

# ANNUAL REPORT 19

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. 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, 2018).

## **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  
SENECA**





**WE ARE  
UNCONDITIONAL**

## BOARD LISTS

### BOARD OF DIRECTORS

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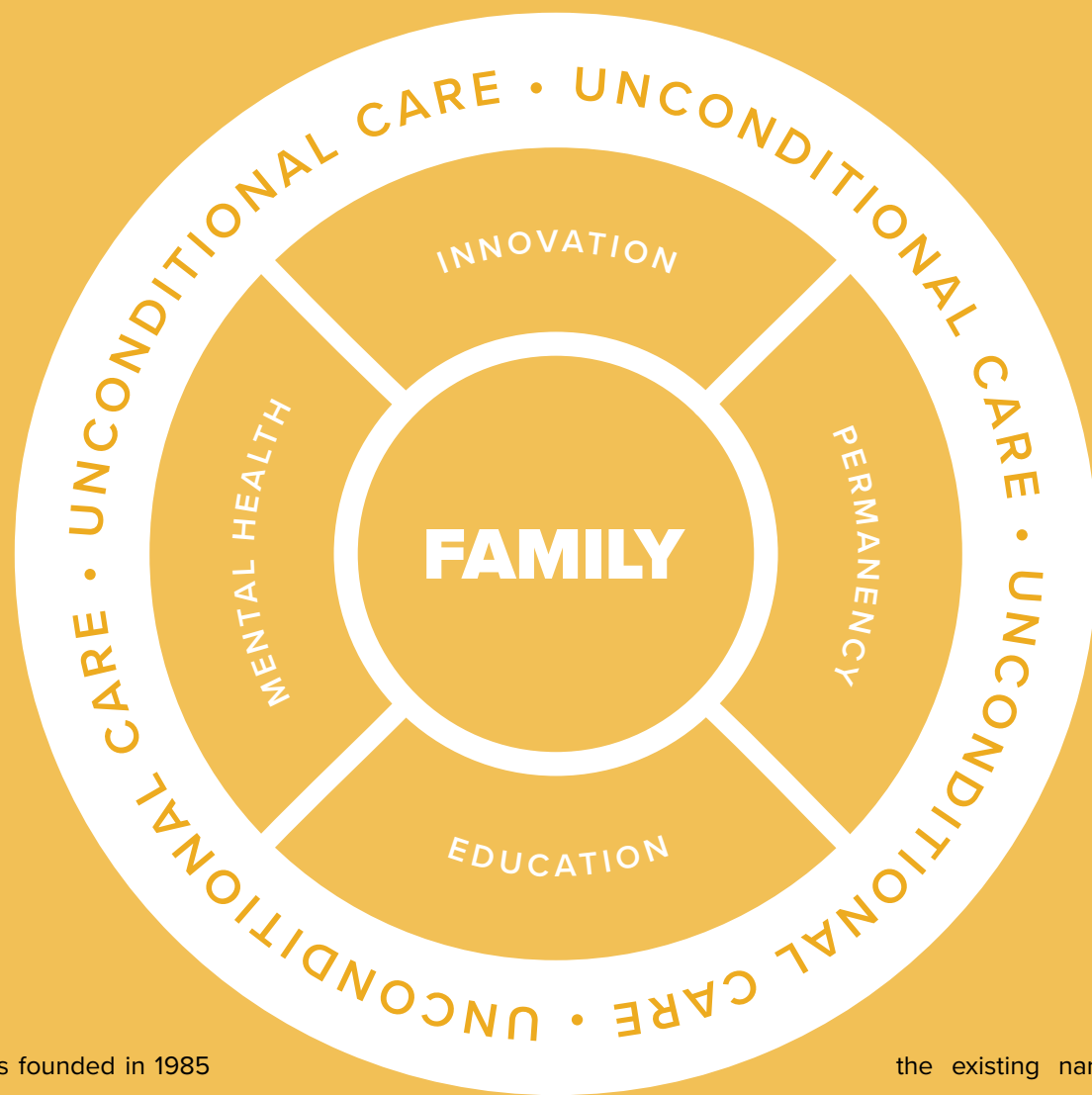
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Seneca was founded in 1985 from a belief that all youth are capable of success, belonging, and happiness when provided supports that are responsive to their unique needs and experiences. Starting as a small residential and day treatment program for 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 LAVERING FAMILY

A decade ago, life changed for my husband Tyler and I thanks to Seneca's Kinship Center. We reached out to Kinship Center because we wanted to grow our family through adoption, and that's when we were introduced to the baby who is now our beautiful daughter.

There are so many children out there in the foster care system, moving from foster home to foster home, and it is heartbreaking. Tyler and I have always heard so many people talking about wanting to adopt, but never taking the step. That's why we decided that we were going to stick with it: we were going to be this baby girl's forever family.

The training and support that Kinship Center provides prepared us with the guidance, tools, and resources to care for our little girl like nothing else could have. Our

social worker, Brianne, was always right there by our side, every step of the way. And when the adoption was finalized, that was not the end of our relationship with Kinship Center. The continued support we received post adoption provided the tools necessary to ensure the success of our new family.

Seneca's Kinship Center is so much more than an adoption agency—it is a new chapter of your life; it is the catalyst that brought our daughter into our lives. For that we will be forever grateful because Tyler and I cannot imagine our lives without her. She is so full of joy and happiness, and we feel so blessed that she has brought that joy and happiness into our lives.

# MENTAL HEALTH

## CASEY'S STORY

Compassionate and bright, twelve-year-old Casey is in his element when socializing with friends and telling funny stories. Casey has been raised by a single caregiver, his grandfather, since the age of 6 when his parents lost custody rights. Historically, Casey has had difficulty building relationships and trusting adults due to his past trauma and feelings of abandonment. When he feels overwhelmed, Casey sometimes lashes out to feel in control. Aggression and destructive behavior, as well as work avoidance, have made it exceedingly difficult for him to thrive and feel successful.

Seneca's therapeutic services over the past two years have focused on equipping Casey with tools to overcome these challenges. Casey and his mental health clinician have explored self-regulation skills that he can use when he becomes frustrated by a task or otherwise emotionally dysregulated. As he has honed his ability to recognize and put words to his emotions and needs, Casey's communication with teachers and other adults at school has improved dramatically. His coping skills and trusting relationships with teachers have in turn significantly reduced the incidence of aggressive or destructive behaviors and increased his tolerance for challenging schoolwork.

Halfway through this past school year, Casey's grandfather passed away. Casey and his grandfather had a very close relationship and shared many common interests, such as fixing old cars and fishing in the summertime. Since his grandfather's passing, Casey has lived with his aunt and uncle, who temporarily moved to town to help him complete the school year. Through weekly one-on-one therapy and frequent family therapy, Casey is coming to terms with this tremendous loss and working to improve healthy family relationships at home.

Even in the midst of grief, Casey has found joy in connecting with and helping others. He has built strong ties with his peers at school, including acting as a mentor to younger students. Casey has also learned critical skills in advocating for his own needs and those of other students. Giving back to his school community in this way has been an unparalleled positive outlet.

The path to healing and well-being is rarely linear, with many of the young people Seneca serves facing setbacks even as they make progress toward their individual goals. Casey's resilience in the face of adversity and loss is truly inspiring. Casey is now preparing to step down to a lower level of service due to the progress he has made towards his goals, a testament to his tremendous growth.





# EDUCATION

## AMIR'S STORY

Maya Angelou Academy serves children who have been expelled from multiple preschools and with families who struggle financially and personally. Many of our students carry generations of systemic trauma and mistreatment. This year we have been incredibly lucky to offer the most specialized programming we ever have.

Four-year-old Amir was one of our returning students and had built a strong reputation as one of the funniest, most energetic, and passionate children. He typically vacillated between telling funny stories and being pushed to aggression when upset. Unfortunately, almost everything made him upset and scared. Having had trusted adults abruptly leave him in the past, his teacher leaving the room briefly caused panic and fear. His difficulty calming himself because of his early childhood trauma frequently manifested as hitting and kicking other students even when they just touched something he wanted to use. This all posed significant challenges, and dangers, to staff.

This year he had a teacher with specialized training in early childhood mental health, one highly motivated counselor who loves engaging students in physical activity and sports and one counselor with her master's in dance movement therapy, a classroom art therapist and an occupational therapist consultant. Each week, Amir and his classmates participated in movement group, sensory group, and art therapy in addition to having a full-day focus on movement-based self-regulation and mental health.

Through diligent work, the team created specialized plans for him. He sat in a rocking chair for table activities allowing him to move as much as he needed, he had a place on his desk to display all of his earned stickers proudly. With encouragement from his father and grandmother, he practiced his letters and numbers at school and home. Most importantly, he was consistently treated with respect and his difficult behaviors were seen as communication of feelings rather than his lack of trying. By the end of the year, Amir was the student who joyfully welcomed new students to the classroom and showed them around. He has built relationships with adults and older students all around the school, getting a chance to show off his new social skills and tell his jokes.

His story illustrates the very best of what our teams can do when partnered whole heartedly with children and families. Amir excitedly went off to kindergarten at his beloved older brother's school, back to his home district. He's missed but his legacy of dancing, joking, and driving incredible team collaboration is ever present!

## THE POWER OF TRAINING

Seneca's Institute for Advanced Practice (SIAP) provided training for our 1400 staff and over 100 community partner agencies in 2019. SIAP's trainings for providers in the Child Welfare, Juvenile Justice, and Mental Health systems provide education on best and emerging practices to ensure high quality service provision for the youth we serve. SIAP provided over 4552 hours of training in 2019 through our IV-E contracts, and even more funded by programs and other resources.

In 2019 SIAP has continued our 2018 goal of increasing our offering of trainings related to matters of power and privilege in our work with diverse populations. To advance this goal, SIAP added a number of new trainers with exciting new trainings. Here is a small sample of the trainings SIAP offered this year:

- Impact of Immigration
- Creating Affirming Environments of Care for Trans and Queer Youth
- Conscious Nonviolent Parenting: Strengthening Empathy and Resiliency in a Complex Culturally Pluralistic Society with Heightened Focus on African Ancestried Families
- Social Emotional Role of Fathers
- Disrupting the School to Prison Pipeline to Improve Outcomes for Youth
- Restorative Practices: Reflecting on Cross-Cultural Masculinity in Social Services
- Understanding the Biracial/Multiracial Experience in Order to Better Serve Youth and Families

SIAP has also continued our initiative to expand the reach of our trainings outside of the San Francisco Bay Area. Our second Training for Trainers (T4T) included trainers from Los Angeles, Orange, and Ventura Counties, as well as Washington state, enabling these trainers to bring back valuable trainings to our staff and community partners in those regions. Seneca also became NASW-WA certified to provide continuing education units in Washington state this year, enabling our clinicians there to use the rich Seneca trainings they attend to obtain and renew their clinical licenses.

In December of 2019, SIAP moved to Seneca's new Golf Links Road location. In addition to two training spaces in which SIAP will provide New Employee Orientation and the other trainings that our staff and community partners have come to rely on, the Golf Links Road campus has a large training space that allows trainings of up to 120 participants. This exciting new space will allow more service providers to benefit from our larger trainings, such as our 2019 offering of Dr. Kenneth Hardy's Understanding and Addressing Racial Trauma, which was able to hold 114 participants.

A photograph of a man lifting a young girl into the air, with the word "INNOVATION" overlaid in large white letters. The man is seen from the back, reaching up with both hands to support the girl. The girl is smiling and holding a stick. The background is a bright, hazy outdoor setting, possibly a beach or park. The entire image is framed by a white border.

# INNOVATION



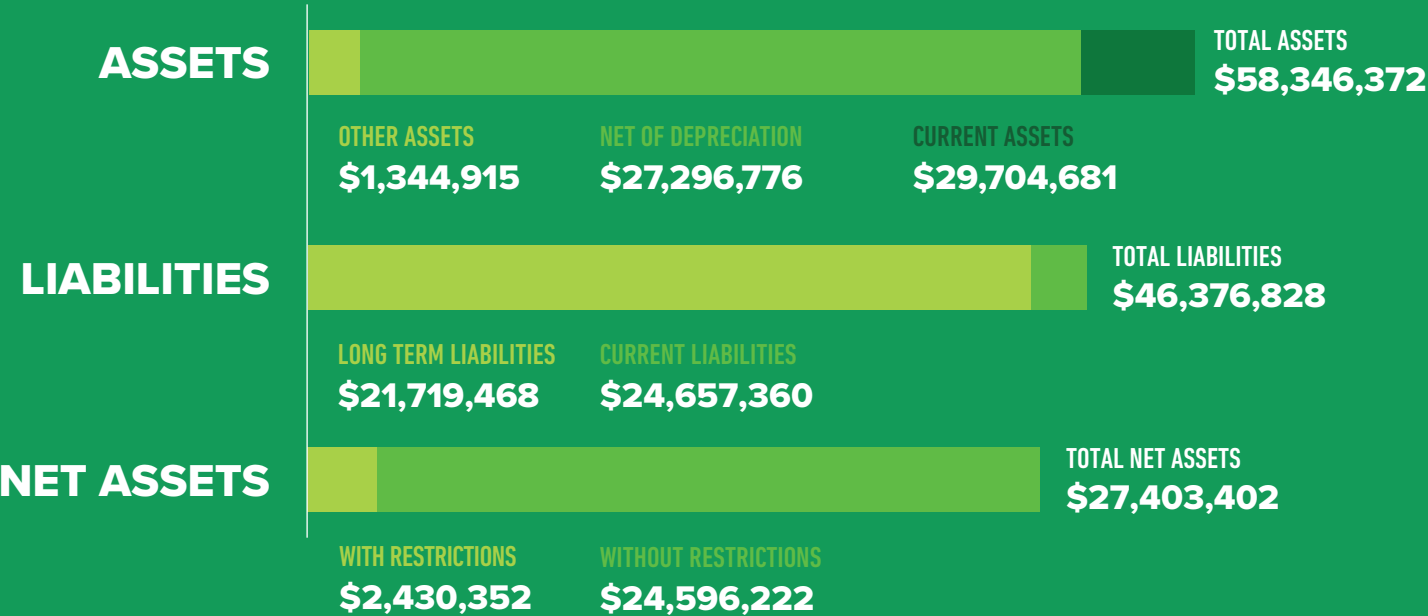
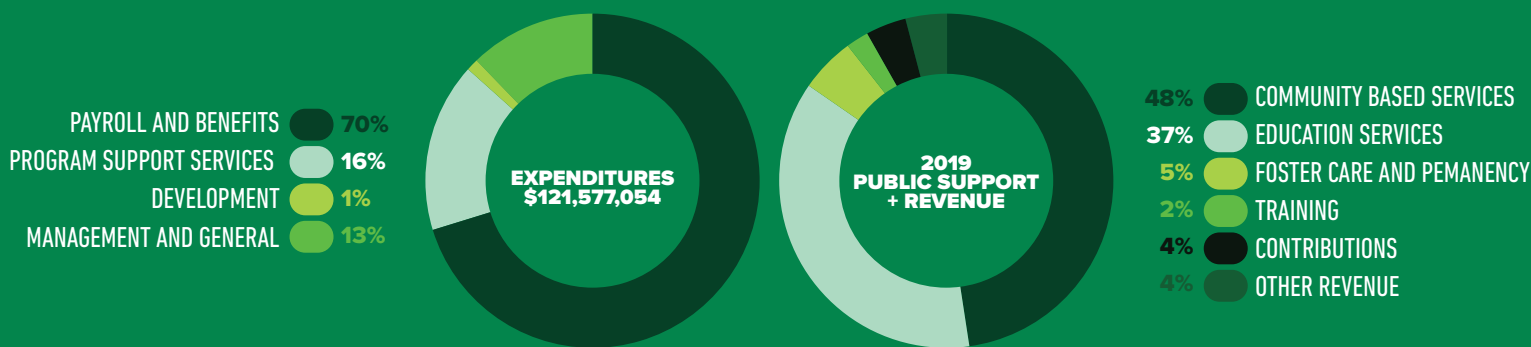
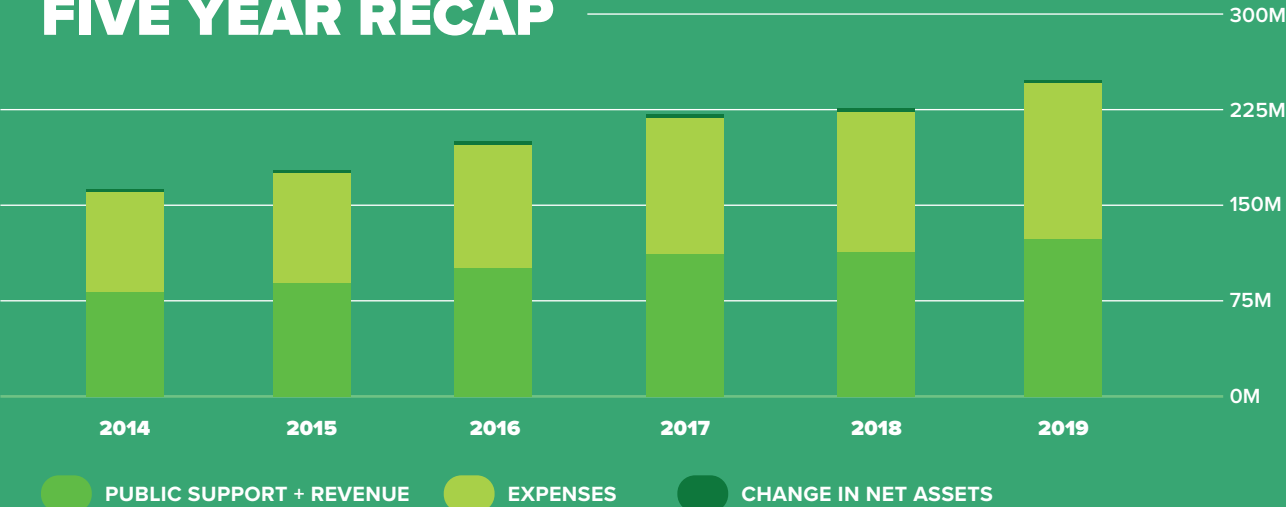
A family of four is walking on a sidewalk, holding hands. The father is on the left, holding the hand of a young boy. The mother is on the right, holding the hand of a young girl. They are all smiling and looking down at the ground. The image has a teal overlay and the text "WE ARE UNCONDITIONAL" is written across the middle in white, bold, sans-serif font. The text is split into two lines: "WE ARE" on the first line and "UNCONDITIONAL" on the second line.

**WE ARE UNCONDITIONAL**



# FINANCIAL DATA

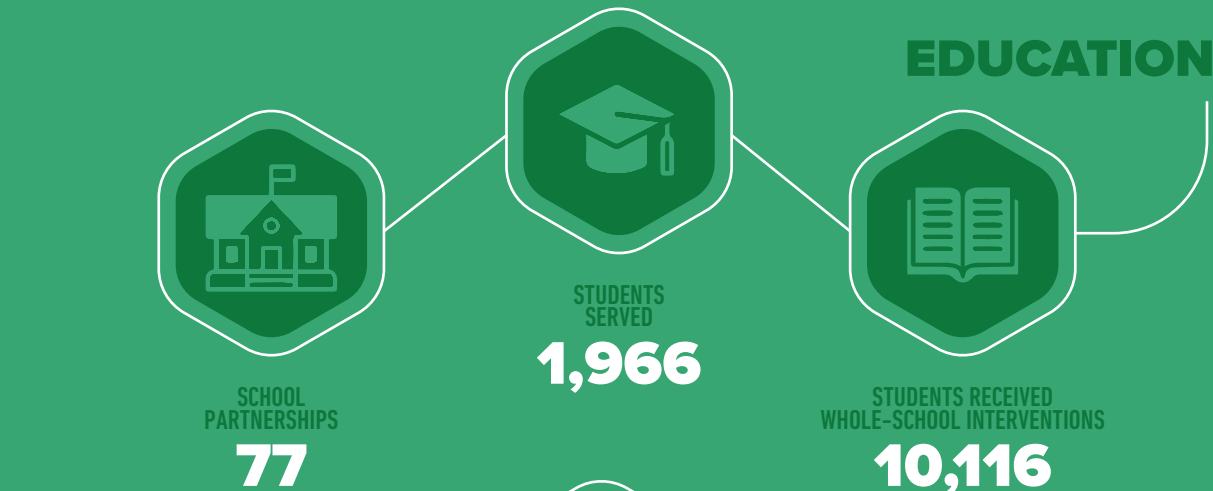
## FIVE YEAR RECAP



## PERMANENCY



## EDUCATION



## MENTAL HEALTH



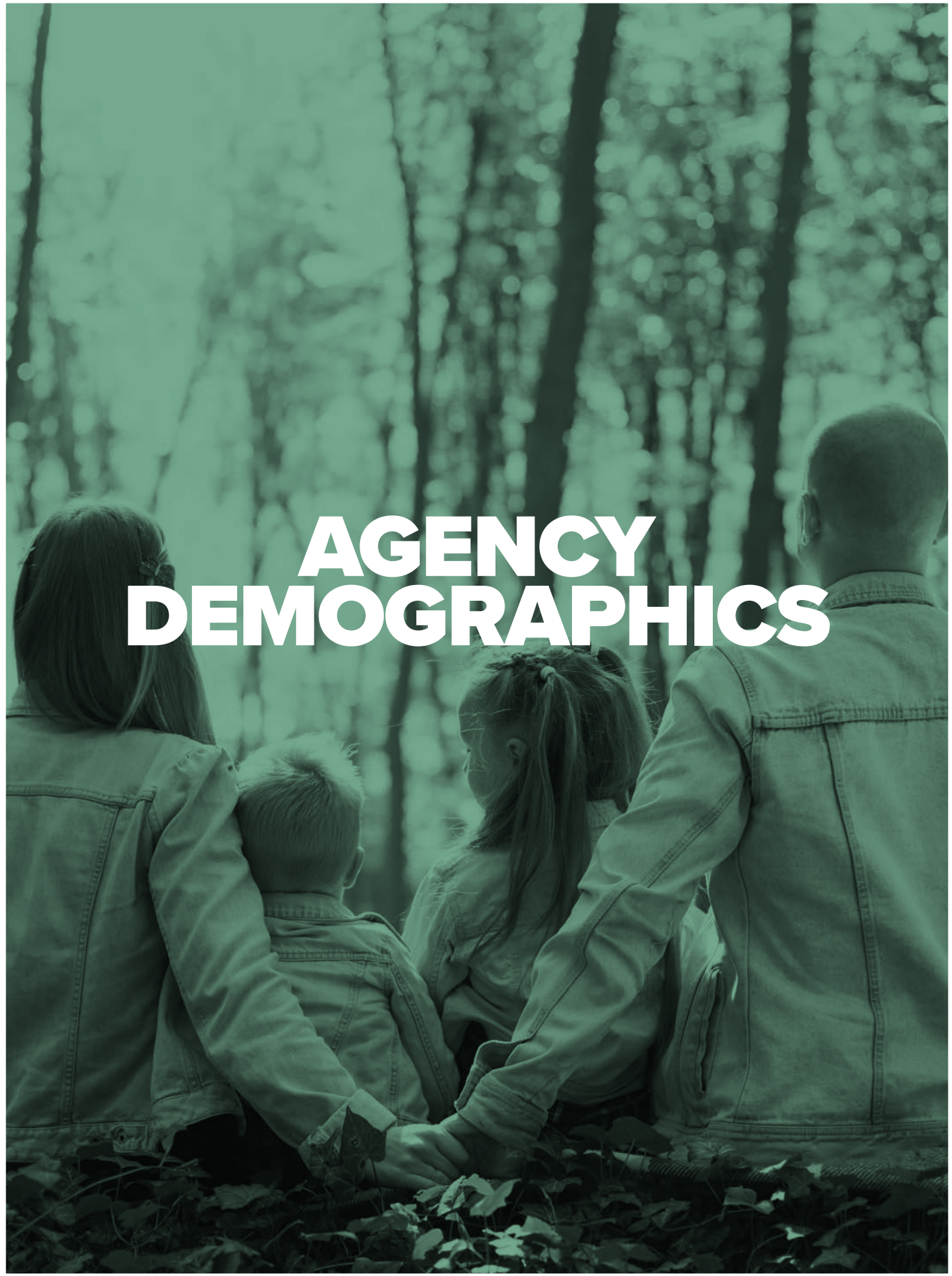
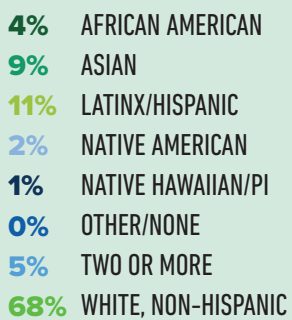
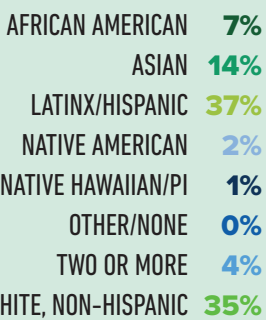
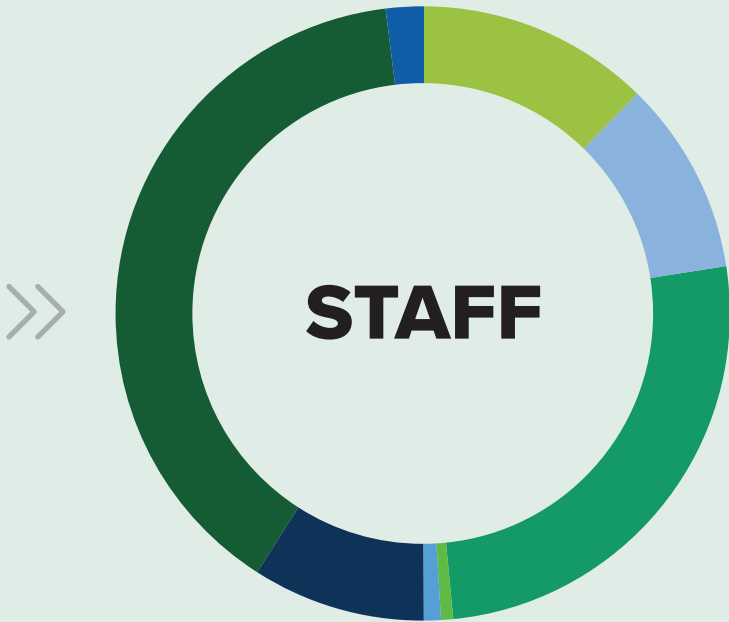
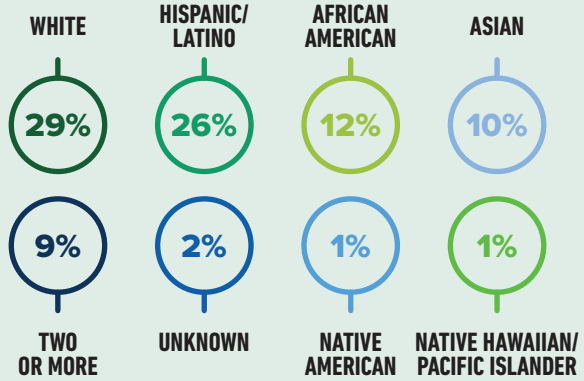
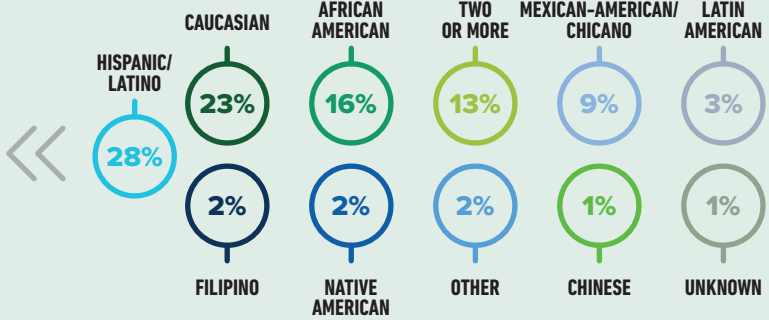
SUPPORTERS  
**1,271**



GIVING  
**\$3,820,067.64**

## 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](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  
[HTTPS://SENECAFOA.ORG/DONATE](https://senecafoa.org/donate)

## DIVERSITY, EQUITY, AND INCLUSION

Diversity, Equity and Inclusion at Seneca has continued to grow with various efforts expanding in all regions and departments throughout the agency. We expanded our ability to provide linguistically appropriate services to our Spanish speaking youth and families. We increased our internal capacity to translate documents from English into Spanish. Our language services staff translated more than 350 documents ensuring that our Spanish speaking families had treatment plans, consent documents, as well as brochures in their native language. We have seen multiple opportunities for staff to participate in regional advisory boards, trainings, language practice groups and Employee Resource Groups for African American/Black, Asian-American Pacific Islander, Latinx, LGBTQIA+, and Bilingual speaking identified persons. We also offered employees, who self-identify with having white privilege, a professional learning community to explore and discuss concepts including racial equity and white identity development within the context of our workplace and the youth and families we serve. Seneca's journey and commitment to becoming a more diverse, equitable and inclusive organization continues...



## KAISER PERMANENTE

Seneca Family of Agencies is profoundly grateful to Kaiser Permanente for their generous support over the past year. Their unshakable commitment to advancing the wellbeing of children and families has made them an invaluable partner in Seneca's work. All told: grants, sponsorships and volunteer support from Kaiser Permanente in 2019 directly touched 2,500 lives, enabling Seneca to:

- Re-create (and expand) our highly successful Health and Wellness Expo for the third year in a row, engaging hundreds of community members of all ages in free wellness services. The Expo provided Bay Area families with access to community resources, mental and physical health education, exposure to community-based organizations, and most importantly, fun.
- Offer two internships to young people through our Solano Transition-Aged Youth program. Interns have supported their peers served by the program by providing advocacy, community resource linkage, and group services co-facilitation. In addition to constituting an unparalleled opportunity for youth to gain experience and skills in the mental health and social services setting, the internships have served as a platform for youth to provide direct feedback to programs region-wide on how best to engage young people and improve services.
- Build a Thrive Sensory Room for students served at Building Blocks Therapeutic Preschool and Maya Angelou Academy in Oakland. Due to experiences of trauma and adversity, students at Building Blocks and Maya Angelou face challenges with self-regulation, social skills, and learning. Because the areas in the brain most affected by early trauma are those responsible for regulating the body, the Thrive Room's equipment for students to climb, jump, crawl, and balance plays a crucial supportive role in building students' self-regulation and de-escalation skills. These movements support the calming of the nervous system and allow children to refocus and feel safe at school.
- Provide Trauma-Informed Education at Hayward High. This project works to foster a trauma-informed school culture and climate in which all students and staff are supported to thrive, on and off campus. Seneca's on-site clinician provides psychoeducation, community resources, and case management to students and trauma-informed practices training and coaching to faculty, administrators, and other school staff.

Seneca's broad continuum of care would not be possible without the generous support of donors, corporate partners, and foundations. We continue to be humbled and thankful for the many creative ways that partners like Kaiser Permanente find to strengthen the impact and expand the reach of our programs. Thank you, Kaiser Permanente, for sharing in our vision to provide Unconditional Care to children and families!





# 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

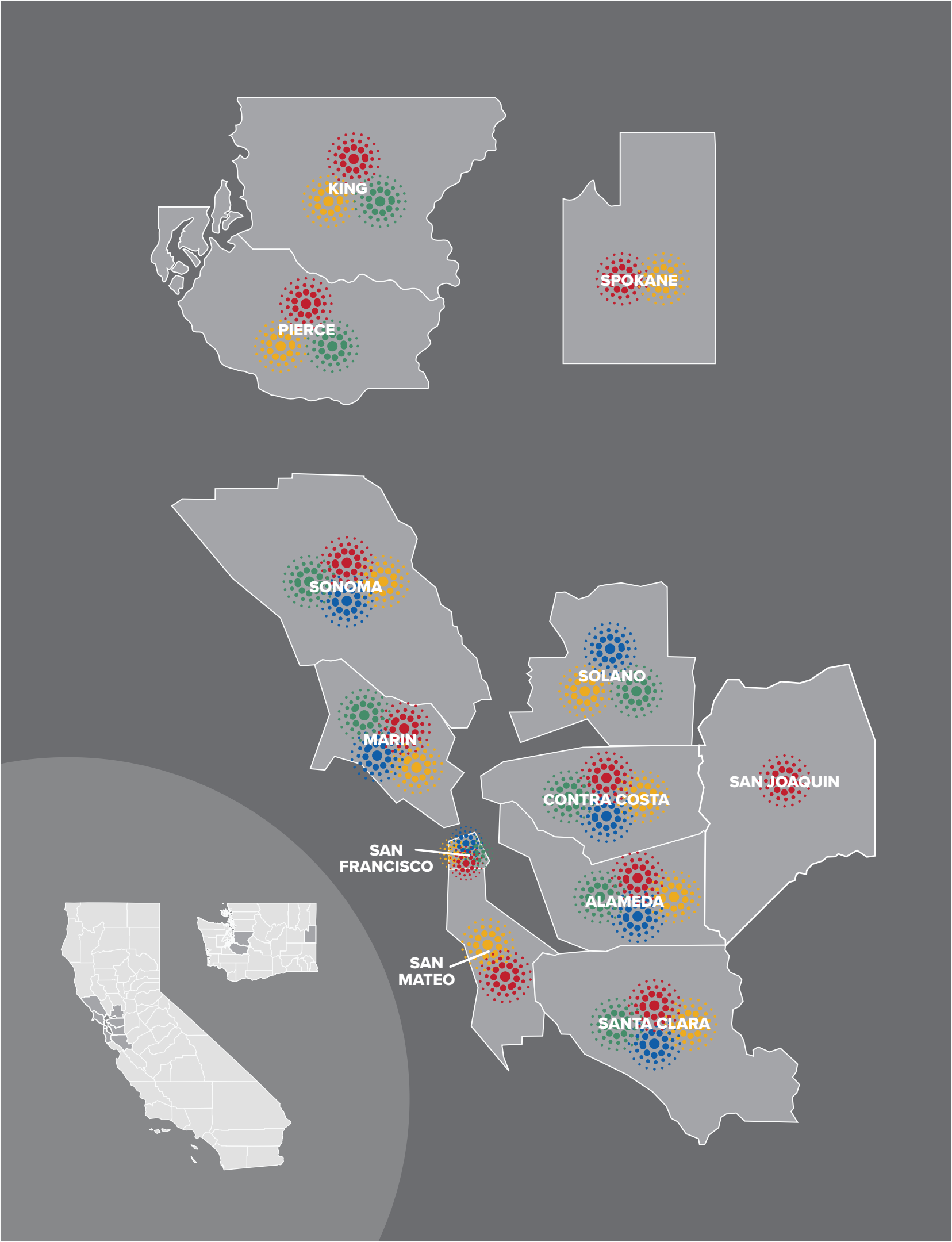
## SONOMA COUNTY

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

## SAN JOAQUIN COUNTY

Education & School Partnership 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  
Permanency 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







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

**WITH  
GRATITUDE,  
SENECA**



# ANNUAL REPORT 19

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

## SOUTHERN CALIFORNIA ADMINISTRATIVE HEADQUARTERS

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



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[www.twitter.com/senecafoa](http://www.twitter.com/senecafoa)  
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[www.senecafoa.org/ochome](http://www.senecafoa.org/ochome)

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

124 RIVER ROAD, SALINAS, CA 93908  
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