Darren Skolnick is the Chair of Felton's Board of Directors and serves as a member of the Finance Committee. He has served on the Board since 2017 and brings over 30 years of progressive and diversified business experience. He is currently the Director of Compliance and Privacy at Hinge Health in San Francisco, CA, the world's first digital clinic for musculoskeletal care.

Al Gilbert is President and CEO of Felton Institute, the San Francisco Bay Area’s largest outpatient mental health provider, serving more than 60,000 clients annually, across five counties: San Francisco, Alameda, San Mateo, Monterey, and Marin.

As I reflect on 2021 and 2022, I am both humbled and inspired as our organization continues to find ways to meet the unique challenges of these last few years. We responded by creating positive and enduring change in the community, providing critical programs that provided a lifeline to individuals, families, and communities - from serving children’s educational endeavors, to providing tech support to isolated older adults, to serving the justice impacted. We created successful outcomes, continuing to lead with compassion, innovation, partnership, and respect for the communities served. Our tremendous growth this past year is a testament to our expanded success in meeting the needs of Bay Area communities.

For 133 years, Felton Institute has created impactful change by fostering a strengthened community that begins with us. I’m inspired by our diverse workforce who provide their expertise and respond with empathy to all they serve. I am honored that people have chosen to spend their professional careers working at our historic organization. In the following pages you will read about our many endeavors and successes. You will see that we serve with intention and compassion and strive to empower all who engage with us.

We Are Felton Institute...Felton Strong.

Al Gilbert.
Felton Institute President & Chief Executive Officer

I’m continually inspired by Felton Institute’s legacy of resilience and innovation. Responding to local and national crises with efficiency and compassion, the 133-year-old institution has flourished during times of adversity. From taking the lead in the 1906 San Francisco Earthquake Relief Program to providing critical services during the COVID-19 Pandemic, I’m proud of Felton’s continued commitment to serving the needs of the community and empowering individuals and families.

It’s truly an honor to work with dedicated leadership and staff as we continue to provide services during these uncertain and challenging times. As Board Chair, I’m dedicated to ensuring the values and mission of Felton Institute as we continue to provide critical programs and service-linkage for the unhoused, older adults, and justice-involved individuals, among other critical services. Acting as a lighthouse in the thick of the storm, Felton Institute has continued its tradition of uplifting and supporting communities.

Reflecting on our past accomplishments, I look to the future with confidence and hope.

Darren Skolnick.
Felton Institute Board Chair
Since its founding in 1889, Felton Institute has expanded its programs while providing cutting-edge services to address the needs of the community.

The history of this 133-year-old institution is one of progress and innovation. In the present day, Felton boasts over fifty programs serving those impacted by the justice system, individuals struggling with mental health, preparing children for educational success, providing older adults with critical resources, and more. In addition to program expansion, Felton has grown to a workforce of nearly 500 employees as well as extending its geographic reach to five Bay Area counties that include Alameda, Marin, Monterey, San Francisco, and San Mateo.

Founded in 1889 as the first nonsectarian relief organization in the city of San Francisco, Felton’s historical timeline is one that encompasses innovation and community resilience. Its services are interwoven into the fabric of San Francisco’s history; in 1906, Felton directed the entire San Francisco Earthquake Relief Program, provided services for orphans, and introduced the first employment agency in the United States, as well as other notable accomplishments.

Since that time, Felton has created award-winning mental health services, early care and education programs, support for teen parents, service linkage for the unhoused, and reentry resources, among other vital services.

Mayor Breed said of the historic organization, “Felton is an important partner in making us deliver what is necessary to make San Francisco a better, more equitable place for our residents.” That sentiment especially rang true when the worldwide COVID-19 pandemic hit in 2020, bringing hardship, fear, and uncertainty to the nation.

Honoring Felton’s long history of successfully responding to local and national crises, the organization reacted swiftly and efficiently to the pandemic.

We accomplished this by adapting to shelter-in-place protocols that transformed needed services into virtual models and provided critical programs to the community. As the nation moves out of the darkest days of the pandemic, Felton Institute continues to provide services with compassion and care, leading the way in providing vital support and empowering communities, whether operating as Associated Charities, Family Service Agency of San Francisco, or as now Felton Institute.
1889
Felton Institute, originally named Associated Charities, is founded as the first nonsectarian relief organization in San Francisco.

1901
Dr. Katharine "Kitty" Felton is named the Executive Director of Associated Charities, a notable accomplishment for a woman of the time.

1906
Associated Charities directs the entire San Francisco Earthquake Relief Program, shifting the mission from advocacy to direct service.

1907
Leading the way, Associated Charities creates the first-ever employment agency in the United States, develops mental health counseling and foster care, and combines public and private funds to allow single mothers to remain at home.

1909
Associated Charities inaugurates the "San Francisco Model of Care," combining public and private funds to provide cost-effective social services, changing how social services are provided nationwide.

1907
Leading the way, Associated Charities creates the first-ever employment agency in the United States, develops mental health counseling and foster care, and combines public and private funds to allow single mothers to remain at home.

1909
Associated Charities inaugurates the "San Francisco Model of Care," combining public and private funds to provide cost-effective social services, changing how social services are provided nationwide.

1910
The agency advocates for improved standards and practices for child labor, school attendance, industrial accident insurance, mental health care, adoption, care of disabled people, minimum wages for women and minors, and health services in public schools.

1943
The Mother’s Aide Program – a forerunner to TAPP, Felton Institute’s current program for teenage parents – is developed and run through the Public Welfare Department.

1964
The Senior Companion Program launches, providing low-income senior volunteers with training and stipends to give support and attention to children with special needs at sites throughout San Francisco.

1981
The Senior Companion Program launches, bringing together mobile seniors and their homebound peers.

1991
Ryan White Mental Health Services for HIV-positive Persons begins. Also, FIRST (Family Intervention and Recovery Services Team) Program for substance-abusing parents begins.

2005
CIRCE, an electronic mental health charting system, is developed, saving charting time, leading to billing efficiency, and providing critical outcome and improvement data while allowing Felton clinicians to spend more time with clients.

2008
PREP, a program of prevention and early intervention for youth on the brink of psychosis, is offered to the community through a partnership with UCSF. The new therapies provide, for the first time, the possibility of remission of mental illness when caught at an early stage.

2007
With public and private support, Felton initiates a new array of innovative, intensive treatment programs: Senior Peer Recovery Center, Moving Ahead Program, Senior Full-Service Wellness Program, Back on Track Program for Transitional Aged Youth, and Young Family Resource Center.
2014
PREP receives the National Behavioral Council’s Science to Service Award. Due to expanded services in multiple Northern CA counties and to honor its visionary founding director, our agency (previously known as Family Service Agency of San Francisco) becomes known as Felton Institute.

2013
Felton receives a $1.5 million research award from PCORI (Patient-Centered Outcomes Research Institute), a nationally recognized institute from Washington, DC.

2012
PREP is awarded a Center for Medicaid and Medicare 3-year grant expanding PREP to San Joaquin and Monterey Counties.

2011
Felton forms CIRCE Software, Inc in close collaboration with Salesforce and the Salesforce Foundation to bring affordable, adaptable information management solutions to the business and nonprofit worlds.

2019
On the 130th anniversary of Felton’s founding, San Francisco Mayor London Breed declared October 30th Felton Institute Day. Mayor Breed said of Felton, “Felton is an important partner in making us deliver what is necessary to make San Francisco a better, more equitable place for our residents.”

2018
The Older Adult Service Team (OAST) opens its newest location in San Leandro to provide comprehensive clinical case management and psychiatric services for older adults in Alameda County.

The Justice Division, Felton’s fastest-growing division, is introduced to accommodate the strategic focus on innovation and expanded care. The division collaborates with various local agencies and officials to provide rapid response, community engagement, service linkage, and relationship-building assistance for justice-involved people. Focus is on individuals and communities who are unhoused or insecurely housed, formerly incarcerated, have substance abuse and/or unaddressed mental health disorders.

San Francisco Suicide Prevention (SFSP) merges into Felton Institute to broaden the range of mental health and social services offered across the city and to strengthen suicide prevention within Felton’s established programs.

2020
When the COVID-19 pandemic began, Felton transformed needed services into virtual models, with staff working safely from home, rapidly training and adapting to new technology tools, and continuing to provide essential services to clients. Pivots included Early Childhood remote learning at five of Felton’s Early Childhood Education Centers. San Francisco Suicide Prevention adopted a new cloud-based phone system allowing volunteers to answer crisis calls safely from home, among other services.

2021
Felton formalized its tradition of assisting other behavioral health nonprofits in serving the community through administrative support in human resources, fiscal, IT, management consulting, and operational stewardship via fiscal sponsorship, with the implementation of a Technical Assistance Division.

2022
Felton launches SAMHSA’s National 988 Suicide and Crisis Lifeline in the City and County of San Francisco. Felton, in partnership with CIRCE’s innovative software development team, created CA’s first 988 call management, data tracking, and staff and volunteer scheduling system.

2018
Felton adds to its in-house early care and education-inclusive childcare services operations by assuming responsibility for four Early Childhood Education (ECE) sites in San Francisco that now offer trauma-informed, medical, social and educational needs of the child and family.

2019
On the 130th anniversary of Felton’s founding, San Francisco Mayor London Breed declared October 30th Felton Institute Day. Mayor Breed said of Felton, “Felton is an important partner in making us deliver what is necessary to make San Francisco a better, more equitable place for our residents.”

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2023
stay TUNED!
executive LEADERSHIP
— Alphabetical By Last Name, After The CEO —

Al Gilbert
President and Chief Executive Officer (CEO)

Liz Damacio-Julien
Chief People Officer (CPO)

Marvin Davis
Chief Financial and Operations Officer (CFOO)

Kenji Paschen
Chief Technology Officer (CTO)

Yohana I. Quiroz, Ed.D.
Chief Operations Officer (COO)

Sarah Richardson Baker
Director, Communications and Community Engagement

Adriana Furuzawa
Division Director, Early Psychosis Services

Robin S. Ortiz, Ph.D.
Director, Business Development

Curtis Penn
Division Director, Justice Services

Cathy Spensley
Division Director, Senior Services
OUR vision

Drive positive and sustainable community led change where all have equitable access to innovative, high-quality, evidence-informed services.

OUR mission

Rooted in equity, Felton Institute transforms quality of life and promotes social justice to accelerate community led change.
Operations and programs are spread over five counties: Alameda, Marin, Monterey, San Francisco, and San Mateo, responding to the belief that those in crisis must have access to social services.

PROGRAM SITES & OFFICES
Operations and programs are spread over five counties: Alameda, Marin, Monterey, San Francisco, and San Mateo, responding to the belief that those in crisis must have access to social services.

WIDE ARRAY OF SOCIAL SERVICES
Our services are comprehensive with an emphasis on the needs of low-income families, children, the elderly, ethnic minorities, justice impacted individuals, and people living with mental and physical disabilities.

WHOA WE serve

58
Mental health & social services programs

13
Staff total languages spoken.

- English
- Spanish
- Portuguese
- Cantonese
- ASL
- Mandarin
- Arabic
- Japanese
- Tagalog
- Vietnamese
- Russian
- French
- Bengali

6
Program divisions providing cutting-edge social services

<table>
<thead>
<tr>
<th>July 1, 2021 - June 30, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>63,515</strong> CLIENTS SERVED</td>
</tr>
<tr>
<td><strong>3,042</strong> Total Unhoused During Services</td>
</tr>
<tr>
<td>8% LGBTQIA+</td>
</tr>
<tr>
<td>74% Racial and Ethnic Minorities</td>
</tr>
<tr>
<td>86% Clients below the poverty line</td>
</tr>
<tr>
<td>42% Female clients</td>
</tr>
<tr>
<td>16% Unhoused clients at time of referral</td>
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<table>
<thead>
<tr>
<th>July 1, 2020 - June 30, 2021</th>
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</thead>
<tbody>
<tr>
<td><strong>53,086</strong> CLIENTS SERVED</td>
</tr>
<tr>
<td><strong>1,567</strong> Number of Referrals</td>
</tr>
<tr>
<td>9% LGBTQIA+</td>
</tr>
<tr>
<td>74% Racial and Ethnic Minorities</td>
</tr>
<tr>
<td>92% Clients below the poverty line</td>
</tr>
<tr>
<td>44% Female clients</td>
</tr>
<tr>
<td>11% Unhoused clients at time of referral</td>
</tr>
</tbody>
</table>

OUR PROGRAM DATA
Fostering compassion and dignity, Felton Institute’s programs reach across all racial, ethnic, cultural, social, and linguistic lines. We respond to the needs of families and individuals with cultural sensitivity and care. As Felton Institute grows, we’ve seen an increase in the populations we serve. In the past two years, the number of clients served grew by almost 20%. Since our 2019/2020 report, ethnic and racial minorities increased by 25% and clients at or below the poverty line increased by 7%.
OUR LIFE TRANSFORMING programs

*Programs active between July 1, 2020 — June 30 2022

Children, Youth, Family & TAY

Building Back Stronger Families and Communities

Services include early care and education, early intervention, and inclusion for children birth to six years old. We offer mental health services for youth and wrap-around family support, workforce development and social services to all enrolled families.

Early Care and Education Programs (ECE)
- Family Developmental Center (FDC)
  Ages Birth – 6 Years
- Felton Learning Center (FLC)
  Ages 2.9 – 6 Years
- Martin Luther King Center (MLK)
  Ages 2.9 – 6 Years
- Sojourner Truth Center (STC)
  Ages Birth – 3 Years
- Solmar Learning Center (SLC)
  Ages Birth – 5 Years

Early Intervention & Inclusion Programs (EII)
- Felton Early Autism Program (FEAP)
  Ages Birth – 3 Years
- Infant Development Program (GGRC)
  Ages Birth – 3 years
- Infant Mental Health (IMH)
  Ages Birth – 5 Years

Family Support Programs
- Healthy Families, Healthy Lives “Familias Sanas, Vidas Sanas” Wellness Program
- Teen Resources to Achieve Positive Practices (T-RAPP)
- Teenage Pregnancy and Parenting Program (TAPP)
- Young Family Resource Center (YFRC)
  Under 24 Years
- Felton’s Family Resources Centers (FFRC)

Mental Health Programs
- Full Circle Family Program (FCFP)

Workforce Development Programs
- Early Care and Education
- Realizing Employment And Creating Hope (ECE REACH)

ABOVE: San Francisco Suicide Prevention (SFSP) provides a lifeline to those experiencing mental health issues.

BELOW: On August 5, 2022, preschoolers from Felton’s ECE programs celebrated with the first in-person graduation since 2019.

Adult Services

Empowering Clients with Life-Changing Resources

Felton’s Adult Services delivers an array of innovative and comprehensive programs. We provide clients with mental health support, resources, and crisis intervention, promoting psychological and physical well-being.

- Early Intervention and Eviction Assistance Program
- Local Outreach to Suicide Survivors (LOSS)

Adult Mental Health Programs
- Adult Full Service Partnership (FSP)
- Adult Intensive Case Management (ICM)
- Deaf Community Counseling Services (DCCS)
- Transitional Age Youth Acute Linkage (TAL)
- Transitional Age Youth Full Service Partnership (FSP)

San Francisco Suicide Prevention (SFSP)
- SFSP – Crisis Line
- SFSP – Lifeline 988
- SFSP – Drug Relapse Line
- SFSP – After Hours and Weekends DPH Behavioral Health Access Line and Central Coast Crisis Line
- SFSP – HIV/AIDS Nightline, Local and National and Text
- SFSP – Crisis Text and Chat, and Youth Crisis Text and Chat
- SFSP – Youth Risk Reduction Program, in partnership with SFUSD
- SFSP – Community Outreach and Education Program with San Francisco Community Partners
- SFSP – Peer Grief Support Group

Below: San Francisco Suicide Prevention (SFSP) provides a lifeline to those experiencing mental health issues.

Justice Services

Forging a Pathway to Stability

By collaborating with various local agencies and officials, Felton provides rapid response, community-driven engagement, service linkage, and relationship-building assistance to under-served and underrepresented communities. Focus is given to those who are insecurely housed and justice impacted.

- Center of Reentry Excellence (CORE)
- Felton Engagement Specialist Team (FEST)
- Felton Street Case Management Team (FSCM)
- Mission to Motivate (M2M)
- Reentry Engagement Program (REP)
- Success: Movement from Incarceration (SMI)
- Supporting Treatment and Reducing Recidivism (STARR)
- Young Adult Court (YAC)
Pioneering New Strategies for Social Work

Professional development and behavioral health training for providers are offered in a variety of Evidence-Based Practices (EBPs) to agencies in California and the nation.

- Behavioral Health Training Workshops

Intervening Early and Focusing on Recovery

Innovative, evidence-based programs to diagnose and treat early psychosis and bipolar disorder. We provide screening and treatment to adolescents and young adults so they can learn skills to manage symptoms, focus on recovery, and reach their full potential.

- (re)MIND® and BEAM Alameda
- (re)MIND® Marin
- (re)MIND® Monterey
- (re)MIND®, BEAM and BEAM UP® San Francisco
- (re)MIND®, BEAM, and (re)MIND® Alumni San Mateo

Senior Services

Championing the Needs of Older Adults

Specializing in mental health, workforce development, and community engagement, along with other aging services, Felton’s Senior Division helps older adults flourish in their communities with dignity, security, and a high quality of life.

- Case Management for Alameda County (APS)
- Case Management for Older Adults and Adults with Disabilities (DAS)
- Community Liaisons
- Flexible Subsidy Housing Program
- San Francisco Long-Term Care Ombudsman Program (LTCO)
- Tech Squad

Felton’s AmeriCorps Seniors Programs

- Senior Companion Program (SCP)
- Foster Grandparent Program (FGP)

Older Adult Mental Health Programs

- Intensive Case Management (ICM)
- Outpatient Mental Health Services (OMH)
- Older Adult Full Service Partnership (FSP)
- Older Adult Service Team (OAST)

Senior Community Service Employment Program (SCSEP)

- SCSEP – Back 2 Work (B2W)
- SCSEP – Downtown
- SCSEP – Marin
- SCSEP – San Mateo
- SCSEP – Visitacion Valley

Visitacion Valley Seniors

- Visitacion Valley Senior Health & Wellness
- 66 Raymond Community Services

133 YEARS OF SERVICE

Training, Research and Evaluation Division (TRE)

Pioneering New Strategies for Social Work

Professional development and behavioral health training for providers are offered in a variety of Evidence-Based Practices (EBPs) to agencies in California and the nation.

- Behavioral Health Training Workshops

PHOTO: Felton Institute’s Julie Schnieder, MSW who is a Field Service Coordinator for the San Francisco Long-Term Care Ombudsman Program, engages with one of the residents that the program has advocated for.

PHOTO: Our life changing services support and inspire all we serve.
Ten Years of Funding

Fiscal years are July 1st through June 30th

Statement of Activities

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue &amp; Support</td>
<td>$41,536,149</td>
<td>$40,978,416</td>
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<tr>
<td>Total Expenses</td>
<td>$41,152,810</td>
<td>$36,240,652</td>
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<tr>
<td>Change in Net Assets</td>
<td>$383,339</td>
<td>$4,737,764</td>
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Statement of Financial Position

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<th>2022</th>
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<tr>
<td>Total Assets</td>
<td>$17,837,214</td>
<td>$19,462,618</td>
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<tr>
<td>Total Liabilities</td>
<td>$10,855,719</td>
<td>$12,864,381</td>
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<tr>
<td>Total Net Assets</td>
<td>$6,981,495</td>
<td>$6,598,156</td>
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<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td>$17,837,214</td>
<td>$19,462,537</td>
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</table>

Functional Expenses (Spending)

- Children, Youth, Family & TAY: 27%
- Senior Services: 19%
- Early Psychosis: 13%
- Adult Services: 12%
- Justice Services: 07%
- Training, Research & Evaluation: 01%
- Management & General: 21%
CORE Spa Day:
In honor of International ‘Self Care Day,’ Felton’s Center for Reentry Excellence (CORE) treated clients to a ‘spa day.’ CORE, which serves justice-involved individuals, provided free haircuts and make-overs.

Solmar Grand Opening:
Felton Institute celebrated the opening of its fifth early care and education (ECE) site, Solmar Learning Center (SLC) in San Francisco. SLC is Felton’s first co-located ECE with affordable housing, addressing two major needs families have, access to affordable housing and childcare.

Justice Division Open House:
The Justice Division celebrated the opening of its newest location in SOMA, San Francisco. The new location expands Felton’s capacity to continue to serve four Justice Division programs FEST, FSCM, STARR, and YAC, in a single location.

FCFP Open House:
Felton Institute celebrated the opening of its new Full Circle Family Program (FCFP) location in SOMA, San Francisco. The new location is FCFP’s first child-centric mental health clinic, designed specifically to serve children under eighteen.

Alameda (re)MIND® open house:
(re)MIND® and BEAM clients, families, and staff celebrated an Open House Party at our East Bay HQ in Alameda. The Early Psychosis programs serves clients experiencing early signs and symptoms of psychotic disorders.

Young Adult Court Graduation:
Felton’s Young Adult Court (YAC) celebrated the graduation of its participants with a ceremony at the San Francisco Hall of Justice. The groundbreaking justice program provides community treatment and case management through Felton Institute for justice-involved young adults.
Felton’s social services and programs combine cultural sensitivity, deep respect for client and staff, and a commitment to social justice.

Our Commitment to Inclusion:
Felton Institute is committed to building a workplace with a sense of belonging for all, regardless of gender, ethnicity, sexual orientation, or age.
Employee Ethnicity By Division

**Children, Youth, Family, and Transitional Age Youth Services (CYF & TAY)**
- **2021**
  - 16% Asian
  - 58% Hispanic or Latino
  - 9% Black or African American
  - 4% Other
  - 13% White
- **2022**
  - 13% Asian
  - 60% Hispanic or Latino
  - 10% Black or African American
  - 4% Other
  - 13% White

**Junior Services**
- **2021**
  - 24% Asian
  - 16% Black or African American
  - 65% Hispanic or Latino
  - 3% Other
  - 11% White
- **2022**
  - 23% Asian
  - 16% Black or African American
  - 46% Hispanic or Latino
  - 10% Other
  - 4% White

**Justice Services**
- **2021**
  - 65% Black or African American
  - 25% Hispanic or Latino
  - 3% Other
  - 3% Asian
  - 5% White
- **2022**
  - 75% Black or African American
  - 16% Hispanic or Latino
  - 9% Other
  - 9% Asian
  - 33% White

**Early Psychosis Services**
- **2021**
  - 26% Hispanic or Latino
  - 39% White
  - 8% Asian
  - 21% Black or African American
  - 5% Other
- **2022**
  - 29% Hispanic or Latino
  - 42% White
  - 8% Asian
  - 18% Black or African American
  - 3% Other

**Senior Services**
- **2021**
  - 16% Black or African American
  - 11% Other
  - 44% White
  - 8% Hispanic or Latino
  - 27% Asian
- **2022**
  - 13% Black or African American
  - 8% Other
  - 46% White
  - 10% Hispanic or Latino
  - 27% Asian

**Administrative Departments**
- **2021**
  - 27% Black or African American
  - 27% Hispanic or Latino
  - 8% White
  - 9% Other
- **2022**
  - 24% Black or African American
  - 33% White
  - 7% Hispanic or Latino
  - 9% Other
board of Directors

Officers

Darren Skolnick
Felton Board Chair
Member since May 2017

Dr. George Woods
Felton Board Vice Chair
Member since January 2022

Tamara Steele
Felton Board Secretary
Member since October 2020

Directors

Susan Bobulsky
Member since June 2018

Dr. Oliver T. Brooks
Member since March 2022
Member, Governance Committee

Clifford Nalls
Member since April 2022
Chair, Finance Committee

Kathy Neal
Member since March 2021
Co-Chair, Governance Committee

Michael Orias
Member since May 2017
Member, Finance Committee

Peter Rojo
Member since June 2019
Co-Chair, Governance Committee

Dr. George Woods
Felton Board Vice Chair
Member since January 2022

Tamara Steele
Felton Board Secretary
Member since October 2020

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p. 13-14 (Felton Alameda/East Bay HQ)

This report was produced by the Felton Institute Communications Department

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and Community Engagement

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Graphic and Web Designer

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Communications Project Manager

Tiffany Hearsey
Content Writer and Creator

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