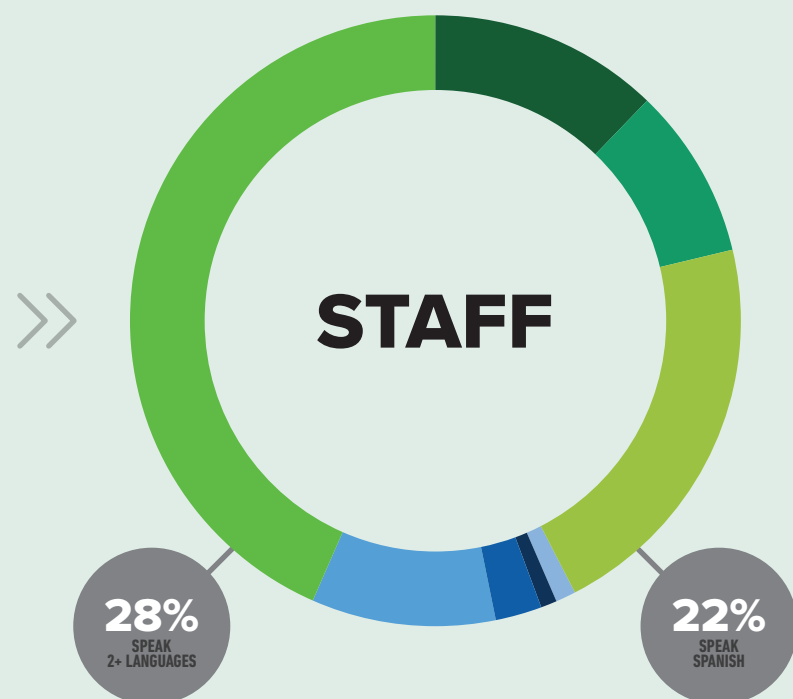
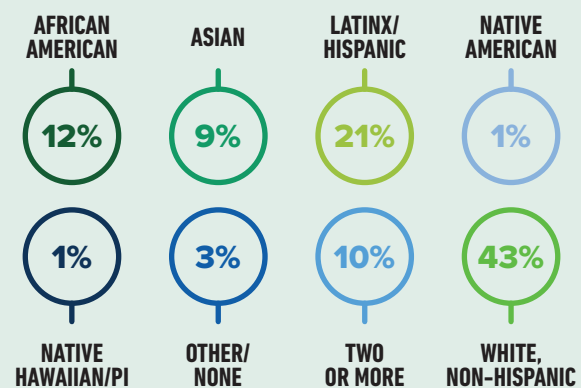
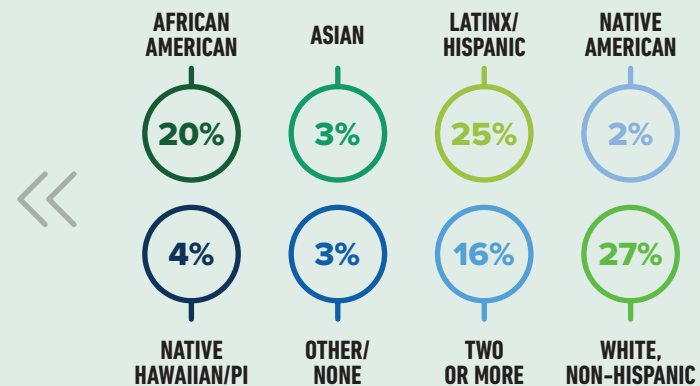


MENTAL HEALTH



SUPPORT





AGENCY DEMOGRAPHICS



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

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
206.472.4919

Secure online donations may be made at
WWW.SUPPORTSENECA.ORG

DIVERSITY, EQUITY, AND INCLUSION

An ethnically, culturally, and linguistically diverse workforce enables Seneca Family of Agencies to dramatically improve our ability to advance the agency's mission. A diverse workforce allows for a broader spectrum of opinions that increases creativity, innovation, teamwork, problem solving, and the ability to learn from people at all levels. With an agency culture that is welcoming, cooperative, and inclusive of differing worldviews, Seneca Family of Agencies can attract and retain a diverse pool of talented people.

By engaging in a process of becoming a more diverse and inclusive organization, Seneca Family of Agencies is reaffirming its commitment to social justice in providing traditionally marginalized communities a network of outstanding mental health, community based, and educational services.



Writer/Director Sean Anders' movie Instant Family opened nationwide in theaters on November 16th, 2018. The movie was inspired by Sean and his wife, Beth's life-changing experience adopting their three kids through Seneca's Kinship Center. Sean shared, "My family started with a joke. My wife Beth and I had been talking for years about whether we should have kids. For the longest time we just felt like we couldn't afford it. Then I sold a couple of scripts and was feeling like I might have a career, but we were in our forties and worried we had left it too long. We knew kids would make our life bigger, so one day I joked, 'Why don't we just adopt a five-year-old and it will be like we got started five years ago?' This got Beth thinking: 'well, why not?'" After attending an orientation at Seneca's Kinship Center, the couple moved forward and became certified foster parents. In 2012, a sibling set of three - an 18-month-old, a three-year-old, and a six-year-old - were placed in Sean and Beth's home. The Anderses were determined to provide them with a loving home. Seneca assisted in the adoption process and post-adoption support, ensuring they had the resources they needed to care for the children. As a successful director, Sean shares

that adopting his children "beats it all; best thing that ever happened to us."

In addition to their generous personal contribution, Sean and Beth are using their platform to create awareness about the benefits of adopting from foster care, and have helped to guide the interest generated from Instant Family to Seneca and similar organizations across the country. In the promotion of the film, Sean brought awareness to the need for foster families in a way that felt true to the experience of many individuals going through the process themselves. And he did so with humor! Also an adoptive father, Seneca's CEO and founder Ken Berrick shares: "As parents, Sean and Beth Anders have embodied Seneca's Unconditional Care model - doing whatever it takes to help children and families thrive. Their determination to share the benefits of foster care and adoption for others that might be able to do the same is inspiring." For the many ways that Beth and Sean have impacted our mission, they are truly partners in Unconditional Care. Sean and Beth - thank you for all that you do to shine a light on the importance of foster care adoption!

DONOR HIGHLIGHTS

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
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

SANTA CLARA COUNTY





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

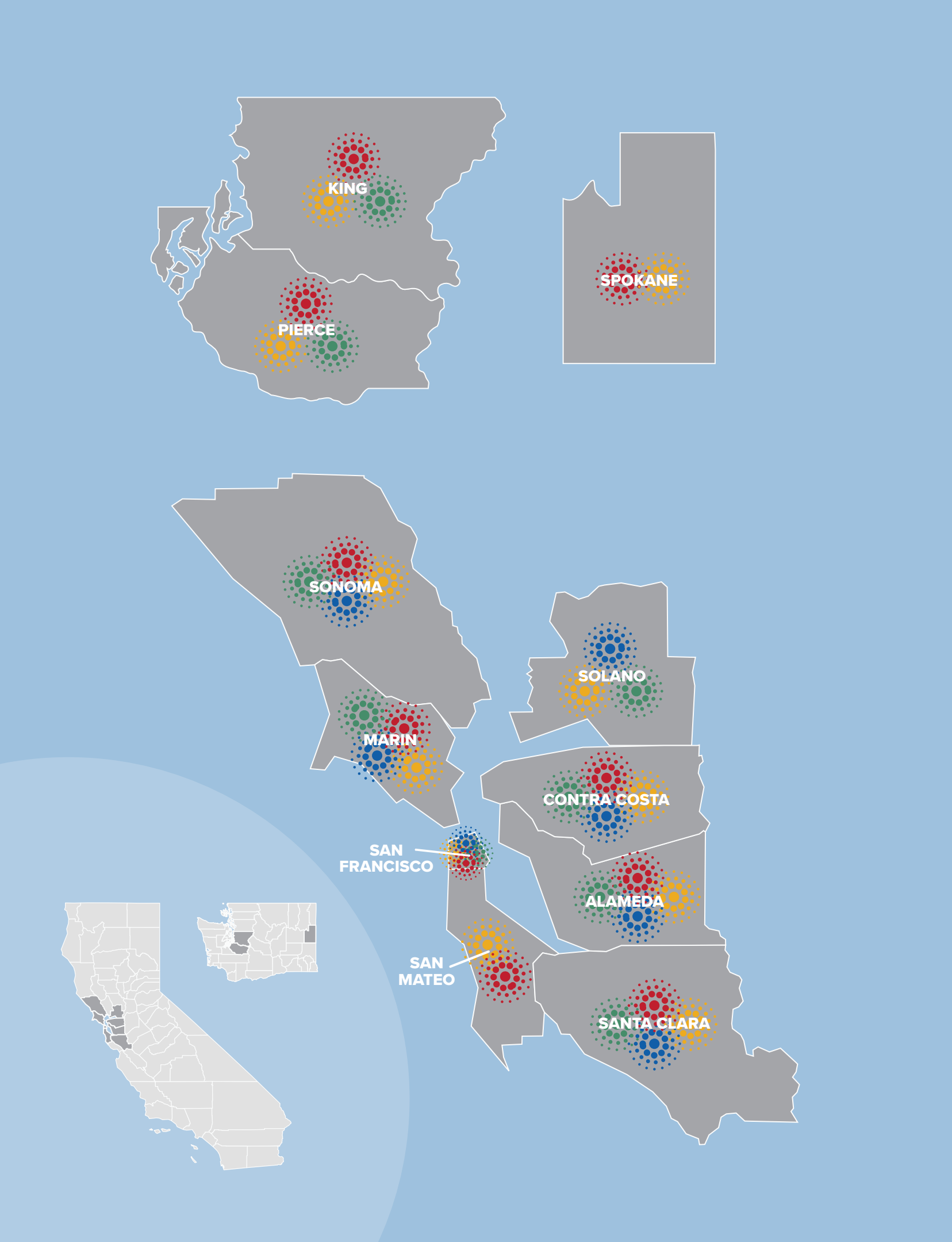
SOLANO COUNTY

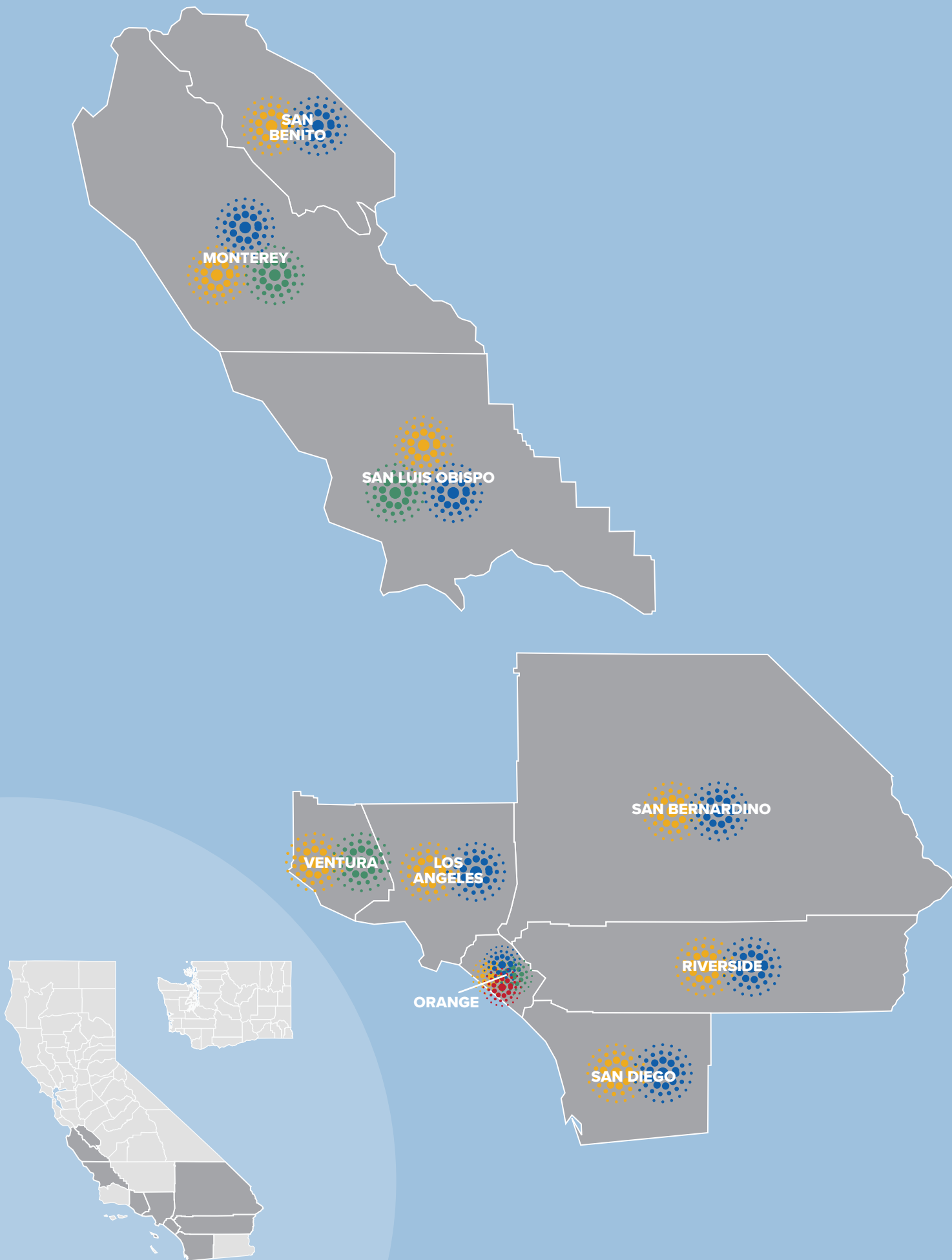
Innovation & Training Programs
Mental Health Programs & Services
Permanency Programs

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

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

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



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

**WITH
GRATITUDE,
SENECA**

ANNUAL REPORT 18

SENECA FAMILY OF AGENCIES

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714.957.1004



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831.455.9965



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