



Project Urban School Adoption



2008 *Annual Report*



Faith Network of the East Bay, Inc.
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2008 Annual Report

PROJECT URBAN SCHOOL ADOPTION

EXECUTIVE SUMMARY

There is a time to dream, a time to put down roots, a time to grow, a time to look back. Thus, it is also with Faith Network. We closed our 7th fiscal season on June 30, 2008, and take time to reflect on the past year in this 2008 Annual Report.

It has been an astounding year working on a small, yet significant scale, to help unravel the tight knots that hinder our children from achieving academic success and a bright future. More than ever, we firmly hold to our mission to bring hope to thousands of disadvantaged children in the East Bay community who face significant obstacles to achievement.

During FYE 6/08, we experienced increased capacity – growth in the number of schools and student population we serve, expansion of services, and the forging of new partnerships. We also:

- Operated 7 reading clinics with 54 trained tutors serving 73 children. Based on a sampling of the students enrolled, assessment results showed 70% improved their reading skills by two grade levels and 25% improved their reading ability by one grade level by the end of the school year;
- Delivered 7,280 food bags to low-income children in 9 schools who without the food bags would go home to empty cupboards on weekends;
- Sponsored 236 fifth graders and 49 chaperones from 8 Oakland schools in Science Horizons;
- Channeled a variety of resources – from books, to bicycles, to scholarships, to classical concert tickets, to immunization services and much more – to students and their schools;
- Increased our staff from 3.5 to 4.25 full-time equivalent positions to accommodate the new programs.

Each year, we are privileged to witness some life-changing moments. We have captured a few of those precious snapshots in this year's annual report.

Faith Network is indebted to hundreds of dedicated individuals and the many, diverse community partners who have contributed their time and resources to invest in the children and the public schools in our community. We cherish the children that have been entrusted to us and are encouraged by their hard work and their progress. We pledge to continue to serve them to the best of our ability and to share in their joy as they overcome obstacles and open doors of opportunity.

Randy Roth
Founder & President

ABOUT FAITH NETWORK

Faith Network of the East Bay, Inc. (Faith Network), a 501(c) (3) non-profit public benefit corporation, was founded in 2001 to help build healthy children and families by rallying community support for urban public schools. Our services are non-sectarian and are open to the community at large. Our mission is to give hope to disadvantaged children by showing them unconditional love and guiding them into becoming whole persons – physically, emotionally, intellectually and spiritually.

Through our Project Urban School Adoption program, Faith Network provides an array of program enrichments to underperforming schools in East Bay. Our service delivery is made possible through a growing number of volunteers, partnering congregations and collaborative partners. Over 350 volunteers provided support to our public schools as mentors, tutors, teacher appreciation coordinators, classroom assistants, library helpers, writing coaches, playground monitors and campus beautification helpers. We maintain partnerships with 36 community partners and are continuously cultivating new relationships to serve our school population better.

POPULATION SERVED

Target:	Underperforming urban elementary and middle schools			
Student Population:	8,800 students			
Service Area:	Primarily Alameda County, with concentration in Oakland (22 schools in Oakland, 1 in Alameda, 2 in Berkeley and 2 school in West Contra Costa School District)			
Age:	Children 5 to 18 years of age			
Socio-economic status:	Low-income; 13% of population live in poverty			
Ethnicity:	African American	51%	Caucasian	3%
	Hispanic	33%	Filipino	2%
	Asian	9%	Other	2%
Language:	21% English language learners			

CHALLENGES

A high percentage of economically disadvantaged children in the Oakland Unified School District (OUSD) are failing academically: 1 in 3 students read at grade level, and 72% of 3rd graders are not proficient in reading. These statistics are particularly grim as studies have shown that 3rd graders who lag behind in reading have, at best, a 20% chance of ever catching up. Over 80% of 5th graders score poorly in science, and only 5 out of 10 freshmen earn a high school diploma on time.

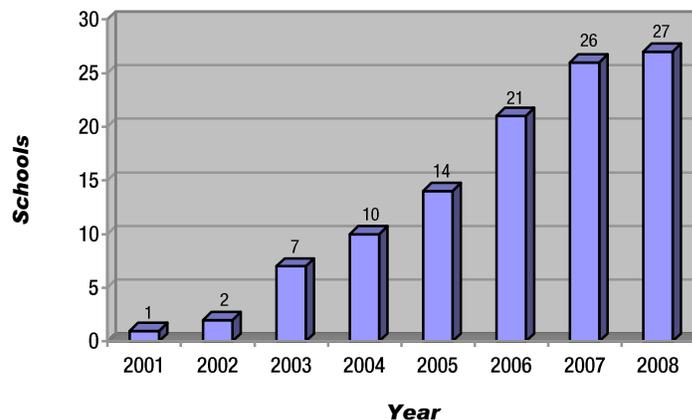
Although children need good health and adequate nutrition to perform well, many students have poor health conditions: 2 out of 5 children are overweight in OUSD and

1 out of 6 have asthma. Some of the 63% of children in OUSD who depend upon school-supplied meals are undernourished on weekends, and 35% of emergency food recipients from the local food bank are children under the age of 18. State budget uncertainties, as well as many other factors, contribute to an academic setting that neither favors nor fosters educational achievement. Though there are some signs of improvement, generally many of the schools fall short of their academic goals.

ACCOMPLISHMENTS

Faith Network continued its service expansion during the past year and served 27 schools with an aggregate student population of 8,800 in Oakland, Alameda and Berkeley (reference appendix 1). We opted to focus on program development and program enhancement in FYE 6/08 rather than in the rapid growth of our client base which occurred in prior years. Consequently, our goal was to pave the way for only 3 new adopted schools. At the close of the fiscal year, we met 66% of our goal and had 2 new schools on “stand-by” status.

Adopted Schools by Calendar Year



In addition to the strides made in our targeted programs that are highlighted in subsequent pages, we completed the visioning and preliminary planning for a three-tiered Succeeding by Reading (SbR) initiative. SbR is a multi-faceted program designed to address the barriers to literacy. It features the Excel Reading Clinic as its anchor and four other components – a take-home literacy bag, library support, parent workshops and Whiz Kid Reading Recitals.

We increased our staff from 3.5 to 4.25 full-time equivalent positions to accommodate our new programs and bring much needed assistance to the program directors. The organization chart in Appendix II shows our headway with staff planning for the coming year.

EXCEL READING CLINICS

In 2007-2008 Excel Reading Clinics continued to expand services in OUSD. As one of the many services offered to the children through Faith Network, Excel seeks to improve significantly the reading scores of all children referred to the program. Currently, only about 1 in 3 children in the OUSD read at grade level. The number of struggling readers

is much higher in the schools where Excel clinics are located, as Excel targets areas in the district which have higher numbers of disadvantaged children. Excel continued operating its 5 existing clinics and opened 2 additional clinics for students attending Fruitvale Elementary School (the clinic is located at Shiloh Community Church, as a part of its afterschool program) and Cox Elementary (located at Creekside Community Church, also part of an afterschool program).

Excel had 54 tutors trained in remedial reading instruction, serving over 70 children, almost all of whom were second graders. Children are selected by their teacher to participate in Excel. They attend the clinic for one to two hours per week. The clinics use a multi-sensory, phonics-based approach to reading, but also tailor lesson plans and methodology to fit the needs of the individual learner. It is Excel's objective to raise the proficiency of every child enrolled in a clinic by two grade levels over the course of one school year. If the child is enrolled for half of the year, the goal is to increase reading scores by one grade level.

The following chart illustrates the gains made by 39 children in the Excel program. Three of the clinics did not submit assessments this past year, but plan to do so in 2008-09. Two children, one from Laurel and one from Emerson school were not included in the test results because they enrolled in the program in the fall of 2007, but "graduated" from the program in January of 2008, having reached grade level reading ability. Graduation is based on the ability of the child to read and comprehend easily the stories in his/her Open Court Reader – a textbook which is generally considered somewhat accelerated for the average second grader.



STUDENT SNAPSHOT

I Can Really Read!

I spent every Monday afternoon with Ashley. Our tutoring sessions were filled with a variety of activities – flashcards, word Bingo, simple books, spelling or worksheets. One day I decided to use Green Eggs and Ham, a classic Dr. Seuss book. Well, Ashley started out slowly... "that Sam I am, I do not like that Sam I am." But then she picked up steam and confidence as she continued, and soon she was into the rhythm and rhyme, reading loudly and clearly so that the other tutors and students turned to listen. She turned to me in the middle of it, her eyes shining and blurted out: "I can really read! I'm reading a big book!" She was filled with the thrill of reading, and I was there to share it with her. It was a good day! Together we can all help children like Ashley fulfill their dreams.

-- Jennifer Nixon, reading tutor

READING TEST RESULTS

Elementary School	Children Tested	Improved by 2 Grades	Improved by 1 Grade	N/A
Burckhalter	12	9	3	
Emerson	12	10	2	
Laurel	6	6		
Webster	9	3	5	1
Total	39	28	10	1

Some students did not enter the program until the second half of the year. These students were tested in January and again in May.

Test results indicate that 28 of the 39 students gained at least two grade levels by the end of the school year. The 10 children who had improved by one grade level had been

enrolled in Excel for only one semester. Of the 15 children enrolled from January to May, 5 improved two grade levels according to post-testing results.

Only one child appeared to have no measurable improvement. This child did not understand what was being asked of him on any part of the testing, both in September and in May. This child may have had difficulties far beyond the intervention abilities of this program.

The assessment results suggest that Excel is successfully assisting students to achieve two grade levels in one year of clinic participation. The plan is for Excel to continue to expand its program by recruiting new volunteer groups to partner with schools in OUSD and beyond. Excel will also expand current programs by increasing the number of tutors and children served, as time and space permits at each location.

SCIENCE HORIZONS

The long-term goal of the Science Horizons program is to provide support for school science programs through enrichment activities that have not, for financial reasons, been accessible to many inner city schools. The 3-step program sparks 5th grader interest in natural sciences, promotes good stewardship of the environment and improves academic performance.

1. Preparation at School. Students are required to complete two multi-sensory lessons that give the students a foundation in the fundamentals of natural science to help them maximize their camp experience. They compare the difference between an arthropod and an insect and learn the life cycle concept. Students also reinforce their understanding of the human, reptile and arthropod skeletal system.

2. Three-Day Camp During School Time. Faith Network partners with Mission Springs Outdoor Education (Mission Springs), a 501(c)(3) non-profit in Scotts Valley, to give campers a hands-on science educational experience. The curriculum meets the California Science Framework for 5th and 6th grades. Through its "classroom without walls," students connect with the natural world and see how their actions affect the environment. They build self-confidence through physical endurance and intellectual exercises. The curriculum stresses stewardship of natural resources to encourage environmental conservation and preservation.

Project Development at School. Upon return to school, students demonstrate what they have learned through projects, such as essays or presentations about the camp experience, recycling assignments, and science fair experiments.

Our goals for FYE 6/08 were to:

- Sponsor 200 students;
- Create a post-camp, "green" program to build upon students' camp experience;
- Facilitate document processing required for camp attendance that had heretofore encumbered camp preparation;
- Adapt program procedures to comply with new district legal requirements;
- Negotiate reasonable cost sharing of camp fees with participating schools; and
- Plan for staff expansion to accommodate projected increase in program participation in the next few years.

We exceeded our participation goal by 18% and surpassed prior year participation level by 30%. In the first year of program operation, 182 students and 68 chaperones participated in Science Horizons. In the second year of program operation, 236 students and 49 chaperones from 8 Oakland schools participated in Science Horizons.

SCIENCE HORIZONS PARTICIPATION LEVEL

Elementary School	Participants
Burckhalter	23
Esperanza	28
Grass Valley	17
Korematsu	35
Laurel	53
Martin Luther King	21
Piedmont	30
Santa Fe	29
Total	236

The post-camp follow-up classroom visits and debriefing meetings with teachers and principals generated many ideas for improving the program, such as implementing “green” activities, collecting leftover food from cafeterias, and developing gardening projects using recycled food waste. Where possible, we also lent assistance to other post-camp activities, such as judging science fair entries.

We produced a new Science Horizons video and used this piece during the year to inform teachers and parents about the camp.

Faith Network completed the OUSD certification to become financial agent for the Mission Springs camp which will allow Faith Network to pay for the camp and receive reimbursement from the district.

We set up new procedures to facilitate the on-time submission of forms to the OUSD executive directors. This year the deadline for submission was advanced from 30 days to 60 days before the trip. The school district instituted a new policy that requires a contract between the camp host and the district. As the change in policy occurred prior to the last camp, Missions Springs did not have sufficient time to get approval from its legal counsel. We obtained a waiver for the 2007-08 school year and agreed to develop a workable contract between the district and Mission Springs for next school year. Participating schools contributed \$20,696 for camper fees in 2008. This amount was laudable given diminishing funds at the schools’ disposal. With the economic downturn and state budget cutbacks, we anticipate the schools will struggle with the cost-sharing arrangement next year, and Faith Network will need to subsidize a large share of the program expenses.



STUDENT SNAPSHOT

Science Horizons

One of the objectives of the science camp is to encourage students to overcome fears and obstacles. For at least one of our students, this leap began long before camp. Ajanae had been recovering from a disability which required her to walk with crutches most of the time. Nevertheless, she was determined to go on the trip even though she remembered having severe pains after the last camp. She convinced her parents to let her go even though they knew she would hike for hours each day.

Everyone was amazed at how Ajanae managed to participate in all events even when she was in pain. On the way home she said it was one of the best experiences of her life. Her dogged determination, courage, enthusiasm and perseverance in the midst of pain inspired her campmates and the adults who were present. She imbedded the seed of change by modeling an important lesson: Never give up; with extra effort one can transcend adversity.

Faith Network added an Associate Director during the year. This position will, in part, assist with the administrative management of Science Horizons – a task that will become more demanding as new schools and additional students participate in the program.

The camp is often a transforming experience for the 5th graders. The young girl highlighted in the snapshot is but one of many uplifting stories we are fortunate to witness at each camp.

HEALTH4KIDS

Faith Network launched Health4Kids program in fall 2006 out of concern for the many impoverished school children in East Bay public schools who receive state meal subsidies on weekdays but have few sources of food on weekends. We have since begun to experiment with two complementary add-on programs – health education and health services – to determine their long-term viability.

Nutrition Program. During the 2007-08 school year, *Health4Kids* partnered for a second year with the Alameda County Community Food Bank (ACCFB) to package and distribute bags of nutritious food to elementary schools. Our goal for FYE 6/08 was to increase our food distribution by 25% over the previous year and deliver an average of 750 food bags per week, as well as extend our coverage from 7 to 10 schools. We partially achieved our goals. ACCFB had been able to subsidize the weekly food bag delivery during 2006-07 through grant dollars earmarked for children. As ACCFB funds for this project dropped significantly, we scaled back food bag delivery to every other week.

Between October and February 2007-08, we prepared and delivered 1,380 bags per month at every other week interval to 7 schools. We added one school in March and one in April to our food distribution program. By mid-June, we bagged and distributed 7,280 bags of food, ending the year by serving 9 schools.

FOOD BAG DISTRIBUTION – EVER OTHER WEEK CYCLE

Elementary School	Food Bags
Achieve	300
Allendale	100
Hoover	60
Lazear	200
Lockwood	200
Malcom X	100
Martin Luther King	130
East Oakland Pride (formerly Webster)	350
Green Leaf (formerly Whittier)	200
Total	1,640

We typically had 10 consistent volunteers each bagging day, as well as another 6 volunteers who joined us periodically. The bonding and camaraderie experienced amongst these volunteers allowed us to have a stable workforce with very low turnover.

ACCFB donated all of the food, usually 7 items per bag averaging \$3.76 per bag. ACCFB also provided the trucks and drivers to deliver the food to the schools.

For FYE 6/09, ACCFB has committed to another year of twice monthly food distribution at the 2007-08 level, provided it receives the expected food donations from USDA and other sources. As few organizations are addressing hunger among children in our community, we believe it necessary to continue the food delivery program for as long as adequate resources permit us to do so.

Health4Kids, with donations from the ACCFB, distributed food baskets to the schools during the holiday season. We also opened doors of opportunity for ACCFB to give presentations on accessing Food Stamps at the schools.

Health4Kids arranged for food collection at *A Kid Started It Day Camp*, a summer camp program held at Faith Presbyterian Church in conjunction with First Presbyterian Church of Berkeley and Faith Network. Parents and children brought contributions daily, according to a list of nutritious food suggestions provided by the ACCFB, and sorted the food during camp service time. The food was loaded into ACCFB barrels and delivered to the ACCFB by volunteers at the end of the week of camp.

Health Education. *Health4Kids* partnered with Kaiser Permanente Educational Theatre Programs (ETP) to provide workshops and family presentations/dinners to three of our schools – Greenleaf Elementary, Martin Luther King, Jr. and East Oakland Pride. They performed “Zips Great Day” to K-3rd graders. This 50-minute theatrical performance with puppets, music, dance and audience participation, warned about the dangers of smoking and promoted the importance of reading, good nutrition, exercise, safety gear and conflict resolution.

ETP’s “Best Me” was performed for 4th and 5th graders at Martin Luther King, Jr. This one-hour performance uses audience participation, comedy, drama, music and dance to teach children about healthy eating and active living. The children took part in a one-hour workshop led by ETP performers. They discovered the tools and strategies to make their own healthy eating and active living choices. Each student received *The Best Me* Activity Booklet. This multi-intervention program also includes an orientation session for principals and teachers to inform them about the nation’s obesity epidemic. On Family Night, an evening of education and entertainment for the whole family, everyone enjoyed a free healthy meal. *Health4Kids* also recruited ETP to perform at *A Kid Started It Day Camp* as part of the camp’s nutrition curriculum.

Flu Vaccine Immunization Clinic. In November 2008, *Health4Kids* brought volunteer nurses, doctors and health professionals to Longfellow Middle School in Berkeley to administer flu shots to staff, students and families free of charge. The vaccines were provided by Kaiser Permanente with the help and coordination of Randy Bergen, MD. Approximately 45 people received the vaccine.

Health4Kids Survey. At the end of the school year, *Health4 Kids* surveyed personnel at Emerson, Lockwood and Burckhalter Elementary Schools, and Longfellow Middle School. The survey sought feedback on children’s health issues. We received 36 responses – 20 responses from the elementary schools and 16 responses from the middle school. We tallied the responses and are currently analyzing them. Preliminary stand outs are concerns related to nutrition and physical fitness. The feedback will help

us identify and prioritize key health concerns and map out a plan for addressing them in the future.

OTHER SELECTED ACHIEVEMENTS

- At Longfellow Middle School, 13 volunteers served as writer coaches in the Community Alliance for Learning Writer Coach Program. Volunteers also served as tutors and helped in the after school program and site improvement projects.
- We initiated the first annual Max Martinez Scholarship program which provided a scholarship of \$2,000 each to two graduating 8th graders. The donated funds are held in a bank account until the recipients enter college.
- Faith Network's first annual Benefiting Our Children Golf Classic raised \$20,665.
- We facilitated various Campus Beautification projects such as Windermere Properties of the East Bay Community Service Day at MLK Jr. Elementary, Project Peace/Christ Church Rockridge at Claremont Middle School, National Charity League at Lakeview Elementary, and Hillcrest PTA daffodil planting at Lockwood Elementary.
- At Emerson Elementary, Faith Network volunteers have started tutoring students in Math. We also provided brand new bikes that were raffled off to students with the best attendance and citizenship records.
- Faith Network provided scholarships for almost 70 students to summer camp through Mission Springs Frontier Ranch and Today's Youth Matter.
- We donated sports equipment to Webster Academy thanks to Piedmont Community Church.



STUDENT SNAPSHOT

Math Rocks!

At first Kamai seemed very disinterested in math and was more focused on all the little things that occupy someone his age. It was a struggle to get him to work on his Math Facts and appreciate how important they were. Gradually, as I tried to introduce him to all the ways that math could help him, he started seeing that this was a skill he could use, and that it could even be fun.

I've always felt that motivation and enthusiasm for learning is so much more important than the specific knowledge and facts that are acquired. This idea proved to be true when the student wrote a short essay at the end of the term. In it was an enthusiastic paragraph about how he enjoyed taking the California Star Test. He concluded his essay with an exclamation: "Math Rocks!" When I read that remark, I felt I had made a difference to that 2nd grader.

— Milt Latta, math tutor

FINANCES

We finished the FYE 6/08 in a good financial position. We had budgeted \$437,100 in income and expenses and ended the year with \$396,404 in income and \$360,586 in expenses, yielding a net income \$35,818. Our income rose 45% from prior year and expenses rose 20% from the previous year.

Income Statement FYE 6/08		
	\$	%
Income		
Individual Donations	\$190,429	48%
Corporate and Foundation Grants	78,500	20%
Institutional Giving	61,923	15%
Fundraising	50,934	13%
Other	<u>15,996</u>	<u>4%</u>
<i>Total Income</i>	\$397,782	100%
Expenses		
Program Services	\$ 207,853	58%
General Administration	140,067	39%
Fundraising	<u>12,667</u>	<u>3%</u>
<i>Total Expenses</i>	\$360,587	100%
Net Income	\$ 37,195	
Estimated In-Kind Goods and Services		
Donated Goods Value	\$62,000	
Volunteer Services Value	<u>\$198,000</u>	
<i>Total Estimated In-Kind Goods and Services</i>	\$260,000	

ACKNOWLEDGEMENTS

It takes a caring, committed community to ensure that the next generation is adequately equipped for the future. The Faith Network Board and staff thank our adopted schools for welcoming us and allowing us to share the responsibility of providing a rich learning environment for the children. We are indebted to the over 350 Good Samaritans who volunteer their time and talents to help the students succeed academically and create a positive working environment for school personnel. We extend our sincere appreciation to our collaborative partners, the pillars of our network, for their support. We convey our heartfelt gratitude to the many individual contributors and institutions for their financial support during the year. It is through their generosity that Faith Network is empowered to carry out its mission.

Collaborative Partners		
Congregations		Community Organizations
All Nations Presbyterian	First Presbyterian, Oakland	Alameda County Food Bank
Bay Area Christian Connection	Havenscourt	Four Seasons Concerts
Bay Farm Community	Hillview Baptist	Hillcrest Elementary PTA
Calvary Temple	Kaleo Christian Fellowship	Kaiser Permanente Educational Theatre Program
Christ Church Rockridge	Mills Grove Christian	Mission Springs Conference Center
Community Alliance, Richmond	New Hope Covenant	National Charity League
Crescent Community	Oakland Worship Center	Oakland Metro Chamber of Commerce
Dancey Memorial	Piedmont Community	Patten University
Evangelical Free, Oakland	Regeneration	Today's Youth Matter
Faith Presbyterian	Sequoyah Community	Windermere Properties of the East Bay
First Baptist, Alameda	Shiloh Christian Fellowship	Young Life
First Covenant, Oakland	South Bay Community	
First Presbyterian, Berkeley		

Foundations, Corporate Donors and Institutions		
Bay Area Christian Connection	Fort Sumter Tours, Inc.	Skyline Garden Club
Church Without Walls	His Magnificence Christian Ministries	South Bay Community Church
City National Bank	Jon and Elaine Blankmeyer Foundation	SPRSI Council No. 79
Crescent Community Church	Lakeside Baptist Church	Taylor Commercial Properties
Clorox Foundation	Ledoux Foundation	Union Bank of California
Crescent Porter Hale Foundation	Lowell Berry Foundation	Valero Benicia Refinery
Dealey, Renton & Associates	Moss Adams, LLP	Wal-Mart, San Leandro
Diablo Investment Co.	Mustard Seed Neighborhood Dev. Corp.	Wayne & Gladys Valley Foundation
Dreyer's Foundation	Oakland Worship Center	W. H. Donner Foundation
East Bay Community Foundation	Piedmont Community Church	Y & H Soda Foundation
First Baptist Church, Alameda	Safeway, Inc.	
First Covenant Church	San Francisco Foundation –	
First Presbyterian Church, Berkeley	FAITHS Community Partners	
Five Bridges Foundation	Sausal Corporation	

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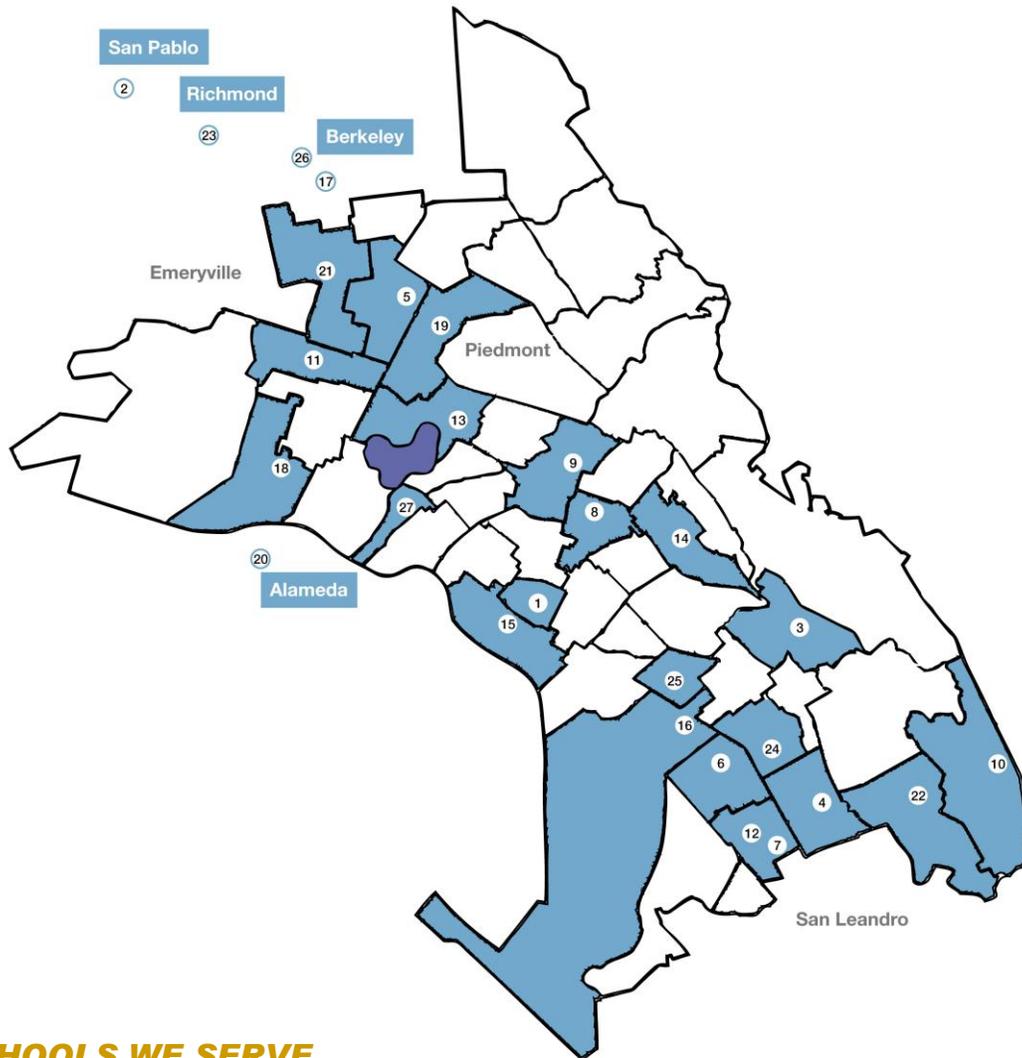
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Chelsea Boniak, Executive Administrator

Carolyn Piraino, Director of Excel Reading Clinics
Norman Brooks, Director of Science Horizons
Charlotte Martinez, Director of Health4Kids



Appendix I
Oakland Boundary Map



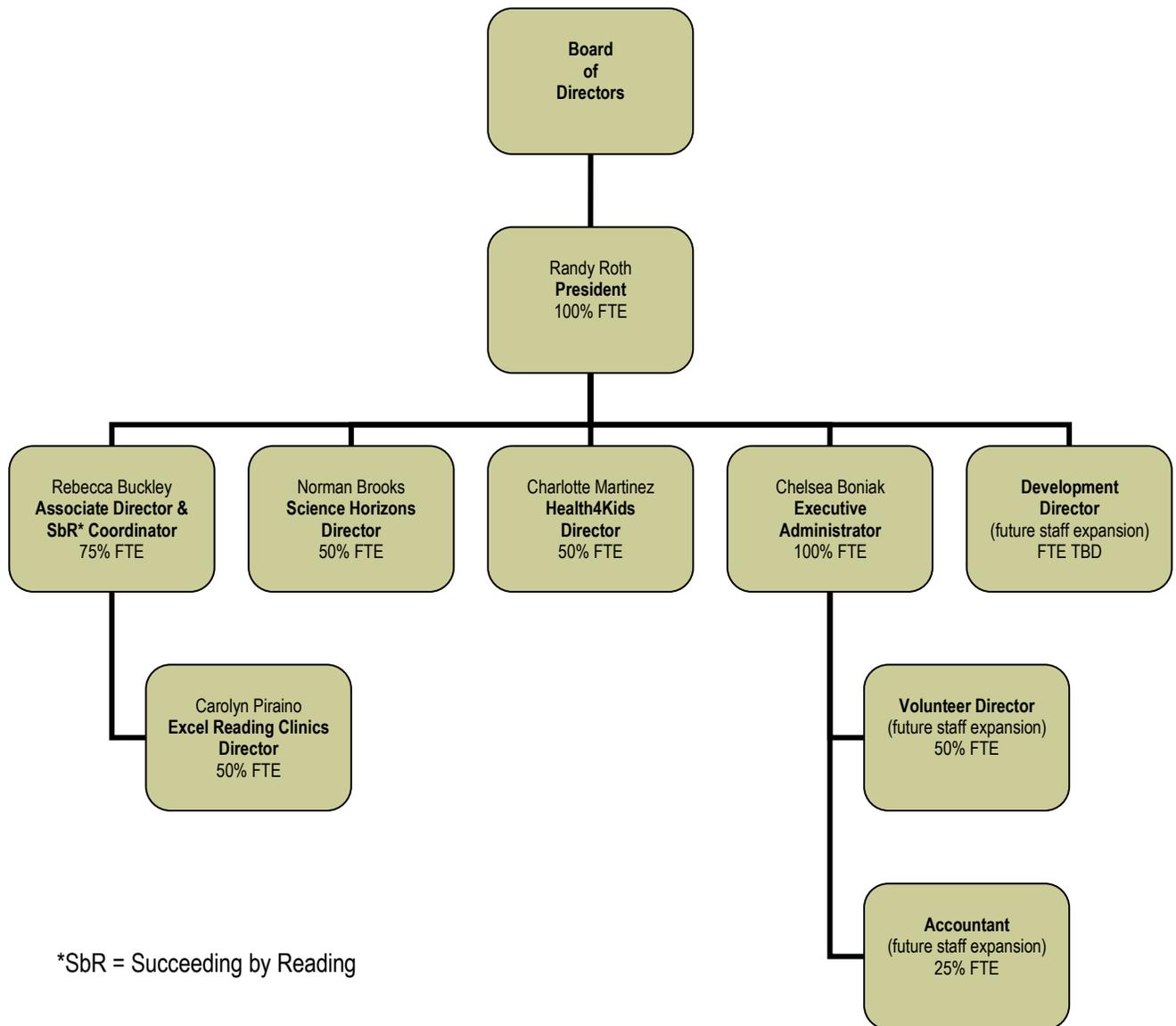
SCHOOLS WE SERVE

School, year partnership was established

- | | |
|-----------------------------------|--|
| 1. Achieve/World Academy, 2007 | 16. Lockwood Elementary/Futures/
Community United, 2004 |
| 2. Bayview Elementary, 2007 | 17. Malcolm X Elementary, 2006 |
| 3. Burckhalter Elementary, 2004 | 18. MLK Jr. K-4 Elementary, 2005 |
| 4. E. Morris Cox Elementary, 2002 | 19. Piedmont Ave. Elementary, 2007 |
| 5. Emerson Elementary, 2003 | 20. Ruby Bridges Elementary, 2007 |
| 6. EnCompass Academy K-2, 2004 | 21. Santa Fe Elementary, 2006 |
| 7. Esperanza Elementary, 2005 | 22. Thurgood Marshall Elementary, 2003 |
| 8. Fruitvale Elementary, 2001 | 23. Verde Elementary, 2008 |
| 9. Glenview Elementary, 2006 | 24. Webster Academy K-6, 2003 |
| 10. Grass Valley Elementary, 2006 | 25. Whittier/Greenleaf Elementary, 2005 |
| 11. Hoover Elementary, 2006 | 26. Longfellow Middle School, 2006 |
| 12. Korematsu Elementary, 2006 | 27. Dewey Alternative High School, 2003 |
| 13. Lakeview Elementary, 2005 | |
| 14. Laurel Elementary, 2003 | |
| 15. Lazear Elementary, 2006 | |

**FAITH NETWORK OF THE EAST BAY, INC.
ORGANIZATION CHART**

June 30, 2008



*SbR = Succeeding by Reading

