We believe.
“We are what we believe we are.”

C.S. Lewis
Q&A

When did equity become a priority for Wayfinder Family Services?
The word “equity” wasn’t used as commonly in 1953 when Norm Kaplan founded the organization. But what Norm wanted was for children with visual impairments to have the same opportunities as sighted children. In a word, Norm wanted equity. As Wayfinder grew and expanded, we have maintained that focus on equity for those who are excluded or underserved.

How will you promote equity, diversity and inclusion over the next three years?
One of the four goals in our strategic plan for 2019 to 2022 is “advancing equity.” We aim to increase inclusion of clients in treatment planning, service design and goal setting for Wayfinder. Also, we will ensure that staff from underrepresented groups have the opportunity to grow and become leaders, and that Wayfinder’s leadership reflects the communities we serve.

What are your core beliefs?

As the CEO of Wayfinder, my guiding values and beliefs are embodied by the philosophy of servant leadership, which is rooted in humility, not authority. The growth and development of staff is one of my highest priorities. I want to empower those who work for me, unlock potential and creativity and align their sense of purpose with Wayfinder’s mission. A big piece of servant leadership is presence. Being there, listening and putting everything else aside so that you can be fully present for someone is the best gift that anyone can give to another person.
We believe in the power of early intervention.

Gina was eagerly awaiting the arrival of her first foster child. After having two biological children, she and her partner were ready to adopt. “She was supposed to be a perfectly healthy 3-month old,” Gina remembers. “But when she arrived, she was only 6 weeks old.” And something was very wrong with baby Kennedy.

Kennedy slept nearly all day. “She didn’t cry for the first eight months,” Gina says. “When her eyes were open, she stared into a corner.” They discovered that the little girl had been exposed to methamphetamines in the womb.

An assessment revealed that Kennedy was legally blind and her development was severely delayed. The prognosis from doctors was so bad that Gina didn’t think early intervention could help Kennedy’s vision. “I thought, how are they going to teach a blind kid to see?” recalls Gina.

When Kennedy was 4 months old, Bertha Preciado started making home visits. Bertha is one of Wayfinder’s specialists who provide early intervention statewide to children with vision loss or multiple disabilities. Among other items, Bertha brought an iPad with a glowing red bunny. Week after week, Bertha would work with Kennedy to follow the slow-moving red bunny with her eyes.

“When I first met her, Kennedy was very nonresponsive to stimulation,” says Bertha. “If she wasn’t being touched, she was unaware of her surroundings.” To give Kennedy more sensory input, Bertha introduced sand and water. Kennedy loved it.

“It’s amazing how plastic babies’ brains are,” Gina says. “The improvement happened over months, but it was quick. She started seeing.”

When Kennedy was 1 year old, “Bertha was using the same bunny, but it was bouncing all over the iPad, and Kennedy was following it,” says Gina.

With Bertha, Kennedy’s vision continued to improve, and she made rapid developmental progress. Now age 3 1/2, Kennedy is in a typical preschool and does not need special education services.

“Early intervention was totally life-changing for Kennedy,” Gina says. “I don’t know where she’d be now without Wayfinder. I didn’t know what to do for her. Thank you to Wayfinder from the bottom of my heart.”
Wayfinder has come a long way. The 7-year-old who threw things and hit walls during her tantrums is now an 18-year-old college freshman. Heather's resilience and intelligence were always inside her. But she needed someone to bring out the best in her.

That someone was Josefina, the foster mom in Wayfinder’s Foster Care and Adoption program who gave Heather a home and changed the course of her life.

Until age 7, Heather was raised by her grandparents, who didn’t know why Heather was angry or how to cope with her tantrums. "The pain was from being separated at a young age from my family," explains Heather. "The pain built up and I didn’t know what to do.”

Overwhelmed, her grandparents put Heather in foster care.

Wayfinder placed Heather with Josefina and her husband, José. Josefina could tell that, despite her tantrums, Heather was a good girl.

For two years, the tantrums continued, "but Josefina and José knew what to do to calm me down,” Heather recalls. “They would tell me to breathe.” Little by little, Heather learned to control her anger and pain. She became an honor-roll student.

When Heather was 10, her biological father asked for her to live with him. "It was horrible," Heather recalls. “There was abuse and neglect. I felt like I was nothing to him.” She told her therapist and asked to return to Josefina.

“I felt Josefina and José were my family,” says Heather. “Even their family in Mexico treats me like I’m part of them.”

Heather has fully embraced Josefina and José’s culture. She speaks Spanish fluently and had a quinceañera, a celebration of the transition to womanhood at age 15. “She is a white girl with blue eyes and blonde hair,” Josefina laughs. “But she's a really good Latina.”

According to Sylvia, their Wayfinder social worker, "Josefina has educated Heather to believe in herself.”

Now, Heather is pursuing a degree in respiratory therapy. Heather’s resilience helped her overcome the heartache of losing her birth family. She continues to live with the loving family that welcomed her. About Heather, Josefina says simply, “She’s my daughter.”
Annie used to think that people were foster parents for the money. But when Annie's cousin became a foster parent and treated the children as her own, Annie was inspired.

“I saw so many kids needing extra help,” Annie recalls. “I was in my home by myself, and I thought, how can I give back?” She contacted Wayfinder’s Foster Care and Adoption program.

The first child that Annie fostered, 3-year-old Moriah, was a handful. Moriah’s mother suffered from mental illness and neglected the girl. Moriah broke things and tore up Annie’s house. “She couldn’t speak very well,” Annie says, “but she knew every curse word in the book.” A doctor told Annie that Moriah was unteachable.

With support from Wayfinder, Annie developed her foster-parenting approach. “The kids have taught me to have patience,” says Annie. “I give them love. I make myself trustworthy, so they know they can talk to me about anything.”

After 18 months with Annie, Moriah lived briefly with her mother, who could not care for the girl. Annie welcomed Moriah back and became her legal guardian.

Wayfinder’s Sylvia Gomez-Morales, social worker supervisor, notes, “Annie develops each child’s strengths and gets them involved in something they enjoy.”

Annie tried to interest Moriah in various sports and arts over the years. Then Annie signed Moriah up for track. Moriah began placing first and second in races. “All of a sudden, it’s like a new Moriah,” Annie says. “She has a purpose in life.”

Now in sixth grade, Moriah is also excelling in school. “When I can see a difference in a child, I figure I have done what God has called me to do,” says Annie. “It’s something I love doing. The children keep me young.”

We believe every child deserves a loving family.
We believe in maximizing potential.

“I took a situation that could have devastated me and turned it into something good: family, independence, success,” says Riley, age 19. She spent three years in Wayfinder’s Transition Services, a life-skills program for young adults with vision loss. Riley was dealt a tough hand in life. But she has not just survived—she has flourished. And her intelligence and charisma shine through.

Riley lost her functional vision when she was shaken by her mother’s boyfriend at 8 months of age. “I can see people, my surroundings, color,” she describes. “I cannot read print. I can’t see inside windows.”

After a year in a foster home, Riley lived with her mother, who struggled with substance abuse. Riley’s maternal grandparents, a loving force in her life, gave her a home as her mother moved in and out of rehab.

When Riley was 12, her mother died and her grandparents’ health began to fail. She cycled through foster homes, group homes and psychiatric programs. “I spiraled out of control,” Riley recalls. “The more they tried to help me, the angrier I got.”

In 2016, Riley found Wayfinder’s Transition Services. “That’s where I made my family,” she says. “I was able to be somebody that I couldn’t be at home or school.” Riley participated in the program’s weekend workshops, two residential summer programs, and summer internships.

“Living on my own in the dorm during the summer programs taught me I was capable of doing it,” Riley says. “Traveling in the community gave me mobility skills to cross California by myself. Seeing the success of visually impaired staff members gave me confidence.”

What would she say about Transition Services to someone in similar circumstances? “I would ask, ‘Are you signed up? ‘Cause if not, let me help you.’ I’d probably have a spare application in my purse,” she laughs.

Now, Riley is working to get a dog guide and plans to enroll in college to study child development. She says, “I’m a living example of what Transition Services does.”
We believe in educational success.

The EARLY INTERVENTION PROGRAM in Southern California and BLIND BABIES FOUNDATION in Northern and Central California provide in-home early intervention services for children with vision loss and multiple disabilities, from birth to age 6. Young children maximize any vision they have and reduce developmental delays. The programs empower parents with knowledge and advocacy skills.

- **Number:** 771 children
- **Outcome:** 90% of children in Early Intervention and Blind Babies met their individual developmental goals.

Our SPECIAL EDUCATION SCHOOL offers children and youth ages 5 to 21 who are visually impaired or have multiple disabilities a safe, positive environment for growth. Students learn in the least restrictive environment in our state-certified, non-public school.

- **Number:** 45 children
- **Outcome:** 98% of students in our Special Education School met their individual goals in white-cane skills, independent living, braille and communication, and social and vocational skills.

We believe in economic opportunity.

The DAVIDSON PROGRAM FOR INDEPENDENCE in Los Angeles and HATLEN CENTER in San Pablo are comprehensive residential programs for adults ages 18 and older who are blind or visually impaired. Participants learn braille, assistive technology, orientation and mobility, and independent-living skills so they can find employment and enjoy productive, fulfilling lives.

- **Number:** 78 adults
- **Outcome:** 88% of graduates of Davidson and Hatlen increased their independence by achieving their goals in orientation and mobility, assistive technology and independent living skills.

TRANSITION SERVICES enable teenagers and young adults who are blind or visually impaired to explore careers and successfully transition to independent living, college or the workforce. Across California, young people learn assistive technology, independent-living skills, and orientation and mobility skills.

- **Number:** 372 teens and young adults
- **Outcome:** 100% of teens and young adults who participated for at least six months in Transition Services were in higher levels of training, employed or enrolled in higher education within six months of completing the program.

ASSISTIVE TECHNOLOGY TRAINING provides instruction to adults with vision loss on the latest assistive technology devices and software for success in today’s job market. The program features our state-of-the-art technology lab and worksite assessments in Los Angeles, plus in-home training in Northern California.

- **Number:** 36 adults

EMPLOYMENT SERVICES reaches adults who are blind or visually impaired the skills they need to get a job. Clients emerge as competitive candidates in the workforce. Also, Wayfinder assists employers in adapting workplaces.

- **Number:** 53 adults

“You are on a journey with the family. It is the most challenging experience of their life. You witness such strength in families, such love for their children, such devotion and dedication.”

— Pam Chapin, program director of Wayfinder’s Blind Babies Foundation

“I thought I would do a little cooking, a little cleaning, write a résumé. I didn’t know I was going to get mobility training, workplace skills, and confidence.”

— Riley, age 19, Transition Services participant

“He receives so much attention here. It’s like we are taking care of him at home.”

— Hector, father of a boy in the Special Education School

“You are on a journey with the family. It is the most challenging experience of their life. You witness such strength in families, such love for their children, such devotion and dedication.”

— Pam Chapin, program director of Wayfinder’s Blind Babies Foundation

“The most rewarding moments are when you see students put things together for themselves. When they decide to go to college, move out or take a job.”

— Robert Schulenburg, director of Transition Services
Wayfinder’s MEDICAL CENTER provides 24-hour services to children with complex medical and mental health needs. Our staff includes eight full-time and four part-time nurses and a psychiatrist. We contract with a nurse practitioner, endocrinologist and behavioral psychologist. The medical center primarily serves children in our residential programs and the Special Education School. High-quality care helps exceptionally vulnerable children stabilize their medical and mental health conditions.

- **Outcome:** Wayfinder’s nursing staff administered an average of 273 doses of medication per day, or 93,645 per year.

MENTAL HEALTH SERVICES provides therapy to young people who have been impacted by the foster care system, including children with medical or behavioral needs, multiple disabilities or chronic illness. Also, we assist individuals and families who need help coping with the effects of sudden or gradual vision loss.

- **Number:** 202 people

CAMP BLOOMFIELD provides children and youth who are blind, visually impaired, multi-disabled or in foster care and their families with memorable experiences that develop self-esteem and build independence. After the Woolsey Fire in November 2018 destroyed Camp Bloomfield, Wayfinder welcomed campers to the Point Fermin Outdoor Education Center in summer 2019 for a memorable camp experience.

- **Number:** 830 children and adults

- **Outcome:** 91% of campers with vision loss learned at least one new independent-living skill, such as making their bed.

Wayfinder offers SPORTS AND RECREATION that are adapted for child and teen athletes with disabilities. From goalball, a Paralympic team sport, to Visions: Adventures in Learning, we provide empowering recreational experiences.

- **Number:** 793 children and youth

“Paralympics is a chance to show off my competitive side and to show other people that sports aren’t just for the sighted.”

— Evelyn, age 15, Wayfinder Paralympic athlete

“Camp Bloomfield makes them feel that they can do whatever they want to do.”

— Martha, mother of a camper

“Everyone has a grim view of what a shelter looks like. But Wayfinder’s Cottage breaks the mold. The people set the tone, and the space matches that warmth.”

— Marsha Todd Austen, founder of Hope in a Suitcase, which provides clothes and toiletries to children in The Cottage

“It’s important to not give up on these foster children with special needs because they need the opportunities that you and I have.”

— Regina, foster parent

In 2019, Wayfinder met rigorous requirements to convert its Youth Residential Treatment Program into a SHORT-TERM RESIDENTIAL THERAPEUTIC PROGRAM on our campus for foster youth with the highest medical and mental health needs. Youth receive intensive mental health and nursing services so they can overcome their challenges.

- **Number:** 55 youth

- **Outcome:** 90% of foster children in our STRTP gained knowledge and skills to manage their complex medical needs so they could transition to other levels of care in the community.

The TEMPORARY SHELTER CARE PROGRAM, also known as THE COTTAGE, is a 10-day shelter program on our campus for children, ages 1 through 17, who have been removed from their homes due to abuse, neglect or abandonment. They receive temporary refuge in a warm, therapeutic setting until they can be placed with family members or foster families. Wayfinder is one of only four agencies in Los Angeles County to provide this service and the only one that accepts infants and toddlers.

- **Number:** 1,553 children

- **Outcome:** 100% of children were emotionally safe and stable while in The Cottage.

Wayfinder’s FOSTER CARE AND ADOPTION program matches children and youth who have been displaced from their homes due to abuse or neglect with families that can provide safe, caring homes. Our adoption services find loving, lifelong families for children in the child welfare system. Wayfinder is drawing on its decades of experience assisting children with disabilities to ensure that hard-to-place children with health and mental health conditions find homes.

- **Number:** 481 children

- **Outcome:** 79% of youth who were eligible to graduate from high school earned a diploma or equivalent.

Wayfinder operates five GROUP HOMES in single-family residences, each housing up to six children or six young adults with multiple disabilities. Residents receive round-the-clock care. All group homes are conveniently located near the Wayfinder campus so that residents can attend the Special Education School, use Wayfinder’s recreational facilities or receive care from our 24-hour medical center in an emergency.

- **Number:** 30 children and young adults

- **Outcome:** 79% of residents of our group homes achieved two or more of their four individual goals for the year.
# Financial Data

Wayfinder is accredited by the Council on Accreditation. Achieving COA accreditation signifies that Wayfinder is among the best in the field, with exemplary programs, fiscal oversight, operations and management.

## Financial Data 2018–2019

### AS OF JUNE 30, 2019

#### Statement of Financial Position

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<th>ASSETS</th>
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<td><strong>TOTAL ASSETS</strong></td>
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#### LIABILITIES AND NET ASSETS

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<table>
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<tr>
<td><strong>Total Net Assets</strong></td>
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</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS** $52,639,641

### JULY 1, 2018 THROUGH JUNE 30, 2019

#### Statement of Activities

**REVENUE**

- **Private Support**
  - Wills and bequests $1,456,784
  - Other contributions 3,355,729
  - Trust income 1,366,378
  - Contributed property, good and services 446,703
  - **Subtotal** 6,625,594

- **Government fees and other revenue**
  - Government contracts, fees for service, grants 22,925,054
  - Other revenue 182,705
  - **Subtotal** 23,107,759

- **Other**
  - Investment income, net of fees 474,407
  - Gain on investments 896,847
  - **Subtotal** 1,371,254

- **TOTAL REVENUE** 31,104,607

**EXPENSES**

- **Program services** 27,365,503
- **Management and administrative** 3,721,393
- **Fundraising and public relations** 1,409,416
- **TOTAL EXPENSES** 32,496,312

**Change in Net Assets Before Other Changes** $1,391,705*

**Other Changes (Net)** 1,869,193**

**CHANGE IN NET ASSETS** $477,488

**NET ASSETS, END OF YEAR** $48,052,928

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*The -$1.39 million change in net assets before other changes was due almost entirely to an unfunded state mandate that required Wayfinder to increase staffing and intensive services so that our Youth Residential Treatment Program could become licensed as a Short-Term Residential Therapeutic Program. During the transition, mandated by California’s Continuum of Care Reform, the Department of Children and Family Services moved children with lower needs into other placements and slowly referred a new population of youth with the highest needs. This resulted in an extended period of low program enrollment that substantially decreased revenue.

**Other Changes reflects insurance-claim income related to the destruction of Camp Bloomfield in the Woolsey fire, net of asset write-off.

**Wayfinder earned a Gold Seal of Transparency from GUIDESTAR, recognizing our commitment to transparency and fiscal responsibility.**

**Wayfinder is accredited by the Council on Accreditation. Achieving COA accreditation signifies that Wayfinder is among the best in the field, with exemplary programs, fiscal oversight, operations and management.**

**We believe in transparency.**
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- **Raquel and Paul Varei**
- **Barbara and Paul Villa**
- **Ruth E. Waugh**
- **Mr. and Mrs. Kenneth-Weisman Lois and Doug Wilhelm**
- **Philip and Jesse Wojdak**
- **And those who wish to remain anonymous**

#### $1,000,000
- **The Ralph M. Parsons Foundation**
- **The Hearst Foundations**
- **The Carl & Robert Deutsch Foundation**
- **The Kenneth T. and Eileen L. Thomas and Dorothy Leavey Foundation**
- **John and Marjorie Bancroft**
- **$25,000 – $49,999**
- **Wells Fargo Foundation**
- **The W. M. Keck Foundation**
- **$50,000 – $99,999**
- **Associated Roofing Contractors Foundation**
- **Lon V. Smith Foundation**
- **Lucille Ellis Simon Foundation**
- **The Wood-Claeyssens Foundation**
- **The Valley Foundation**
- **Brent Williams/City National Bank**
- **And those who wish to remain anonymous**
- **$5,000 – $9,999**
- **The Ralph M. Parsons Foundation**
- **The Hearst Foundations**
- **The Valley Foundation**
- **Brent Williams/City National Bank**
- **And those who wish to remain anonymous**
- **$10,000 – $14,999**
- **The Ralph M. Parsons Foundation**
- **The Hearst Foundations**
- **The Valley Foundation**
- **Brent Williams/City National Bank**
- **And those who wish to remain anonymous**
- **$15,000 – $24,999**
- **The Ralph M. Parsons Foundation**
- **The Hearst Foundations**
- **The Valley Foundation**
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Santa Rosa Host Lions Club
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Sandra and Hal Sian
Diane Smith
Anthony M. Stotten
Sheena Sundaram
Stanley Thimakis
Visalia Breakfast Lions Club
Marsella McGrane and William H. Vogel
Cai K. Voong
Marsha Vecchion
Walnut Creek Host Lions Club
Maureen and Robert Welch
Mary A. Valentino
And those who wish to remain anonymous

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Thank you to our sustaining partners who support Wayfinder through monthly donations.

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Bill Benner
John Borrego
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Emmett B. Chambers
Curt Craton
Michella De Leon
Nicholas Rodel Dizon
James Duek
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Carmen and Mario Garcia
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Diane Smith
Harry and Susan Snyder
Joanie Steckel
Joyce and John Steen
Juliana L. Zinsmeister
And those who wish to remain anonymous

Planned Gifts
We are grateful for the bequest and trust gifts received in full or in part this year.

Estate of Janet R. Andersen
Estate of Helen L. Anderson
Salma Andrews Trust
Elizabeth G. Bishop Trust
Estate of Mabel E. Bradford
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The Michael Family Trust
Lucy and Leonard G. Muskin
Dry Long Beach, Inc.
Lee L. Schaefer
Estate of Lt. Col. Julius K. Schnapp
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Estate of Petar Turner

We believe in the impact of generosity.

Wayfinder has made every effort to accurately list donors. If you notice an error, please call the Development Office at (323) 295-4555 ext. 220.
We believe in the impact of generosity.

Wayfinder Family Services

THE PLACE: Wayfinder’s Special Education School

THE PEOPLE: Daria, age 21, mom Larisa, and siblings Maxim and Anastasia

THE GREAT MOMENT: After 10 years in Wayfinder’s Special Education School, Daria, one of a set of triplets, graduated in spring 2019. While in school, Daria learned to effectively express her opinions, make choices and navigate Wayfinder’s campus. Her graduation was a joyous day for her mom, Larisa, who attended with Daria’s triplet siblings, Maxim and Anastasia.

LEGACY SOCIETY

(continued)

Samontip and Khongsak Khosawad
Estate of Adele S. and Eugene A. Klein
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LEGACY SOCIETY

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Felipe D. Vela
Estate of Sanford B. Weiss
Susan and David Wilstein
Estate of Leonore L. Winter
Susie C. Yale
Andrew Zaltman
Jaunita L. Zimmerer
And those who wish to remain anonymous
*Charitable gift annuity

IN-KIND SUPPORT

Many thanks to our friends who made generous in-kind contributions this year.

Aurora World, Inc.
Optique Bridge and Fernando Robalo

DONATIONS LISTED WERE MADE FROM JULY 1, 2018 TO JUNE 30, 2019.

ANNUAL REPORT 2018–2019

Become a Wayfinder

Join us! Donate to Wayfinder Family Services and you will become a Wayfinder. You will be a part of all the inspiring Wayfinder Moments: infants with vision impairment learning to see… foster children finding loving homes… young adults who are blind gaining work skills and independence… Please consider making a gift today! Visit www.wayfinderfamily.org.
We believe great people make our mission come alive.

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Wayfinder Family Services is providing additional information on our expenses broken down by program that you may find interesting. This reflects our commitment to transparency and to the children and families we serve.

**PROGRAM SERVICES EXPENSES**

*For the year ended June 30, 2019*

- Early Intervention Program: $1,533,388
- Blind Babies Foundation: $978,830
- Special Education School: $2,222,880
- Group Homes: $4,768,220
- Camp Bloomfield and Recreation: $1,139,492
- Transition Services: $990,614
- Davidson Program for Independence: $1,442,790
- Hatlen Center: $746,715
- Temporary Shelter Care (The Cottage): $3,714,848
- Short-Term Residential Therapeutic Program: $3,881,450
- Foster Care and Adoption: $3,842,347
- Mental Health Services: $1,545,186
- Public Education Program: $479,376
- Strategic Initiatives: $79,367

**TOTAL PROGRAM SERVICES**: $27,365,503