



SENECA CENTER

Helping children and families
through their most difficult times



ANNUAL REPORT 2010



Seneca Center helps children and families through the most difficult times of their lives.

AGENCY HISTORY

Seneca Center was founded in 1985 by advocates who wanted to better meet the needs of children in group homes and foster family care. In the ensuing decades, Seneca established itself as an innovative leader in the provision of unconditional care, creating a comprehensive continuum of community-based and family-focused treatment services for children and families who often have no other alternative to long-term institutionalization. Seneca's continuum of care includes: in-home wraparound; foster family-based treatment; mobile crisis response; special education services; public school-based mental health services; and home-like residential treatment.



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TRAINING INSTITUTE

During the 2009-2010 fiscal year, the Seneca Training Institute implemented several initiatives to increase the quality of training and expand access. Seneca provided over 500 more training hours than in the prior fiscal year, and this trend continues. Seneca delivered more than 100 event trainings by local and national experts in Alameda, San Francisco and Solano Counties.

Seneca provided 72 event trainings for Alameda County agencies, double the number provided the prior fiscal year. The numbers of event trainings provided in San Francisco and Solano County were 16 and 19, respectively.

Additional training-related successes in 2009-10 included:

- The publication by Oxford Press of "Unconditional Care: Relationship-Based, Behavioral Interventions with Vulnerable Children and Families," describing Seneca's clinical approach.
- Developing and offering a training series for Intensive Treatment Foster Care foster parents, based on the Unconditional Care model.
- Creating a training manual for trainers and trainees on Seneca's own model for crisis prevention and intervention, called Ahimsa (Sanskrit for non-violence).
- Continuing to expand the Masters level internship program, which now receives more than 100 applicants for 12-15 placements. This year we launched the two-year Masters level internship program in partnership with the UC Berkeley School of Social Welfare and began to accept Stanford PsyD and Psychology interns.
- Launching a new training series on Seneca's unique approach to Wraparound.
- Ensuring all staff completed training requirements for Joint Commission accreditation.

SUMMARY OF TRAININGS AND PARTICIPANTS

COUNTY	TRAININGS OFFERED	TRAINING HOURS	AGENCIES & PROGRAMS TRAINED	TRAINEES
ALAMEDA	746 In-service 72 Event	4,384	154	13,484
SAN FRANCISCO	59 In-service 16 Event	1,232	40	8,257
SOLANA	108 In-service 19 Event	687	24	1,719

*Includes agency staff in event trainings



SENECA CENTER

Dear Friends,

Seneca Center's 2009-10 fiscal year was notable not only for the agency's 25th anniversary, but for several milestones that enhanced our ability to serve children, youth and families in the San Francisco Bay Area. During the year, we saw: (1) the publication by Oxford University Press of "Unconditional Care," which clearly articulates Seneca's model of clinical practice; (2) implementation of the clinical practice model throughout the agency, with adaptations made for a wide variety of community-based, school-based, and residentially-based mental health services; (3) behavioral health accreditation by the Joint Commission; and (4) expanded development of community-based, family-centered mental health services designed to prevent institutional placement of youth involved with the juvenile justice system.



The Seneca Model combines two disparate approaches for providing treatment to vulnerable children: Attachment Theory and Learning Theory. Attachment Theory is concerned with how a child builds relationship with caregivers and subsequently how these relationships influence the child's behaviors. Learning Theory is concerned with how behaviors are learned and sustained by rewards and motivators in the environment. A third component of the Seneca Model involves integrating the ecological stream, the environmental context in which families are struggling to raise and nurture their children. The Seneca Model works to integrate all three streams of intervention for the child and family.

In addition to our model implementation efforts across agency programs, Seneca achieved behavioral health accreditation by the Joint Commission, which is nationally recognized for its exceedingly high standards for providing the safest, most effective, and best-value care across all types of treatment settings. And in terms of new program development, we partnered with Alameda and San Francisco Counties to begin providing family-centered, intensive case management services for young people supervised by the Alameda County Collaborative Court and the San Francisco Wellness Court. These services are designed to reduce youth re-involvement with the juvenile justice system and prevent their placement in institutional care.

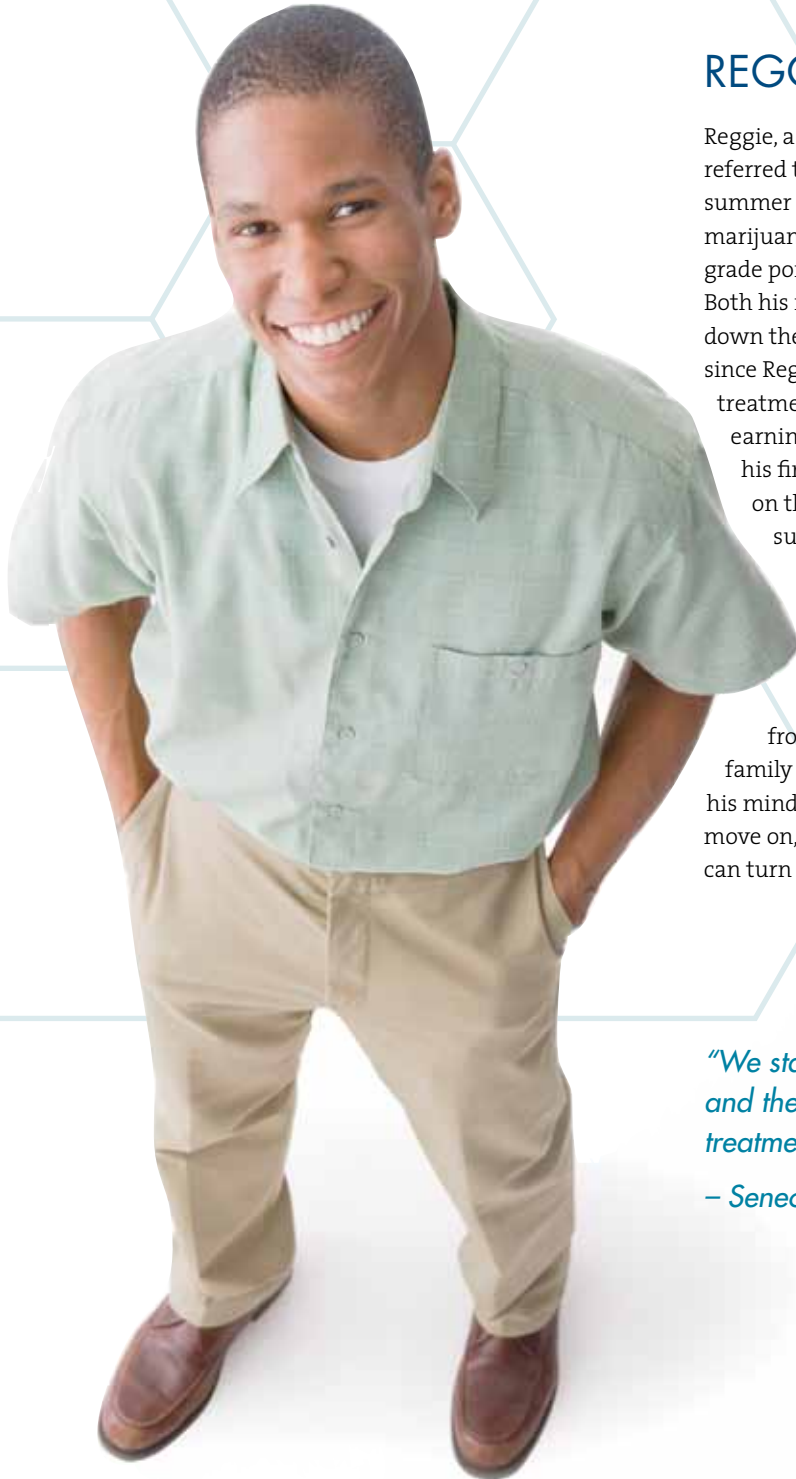
As Seneca continues to make great strides in sustaining children, youth and families through their most difficult times, we are extremely grateful for the support of our many county partners and private donors, and particularly the efforts of Seneca staff, who make all of our successes possible.

A handwritten signature in black ink, appearing to read "Ken Berrick". The signature is fluid and cursive, written over a white background.

Ken Berrick
Chief Executive Officer

Community Based Services

The philosophy behind Seneca Center's community-based services is relatively straightforward: Identify the critical services necessary for a child and family to thrive and provide those services when and where they need them, for as long as they need them.



REGGIE'S STORY

Reggie, a 15 year-old African- American male from Oakland, was referred to Seneca's Multisystemic Therapy program over the summer for stealing cars, weapons possession, abusing marijuana, chronic truancy, and failing grades (he had a 0.0 grade point average after his Freshman year of high school). Both his mother and paternal grandmother feared he would go down the same path as his father, who has been incarcerated since Reggie was a toddler. Over a 5-month period in MST treatment, Reggie surpassed his treatment plan's goals by earning, among other achievements, a 3.0 GPA by the end of his first quarter Sophomore year. This allowed him to play on the school basketball team (he even made Varsity!). He succeeded in staying clean, building new friendships with pro-social peers, and even placed in the top 10 of a Bay Area-wide competition of high school basketball players held in the fall. Reggie said his caregivers' increased involvement in his life, his love of basketball, and the positive attention he received from the MST clinician, his Probation Officer, and his family helped him realize that he can succeed when he puts his mind to it, that it's important to learn from mistakes and move on, and that there are caring people in his life to whom he can turn for support.

"We start where the clients are. They have control, and they can decide what's important in the treatment plan."

– Seneca Clinician

Community Based Services

Wraparound: Marin, San Francisco, and Sonoma Counties

Marin Sustaining Families, San Francisco Connections, and the Sonoma Family Permanence Collaborative partner with county agencies and community-based providers to serve clients involved with the Foster Care, Probation and Mental Health systems. Founded on the principles of wraparound, these programs provide unconditional care that is family-centered, highly-individualized and culturally competent, building upon the strengths and natural supports available to each child and family. In addition to wraparound, San Francisco Connections staff provide intensive support services, supervised visitation, family finding, and therapeutic summer camp services for children, youth and families.

Therapeutic Foster Family Care

The Intensive Treatment Foster Care (ITFC) program offers a family-based alternative to group care, utilizing trained and highly-supported foster parents as the primary caregivers. The ITFC team of therapists, support counselors, and foster families provides each child with a warm, supportive home environment that encourages healthy growth and development.

Mobile Response

Mobile Response Teams (MRT) provide immediate crisis intervention and mental health support services to families in serious distress. Therapeutic interventions provided by counselors help each family build a safe and supportive home environment for their troubled child, enhancing their capacity to care for each other over the long term.

Receiving Center

Seneca's Receiving Center for Solano County provides a safe haven for children removed from their homes due to challenging family circumstances. Highly attentive staff members offer a warm and

welcoming environment at all hours of the day and night, helping children feel comfortable and nurtured during one of the most difficult and traumatic times in their young lives.

Solano County Mental Health Programs

Seneca's mental health programs in Solano County provide family-focused, community-based treatment services for young people ages 16-24, including supportive housing for older youth who require intensive services and supports to achieve self-reliance and independence.

Therapeutic Behavioral Services

Seneca's Therapeutic Behavioral Services (TBS) provide one-to-one behavioral support to help maintain children and youth in their current living situation or school setting.

Multisystemic Therapy

Multisystemic Therapy (MST) is an evidence-based practice that provides intensive, family-focused and community-based treatment services for youth and families involved with the juvenile justice system.

Intensive Case Management Services for Probation-Involved Youth

In partnership with the public behavioral health and probation agencies in Alameda and San Francisco Counties, Seneca clinicians provide assessment and intensive case management services for young people supervised by the Alameda County Collaborative Court and San Francisco Wellness Court, as well as for other justice-involved youth in San Francisco.

Willow Rock Center

The Willow Rock Center (WRC) stabilizes teenagers experiencing high levels of distress, returning them to their homes and communities with supportive services designed to prevent future crises.

CHILDREN SERVED BY COUNTY

54%	ALAMEDA Children Served = 1759
14%	SAN FRANCISCO Children Served = 451
13%	CONTRA COSTA Children Served = 447
12%	SOLANO Children Served = 455
4%	OTHER COUNTIES Children Served = 132
2%	MARIN Children Served = 53
1%	SONOMA Children Served = 47
	TOTAL Children Served = 3821

CHILDREN SERVED BY PROGRAM

50%	WILLOW ROCK CENTER Children Served = 1650
20%	MOBILE RESPONSE TEAM (MRT) Children Served = 648
9%	SF CONNECTIONS Children Served = 285
7%	SOLANO RECEIVING CENTER Children Served = 244
4%	SOLANO MENTAL HEALTH Children Served = 147
3%	MST Children Served = 110
2%	TBS Children Served = 74
2%	MARIN SUSTAINING FAMILIES Children Served = 53
1%	TFC Children Served = 43
<1%	SAN FRANCISCO AIIM Children Served = 20
<1%	SONOMA FAMILY PERMANENCE COLLABORATIVE Children Served = 7
	TOTAL Children Served = 3821

School Based Services

DREW'S STORY

Drew entered Seneca's Public School Mental Health Program as a 6th grader in the fall of 2009. From an early age, his hyperactivity, impulsivity and defiance had affected his ability to function in a mainstream school setting. During his first year in the program, Drew spent the majority of each school day in the crisis classroom refusing to follow directions and complete work. He was one of our high-profile cases, drawing a great deal of staff attention and leading us to question whether we could meet his academic and psychosocial needs.

Many interventions were implemented to support Drew, but what is most notable is that this story truly captures the value of unconditional care and the power of relationships. Over time, he built strong relationships with Seneca staff. Staff made it a priority to meet Drew's basic needs which included feeling nurtured and cared for. By creating a safe environment and allowing Drew to grow at his own rate, we gradually saw an increase in his motivation to be in class and complete work.

These relationships served to disconfirm Drew's negative beliefs about himself and instead strengthened his understanding that he is capable of being successful, that he is worthy of love, and that he is an incredibly thoughtful, intelligent, creative, and

insightful individual. Likewise, the treatment team worked hard to form a positive working relationship with his father, who has become more open to communicating with and trusting the team.

While Drew continues to have difficulty staying focused in the classroom setting and is still working on managing his impulsive behaviors, he has developed the skills to express his feelings appropriately, accept support from others, and not allow the negative actions of others to affect him. As a result, during the third quarter of his 7th grade year, he has earned enrollment in his first academic mainstream class. With continued staff support, he has successfully integrated into the class, and the treatment team is confident that he will continue to add mainstream classes throughout his 8th grade school year.

"It is a pleasure to work with [my child's therapist]. She listens and genuinely cares about my child. Between her and [my child's teacher], we make a great team! I appreciate the team effort."

– Drew's Grandmother





School Based Services

Seneca Center offers a broad array of mental health and special education services designed to accelerate each child's academic and behavioral progress, whether in public school or in an alternative nonpublic school setting. Our school-based services are highly individualized for each student, with parents and other family members enlisted as partners in designing and implementing the education and treatment plans for their child.

Integrated Mental Health Services

Mental health assessment and treatment services, integrated with classrooms in a public school or nonpublic school setting, enable emotionally troubled children and youth to make the most of their education. Each student's unique needs and goals are addressed through a personalized treatment plan that includes individual, group and family therapy, supported by intensive case management and crisis intervention services.

Special Education

Seneca's nonpublic school (NPS) programs provide enriched special education services for students with exceptional needs. Our special education services, which typically are integrated with mental health day treatment services, help students to accelerate their academic progress and develop the skills needed to successfully mainstream back into a public school setting.

After School Program

The After School Program supports NPS students in developing healthy social relationships through participation in fun and creative educational activities. The program's child-centered curriculum invites children to discover, experiment, and share, while its individual and cooperative learning activities promote the cognitive, physical, and social-emotional development of each child.

Therapeutic Preschool

Building Blocks Therapeutic Preschool fosters the growth of each child's potential for learning, creativity and social-emotional development. The program's therapeutic milieu incorporates a careful balance of structure and free play that supports each child in building a bridge to greater emotional stability.

CHILDREN SERVED BY PROGRAM

- 55%** PUBLIC SCHOOL-BASED MENTAL HEALTH SERVICES
Children Served = 375
- 39%** NON-PUBLIC SCHOOL DAY TREATMENT
Children Served = 263
- 6%** BUILDING BLOCKS
Children Served = 41
- TOTAL** Children Served = 679

CHILDREN SERVED BY COUNTY

- 80%** ALAMEDA
Children Served = 543
- 12%** CONTRA COSTA
Children Served = 106
- 4%** OTHER COUNTIES
Children Served = 30
- TOTAL** Children Served = 679



Residential Services

CHRIS' STORY

Chris went into formal care before his 4th birthday and spent the great majority of his time after that in group home settings. He came to the Seneca Community Treatment Facility in May 2009 and spent a year in the program.

Prior to his placement at the CTF, Chris struggled with behaviors that involved stealing cars, drug use, encouraging other youth to engage in violent behavior, and refusing to engage in relationships with others, etc.

He was transitioned to a foster home in May of 2009, at the age of 17, after his Seneca team connected him with a foster parent who was also caring for his two older sisters. Chris then was supported by Seneca's Wraparound Program from which he graduated and is moving into life as an adult. He is currently in transitional housing, a week away from being in possession of a high school diploma, and enrolled in Community College. He is in consistent contact with his father, three sisters, and older brother who all live in and around the Bay Area (with the exception of one sister who is finishing college in southern California). He has expressed confidence and hope about the future, is deciding whether to go into nursing, radiology, or auto mechanics, and planning on trying out for the college football team.

"One of the things I want is to come back here some day and say 'thank you'. I just want to say thank you for everything. You all helped me so much."

– Chris

Recently, Chris and his Wraparound Counselor made a stop at the supermarket to pick up some groceries before officially completing the move into his transitional housing apartment. While in the grocery store, his counselor expressed some concern about time and was feeling a bit anxious about getting Chris all moved in and settled in his new apartment. At this moment, Chris turned to the counselor and said "I got this. You are here supporting me, but I can do this. It's going to be OK." He smiled at his counselor, and continued picking up groceries for the meal he planned to make for his family the first night in his new place.



Residential Services

Seneca's residential services combine intensive therapeutic interventions with 24-hour care in a nurturing, home-like setting. Our residential staff are committed to doing whatever it takes to help young people and their families turn their lives around and achieve success.



Oak Grove Center for Family Connections

In partnership with county placing agencies and community-based providers, the Oak Grove Center for Family Connections offers a wide array of services designed to enable even the highest-need youth to achieve permanency in a nurturing family home. Oak Grove's well-integrated residential, special education, and community-based wraparound services support each young person to move toward family reunification at the earliest point possible.

Residential Treatment

Seneca's residential homes, richly staffed with counselors, offer emotionally troubled children the care and support they need to achieve lasting success. Each child benefits from consistent individual attention in a warm supportive home environment, combined with treatment services provided by nurturing mental health professionals.

CHILDREN SERVED BY COUNTY

- 42%** SAN FRANCISCO
Children Served = 36
- 33%** CONTRA COSTA
Children Served = 28
- 15%** OTHER COUNTIES
Children Served = 13
- 10%** ALAMEDA
Children Served = 9
- TOTAL** Children Served = 86

CHILDREN SERVED BY PROGRAM

- 41%** OAK GROVE
Children Served = 35
- 38%** SAN FRANCISCO
Children Served = 33
- 21%** RESIDENTIAL TREATMENT
Children Served = 18
- TOTAL** Children Served = 86

San Francisco Center for Family Connections

Provided in partnership with San Francisco County, these intensive residentially-based services support the most seriously troubled teenagers to reunify with family or make a successful transition to adulthood. The program's relationship-based, social model fully engages each youth and family in the treatment process, helping them to draw upon their unique strengths and gifts in order to achieve lasting stability in the community.



Financial Highlights



STATEMENT OF FINANCIAL POSITION JUNE 30, 2010

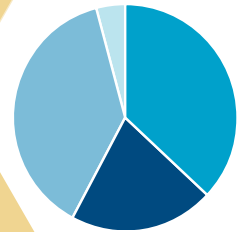
Current Assets	\$ 12,891,312
Property and Equipment – net of Depreciation	8,964,920
Other Assets	742,901
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Total Assets	\$ 22,599,133
Current Liabilities	7,221,473
Long Term Liabilities	3,623,087
Net Assets:	
Unrestricted	11,692,691
Donated Land – Temporarily restricted	61,882
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Total Net Assets	\$ 11,754,573
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Total Liabilities and Net Assets	\$ 22,599,133

REVENUE: YEAR END JUNE 30, 2009

2009 Public Support + Revenue

● School Based Services	37%	\$ 20,490,009
● Residential Services	21%	11,386,585
● Community Based Services	38%	20,884,047
● Other	4%	2,144,856
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Total Public Support and Revenue		\$ 54,905,497

- School Based Services
- Residential Services
- Community Based Services
- Other

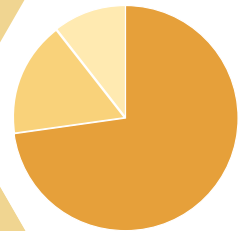


EXPENSES: YEAR END JUNE 30, 2009

Expenditures

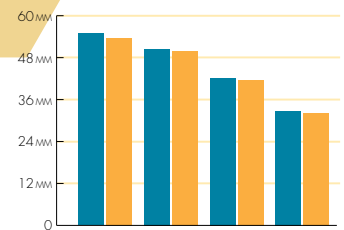
● Payroll and Benefits	\$ 39,138,936
● Program Support Services	9,008,316
● Administration	5,582,280
<hr/>	
Total Expenditures	\$ 53,729,532

- Payroll and Benefits
- Program Support Services
- Administration



FIVE YEAR RECAP

Fiscal Year Ending:	2010	2009	2008	2007	2006
● Public Support + Revenue	\$54,905,497	50,581,239	42,156,926	37,942,098	32,691,769
● Expenses	53,729,532	49,869,866	41,515,966	37,159,520	32,081,234
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Change in Net Assets	\$ 1,175,965	711,373	640,960	782,578	610,535



Community Support

Seneca Center relies on your generosity to sustain children and their families through the most difficult times of their lives. We gratefully acknowledge the following donors who contributed to Seneca between July 1, 2009 and June 30, 2010.

Julie A. Ackerman
Crosby Allison & Leslie Allison
AT&T Mobility
Frank and Barb Berlogar
Ken Berrick & Jill Duerr Berrick
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Paula Buena Vista
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Human Resources

(877) 673-6322

Foster Parent Information

(877) 380-5300

SENECA CENTER LOCATIONS



How You Can Help

Make a difference in the life of a child. There are many ways that individuals, organizations, and companies can contribute to the efforts of Seneca to serve vulnerable children and their families.

- *Give a gift to support the work of Seneca Center*
- *Call about volunteer opportunities for individuals, companies, or school groups*
- *Learn more about becoming a foster parent*
- *Host, sponsor or attend a Seneca Center event*

