

Fred Finch
Youth Center

ANNUAL REPORT 2011





OUR MISSION

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 to the Challenge

Friends,

Fred Finch Youth Center (FFYC) was founded in 1891 on the principle that no one, regardless of circumstance should be neglected or forgotten. Each day we work with young people who have endured nightmares most of us can barely imagine. Our work is driven by the following core values:

RESPECT · FAMILY · COMPASSION · PERSISTENCE · SAFETY · HOPE



Respect to create trust

Family to sustain throughout life

Compassion to connect one life to another

Persistence to stay the course, no matter what

Safety to create a secure foundation

Hope to invent a future

At Fred Finch Youth Center, these values are not just what we say, but what we do. You can see it in every program. Our staff is compassionate and committed, resourceful with your donations, innovative in their solutions. We work with young people to overcome multiple and simultaneous challenges, including homelessness, economic disadvantage, mental health and cognitive disabilities, and histories of significant trauma and loss.

At more than 120 years old, FFYC boasts an enduring legacy and promises a strong future. Despite the challenging environment, our finances remain solidly in the black. We continue to provide quality programs in the places where young people live and play: family homes, schools, community settings, reaching more than 2800 young people annually. We are graced with a dedicated staff and enjoy the support of a capable, enduring Board of Directors. Strong leadership focuses our vision.

This year FFYC begins construction of *Rising Oaks*, a thirty-unit affordable housing project to open in 2013. Providing young people exiting foster care with a new lease on life, *Rising Oaks* is the first component toward our comprehensive vision of a campus built to deliver services tailored to meet the unique needs of young people launching their adult lives from foster care. Fully realized, our campus will include health, dental, mental health, education, vocation, and independent living skills training—from cooking to fiscal literacy.

This year, change surrounds us, bringing a sense of exhilaration and an equal measure of opportunity. Legislative shifts in funding structures between state and local governments, and health care reform reshape our horizons. And we are rising to the challenge.

With the extraordinary generosity of so many community people like you, we can, together, create a village that provides young people and families with opportunities to learn and grow towards healthier, productive lives.

David McGrew
Board Chair

Kathie Jacobson
Interim President and CEO



RESPECT

Respect. A fundamental belief in the honesty, abilities, strength and reliability of another person or organization is the foundation of trust and well-being.

Miranda quietly watched the Fred Finch Wraparound Team during her first meeting.

A son with autism, another who was aggressive every day at school, and a daughter with learning disabilities, Miranda was eager for her children to return to her care. Newly released from prison, she had no job, no income, no food and no support system.

Miranda was skeptical. She had learned to be wary of workers claiming to “help.” But all that changed when she met Jose, a Family Partner at FFYC. Bringing life experience to the table, Jose created an action plan for Miranda—referrals to food stamps, beds for the children, help with her resume and even accompanying her to a job interview for which she was especially nervous. A short period of economic assistance, and Miranda was back on her feet. As her children returned home, Miranda, with the FFYC team’s assistance, developed resources to support each child.

Today Miranda works and provides for her children. She proudly displays the chart of informal supports on her refrigerator, noting that she has gone from thinking she had no one, to, with the assistance of her FFYC team, discovering many people who can respond when she needs to talk, others who can pick up her children from school or join them for an activity on the weekends. No longer alone, Miranda and her family enjoy their lives together again.

Miranda recently wrote: “Fred Finch Youth Center believed in me, and for the first time in my life, someone did what they said they were going to do.”

Wraparound Services

To increase hope and expedite recovery, FFYC staff builds on what is working to change what is not. Respecting that each person, no matter how difficult their circumstance, brings expertise and knowledge to the table, family members are asked to inventory their own and one another’s strengths.

To eliminate barriers to services, FFYC staff provides more than 70% of services to families right in their own homes. In our community-based services, 92% of young people served successfully remain home and report improved family relationships. *Wraparound* and *Intensive Home-Based Services* not only support families with direct therapeutic services, but also increase each family’s ability to identify and rely on natural support systems, key to sustaining long-term change. The FFYC *Wraparound* programs in San Diego and San Mateo successfully support more than 300 children returning home from high levels of residential treatment annually. Specialty wraparound services for Regional Center consumers are available in San Diego, Alameda, and Contra Costa counties.





Chris has not lived with his real mother since he was removed from his home at age seven due to extreme neglect. Before coming to FFYC's *Avalon* program at age 14, Chris had lived in and failed at more than 20 homes. His behaviors included impulsive physical outbursts, setting fires, and throwing concrete blocks at cars and people. At *Avalon*, Chris acted no differently. He challenged staff's resolve daily with threats and aggression toward others. Determined to find a strategy that worked, *Avalon* staff pressed to learn more about Chris's interests and strengths. Quickly they learned that Chris longed for connection and worried about his mother; Chris's strength was, surprisingly, in his ability to care deeply for others.

The therapist located Chris's mother who was homeless and addicted, managing her own developmental disability to the best of her capacity. Meeting at a coffee shop, the therapist supported Mom, helping her establish a pattern of showing up for every appointment. Chris then joined the meetings.

While Chris and his mother will not live together again, their strong attachment to one another served as mutual motivation toward health. Chris's behaviors improved dramatically after he reconnected with his mother. His mother sought treatment for her substance abuse and has found a place that provides her support to live successfully off the streets. Chris graduated from our program and is doing well. He continues to enjoy regular visits with his mom.

Specialty Services

We believe that children create identity within their families and that lifelong connection to caring for others sustains us and optimizes long-term health. To achieve resilience, services are family-centered. FFYC *Specialized Residential Programs* in Oakland and San Diego offer respect and hope to young people challenged by both cognitive and mental health disabilities. Our staff works to identify each young person's unique talents and build change strategies to capitalize on these strengths.

In 2010-2011 our *Specialized Residential* and *Non-Public School (NPS)* programs served 60 young people, providing comprehensive behavioral, educational and life skills support. Students in our *NPS* may live in our residential program or in the community. 87% of young people graduating from these programs returned to live with or near family. 13% live successfully in community housing.

New Yosemite House provides crisis support for young people with autism and cognitive disorders, providing comprehensive assessment, intervention and stabilization services. Following a successful three-week course, many young people and their families also receive in-home support through our *East Bay Wrap* or *In-Home* programs.

Family.
A small, intimately
connected group
who belong
to each other—
whether traditional,
or fashioned by
choice—provides
sustenance
over a lifetime.

COMPASSION

Compassion.
The heartfelt desire
to relieve the pain
and suffering of
others—a neighbor,
a friend, a neglected
child—inspires
connection and
builds better
communities.

Extremes of behavior test compassion. When two-year-old Mandy came to the FFYC CASS (*Comprehensive Assessment and Stabilization Services*) program, we knew she would need a long-term, committed parent with enduring compassion. Mandy and her brother shared the same foster home after her brother was battered so severely that he incurred serious brain injury, while Mandy watched.

Mandy bit, hit, kicked and screamed. Her marathon tantrums, triggered when Mandy startled in response to ordinary household noises, overwhelmed those around her. She ran about without direction, disoriented and stumbling to the ground. She acted aggressively toward her brother, hitting him on the back of his head with closed fists or other objects. Worried about her ability to keep both children safe, the foster parent sought help.

FFYC staff immediately knew what to do. Clinicians educated the foster mother about trauma and attachment, modeled non-directive play strategies to give Mandy an outlet as she worked through what she had seen, and assisted the foster mother to create and repeat measures to establish her home as calm, safe and secure. All of this provided opportunities for Mandy and her foster mother to establish a caring connection.

Mandy has stabilized in her foster home. She still evidences concern when her brother cries, but uses her words to say, "Baby cry," or walks over to check on him. She rarely flinches when household noises are loud, but responds with healthy curiosity. Her foster mother takes time each day to play individually with Mandy and reports a growing delight in their interactions.

Community-Based Services

To eliminate barriers and reduce stigmatization, we prioritize accessibility, providing our services in homes, schools, and clinics. Fred Finch Youth Center's *In-Home, Visiting Therapist Program, CASS and Therapeutic Behavior Services* programs provide intensive support to more than 900 young people at risk of placement disruption whether from natural, foster family or group home care. Providing services to young people in Alameda, San Mateo and San Diego counties, these programs inspire whole families to come together toward a common goal of health and healing.





JR, at twelve years old, was in his 13th placement in six years. He had lived in his present home for nearly a year; the growing attachment in the family was evident and his foster parents wanted to adopt him. With a history of early sexual abuse, JR knew how to leave families, but he didn't know how to stay in one. As the date for his adoption approached, JR became unresponsive at home. He avoided eye contact, skipped classes at school, and began stealing from family members and classmates. When his foster parents showed no sign of giving up, he became physically aggressive in school, refusing teacher directions. His classroom teacher referred JR to FFYC.

The FFYC clinician met with JR at home and in school. With the FFYC therapist's help, JR put words to his feelings: he feared that his parents would be "too nice" if he was adopted. Although JR wanted the closeness and belonging his family offered, he had learned to avoid abuse by keeping his distance. He could steal from his family, but he feared what they offered him.

The FFYC therapist worked with JR's family to find ways to be close and reassuring that were perfect for JR. JR invented a secret handshake with his father, while his mother put notes in his lunchbox affirming that he is special. In school, the therapist worked to identify JR's strengths. With support, he joined an after-school sports team, which motivated his interest in doing well all day every day.

JR struggled again when assigned a cultural project for school, as he was worried that everyone would see he did not belong with his parents. The FFYC therapist worked with JR's family to create a family coat of arms that included symbols from JR's culture, together with those from each of his parents. After 12 weeks, JR announced he was ready to be adopted. He is now a permanent part of his family and his mother reports a monumental shift in his confidence.

School-Based Services

FFYC has been providing behavioral health services to schools for more than two decades. We partner with public schools to provide a wide range of services for students that promote educational achievement, reaching 220 young people annually. FFYC school programs assist young people with mental illness, significant trauma or loss, and other learning challenges secondary to emotional distress, to develop effective learning strategies and achieve school success. Individually tailored, our services effectively support students to meet their educational goals. Working with the most challenged students, we employ a comprehensive, strength-based approach to achieve results, enabling all students to find a successful path in their neighborhood school.

Persistence.
The resolve to keep
going no matter
the obstacles,
promotes an
unconditional
commitment to
positive outcomes
and excellence
in care.

SAFETY

Safety.
An environment
that is free from
the threat of injury,
harm or danger
creates security.

Richie, age 10, and his younger sister Samantha had no idea what it meant to be safe.

They arrived at *Fred Finch Day Treatment Program* after experiencing a lifetime of homelessness and general neglect as a result of their parents' transient lifestyle and substance abuse. Initially, in foster care and at school, both children acted with a rude disregard toward authority, defying rules and being disruptive. Richie used explicit profanity toward his foster parents and teachers, engaged in fighting and physical aggression with peers, and overturned desks or furniture when angry.

For these siblings, the world was terrifying, so they created a "safe place," closing the world off and gaining emotional distance through increasingly aggressive behaviors. The FFYC therapist met with the children daily, helping them remember and bring favorite activities to their new home. FFYC staff also initiated regular meetings with all the important adults in the children's lives, their foster parents, teachers and after-school care provider, enlisting their support to help the children gently explore their new surroundings.

With the support of FFYC staff, the children found true safety at last. Building safety and trust allowed the children to improve their self-control, capacity to comply with authority figures, and to attend to the business of being children: learning and play.

Prevention and Early Intervention

Prevention is an important part of FFYC programs. In 2011 our *Triple P Parenting Program* provided services to families of young children who have been exposed to violence. Families who have been exposed to community or domestic violence frequently experience high levels of anxiety which contribute to repeating traumatic experiences. Interventions that promote positive, caring and consistent parenting practices are critical to reducing the incidence of behavior disorders in children.

Utilizing an evidence-based practice, FFYC works with entire families to restore a sense of competence and balance after exposure to community or domestic violence. Capitalizing on natural resources within the family and community, FFYC designs coaching for parents and family groups to increase protective factors such as strong ties to community supports.





Josef was mad and he had a lot to be mad about. He had grown up in foster homes, moving frequently due to his problems with anger. He moved so often that no one realized his angry outbursts were related to a medical condition. Now, at 19, he was homeless, disoriented, and hungry. He had tremendous difficulty affording his medication and remembering to take it. His angry outbursts had twice resulted in his receiving citations from the police. When he hit his girlfriend, she called the police again and Josef ended up living on the streets.

Josef arrived at Fred Finch Youth Center's *Turning Point* program after learning about it from a friend.

Working with the FFYC *Turning Point* and *STAY (Supportive Housing for Transition Age Youth)* teams, Josef has developed a trusting relationship with a health provider and receives the medication he needs. He completed a domestic violence class and has reconnected with his mother who now supports him, at his request, by calling daily to remind him to take his medication. He is enrolled in community college where he achieves high marks. His Fred Finch Youth Center therapist meets with Josef both individually and with his family to support his self-defined goals.

Transition Age Youth Services

A long time innovator of programs for young adults, FFYC provides community-based and housing programs with fully integrated supports to more than 200 young adults annually. Services include housing and housing support, vocational and educational linkages, and mental health services. Many young people accessing these services are former foster children; most present with significant mental health challenges and disabilities; all have histories of abuse and neglect.

90% of the young people in our transitional housing programs are employed or enrolled and achieving at school within six months of their arrival. 75% leave our programs to permanent, sustainable community housing.

Our programs for young adults include *Turning Point*, an 18-bed transitional housing program for homeless youth; *Coolidge Court*, an 18-unit affordable housing complex for young adults with serious mental illness; *Full Service Partnership (FSP)* programs, *STAY* in Alameda and *Co Co TAY* in Contra Costa, which provide community-based support including housing assistance for young people with severe mental illness; and *Transitions*, a community-based program for young people who are living independently after exiting the foster care system.

Hope.
The essence of
a brighter future
is built when
opportunity and
preparation come
together, allowing
each young person
to imagine and
pursue a life
that is safe,
strong and free.

HOPE FOR OUR FUTURE

Persistence drives Fred Finch Youth Center forward. Like our youthful clients, services for children and young adults face barriers: funding cuts, the elimination of vital programs, ever-shifting public policy, and staffing challenges. No matter the obstacles, we are determined to reach positive outcomes.

Dee came to FFYC when she was sixteen years old after multiple hospitalizations for self-injurious behavior. Abused and neglected by her family, she had little hope for her future. Dee was an early participant in Fred Finch Youth Center's programs for Transition Aged Youth, 18 – 24 years old, who will launch their adult lives from foster care with little or no family support. Successfully graduating from FFYC a decade ago, Dee wrote to us recently, reflecting on her time at FFYC.

"I can honestly say that without the support and teachings of Fred Finch I would not be where I am today. Living in that house we learned how to cook, clean, shop and get along on our own when the time came. We learned just about everything there was to know about renting an apartment and maintaining it. We learned about renter's rights, which I still refer to this day. We also learned how to be safe in our apartment.

"There was one thing missing though. When it came time for me to leave Fred Finch I had no support. I had no one to turn to when I was lonely or scared. So, it was no surprise that on my first night alone in my apartment I left running, crying and scared down Broadway. And then I did the only thing I could think to do: I called my ex-staff, Charles. He supported me and guided me; he gave me the courage to go back home and just relax.

"I have learned that Fred Finch now wants to convert the old houses into an emancipation program for our youth and I think that is the best thing that can happen for young people in Oakland."

"Fred Finch Youth Center believed in me, and for the first time in my life, someone did what they said they were going to do."
-FFYC participant

A testament to our perseverance, this year, after five years of development, FFYC breaks ground for *Rising Oaks*, an affordable housing project to provide thirty additional studio apartment units for young adults ages 18 – 24. Developed in partnership with Alameda County Social Services and Affordable Housing Associates, *Rising Oaks* is our first step in the development of a life skills campus specifically tailored to meet the needs and challenges of young adults exiting foster care. Our campus will provide a youth-friendly gathering place to include vocational and educational support, individual and family counseling, independent living skills practice with specific emphasis on fiscal literacy, and health and dental services. Our goal is that each young person graduate connected to a supportive network of peers and family, equipped to successfully compete in today's job and housing markets, and able to contribute to their communities.

The design of *Rising Oaks* was created with the collective input of our housing developer, Affordable Housing Associates, our neighbors, our staff, and young people who themselves are former foster children. *Rising Oaks*, providing youthful tenants a comfortable, safe environment where hope can grow, truly offers a new lease on life. To learn more, please visit the project website: risingoaks.org



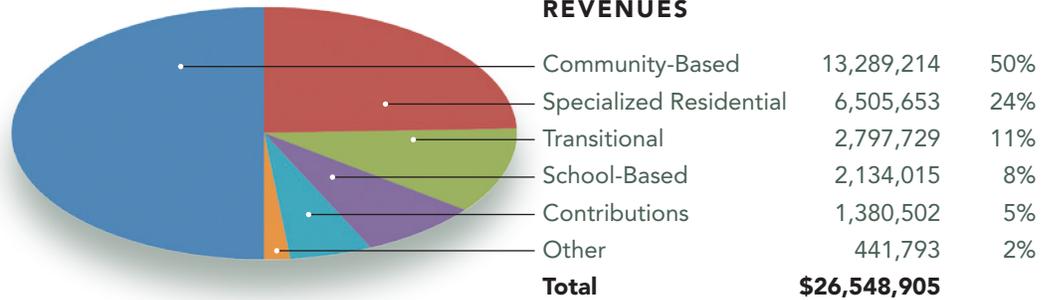
Rising Oaks



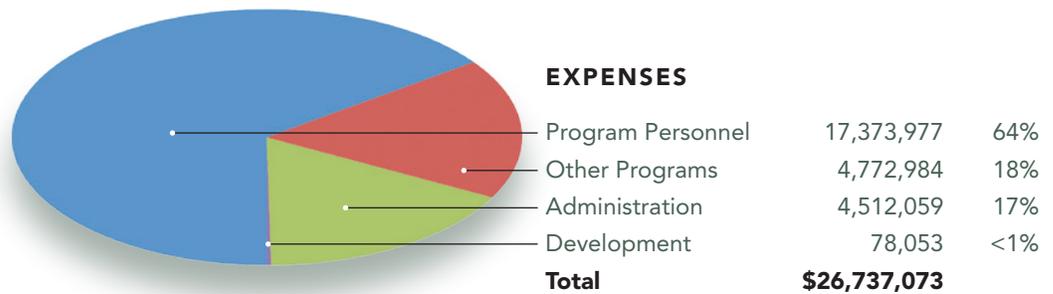
RISING OAKS

FINANCIALS

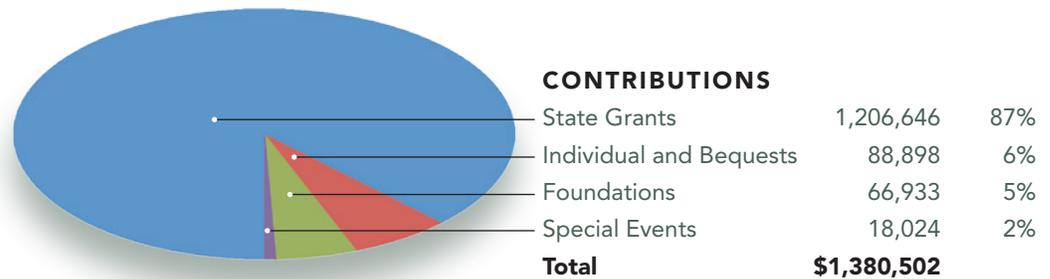
REVENUES



EXPENSES



CONTRIBUTIONS



Consolidated Statement of Financial Position

June 30, 2011 (with comparative totals for 2010)

ASSETS	2011	2010
Current assets		
Cash and cash equivalents	3,315,913	2,995,657
Accounts receivable (net of allowance of \$226,294 in 2011 and \$185,310 in 2010)	4,774,591	3,995,759
Contributions receivable – current position	15,000	15,000
Prepaid expenses, deposits and other assets	425,240	526,752
Total current assets	\$8,530,744	\$7,493,168
Noncurrent assets		
Investments held in perpetual trust by bank	109,717	92,523
Contributions receivable – noncurrent portion	15,000	30,000
Beneficial interest in charitable remainder trusts	305,971	451,171
Marketable securities	1,210,233	886,200
Construction in progress	–	60,487
Property and equipment, net	5,025,565	5,915,997
Total noncurrent assets	\$6,666,486	\$7,436,378
Total assets	\$15,197,230	\$14,929,546
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	2,814,850	3,114,680
Advances and overpayments	2,503,581	1,651,556
Current portion of long-term debt	308,893	215,247
Total current liabilities	\$5,627,324	\$4,981,483
Noncurrent liabilities		
Obligations assumed under King Street acquisition	726,491	708,191
Long-term debt, net of current portion	1,828,384	2,036,673
Total noncurrent liabilities	\$2,554,875	\$2,744,864
Total liabilities	\$8,182,199	\$7,726,347
Net assets		
Unrestricted	5,928,899	6,076,276
Temporarily restricted	780,578	838,563
Permanently restricted	305,554	288,360
Total net assets	\$7,015,031	\$7,203,199
Total liabilities and net assets	\$15,197,230	\$14,929,546

DEVELOPMENT

Fred Finch Youth Center extends our deepest thanks to every individual, business and organization that made donations in fiscal year 2010: 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 between July 1, 2010 and June 30, 2011. Please know we've worked hard to ensure the accuracy of this list. If your name has been omitted or misspelled, call us at (510) 482-2244. We are truly grateful for your commitment to FFYC.

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*"From what
 we get, we can
 make a living;
 what we give, however,
 makes a life."
 -Arthur Ashe*

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FUNDRAISING

An Eventful Year for Fundraising

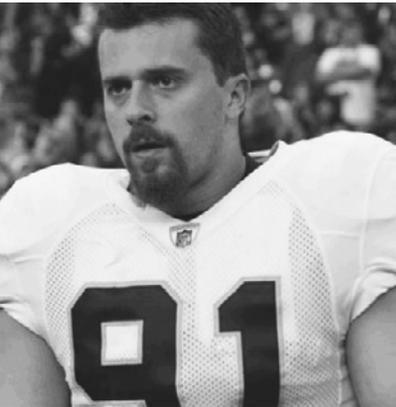


OAKLAND RAIDER'S COURAGE HOUSE

The Ed Block Courage Award Foundation is dedicated to improving the lives of neglected children and ending the cycle of abuse. That objective is coupled with the Foundation's commitment to celebrating inspirational National Football League players.

Each year the NFL honors a player who has shown great courage recovering from injury. This year's awardee, Trevor Scott, rebounded from a serious knee injury, returning to the Raiders this season to play all 16 games for the Silver and Black.

In 1998, the Oakland Raiders adopted Fred Finch Youth Center as their Courage House, and each year we recognize young people with a Courage Award in the spirit of the Ed Block Foundation Award. In honor of their bravery in overcoming monumental odds to pursue a better future, these young people are given scholarships to help them turn their dreams into reality. The accomplishments of this year's awardees include attending EMT training, earning certificates in cosmetology, completing general education requirements to qualify for college entrance, completing a year of college, developing skills in the area of design, and participating in business internships. We applaud the courage of Trevor Scott and all of these young people.



TREVOR SCOTT, OAKLAND RAIDERS

CHAMPIONS FOR YOUTH

The tenth annual Champions for Youth Golf Tournament took place at the Crystal Springs Golf Course and raised critical funds that directly benefit programs for foster and homeless youth. This year we'll celebrate at the *Claremont Golf & Country Club* in Oakland, California, a course designed in 1903 by internationally renowned British golf course architect, Dr. Alister MacKenzie. Please join us, along with leading business executives throughout the Bay Area, for a magnificent day of golf and a wonderful dinner and auction. For more information, or to reserve tickets for dinner or golf and dinner, please contact Leah Jones: development@fredfinch.org or visit www.fredfinch.org/newsandresources/events.shtml



Many Ways to Get Involved

GIVE

Give a gift to Fred Finch Youth Center through the annual fund, planned giving, corporate matching gifts, honor and memorial gifts, or gifts of stock.

Donate online now:

www.fredfinch.org

Attend or sponsor a Fred Finch Youth Center event. Annual events include our Oakland Raider's Courage House Celebration and Dinner and our Champions for Youth Golf Tournament.

Visit the events page:

www.fredfinch.org/events

VOLUNTEER

Get your group or business to volunteer to help during the holidays or to provide project or event support.

For more information, email:

development@fredfinch.org

LEARN

Take a tour to see our programs in action, or attend a training session or a quarterly meeting with our President and CEO to learn more about how we're serving youth.

For a monthly training calendar, email:

training@fredfinch.org

To schedule a visit, contact:

development@fredfinch.org

"How wonderful
it is that
nobody need wait
a single moment
before starting to
improve the world."

-Anne Frank



GET INVOLVED



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 facility—and the success of our programs and services—would not be possible.

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

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OUR CORE VALUES

RESPECT

to create trust

COMPASSION

to connect one life to another

FAMILY

to sustain throughout life

PERSISTENCE

to stay the course, no matter what

SAFETY

to create a secure foundation

HOPE

to invent a future



"Fred Finch has
always been a great
stepping stone for
troubled and abused youth
on their way to a
better and healthier life.
They gave me my life's
tool belt and I'm
still using it today."
-FFYC alum



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