



HELPING CHILDREN
AND FAMILIES
FOR OVER A CENTURY

2013 ANNUAL REPORT

To conquer frustration, one must remain intensely focused on the outcome, not the obstacles.

—T.F. HODGE



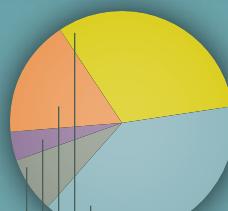
Consolidated Statement of Financial Position

June 30, 2013 (with comparative totals for 2012)

ASSETS	2013	2012
Current assets		
Cash and cash equivalents	1,184,778	3,508,101
Restricted cash	253,583	904,974
Accounts receivable (net of allowance of \$25,000 in 2013 and \$55,837 in 2012)	5,165,353	4,519,265
Contributions receivable – current position	–	15,000
Prepaid expenses, deposits and other assets	485,909	365,824
Total current assets	\$7,089,623	\$9,313,164
Noncurrent assets		
Investments held in perpetual trust by bank	105,466	102,241
Beneficial interest in charitable remainder trusts	309,066	286,814
Marketable securities	2,407,359	894,463
Loan issuance costs, net	38,931	95,346
Construction in progress	6,124,158	1,340,684
Property and equipment, net	2,538,952	4,119,624
Total noncurrent assets	\$11,523,932	\$6,839,172
TOTAL ASSETS	\$18,613,555	\$16,152,336
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	3,563,196	2,949,125
Advances and overpayments	1,719,270	2,168,895
Current portion of long-term debt	2,084,296	298,567
Total current liabilities	\$7,366,762	\$5,416,587
Noncurrent liabilities		
Obligations assumed under King St. acquisition*	746,385	754,210
Long-term debt, net of current portion	3,483,200	2,991,641
Total noncurrent liabilities	\$4,229,585	\$3,745,851
TOTAL LIABILITIES	\$11,596,347	\$9,162,438
Net assets		
Unrestricted	5,922,450	5,934,466
Temporarily restricted	793,455	757,354
Permanently restricted	301,303	298,078
Total net assets	\$7,017,208	\$6,989,898
TOTAL LIABILITIES AND NET ASSETS	\$18,613,555	\$16,152,336

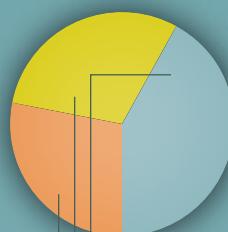
*Turning Point housing program

2,890
Nearly 3,000 people served in 2013



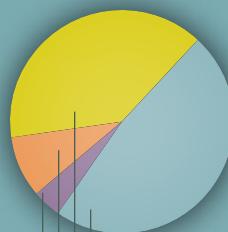
ETHNICITY

- 39% Mexican/Latin American, Hispanic
- 32% African American
- 17% Caucasian
- 4% Multi-racial
- 8% Other/unreported/unknown



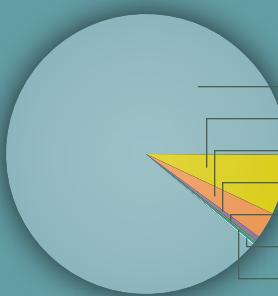
AGE

- 42% 13 – 17
- 30% 0 – 12
- 28% 18 – 25



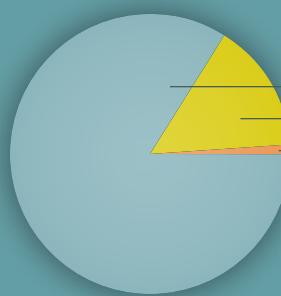
COUNTY

- 48% San Diego
- 39% Alameda
- 9% Contra Costa
- 4% San Mateo



REVENUES

Local contracts	25,183,926
State contracts	1,925,374
Federal contracts	729,587
Contributions	177,507
Net investment gain	58,504
Miscellaneous income, net	47,366
Fundraising events	6,772
Total	\$28,129,036



EXPENSES

Programs	23,794,174
Administration	4,198,208
Fundraising	211,452
Total	\$28,203,834

2013: A Year Focused on Clarity and Purpose

Dear Friends,

It is with great pride that we write the introductory letter for our 2013 annual report. Last year was the first full year since our leadership change and we are proud of our accomplishments and, once again, humbled by the team of staff, volunteers and participants who make Fred Finch Youth Center the vital and important organization we are today.

It has been a year of increased focus: clarifying our mission, our vision and the core values that make Fred Finch so special. What we discovered along the way is that, while our core values remain steady and strong, we had a need to change the way we communicate them—and how they impact our work—to one another and to the community at large. The exercise we embarked upon in that process allowed us to better articulate what makes Fred Finch Youth Center unique and, equally important, successful.

Positioning our organization to respond to the rapidly changing world behavioral health professionals face, FFYC staff:

- **Opened Rising Oaks**, 30 units of transitional housing for youth aging out of foster care. Within three months, the program was nearly at capacity, providing much needed housing and support services to youth who would otherwise be homeless.
- **Restructured the FFYC Leadership Team**, recognizing the growth of the San Diego operation and improving communication within the organization.
- **Completed preparation for The Joint Commission survey** and we are happy to report our January 2014 survey will result in imminent accreditation.
- **Completed a strategic planning process** with the senior agency leaders and the Board of Directors, resulting in tools that will be published in the spring of 2014. The process brought together the Board and Senior Leadership for the first time; creating increased trust, clarity and transparency within the organization, and resulting in tools that will provide guidance and focus to the ongoing development and growth of the organization for years to come.
- **Continued development of a school-linked Wellness Center** on our Oakland Campus. A collaborative effort with Alameda County, Oakland Unified School District and community partners, the Wellness Center will provide much needed primary care, dental care and behavioral health services to students, their families and transitioning-aged foster youth.
- **Expanded our Board representation** to include an additional Board member from Southern California, reflecting our increasing presence as a state-wide provider of housing, behavioral and social services.
- **Completed our most successful fund development year** in recent history. Capitalizing on the excitement of new programming and the dedication of staff and volunteers, 2013 saw an increase in virtually every fundraising target and set the stage for a banner year in 2014.

In these pages, you will see how our focus on our work—and on continually improving the quality of that work—contributes to the success of participants in our programs and demonstrates the positive impact our relationships have on the families, youth and young adults with whom we work. As reflected in the stories on the following pages, our partnership with our participants can lead to tremendous outcomes, as well as lasting, positive results.

Of course our work continues to rely on the generosity and willingness of our supporters to give of themselves; whether it is time, or expertise, or financial support, we cannot accomplish our goals without you. We thank you and sincerely appreciate your generosity.

David McGrew
Board Chair

Tom Alexander
President and Chief Executive Officer



Fred Finch Youth Center
seeks to provide innovative,
effective services supporting
children, youth, young adults,
and families to heal from
trauma and lead healthier,
productive lives.

Rising Oaks: A Place to Call Home

In May of 2013, Rising Oaks, a 30-unit transitional housing program for foster youth and former foster youth, opened its doors to welcome its first tenants. The culmination of eight years of planning and development, Rising Oaks provides desperately needed housing to youth who would otherwise be homeless.

Within weeks of initiating the application process, Rising Oaks staff sorted through 144 applications from youth in need of just such housing, a clear indication of the demand for the service. Within 90 days, the Rising Oaks community was bustling with young adults excited about living independently for the first time. The Rising Oaks staff began providing support in a variety of areas, ranging from supporting the basic needs of daily living, to vocational training, parenting education, health care assessment and the responsibilities of holding a lease.

Of the 30 tenants who moved in during the first few months, 85% continue to call Rising Oaks home. While challenges remain for these vulnerable young people, housing and having a safe and secure home to call their own are no longer on their lists. Because of the Rising Oaks program, these young men and women can focus on realizing their potential as students, employees, parents, neighbors and friends.

Staffed by a dedicated team of therapists, housing and vocational specialists, peer mentors and case managers, the Rising Oaks program is not only fulfilling its promise as a temporary haven for youth aging out of foster care, it's providing this at-risk population with the skills they need to sustain lasting success and stability.



DESIRÉE'S STORY

Desiree has been in foster care since she was three years old. Reaching her teen years with street-smart bravado and a history of sexual abuse, it was easy for her much-older boyfriend to convince her that prostitution was a viable alternative with the mythical allure of easy money. At just 17, she was being sexually exploited by him and, within a few months, she found herself pregnant and aging out of the group home where she lived. Desiree gave birth to a healthy baby boy, but, as a result of her time on the streets, she resented her son and wasn't sure she wanted to parent him.

In June of 2013, Desiree moved into the Rising Oaks community, where she got the support and understanding she needed. The staff helped her find vocational training in which she was interested. Her Case Manager found respite services for her and her son, then accessed a slot for him in a supportive day-care program. In the midst of these positive supports, she was able to talk to her therapist about her ambivalence about both her baby and how she had come to be his mother. Through exploring these challenges, Desiree discovered a newfound commitment to parenting her son.

Nine months after finding Rising Oaks, Desiree is successfully completing cosmetology training and is becoming more confident as a parent. She now believes she can provide her son with the family she lacked and that Rising Oaks has transformed two lives—her own and that of her son.

Wellness Center: Focus on a Healthy Community

Since receiving a grant from the Health Resources and Services Administration (HRSA) of the US Department of Health and Human Services in late 2012, FFYC has forged ahead toward achieving its vision to develop the school-linked Health and Wellness Center. Originally conceived as part of the "Emancipation Village" project (the original name of Rising Oaks), the Wellness Center will ultimately transform FFYC's Coolidge Campus in Oakland into a true community resource, serving students from neighboring Bret Harte Middle School, as well as vulnerable young adults, including those who have recently exited the children's foster care system.

The project has given FFYC the opportunity to collaborate with key regional agencies, including Oakland Unified School District; Native American Health Center, Inc.; Alameda County Social Services; Alameda County Behavioral Health Care Services; and Alameda County Health Care Services Agency – Center for Healthy Schools and Communities. Through these partnerships, FFYC staff has extended the agency's reach, working with students, caregivers and local youth to evolve the project's vision into a resource that will provide services of utmost benefit to the community, including medical and dental care, audiology (through the Center for Early Intervention on Deafness), mental and behavioral health, health education, and youth leadership support services.

In 2013, FFYC contracted architectural firm Byrens Kim DesignWorks to manifest the physical center, on which construction is scheduled to be completed in the summer of 2014, in time for the new school year. This project is primarily being funded by a \$500,000 grant from HRSA which represents approximately 60% of the total costs of the project.



Rendering of Wellness Center lobby

TIMELINE

December 2012	US Department of Health and Human Services – Health Resources and Services Administration (HRSA) funding received
August 2013	Kaiser Permanente (Northern California Region) funding received
March 2014	Select general contractor Relocate main campus reception and lobby to Steinfirst Building
April 2014	Begin construction on the new Wellness Center and connecting path to Bret Harte Middle School Select name for the new Wellness Center with input from Bret Harte students and transition-aged youth
August 2014	Grand opening!



JOEY'S STORY

Joey was six when he entered foster care. During his first six years of life, health and dental care were low on the list of priorities for Joey's mother: He was taken to the emergency room if he was sick and he never saw a dentist. After Joey entered foster care, although he qualified for Medi-Cal insurance, he continued to encounter significant barriers to receiving routine health care. His foster parents worked full time and had difficulty getting him to regular appointments, and the only dentist his foster mother could find was a 30-mile car trip away, making regular and routine care nearly impossible.

Unfortunately, the lack of available practitioners, low reimbursement rates, and the high cost of care and transportation all presented barriers to receiving quality medical and dental care. Joey's case is fairly common for youth and young adults in the foster care system.

The school-linked Wellness Center, due to open in late summer 2014 on our Coolidge Campus, will begin to address this need by providing 1,200 medical visits, 600 dental visits, 300 mental health visits, 500 health education visits and even audiology services. In addition to serving youth at Bret Harte Middle School, this much needed resource will provide access to healthcare and dental services for foster youth across Alameda County.

Development: The Support to Sustain Us

Fred Finch Youth Center's Development Department is expanding with the addition of two new dynamic Development Coordinators: Sara Webber in the Bay Area and John Hartman in the San Diego region.

As a full array of development opportunities become available, the Development team, under the leadership of Director of Development & Communications Leah Jones, will focus on diversifying the organization's funder base by representing FFYC's interests among various constituent groups, and by raising community awareness as we continue our work with youth and families.

Thanks largely to Ms. Jones' efforts, in the first six months of fiscal year 2014, FFYC experienced a 145% growth in fundraising revenue over the entire 2013 fiscal year. We deeply appreciate the ongoing and increased support from individual, corporate, and foundation donors—those who continue to provide funding to sustain the enduring legacy of Fred Finch Youth Center.

The Development team has increased its focus and efforts on donor outreach, communication and recognition, and has renewed its focus on foundation giving. Along with stalwart fundraising events like the annual Champions for Youth golf tournament (see Greg's story below) and the annual Helping Hands volunteer event, the Development Department is now meeting and exceeding its goals of supporting and enhancing the fulfillment of the FFYC mission.

*Concentrate all your thoughts upon
the work at hand. The sun's rays do not
burn until brought to a focus.*

— ALEXANDER GRAHAM BELL



GREG'S STORY

Greg arrived at Avalon with a diagnosis of PTSD and depression. These challenges manifested in aggression, self-injury, and a history of multiple psychiatric hospitalizations.

In the year that he participated in Avalon (our residential treatment program in Oakland), Greg graduated, and with supported living services in place through the Regional Center, he was able to go on to live in our agency housing program for non-minor dependents, Rising Oaks, where he continues to attend our non-public school's day treatment program to ease his transition toward independence.

During his stay, Greg learned to replace his aggressive responses with words, learning to share his feelings verbally instead of physically. He also participated in family therapy with his mother, where he was able to express multiple, conflicting emotions; and, through our vocational Workability program, secured a position first in our on-campus café and later in the community.

Greg won the agency Courage Award in 2013 for his inspiring efforts, and was honored at the FFYC annual golf tournament dinner that he attended with his mother last September.

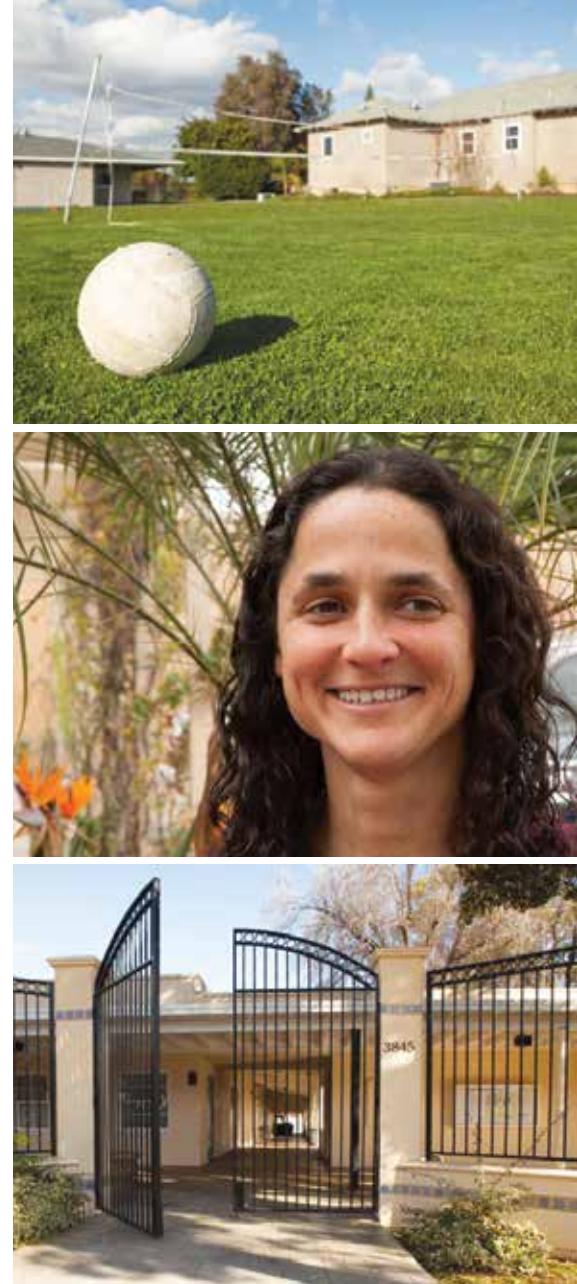
Looking to the Future

In April 2013, the Board of Directors and the Executive Leadership team began a much needed strategic planning process with the goal of producing a roadmap to guide the development and focus of the organization for the next three to five years.

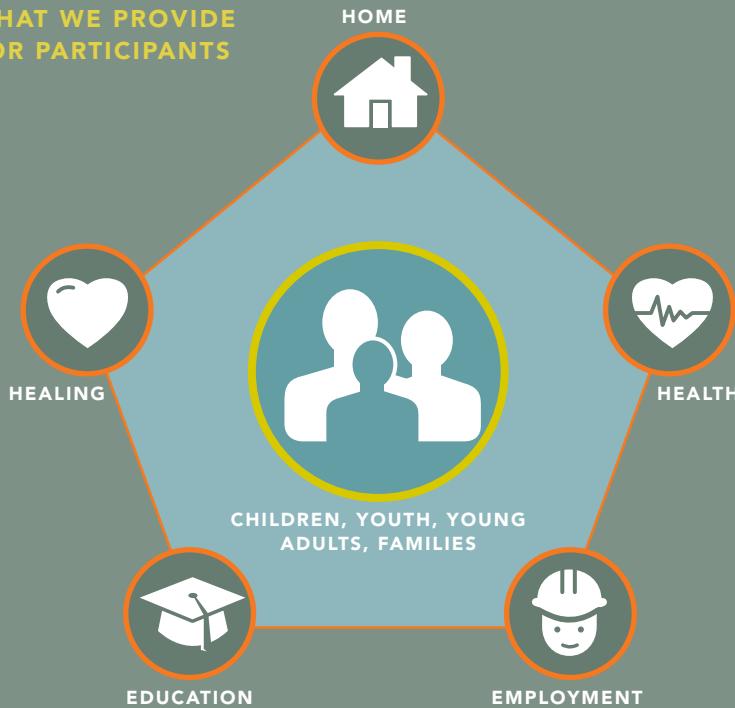
In an unprecedented meeting of the entire Board and senior leadership staff from all areas of the organization, the process began with a review of existing FFYC programs. Recognizing that FFYC has grown in a rich diversity of programs, geography and approaches, the team set out to define the characteristics that make FFYC programs unique and successful. The process culminated in the development of the FFYC Superior Service Model (SSM) which articulates the principles and focus common across all FFYC programs, while leveraging those elements that make our programs distinctly "FFYC."

Represented by the graphic below, the SSM description enables FFYC to speak clearly to internal and external stakeholders about how we bring unique value to our work and our participants. Capitalizing on this process, FFYC is poised to pursue opportunities to fulfill its mission, while building on the success of The Joint Commission accreditation and constructing unique partnerships from the work on our forthcoming school-linked Wellness Center. Generated from the changing landscape of healthcare and behavioral health for vulnerable populations, we are embracing a number of new and innovative approaches in delivering social and mental health services to children, youth, young adults and families exposed to trauma and living in communities affected by poverty, community violence and barriers to adequate community support. With this approach, Fred Finch plans to help shape and hone these models to the benefit of those we serve.

FFYC will continue to leverage the incredible capacity and dedication of our talented and committed staff, the breadth of our experience, as well as the strength of our history. Not surprisingly, we are enthusiastic about the future and committed to our mission to provide innovative, effective services supporting children, youth, young adults, and families to heal from trauma and lead healthier, productive lives.



WHAT WE PROVIDE FOR PARTICIPANTS



OUR PRINCIPLES

Voice and Choice

Focused on participants' needs and values

Individualized Service

Uniquely tailored to fit participants and families

Outcome Driven

Accountable to helping our participants achieve their goals

Strength Based

Enhancing the strengths of participants and each team member

Natural Supports

Building participant-centered supports within the community to ensure ongoing success

Trauma Informed

Compassionate consideration of trauma

Leading the Way

Without the professionals who make up the Fred Finch Youth Center Leadership Team and our dedicated Board members, the broad scope of our organization and the success of our services would not be possible.

Fred Finch Youth Center wishes to thank and recognize all of these individuals for their hard work and dedication.

BOARD OFFICERS

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Elisabeth Jewel
Vice Chair

Matthew Williams
Treasurer

Kweli Gibson
Secretary

Gordon Baranco
Assistant Secretary

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Regional Vice President,
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Ali Freedman, PsyD
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Southern California

Ed Hsu, MBA
Chief Financial Officer

Sue Guy, MS
Chief Human Resources Officer

Leah Jones
Director of Development
& Communications

Tim Trickett-Robles
Senior Director of Administration



Main Offices

Alameda
(Main Campus)
3800 Coolidge Avenue
Oakland, CA 94602
(510) 482-2244

Contra Costa
2523 El Portal Drive
Suite 201
San Pablo, CA 94806
(510) 439-3130

San Diego
3434 Grove Street
Lemon Grove, CA 91945
(619) 281-3706

San Mateo
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With Your Kind Support

Fred Finch Youth Center extends our deepest thanks to every individual, business and organization that made donations in fiscal year 2012. You are, each and every one, our heroes. Large or small, the gifts you send directly benefit our work to help change the lives of children who have been abused or neglected.

Below, we offer special recognition to donors whose gifts were received from July 2012 through June 2013. We are truly grateful for your commitment to FFYC.

INDIVIDUAL DONORS

Joanna Aamodt	Frank Gareis	Michael Oddo
Thomas and Karen Alexander	Terrence Gentle and Lay Beng Peh	Nancy O'Malley
Jimmie and Cardell Alford	Kweli Gibson	Melody Phipps
Gordon Baranco and Barbara Gee	Tom Glaser	Dr. Lauren Richardson
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	Vernon and Marguerite Noble	

Please know we've worked hard to ensure the accuracy of this list. If your name has been omitted or misspelled, call (510) 482-2244.

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