

Annual Report
2010

Family Service Agency of San Francisco
Changing Lives Since 1889



fsasf.org

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Dear Family Service Agency Stakeholders,

Looking back on 2009-2010, it truly was both the best and worst of times.

An economy that refuses to restart has left our clients more vulnerable than ever and so in greatest need of our services and supports. That same sputtering economy has caused the public sector to retract its support for the social safety net while private philanthropy has had to reduce its investment in social services, as well. Challenging times.

Yet historically it has always been at the most challenging moments that FSA and its donors have risen to the occasion. With funding from the Crocker and Hearst families in 1889, FSA was founded and transformed how San Francisco addressed the needs of neglected and orphaned children. During the 1906 earthquake, FSA organized the entire relief effort with funding from an array of funders. In 1981, in response to a skyrocketing teen pregnancy epidemic, a small group of funders underwrote FSA's development of the Teenage Pregnancy and Parenting Program (TAPP) an innovative program that became the state model, replicated and still operating in all 43 counties. And in 2005, a small number of individuals and foundations provided the funds to launch the Prevention and Recovery from Early Psychosis Program, a program that is showing astonishing results, so much so it promises to revolutionize how psychosis is treated. Just as FSA has been there for those most in need; so too, our donors have risen to the challenge, providing the funding needed to make this possible.

The mission of Family Service Agency of San Francisco is to strengthen families by providing caring, effective social services, with special emphasis on the needs of low-income families, children, the elderly, and disabled people.

This Annual Report will chronicle not only how we are continuing to press for quality and innovation now, but will also underscore how since 1889 FSA has responded to one social challenge after another decade after decade with historic achievements noted at the bottom of each page. As in its storied past, FSA is currently meeting every challenge, increasing the scope of our work to develop new programs and change more lives. Indeed, since 2005 FSA has increased its budget each year with our 2010-11 budget projected to be \$16 million, 42% greater than in 2005. A larger budget means new programs for children, adolescents, adults and seniors. And FSA doesn't just create programs; we create exemplary programs that deliver cutting edge services that help our clients achieve positive change.

This Annual Report provides information about FSA programs for infants, children, teens, adults and seniors. It describes how we have continued to develop administrative efficiencies that reduce our overhead and focus our funds on direct services; it reports on our continued investment in research partnerships, training and technology innovation; and it reports on several strategic initiatives that FSA will be advancing in the coming years.

We invite you, our stakeholders, to be part of that plan, as essential investors in our collective effort to create a healthier, more equitable world.

Thank you.



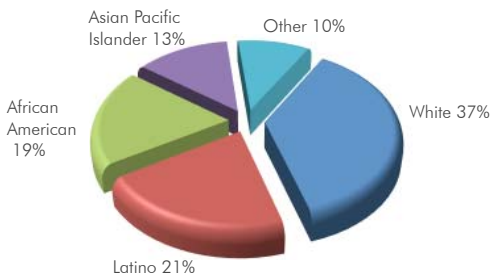
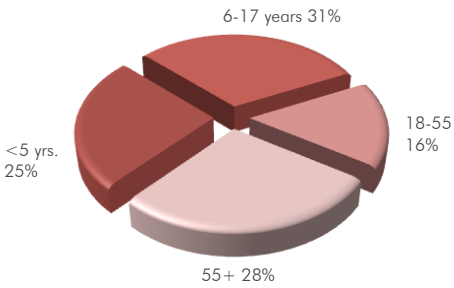
Elizabeth Larose
Board President



Robert W. Bennett
Chief Executive Office

Who We Serve

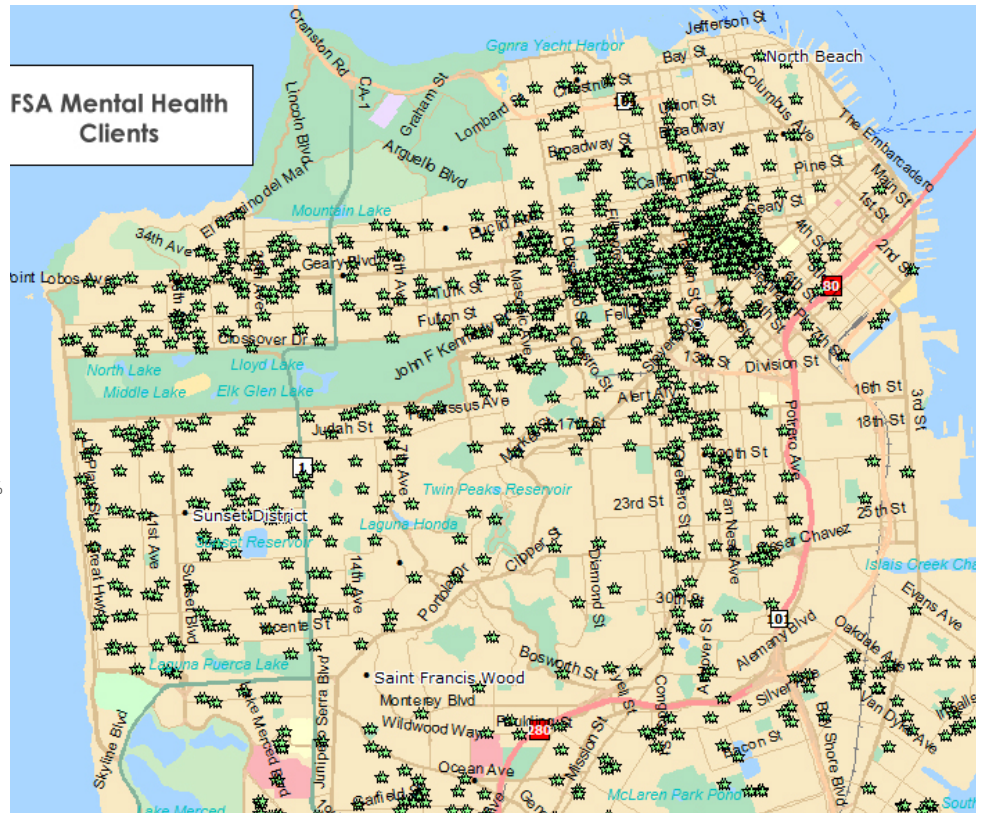
The pie charts depict the ethnic, gender and age composition of the clients we serve.



As the map below illustrates, while our clients come from every neighborhood in the city, most live in the more economically challenged neighborhoods in the City: Tenderloin, Chinatown, and SOMA. If the map included clients served by our children's programs, another cluster would be shown in the Mission District.

But it is not enough just to serve many clients, those clients we serve, we must serve well. This is why FSA pays so much attention to outcomes. FSA has created an award winning client charting system and data base called CIRCE that allows clinicians to enter data on services delivered and by using a range of assessment tools, to also track how clients are benefiting from those services.

Clinicians meet with program managers monthly using CIRCE data on individual clients to determine the degree to which they are benefiting from the services. If a client is not making progress, then the manager and clinician identify ways to adjust the treatment plan. The FSA Way: Use data to inform program planning and focus upon client outcomes to foster positive change.



2010 Achievements & Challenges

2009-10 Major Achievements

PREP Expanded to Alameda County:

FSA expanded our groundbreaking UCSF partnership, Prevention and Recovery from Early Psychosis (PREP) to Alameda County.

Cutting Edge Workforce Program:

In partnership with the Mayor's Office of Economic and Workforce Development, FSA conducted six-months of planning to create an innovative research-based approach to employment services for our low-income families.

Economic Security Initiative for Seniors:

In partnership with the National Council on Aging, FSA created the Senior Community Service Employment Program (SCSEP), a comprehensive program that assesses low-income San Francisco and Marin seniors to determine their employability and their eligibility for a range of benefits. The program is serving over a 1000 seniors a year.

Technology Advances:

FSA expanded our use of CIRCE, our salesforce.com-based client charting and record-keeping platform, a tool that has vastly deepened FSA's use of data to inform treatment planning and program quality improvement. CIRCE is now used throughout the Adult and Senior Division and is being introduced to Children, Youth and Families programs in 2010-11.

100% Clean Audit with No Comments (again):

Our fiscal department has become one of our unsung heroes, identifying new efficiencies and maintaining a low administrative overhead, while flawlessly managing over 60 public agency contracts, each with complex reporting requirements.



Challenges

FSA Needs a New Home:

By the end of 2012, FSA will need to move its training and administrative offices to a new home and within the next three years, FSA must either purchase its existing children's programs site or find a new home for these programs. These challenging capital needs will be the focal point of community education and fund development efforts over the coming years.

Investors Needed:

Many of the above successes are creating increased demand for FSA services, particularly in relation to PREP. FSA needs benefactors who understand the need to invest in expansion of these promising practices. FSA feels that PREP in particular has the potential to change the lives of thousands of young adults. FSA is seeking social entrepreneurs to invest in changing more lives.



Children, Youth, and Family Division

Children, Youth, and Family Division Programs

CYF is the largest division in FSA providing a wide range of services to low-income families.

The Family Developmental Center (FDC) is a licensed Child Development Program in the Mission District serving over 230 children ages 0-4, 30% of whom have serious developmental and/or health conditions.

Hilltop Development Center (HDC) combines child-development education with childcare services for infants and toddlers of teen parents served by the TAPP program described below.

Teenage Pregnancy and Parenting Program (TAPP) is a comprehensive case management program for pregnant and parenting teens, providing child development, parenting education, childcare, health education, job readiness, mental health, relationship violence prevention, and academic counseling.

Developmental Education Parenting Program (DEPP) provides at-risk, low-income families with parent education and for those most at risk, case management. See sidebar at right, page 5.

Teen Resources to Achieve Positive Practices (T-RAPP) provides teen-parent peer support and youth development/leadership in conjunction with pregnancy prevention and other support services to almost 1000 middle and high school youth.

The Young Family Resource Center (YFRC) is one of California's first peer-directed, peer-focused centers for teen parents and their families, offering financial and nutritional education, trauma support, mental health services, and vocational training.

The Young Teen-Parent Program provides targeted developmental parenting education and related activities for pregnant or parenting teens under age 15.

Early Childhood Mental Health provides mental health consultation and training to pre-school parents and staff in 8 child care facilities throughout the City.

Full Circle Family Program provides evidence-based individual and family therapy to youth ages 5-18.

Realizing Employment and Creating Hope (REACH) provides job readiness training for youth ages 17-21.

“ Finding FDC meant that I could go back to work,” a mother explains. “It’s letting my husband and I get our feet under us again, and it’s letting our son be something I wasn’t sure he would ever be: just a boy.”

FDC Parent of child with severe disabilities.

“ When I found out I was pregnant; I was so scared at what my mother would say and that I was going to disappoint her. One of my goals at that time was to get my high school diploma. I thought that dream was over. But FSA changed my life. ”

Yohana Quiroz
FSA's CYF Director

Success Story

The quote above comes from Yohana Quiroz, Family Service Agency (FSA) Division Director for Children, Youth and Family programs. Her story illustrates both the extraordinary resilience of one teen mother and how FSA responds to the critical needs of the most vulnerable members of our community.

Yohana found out she was pregnant in 1995. She was just sixteen. She was scared and confused. The clinic at Mission High school connected her to Hilltop High and TAPP. Once enrolled in TAPP, she received the help she needed to face her challenges and connect with her inner resilience and extraordinary organizational skills that have buoyed her ever since. She received case management services where she developed a plan to finish high school and attend City College. While her daughter was in FSA's Hilltop Development Center, Yohana attended school at the Hilltop high school, a school designed for teen mothers. Lori Backer, the head teacher at Hilltop Developmental Center was an inspiration to Yohana, speaking with her often about parenting, school and career. Lori suggested that Yohana apply for a receptionist position at FDC in 1997- after she graduated with her high school diploma. Over the next 13 years while attending City college and then San Francisco State University to get her Master's degree, Yohana has moved from one position to the next until finally, in October 2010 she was named Division Director where she leads a staff of 90 and manages a budget of over \$5 million.

FSA's slogan is: "Changing lives since 1889" and Yohana's success story is an example of one life that certainly has changed. To view video testimonials of FSA clients describing how FSA has changed their lives, visit our website.
http://www.fsasf.org/abt_videos.html.



Children Youth & Families 2009-10 Milestones

“The Healthy Families/ Healthy Lives” Farmers Market. In Partnership with Kaiser Permanente and the Food Bank, FSA has been providing free fruits, vegetables, whole grains, meat and poultry to FSA families while also providing workshops and recipes to encourage healthier meals at home.

Training in Three Evidence-Based Approaches. CYF staff were trained and supervised to implement three evidence-based practices, greatly improving staff capacity to engage and support families.

Developmental Education Parenting Program (DEPP). Nowhere is parent education and training more important than for the parents of children with developmental disabilities or challenging health conditions. Seventy-two parents graduated this year from the 16-hour series.

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1938 Seeking a name and a structure to reflect her concern for the needs of families, Felton commissions a study into alternatives to the organization's name, "Associated Charities". As a result of the study, conducted by a special Community Chest Committee, the Family Service Agency of San Francisco is formed. Initially financed by a \$25,000 grant from the Rosenberg Foundation, it is approved as an eighteen-month demonstration project.



Adult Division

Adult Division Programs

FSA's adult division manages seven programs for adults, including MAP (below) which serves transition age youth who are age 16-25, effectively helping youth move from the children's services system to the adult system. Programs managed by the Adult Division include the following.

Moving Ahead Program for Youth (MAP for Youth):

The Moving Ahead Program for Youth (MAP for Youth) provides seriously disturbed transition-age youth (16-25) with mental health and substance abuse treatment, physical health care, housing assistance, and vocational and educational support to San Francisco's most seriously disturbed young people. See 2009-10 results on opposite page.

Adult Care Management Services Program: Adult Care Management provides intensive case-management for severely mentally ill individuals, enabling them to live in the community and to maintain the greatest possible independence, stability, and level of functioning.

Back on Track: Back on Track provides strict accountability and close supervision for first-time, low-level felony drug offenders, ages 18-24, who have no history of violence, gun possession, or gang involvement. Back on Track requires participants to successfully complete a 12-month course of educational and vocational progress, judicial accountability, and community service.

Comprehensive Adult Recovery and Engagement

Program (CARE): Serving adults with serious mental illnesses, CARE provides an intensive array of recovery-oriented services and supports, including housing and basic needs assistance, physical health care, benefits assistance, employment services, and integrated mental health and substance abuse treatment services. See results on opposite page.

Community Aftercare Program: Community Aftercare

Program (CAP): CAP provides case management and mental health services to severely and persistently mentally ill individuals and dual-diagnosed clients who are living in residential care facilities.

Early Crisis Intervention and Eviction Assistance

Program: FSA's Eviction Assistance Program is a component of the San Francisco Sheriff's Eviction Assistance Program, providing resources and early crisis intervention and homelessness prevention services to individuals at risk of eviction.

Administrative Services for Community Mental

Health: This program provides cost-efficient, high quality mental health administrative services to the San Francisco Mental Health Plan staff, who serve low income, culturally diverse, Medi-Cal or uninsured populations with mental health needs in San Francisco.

“ I don't know what I would have done without FSA. You made it so easy to open up and helped me with whatever I needed, even when I didn't make it very easy for you. It's so important for there to be places like this. Thank you.”

21 year old client, who was able to recover and go back to school at Cal Poly after a psychotic break.

Success Story

When JC came to our program, he was homeless, struggling with substance abuse issues, and frequently cycling through psychiatric emergency and treatment programs. And he was not making good choices.

The CARE Program helped him identify goals and facilitated linking him to the resources he needed to change his life. First we connected him with payee services, to ensure that his rent would always be paid. This helped to achieve some stability in his life by having a hotel room to stay in consistently. We also assisted him with purchasing new dentures, which vastly improved his quality of life and self esteem.

As JC gained trust in the treatment team, he began taking psychiatric medications. This brought him some emotional stability. We also helped him to see how his drug use was negatively impacting his life. He started vastly reducing his drug use. He identified loneliness as a large reason for his using, and FSA's CARE program was able to give him the social support he needed to almost completely eliminate his drug usage. JC also volunteered to participate in Problem Solving Therapy, where he gained concrete skills in solving his life's difficulties. This helped him to feel more confident in his own ability to manage his life.

JC also began repairing and rebuilding his family relationships, and was invited to spend the holidays with his family of origin. After being in our program for 9 months, he was invited by his sister to live with her. With the assistance of the CARE case manager, he was connected with a program in his sister's community and JC successfully reunited with his family. This is an excellent example of how the CARE program can help individuals change their lives.



Adult Division 2009-10 Milestones

Our Adult Full Service Partnership achieved extraordinary results during 2009:

- 43.9% reduction in arrests
- 91.4% reduction in mental health related hospitalizations
- 93.5% reduction in health related emergencies

Transition Age Youth Full Service Partnership:

- 81.7% reduction in arrests
- 64.2% reduction in mental health related hospitalizations
- 57.3% reduction in physical health emergencies

Reduction in arrests and hospitalizations save the county hundreds of thousands of dollars, but more importantly they avert human pain and suffering.



Senior Division

Senior Division Programs

FSA's Senior Division provides services citywide to help older adults remain in the community and age with dignity and acceptance. Programs are community and center-based and emphasize integrating or reintegrating seniors into the community, helping to keep them engaged and socially active. In addition to a range of mental health programs, the division also provides advocacy, volunteer and workforce development services for seniors. It operates as an integrated system of care, allowing individuals to move seamlessly to more or less intensive programs according to their changing needs.

Geriatric Outpatient Mental Health Services: Comprehensive case management, counseling, and psychiatric services provided for older adults with mental health concerns.

Senior Full Service Wellness Program (Mental Health Services Act-funded): This program provides seniors with a serious mental health condition with case management, mental health and substance abuse treatment, medical health care, housing assistance, vocational and educational support, and counseling.

Senior Peer Recovery Center (Mental Health Services Act-funded): A drop-in resource and recovery center for under-served seniors, providing multilingual, culturally competent, peer-based support and services.

Community Integration Services/Older Adult Day Support Center: A community integration program for older adults with mental health concerns, including substance abuse, offering a full-range of mental health services, specializing in group therapy and assistance in becoming more connected within the community.

Long-Term Care Ombudsman Program: Mandated by federal and state law, professional staff and outreach volunteers investigate complaints and resolve issues that affect the elderly and dependent adults in long-term care facilities, including advocacy for system change.

Foster Grandparent Program: Limited-income seniors receive small stipends for providing support services 20 hours a week to children with special needs in classrooms, pre-schools, and children's units in hospitals.

Senior Companion Program: Limited-income seniors provide companionship services 20 hours a week to frail, isolated, and homebound seniors.

Senior Community Service Employment Program (SCSEP): Workforce training for older adults 55 years and older in community service organizations, leading to permanent job placements.

Senior Peer Counseling Program: Trained peer counselors provide supportive counseling to other seniors, helping them continue to live independently, relieve depression, and enhance quality of life.

“ FSA has been a model for services that fight isolation and depression and keep elders as valued and included members of their communities despite the challenges of their disabilities.”

Marie Jobling, Executive Director,
Community Living Campaign

“ You have created a professional team of collegial and diligent staff. I can't say enough about FSA and their Older Adult units. ”

Charles Rivera, MPA
Program Manager
Community Behavioral Health Services
San Francisco Department of Public Health

Success Story

It helps to have walked in someone else's shoes. In acknowledgment of this truism, FSA peer driven services are at the core of our approach, as very often a client's lived experience can facilitate client engagement and trust.

Prior to coming to FSA, Phoebe had been depressed and anxious for the past 15 years, but her depression increased significantly when her son committed suicide 2 years ago. Overwhelmed with grief, Phoebe began seeing an FSA therapist at Geriatric Services West clinic. She was fearful of her own past history of suicidal thoughts. She saw her counselor on a weekly basis and changes began almost immediately. She began to eat better and to exercise regularly. The counselor also utilized two evidence-based treatment approaches, Cognitive Behavioral Therapy and Problem Solving Therapy to help Phoebe develop her ability manage her depression.

Phoebe was able to learn to solve her own problems and to manage her own thoughts, behaviors and actions. The combination of a healthier lifestyle and new problem solving skills helped her achieve confidence, so much so that after a year of treatment, she applied for and was hired as a peer counselor at FSA, a job she now loves dearly. Now as a peer counselor, she is using her experience to give hope and support to others.



Senior Division 2009-10 Milestones

- Funded by the Department of Labor to manage the Senior Community Service Employment Program (SCSEP), a comprehensive workforce development and benefits advocacy program serving over 1000 low-income seniors in its first few months of operation.
- Became a leader of the nationwide Economic Security Initiative operating in eight cities across the country, to substantially reduce poverty and increase wellness for seniors.
- Developed geriatric mental health model that provides a full continuum of care, from full service partnerships and intensive case management to support groups and community integration.



Felton Institute

Aside from being the training arm of FSA, The Felton Institute is FSA's center for innovation. Named after our founder, Katharine Felton, the Felton Institute has been extraordinarily active the past year, bringing to scale a number of innovative approaches it had developed, often in partnership with researchers from the University of California at San Francisco. Among the most important of Felton Institute's advances accomplished this past year:

The roll out of a consumer kiosk in the FSA older adult division.

Over 50 clients have piloted these electronic portals, which is an empowerment tool that enables clients to take a lead role in managing their symptoms and developing and monitoring their treatment plan. The kiosk is loaded with another Felton Institute innovation, the Assessment Diagnostic Evaluation Planning Tool (ADEPT), an assessment tool designed to assess progress in relation to a number of key quality of life indicators. The kiosk is linked to yet another Felton innovation, our electronic charting system, CIRCE. Clients can use the kiosk to self-assess themselves, review a printout depicting their progress over time, and meet with a clinician who will have the recent and historic assessment data at his/her fingertips.

Development and Manualizing of Motivational Care Management, a strength-based integrative model of treatment.

Currently the model is being evaluated, and Felton Institute is undertaking the process of certifying all FSA adult and older adult clinicians to integrate the model in daily practice. In addition, both San Francisco Department of Aging and Adult Services and the Human Service Agency have contracted with Felton to deliver versions of this training to their staff.

Creation of a Path of Learning.

This year, Felton has finalized development of the Path of Learning, an innovative training curriculum that is being used to train all FSA clinicians in a variety of evidence-based practices. Over the course of the next three years, all FSA clinicians will participate in training and be clinically supervised in these practices. This is an extraordinary commitment of resources in support of a principle approach underlying all FSA services: Learn from research, apply what has been learned, coach and supervise to facilitate strong implementation, and evaluate success by looking at client outcomes. The FSA Way!

“ I came in today wanting to gain more skills and understanding in evoking change and how to ask the 'change' questions. I feel much more confident in working with this model and implementing it in my daily sessions.

Thanks! ” Clinician after being trained in Motivational Interviewing

Success Story: PREP Application to Alameda County

Psychosis doesn't recognize county boundaries and neither does FSA! Now PREP is helping 50 youth and young adults in Alameda County through a collaboration with East Bay Community Recovery Program (EBCRP), UCSF and the Mental Health Association of Alameda. As in San Francisco, PREP Alameda consists of a combination of evidence-based treatments which require over 44 hours of training per staff member, training provided through Felton Institute, in collaboration with UCSF.

Results from PREP'S first years in San Francisco are showing astonishing reductions in hospitalizations, many times what would be expected from even an effective treatment approach. In addition, clients are virtually 100% compliant with treatment plans, unheard of among individuals with psychosis. As a result of PREP's effectiveness, participants are remaining in the program and the majority of participants are in school and/or working. Put simply, PREP may well be the greatest single innovation in a long list of FSA-inspired advances.

PREP's success is predicated upon first engaging individuals with early psychosis before they have experienced multiple psychotic 'breaks' that result in hospitalizations and cognitive damage. To encourage early engagement in treatment, PREP includes a significant community education effort to destigmatize psychosis and to convey a message of hope. Once engaged, PREP conducts an extensive screening and assessment to verify the diagnosis and then initiates five evidence-based treatment approaches:

- Cognitive Behavioral Therapy, which helps clients learn to recognize and manage symptoms;
- Multi Family Groups (MFG), a psycho-educational group that creates a supportive therapeutic environment for the client and family members;
- Logarithm-based medication management that avoids over-medicating or having clients taking multiple medications;
- Vocational education and training to encourage development of career plans; and
- Strength-based care management, which helps clients identify short and long-term goals and develop plans for achieving them.



“ FSA's early psychosis program [PREP] is one of the most exciting and innovative mental health programs I have seen in years. This program exemplifies the transformational changes around mental health interventions that the Mental Health Services Act was designed to promote. ”

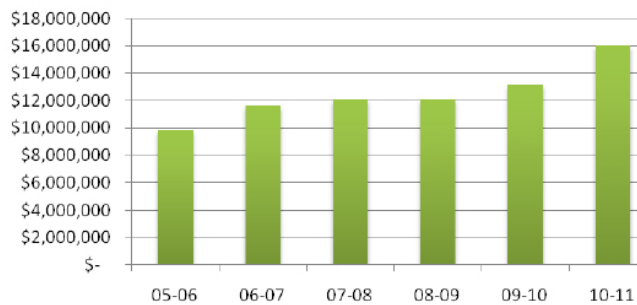
Bob Cabaj, MD
Director, San Francisco Community Behavioral Health Services Department of Public Health

Financial

Imagine having to manage over 60 funding sources each with uniquely complex reporting requirements and over thirty programs each of which requires rigorous annual audits. Despite this challenge FSA continues to exemplify fiscal excellence. As evidence of this, FSA just completed another 100% clean audit for 2009-10, which now means FSA has received clean annual audits with no more than 1 management comment and no findings over each of the last four years, a standard of excellence we are committed to maintain. Indeed, at our November board meeting, our independent auditor noted that he is not in the habit of delivering audits with no comments, having done so only three times in his entire career. Two of those three audits are FSAs. Our stakeholders funds are safe at FSA; they are spent as intended as affirmed once again through our audit.

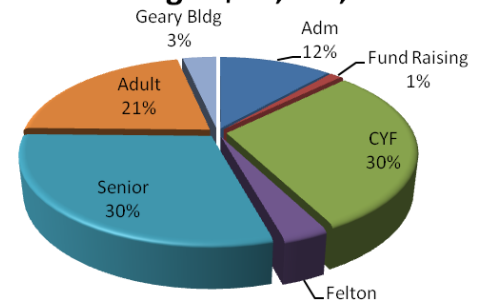
As the chart below illustrates, FSA also continues to expand our capacity to deliver services to those in need with our annual budget growing consistently each of the past six years (from \$9.8 million to this year's budget of over \$16 million). This growth has occurred despite the contraction of funding for public services. Put simply, because FSA continues to provide excellent programs, the public sector continues to turn to FSA to provide more and more services, despite the limited funds available.

Consistent Growth in Budget & Program Revenue



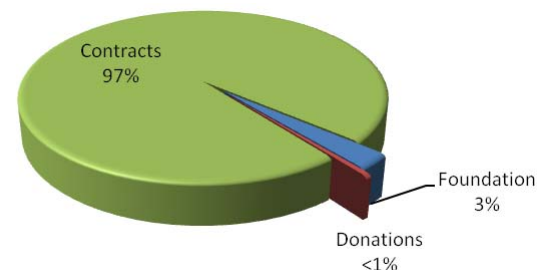
As the upper right chart demonstrates, FSA continues to focus its resources upon program services, reducing administrative costs significantly over the past five years from a high of over 16% to 12% now. This has been achieved through the acumen of our fiscal leadership which has negotiated new phone leases that have saved FSA over \$100,000 a year, obtained an extraordinary lease for our offices housing Felton Institute and the administration (one-fourth market rate) and generally creating efficient administrative practices.

2009 - 2010 Budget Expenditure
Total budget \$13,031,973



A concern among FSA leadership is our significant reliance upon public agency contracts to support our work. Not uncommon among health and behavioral health service providers, nonetheless, the chart below illustrates the degree to which FSA relies upon federal, state, and county funds. Note from the chart below, how only 1% of our funding was derived from individual donations and only 3% from foundations. But note also from the chart above, how only 1% of the budget was spent on fund raising. In response to the need to diversify our funding base, this year FSA hired a Development Director and has expanded its Development Committee to focus more resources on securing new donors and cultivating larger donations from our current funders. Over the next few years, FSA will be significantly expanding communication with our stakeholders to build a partnership focused upon ensuring that FSA is here for another century to serve as the City's most important safety net and as a visionary organization transforming how services are delivered to our most vulnerable residents. Join us!

2009 - 2010 Revenue
Total budget \$13,031,973



FAMILY SERVICE AGENCY OF SAN FRANCISCO, INC.

STATEMENT OF FINANCIAL POSITION

June 30, 2010

With comparative totals at June 30, 2009

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>2010</u>	<u>2009</u>
Assets				
Cash and cash equivalents (Note 2)	\$ 224,500	\$ 74,900	\$ 299,400	\$ 59,314
Accounts receivable	1,482,472		1,482,472	1,424,849
Pledges receivable (Note 3)		276,350	276,350	350,916
Prepaid expenses	118,084		118,084	103,251
Property and equipment (Note 4)	3,606,253		3,606,253	3,586,648
Total assets	<u>\$ 5,431,309</u>	<u>\$ 351,250</u>	<u>\$ 5,782,559</u>	<u>\$ 5,524,978</u>
Liabilities and net assets				
Liabilities				
Accounts payable	\$ 1,053,831	\$ -	\$ 1,053,831	\$ 513,281
Accrued liabilities (Note 5)	762,635		762,635	599,248
Accrued unemployment liability (Note 6)	85,000		85,000	85,000
Line of credit (Note 7)	600,000		600,000	600,000
Notes payable (Note 8)	2,344,447		2,344,447	2,874,388
Total liabilities	<u>4,845,913</u>	<u>-</u>	<u>4,845,913</u>	<u>4,671,917</u>
Net assets				
Unrestricted	585,396		585,396	436,438
Temporarily restricted (Note 10)		351,250	351,250	416,623
Total net assets	<u>585,396</u>	<u>351,250</u>	<u>936,646</u>	<u>853,061</u>
Total liabilities and net assets	<u>\$ 5,431,309</u>	<u>\$ 351,250</u>	<u>\$ 5,782,559</u>	<u>\$ 5,524,978</u>

Strategic Plan

As we enter the new year, 2011 finds FSA a happy, safe, and prosperous organization, carefully navigating all the financial and political storms that have beset the non-profit sector over the past three years. We are happy to report that we finished the last fiscal year with a surplus—our fifth operating surplus in the last six years. Even more importantly, we have continued our push for operating efficiency: by shrinking administrative overhead and improving efficiency, we have been able to increase the salaries of our line staff—the people whose services are the beating heart of the organization—while providing approximately 20% more direct service per dollar of funding.

Currently, Board and staff are working on a new strategic plan for 2011-15.

Among the initiatives we are undertaking:

Expanding early psychosis treatment:

Our PREP Program began five years ago as a pilot project to prevent or remit early-onset schizophrenia. Our results so far have surpassed our greatest hopes. Hospitalizations among our clients are only 10-15% percent of what these same individuals would experience in treatment as usual; school and employment participation are double. Treatment drop-outs are less than 10% of treatment-as-usual. PREP represents a major new approach to one of our society's most devastating diseases. We want to bring this model to as many youth as we can through publishing, training, and direct service.

Helping other social service organizations—here and in the developing world—improve their technology:

We have developed a range of web-based treatment and management tools that have helped us transform our services. We want to offer these tools freely—through non-commercial licenses—to organizations throughout the world. Over the past year, we have consulted with organizations in Australia, Japan, China, Holland, and Swaziland. In our next planning cycle, we will take a more systematic approach to helping social service organizations—at home and abroad—adopt these tools.

Improving mental health and substance abuse treatment for low-income seniors:

Too often, depression, isolation, and ill-health are seen as a natural consequence of aging. They are not. FSA—in collaboration with the Over 60 Project of UCSF—has a five year grant from the National Institute of Mental Health to develop a research center for improving behavioral health services for seniors.

Improving the economic and social well-being of seniors:

We have developed several projects in collaboration with the National Council on Aging and other local partners to explore new ways to improve the financial situations and community involvement of Bay Area seniors.

To realize these goals will require the continued efforts of our staff and board, as well as strategic investments from many of our donors. We have developed a number of approaches that could change and even save many lives. It is our challenge to bring these approaches and tools to scale to better improve the lives of vulnerable individuals in San Francisco, throughout the state and in developing countries.

Board and Staff

Board of Directors

Elizabeth Larose, Ed.D, Chair: Dr. Larose is currently the Director of the Middle School at Chinese American International School.

Eric Severson, Vice Chair: Mr. Severson is Vice President of Human Resources for Gap Inc.'s Outlet Division.

Scott Kuehne, Secretary: Mr. Kuehne is an architect and principal with the firm Suarez-Kuehne Architecture.

Paul Adams: Paul Adams is an Associate General Counsel at Gap Inc.

Dale Butler: For Over 20 years, Dale had been a Field Team Supervisor for SEIU Local. He retired in December of 2007.

Pamela Carey: Ms. Carey was Vice President, Chief Information Officer for Gap Inc.'s Outlet Division until 2009.

Nina Cartee: Currently Nina Cartee serves as Chief Financial Officer of SL Corporation.

Amalia Egri-Freeman: Ms. Freedman is currently working as an independent consultant.

Nathaniel Foster, MNPL: Mr. Foster is Director of Development for Lincoln Child Center.

Susan Larson: Susan Larson is Communications Director at NatureBridge.

Terry Limpert, Former Chair, Ex Officio: Mr. Limpert retired after 20 years as a Partner with Mercer Delta Consulting, LLC where he consulted at the CEO Level of major institutions.

Elisabeth (Lisa) Madden: Lisa Madden is a partner at the Law Firm of Lynch, Gilardi & Grummer.

JoAnn McNutt, Ph.D: Dr. McNutt is a Senior Consultant at Nygren Consulting, L.L.C.

Rowena L. Nery: Ms. Nery is a senior analyst in the psychiatry department of UCSF and research director for Langley Porter Psychiatric Institute's Over 60 Program.

Amy Solliday: HR Committee Chair Amy Solliday is the Vice President of Store Operations and Communications for Gap Inc., Outlet Division.

Kaveh Vessali: Kaveh Vessali is Vice President of Solution Marketing and Public Sector Solutions at salesforce.com.

Senior Leadership

Robert W. Bennett, President and Chief Executive Officer

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Yohana Quiroz, Children, Youth, and Family Division Director

Edward McCrone, Adult Division Director

Volunteers

You don't have to work at FSA to change lives. In 2009-10, FSA made it much easier to play a direct role in our client's lives. A key first step was securing a VISTA Intern to lead the way. Since April, Julia Doctoroff has been setting up a volunteer recruitment and coordination system. Through her efforts, we have created volunteer opportunities at our infant and children's programs, at senior program sites, and in a variety of fundraising and administrative support roles. There are even opportunities for volunteers to write stories for publications or help plan special events. If you are interested in volunteering at FSA, please contact Julia at 415 474-7310 X 641.

Creative Volunteer Contributions at the Older Adult Day Support Center

Haircuts, cookies and bake sales are just a small sample of how volunteers are enriching the lives of seniors at the Older Adult Day Support Center. Recently, Julia received a call from Rosie a retired hairdresser who wanted to give free haircuts to clients. Soon after, Rosie brought in her haircutting supplies and set up shop in the courtyard. The clients were extremely grateful since not only did they enjoy the attention, they also appreciated saving the cost of a haircut. For a low-income senior, every dollar can make a significant difference.

This Halloween, the Center's volunteers and clients came together to have a weeklong bake sale to raise money for outings for the clients. Julia and Erica Solway, the Center Director, hosted a cookie-making party and volunteers Ted, Hannah, Lauren, and Mira baked and decorated many colorful frosted cookies. Volunteers Anne, Sarah, Jeremy, Maureen, Rufus, and Vivian made baked goods at home. The clients also baked oatmeal raisin cookies at the Center to sell. The bake sale raised over 300 dollars, which goes a long way in supporting outings and special events for clients. More importantly, seniors and volunteers were engaged in a fun, stimulating activity, all part of helping seniors remain engaged and active.

Volunteers at the Center have really made an impact on the clients' lives. But FSA gives back to our volunteers, as well. Since many of the volunteers are considering careers in nursing, social work, psychology, and gerontology, Erica and Julia have initiated a monthly meeting where volunteers learn about mental health and aging. Erica and her staff are also mentoring volunteers to help them meet their personal and professional goals.



“ I am extremely grateful to have learned to assess and help kids with special needs. Now I feel like I am more capable of responding to any child's needs, and helping them in any way. ”

Hannah Prados
FDC Volunteer

A Sincere Thank You To Our Donors

(List reflects donations received from October 31, 2009 to November 21, 2010)

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Our mission is to strengthen families by providing caring, effective, and innovative social services, with special emphasis on the needs of low-income families, children, the elderly, and disabled people, thus improving the quality of life for all San Franciscans.

Not surprisingly, in a city filled with such astonishing cultural, economic, and ethnic diversity, FSA addresses a large and varied population. With 34 programs in 11 languages at sites throughout the area, our comprehensive array of services reaches across all racial, ethnic, cultural, and linguistic lines. More than 70% of our clients have annual incomes below the poverty level, about 65% of the clients are of ethnic or racial minorities, and over half are female. Our programs have been recognized as national models and have received the highest possible ratings from San Francisco's Department of Public Health.

At the heart of our work is the belief that individuals and families in crisis must have access to services and resources to help them build on their inherent strengths and develop self-sufficiency.

With the support of our generous partners, Family Service Agency of San Francisco helps turn today's problems into tomorrow's solutions.



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www.fsasf.org
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