Dear Friends of Lincoln Child Center,

We are pleased to offer this annual report to our partners, funders and community supporters. During the past fiscal year Lincoln embarked on significant strategic activities, moving us closer to our long term vision.

At the beginning of this year, Lincoln launched several new programs including an Early Childhood Mental Health Consultation Program at four Oakland Child Development Centers, two programs for chronically truant youth, and a parent education program in East Oakland.

In a move towards our strategic vision to locate our services and supports in neighborhoods where children and families live, Lincoln signed a lease and began using a large building in West Oakland to house a portion of our school-based and community-based programming. The building and location is ideal for program growth and for increasing visibility and access to Lincoln’s programs.

In March 2011, Lincoln made a full transition away from residential care to focus on our community and school-based programs. Having provided Wraparound services through our Project Permanence program since 2007, we saw a steady decrease in the number of children being placed in high level residential care. We worked with Alameda County to ensure a smooth transition, and have continued to serve many of these youth through Project Permanence, and our Conyes Academy school, which continues to provide special education and intensive mental health services on our Lincoln Avenue campus.

With decreases in government revenue, Lincoln restructured its operational and administrative departments in June of 2011. After the closure of Residential and the restructuring of Lincoln’s operational and administrative departments, we have focused our attention on serving children and youth through expanded funding streams. This has helped us to branch out to provide new services in schools, but given the current economic climate in California, there is ongoing concern regarding the tentative nature of funding available. We have grown our private funding in the past fiscal year substantially. Individuals, corporations and foundations are renewing their pledges and helping fill in gaps left by decreases in government contracts. We remain very optimistic and grateful for the loyal support of our partners, donors and friends. Thank you for joining us in our mission to enable vulnerable and emotionally troubled children and their families to lead independent and fulfilling lives.

Sincerely,

Christine Stoner-Mertz, LCSW
President & CEO
**STRENGTHS-BASED:** We honor the diversity, resiliency, and uniqueness of the children, youth, and families we serve. We view them as having interests, abilities, and skills from which we draw and build upon in our collaborative approach. We also provide support in identifying and building resources within themselves, their families, and their communities.

**FAMILY-CENTERED:** We will actively engage and partner with people important in the lives of the children, youth, and families we serve. We will ensure that parents/caregivers are active participants in the planning and delivery of services. We are committed to children and youth being connected to their families of origin whenever possible.

**BEST PRACTICES:** We will utilize best practices, including evidence-based, emerging and promising practices that are sensitive to diverse cultures and communities. We will regularly evaluate our methods for efficacy and relevance to achieve positive outcomes for the children, youth, and families we serve.

**TEAM-BASED AND INTEGRATED CARE:** We are committed to providing an array of services based on the unique needs of children, youth, and families that embrace a team approach to service provision. We value the richness and diversity gained by the multiple perspectives of care team members, including family members, program staff, and community partners.

**EARLY INTERVENTION AND PREVENTION:** We are committed to providing early intervention and prevention services that work toward strengthening families and communities to support resiliency, stability, independence, and growth.
WHAT WE DO

Intensive Services

Early Intervention

Prevention in Communities
2010 – 2011 ACCOMPLISHMENTS

PROGRAM STAFFING
This year we expanded our personnel structure to three teams (one of which is Spanish-speaking) that are supervised by two team leaders. A staff team for Project Permanence consists of a Family Advocate, a Family Specialist and a Community Liaison. Together they work intensively with our client families, providing different complementary services and support. The new team leader positions were filled by individuals with excellent clinical and leadership skills. We also worked closely with our training department to provide ongoing training to the entire staff.

FAMILY TEAM MEETINGS
As a response to client feedback, we have begun to revise the Family Team Meeting structure. We are shifting from a business meeting model to one that is more client-centered. For example, we are inviting more client family members, friends and community members to the meetings. We also decided that family meetings will be led by the team Clinician, who will keep the focus on the family and their needs. Representatives from Social Services and Child Welfare will continue to have a role in the meetings but our goal is to maximize the number of people who have the potential for longer term relationships with the family. Finally, the meetings now include time for all participants to be assigned specific tasks to help the family move toward their ultimate goal of keeping the child within the family.

GROWTH
This year Project Permanence has worked closely with new and existing partners to expand the number of sources from which we receive client referral. As a result, Alameda County Probation has requested that Project Permanence work with 10 youth, who are at risk of being placed out of their home, with the purpose of maintaining them in the family setting. We are excited for the opportunity to expand our expertise in the area of permanency to serve clients such as those from Probation who have different needs and challenges.

BACKGROUND AND DESCRIPTION OF THE PROGRAM
Lincoln Child Center’s Project Permanence is a wraparound program focusing on supporting permanently planned foster youth in their transition out of group home or other temporary placements, into stable family homes with caregivers committed to a life-long permanent relationship.

Working within the foster care system, the services provided are meant to “wrap” a child and family with professional, family and community-based support
resources to smoothly transition a foster care child into their new permanent home.

In addition to supporting transitioning youth, Project Permanence also supports foster youth who are at risk of losing their permanent placement. In both situations, Project Permanence works collaboratively with youth and their families to address barriers and enhance strengths as they relate to the ability of a youth to stabilize within his or her placement. Utilizing a team-approach, Project Permanence staff support youth and their families in designating and successfully linking with locally-based community resources that serve to stabilize the placement. Project Permanence staff also provide short-term support directly to the youth and family, with the intention of improving the youth’s functioning in his or her home, school, and community. It is a 24-hour, 7-day a week program. Because services are driven by client needs, Project Permanence staff conduct thorough and regular research to locate the necessary services for the classroom, home, and general community, depending on the specific needs for the youth and family. Youth often have family out of the area and services are delivered or linked to accommodate such situations. Project Permanence staff are available to visit client, caregivers, and additional collateral supports on a weekly basis. Project Permanence staff also meet with the family and their designated support system for a monthly Family Team Meeting.

**THE PRINCIPLES OF WRAPAROUND:**

I. Wraparound must be based in the community.

II. Services and supporters must be individualized, built on strengths, and meet the needs of children and families across nine life domains: physical needs/living situation, family, safety, socialization, cultural/spiritual, emotional/psychological, health, educational/vocational, and legal.

III. The process must be culturally competent, building on the unique values, preferences, and strengths of children and families, and their communities.

IV. Families must be full and active partners in every level of the wraparound process.

V. The wraparound approach must be a team-driven process involving the family, child, natural supports, agencies, and community services working together to develop, implement, and evaluate the individualized services plan.

VI. Wraparound child and family teams will use flexible approaches and access flexible funding from the Department of Children and Family Services as available.

VII. Wraparound plans must include a balance of formal services and informal community and family resources.

VIII. An unconditional commitment to serve children and families is essential.

IX. The plan should be developed and implemented based on interagency, community-based collaborative process.

X. Outcomes must be determined and measured for the system, for the program and for the individual child and family.
CONTRIBUTIONS AND GRANTS
JULY 1, 2010 THROUGH JUNE 30, 2011

Platinum ($10,000+)
Holmgren Charitable Lead Trust
Cocks Family Trusts
The Annie E. Casey Foundation
Wells Fargo Foundation
Kaiser Hospital Foundation Health Plan Inc.
The San Francisco Foundation
Daffodil Flower Group
Kazan, McClain, Abrams, Fernandez, Lyons, Greenwood, Harley & Oberman Foundation
Deloitte & Touche LLP
Adrienne & Milton Porter Charitable Foundation
Kevin Asher
Casey Family Program - California Division
Morris Stulsaft Foundation
Gregory Smith

Gold ($5,000.00+)
Earl F. Herkenhoff
Barrios Trust
In-N-Out Burger Foundation
Hands on Bay Area
Chevron Humankind Program
Peter Rumsey
Christine Stoner-Mertz
Bank of New York Mellon
Bernard E. and Alba Witkin Charitable Foundation
Charis Fund
DeSilva Gates Construction
Safeway, Inc.

Silver ($2,500.00+)
AMEC Geomatrix, Inc.
Heffernan Insurance Brokers
Peggy Padilla
Allison Becwar
Wells Fargo Foundation
David DeSilva
U.A. Local Union No. 342

HP Financial Services
PNC Foundation
The Junior League of San Francisco, Inc.
The Lowell Berry Foundation

Presidents Club
($1,000.00+)
Sidney Stern Memorial Trust
Dorothy I. Simonetti-Guhl
Darryl Weatherspoon
Susan Gallardo and Mark Freitas
Lisa Bashnick
Bank of Hawaii
Integro USA, Inc.
KeyBank National Association
Mutual of America
Osborne Partners
Sunflower of LCC
Jefferson M. Hilliard
Wallflower Group
Budish Insurance Services
Junior League of Oakland-East Bay
Kristi Swimmer
Stephanie Andrews
Charles R. Wilson
John Stoner
Mark Kalend
Lisa Robinson
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Jeff and Karen Banks
Barbara and Donald Jonas Family Fund
David de Figueiredo
Ivan and Janine Fujihara
Neil and Diane Goodhue
Laura Mateo
Demaris Mathison-Nesheim
Frank Pond
Sandre Swanson Youth Foundation
James and Marilyn Stonehouse
Nicole White
Esmeralda Marquez and Roy Yip

Benefactor ($500+)
Debra Patrizi
Revan A. Tranter
Alita Marshall
Gregory Welch
Allison Farey
Kathy Yeh
Kerry Francis
Richard and Sue Curry
Martin Bloe
Ruth Ormsby
Joseph Pasquariello
Jean W. Patrick
Melanie Shelby
Michael Grey
Elizabeth Courtois
Kirsten Weisser
Lisa Gedigian
Randa Bandak
Jane Yoon
Ken and Carla Betts
Shaleila Green
Sonya M. Roberts
Richard and Maggie Chaffee
Dove Vallender
Tim and Meridith Wieland
Michael J. Wells
All Stars Helping Kids and Champion Charities
Kelly Chang
Roland Curtola
James E. Gordon
Julie Hadnot
Home Depot
Forrest E. Oglesbee
Brian T. Outland
Walter and Monika Schey
Stanley F. Seifried
James Thayer
Kim A. Traber
Annette Walton
# Financials 2011

## Revenue - $15,759,241

### Expenses - $15,433,659

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>$14,019,787</td>
</tr>
<tr>
<td>Contributions/special events</td>
<td>$418,337</td>
</tr>
<tr>
<td>Investments</td>
<td>$1,174,767</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
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</tr>
<tr>
<td>Support Services</td>
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</tbody>
</table>

## Assets

### Current Assets

- Cash and cash equivalents: $2,011,846
- Short-term Investments: $2,652,729
- Accounts receivable, net: $2,261,345
- Prepaid expenses and deposits: $204,235

Total Current Assets: $7,130,155

### Long-term Investments

- Property and equipment, net: $4,456,102
- Restricted cash and investments: $248,023
- Other assets - split investment agreement: $629,109
- Long-term investments: $2,810,935

Total Long-term Investments: $7,165,268

## Liabilities and Net Assets

### Current Liabilities

- Accounts payable: $542,983
- Accrued payroll, Payroll taxes, emp. benefits: $601,824
- Accrued unemployment liability: $83,977
- Other accrued liabilities: $44,930
- Line of credit: $650,000
- Current portion of certs. of participation: $105,000

Total Current Liabilities: $2,028,714

### Long-term Liabilities

- Conditional asset retirement obligation: $119,275
- Long-term portion of certs. of participation: $1,875,000

Total Long-term Liabilities: $1,994,475

### Net Assets

- Unrestricted: $6,849,967
- Unrestricted - Board designated: $709,625
- Temporarily restricted: $880,608
- Permanently restricted: $2,810,935

Total Net Assets: $10,251,135

Total Liabilities and Net Assets: $15,274,324

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## Expenses - $15,433,659

### Program - $14,019,787

### Contributions/special events - $418,337

### Investments - $1,174,767

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### Support Services - $2,564,528

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IMpACT OF LCC’S PROGRAMS IN THE COMMUNITIES WE SERVE:

- In the schools where Lincoln Child Center provides services, our presence helped raise Academic Performance Index scores by 29 points on average.

- In Lincoln's Conyes Academy/Day Treatment program, 88% of its students showed improvement in academic performance by one or more grade levels.

- In Lincoln's Conyes Academy/Day Treatment program, 82% of its students graduating or completing the school year, last year, transitioned to a less intensive/mainstream academic environment.

- In Lincoln's TBS program, 100% of its clients remained stable in current placements or were able to step down to less restrictive levels of care.

- In Lincoln's TBS program, 92% of clients showed significant reduction in targeted problematic behaviors.

- In Lincoln's CEO Youth program, 50% of participants have 80% attendance or better this school year.

- In Lincoln's CEO Youth program, 70% of participants have 75% or better attendance this school year.

- In Lincoln's Project Permanence Program, 90% of the children served are stable in family placements six months after they were discharged from LCC’s program.

- Over 90% of Lincoln Child Center’s client families reported that they were satisfied with the services they received.
Lincoln Child Center would like to offer our immense thanks to Gensler, a global architecture, design, planning and consulting firm based in San Francisco, California.

Throughout the past year, Gensler has been extremely supportive of Lincoln’s work. We are truly appreciative for all of the support and vision.

Lincoln Child Center’s board, staff, and most importantly, our clientele would like to extend our eternal gratitude.
BOARD OF DIRECTORS

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Lincoln Child Center enables vulnerable and emotionally troubled children and their families to lead independent and fulfilling lives.