Dear Friends,

For over three decades, I have been privileged to lead an exceptional group of individuals committed to a singular goal: to stop at nothing to ensure the success and wellbeing of every child. Throughout its history, Seneca has actively balanced advocacy with the provision of direct services. While advocacy activities have always constituted a small part of our operations, we learned early on that public policy and systems change are often critical to meeting the needs of the most vulnerable children and their families.

This year, I am pleased to report that the results of our and other’s advocacy efforts are especially evident. Historically, public child welfare agencies intervened with children without acknowledging families’ struggles with intergenerational trauma, poverty, and community violence. Today, public and private child welfare agencies recognize the social and economic context of child and family challenges, along with the need to intervene in much broader ways.

For Seneca, this transformation has enabled us to work within homes, schools, and communities to help children and families in ways that are dramatically more supportive and culturally relevant than in the past.

I am deeply gratified by this evolution, and in these pages you will see the results. Indeed, those results were only possible because of your support for a superb staff that believe deeply in the potential of each child and family we serve.

With respect and gratitude,

Ken Berrick, President and CEO

Unconditional Care Helping children and families through the most difficult times of their lives.
Founded in 1985 by a small, visionary team of committed individuals who served just six children, Seneca now provides a comprehensive continuum of care that impacts over 13,000 children and families per year in 17 counties throughout California & 3 in Washington State. Throughout its 31 year history, Seneca has remained unconditionally committed to doing whatever it takes to help children and families thrive even when faced with tremendous challenges.

Seneca believes that children and youth do not themselves fail, but are failed by systems unable to address their complex and specialized needs. Seneca’s approach is a unique articulation of community-engaged collaboration, leveraged with creative and innovative interventions, focused on stabilizing and sustaining families.

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We would have never thought we would be parents to seven children... let alone having them move in with us all at the same time!

After years of foster care placements, separated from each other and moving from home to home, all seven children were reunited in the adoptive home of Jason and Dani. When their adoption was finalized earlier this year, the love, joy, hope and connectedness they experienced was palpable, and their smiles lit up the courtroom. For them, adoption meant that they would grow up in a forever family together – playing, trusting and learning from each other.
All children have a deep biological and developmental need to be connected to a family that fosters and supports their unique talents, strengths, and struggles. This belief informs all permanency services at Seneca.

Seneca works tirelessly within the homes, schools, and communities of foster youth and their families to ensure that all children have the opportunity to grow up within a supportive family home.

Developed & practiced over the last three decades, Seneca’s evidence-informed permanency programs are designed to help each & every child to have a family to call their own.

The National Institute for Permanent Family Connectedness (NIPFC) works to advance permanency as a national priority for all children and youth, with Family Finding and engagement as a core strategy and method that adds value to child welfare service systems. NIPFC’s permanency experts trained 50 public and private agencies, in 25 American states, three Canadian provinces and NSW Australia.

- **198** FINALIZED ADOPTIONS
- **759** KINSHIP CAREGIVER FAMILIES SUPPORTED
- **11,760** FAMILY FINDING SEARCHES
“The teachers and counselors are always there for my son and support him every day. I know sometimes it isn’t easy, but they help him work on what he needs to work on, and he has come so far since when he started this program. Our family has been through some hard times, but my son is going to be successful. I’m so proud of him and what he’s doing.”

— Seneca parent
Establishing inclusive and supportive learning environments where every child can learn and succeed.

Closing the Achievement Gap

The broad array of education services offered by Seneca is designed to accelerate each child's academic and behavioral progress, whether in public school or in an alternative non-public school setting. Our school-based services close the educational achievement gap experienced by students from low income communities, students of color, as well as all students enrolled in special education programs. No matter the complexity of need or education setting, services are highly individualized for each student, with parents and other family members engaged as full partners in designing and implementing the plans for their child.

Pioneering the Unconditional Education™ Model

Seneca’s Unconditional Education™ (UE) school partnership model is based on the belief that every student, regardless of the challenges they face or the neighborhood in which they live, deserves to succeed within their neighborhood school. The UE model empowers the entire school with the skills and resources necessary to create a safe and engaging school culture, while providing the academic, behavioral, and social-emotional supports required for all students to thrive.
When Jamie’s son was born, 18 months ago, she was determined to give him the safe and loving childhood that she had never known as a foster child.

“From the age of two, I was raised in a series of foster homes, and didn’t end up in a stable family situation until I was eight. As a result, I was committed to being the best parent I could be for my son, even though I was a single parent without family who could help.”

“But it wasn’t long before I felt overwhelmed and realized that I didn’t have the knowledge and skills required to meet my son’s needs. Fortunately, I was able to enroll in Seneca’s Early Intervention Wrap-around program, which proved to be a godsend for both of us.”

“The Seneca social worker not only modeled and helped me to practice effective parenting skills with my son, but she supported me to find the inner strength I needed to deal with the ups and downs of my life. After a year working with Seneca, I not only feel determined, but confident to be the parent that my son deserves.”
At Seneca, we offer children and families the opportunity to build upon their strengths and supports, interrupt negative patterns and cycles, and open doors for new possibilities. In our community-based mental health programs, we go to where children and families are—in their homes, in their schools, and in their communities. We eliminate the barriers to accessing services by providing a full continuum of care that is specially tailored to meet the unique needs of each individual child, youth, and family. We work in close partnership with Social Services, Mental Health, Juvenile Probation, other service providers and consumer organizations to provide various family-centered, strengths-based and outcome-oriented community-based services for children and youth with complex and enduring needs.
Tamarah began her career path at Seneca, nine years ago, as a mental health counselor at James Baldwin Academy, a counseling-enriched school for students who struggle with emotional and learning disabilities.

“Within a week, I was hooked.” she exclaims, “It was so satisfying to help the students develop the social and academic skills they need to succeed in school.”

“With the encouragement of my supervisor and financial help from Seneca, I soon decided to pursue my teaching credential and master’s in Special Education while remaining a full-time employee. Within a year I was working as a Teacher Associate, and then four months later as a Special Education Teacher at James Baldwin. I really can’t convey how exciting it was to take the lead in creating a safe, supportive, and engaging classroom for kids who had mostly known failure during their previous years in school.”

“In late-2010, Seneca launched its Unconditional Education™ whole-school intervention model, and I was given the opportunity to work as an Academic Intervention Specialist in this innovative program focused on school turnaround, as well as improving individual student outcomes. Today I work as an Unconditional Education™ Coach, partnering with school leaders and teachers to transform the entire culture and climate at an East Oakland charter school, so that traumatized students have the opportunity to achieve their academic potential.”
A COMMITMENT TO LEARNING AND LEADING
The Seneca Institute for Advanced Practice provides high-quality education and training for agency employees and other service providers throughout California and North America. Seneca’s culture of ongoing learning and professional development ensures that agency staff are always contributing to and benefiting from the evolving bodies of knowledge and best practices in child welfare, mental health, juvenile justice, and education.

A COMMITMENT TO OUR CLIENTS
Seneca is committed to recruiting and retaining a diverse, highly competent workforce that is reflective of and responsive to the diverse communities and populations of children, youth, and families that we are privileged to serve.

A COMMITMENT TO FURTHERING THE FIELD
We are committed to improving services and supports for children & families everywhere, even those we do not serve ourselves.

Our clinical model, Unconditional Care™, improves systems of care nationwide.

24 Evidence-Based Practices including:
Trauma-Focused Cognitive Behavioral Therapy
Parent-Child Interaction Therapy
Guided Animal Interaction Therapy
Family Finding

13,202 Hours of training offered at Seneca Institute for Advanced Practice

33,702 Providers and employees trained, including providers at more than

300 Partner organizations.

Creating innovative solutions for serving children and responsive strategies for developing professionals.
COMMUNITY SUPPORT

Generous gifts from the community sustain our programs.
Thank you for your support!

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Includes direct gifts, honor or memorial tributes and pledges in the form of cash, check, credit card, or gifts of stock, mutual funds or other appreciated property.

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Monthly or quarterly giving by automatic credit card debit is easy to set up online, with the enclosed envelope, or by calling your local Development Officer. Recurring gifts provide sustaining support.

Matching Gifts
Increase the value of your gift by taking advantage of your employer's matching gift program for active and retired employees. Find out more: www.doublethedonation/seneca

Planned Gifts
You may designate Seneca as a beneficiary in your will or life insurance policy. To discuss other planned gifts, please contact the Development Office at the numbers listed below.

Gifts-in-Kind
Donated goods and professional services can support our clients and programs.

Online Giving
Secure online donations may be made at www.senecafoa.org or www.kinshipcenter.org
Please call the Development Office near you for more information:
San Francisco Bay Area  510.654.4004
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Between July 1, 2014 and December 31, 2015, the following individuals and organizations gave generously so that no child in need should go without critical services.

Forever Families Society
Seneca Family of Agencies recognizes those who give substantially of themselves to make life better for others. We invite you to become a member of the Forever Families Society with a cash gift of $5,000 or more (memberships may be renewed annually).

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“We are so deeply appreciative of the partnerships that allow Seneca to enrich the lives of so many children and families. Our commitment extends to the communities we serve, therefore it is our policy to use donated funds in the region in which they are raised.”

– Katherine West, COO
“The Board of Directors is grateful for your generous support of our mission. This list reflects the thoughtful gifts in all regions where Seneca Family of Agencies provides services for children and families.”

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Ms. Gyll Meyer
Michael Aram
Michael's Catering & Wild Thyme Deli
Mr. and Mrs. Drew Milam
Mr. Mark Min
Ms. Selena Miranda
Mission San Juan Capistrano
Ms. Saphia Mittal
Moler Barber College
Montage Resort & Spa
Monterey Bay Aquarium
Monterey Bay Hog
Monterey County Regional Fire District
Monterey County Sheriff's Office
Monterey Lashes
Monterey Peninsula Seventh-day Adventist Church
Monterey Plaza Hotel & Spa
Monterey Zoo
Monteros Bistro, Chef Tony Baker
Ms. Erin Moore
Morrill & Forbes - Chimney Sweeps & Fireplaces
Movement and Massage
Ms. Fabulous
Ms. Cristal Murphy
Mustards Grill
My Attic Bar & Lounge
My Stuff Bags Foundation
Ms. Beth Myers
Nails Atelier
Primary Address
Napa Valley Tours & Transportation
National Charity League - Monterey Bay
National Charity League - Yorba Linda
National Police Rodeo Association
Nepenthe Restaurant
Nest
Newmark Grubb Knight Frank
Mr. Eric Perry and Ms. Patricia Nichols
Nikki at Chimaera Salon
Nob Hill Foods
Nohi Canyon Elementary School
Norman Vineyards
Northern Salinas Valley Mosquito Abatement District
Nothing But Cakes
Novartis Pharmaceuticals Corp
Ms. Daniela P. Ochoa
Oco Family Chiropractic
Mr. Kolapo Oyediran
Oheka Castle Hotel & Estate
Old Fisherman's Grotto
On The Beach Surf Shop
Orange County Fire Services Association, Inc.
Orange County Scroll Saw Association
Order of the Eastern Star
Order of the Eastern Star
Order of the Eastern Star
| Carmel Chapter
| Salinas Chapter
Pacific Repertory Theatre
Pacific Symphony
Pajama Program
Palomar
Mr. and Mrs. Mike Palshaw
ParaCoastal
Parker-Lusseau Pastries
Parsonage Village Vineyard
Passionfish
Patrick James
Ms. Renata C. M. Payne
PCC Natural Market
Ms. Laurie Fearnan Scarborough
Pebble Beach Company
Pebble Beach Company Foundation
Pebble Beach Concours d'Elegance
Pejmani of Belgium
Peninsula Pastries
Penobscot Indian Nation Health Department - Dental Clinic
Peppers
Pepsi Cola
Pet Extreme
Ms. D'Anne Peterson
PetSmart
Mr. Ted Pethers
Mr. Lewis Phillips
Photography West Gallery
Picket Fence
Mr. Anthony W. Pierotti
Mr. and Mrs. Gilbert Pierre-Louis
Pixar Animation Studios
Pizza My Heart
Ms. Dory Porotto
Mr. and Mrs. Bill Feldmeier
Portobello's
Precision Nails
Ms. Cara Prehn
Pretend City Children's Museum
Princess Monterey Whale Watching
Ms. Tata Pura
QFC
Quail Lodge Resort & Golf Club
Mr. Eric Ramones
Ms. Gudzi Ramsaran
Rancho Cielo
Ms. Sherrie Ray
Reaction Audio Visual
Red's Donuts
Mr. Sam Regalado
Mr. Dennis Regan
ResCare Home Care
Mr. Israel Reyes
Mr. and Mrs. Justin Reyes
Mrs. Casey Riddell
Rio Grill, Chef Gy Yontz
Riverain Vineyards
Robbie's Ocean Fresh Seafood
Ms. Marianet Rodriguez
Mr. and Mrs. Rol Rolnicki
Room for Dessert
Rowley Portraiture
Mr. Todd Rustman
SA Recycling
Sabrina's Coastal Designs
Safeway
Safeway Grocery Store
Sales & Service Inc.
Salinas Valley Medical Aesthetics
Salinas Windustrial
Sam Linder Auto Group
Santa Ana Zoo at Prentice Park
Ms. Toni Sarmiento
Mr. and Mrs. Ken Sato
Ms. Diane Satoda
Ms. Aga Savarese
Scheck Vineyards
SeaWorld San Diego
Seven Gables Inn
Ms. Karen Shade
Shale Canyon Wines
Sherwin Family Vineyards
Dr. Margaret Anne Shirrel
Ms. Cathy Shue
Mr. David Silberstein
Silvstris Vineyards
Skin by Kristin
Sky High Sports
Sleep Train
Ms. Elaine Smith
Ms. Heather M. Sommers - Sambado
Southern Wine & Spirits
Ms. Martha Spiel
Sprout Boutique
STAJETS
Mr. Phillip Stanley-Marbell
Ms. Georgia Stavropoulos
Mr. and Mrs. Dustin and Jen Sleeve
Steinbeck Country Equine Clinic
Stella and Dot
Stone Creek Kitchen
Ms. Ann Marie Sullivan
Sunset Center
Mr. and Mrs. Tim Taber
Ms. Tia Takigawa
Tailbott Ties
Tarpy's Roadhouse, Chef Todd Fisher
Teddy Bears with Heart
Ms. Nancy Teigen
Terra Pacific Landscape
Tessuti Zoo
The Bowers Museum of Cultural Art
The Church of Jesus Christ of Latter-day Saints
The Color Studio
The Dance Center
The Dress Shoppe
The Gift Peddler
The Happy Landing Inn
The Legacy Lawyers - Orange County Office
The Quail and Olive
The RJ Noble Company
The Winery Restaurant
Ms. Diane Thomas
Thomas Kinkade of Monterey
Ticket to Dream Foundation
TLC Estate Liquidations
Toasted's Cafe
Together We Rise
Tommy Bahama
Trader Joe's
Ms. Leigh Tranchi
Trio Carmel
Tulips Speech Therapy
Mr. Doug Turner and Ms. Michele Bettker
Tustin Dance Center
Tustin Lanes
Twigs & Things
Twisted Roots
United Paving Co.
Universal Building Maintenance
UpFront
US Capital
Valley Crest Landscape Maintenance
Valley Pallet
FISCAL STEWARDSHIP

REVENUE BY SOURCE

<table>
<thead>
<tr>
<th>Source</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>Community Based Mental Health Services</td>
<td>47</td>
</tr>
<tr>
<td>Education Services</td>
<td>38</td>
</tr>
<tr>
<td>Foster Care, Adoption &amp; Permanency</td>
<td>7</td>
</tr>
<tr>
<td>Training</td>
<td>3</td>
</tr>
<tr>
<td>Contributions</td>
<td>3</td>
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<tr>
<td>Other Revenue</td>
<td>2</td>
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EXPENSES BY PROGRAM

<table>
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<tr>
<th>Program</th>
<th>%</th>
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<tbody>
<tr>
<td>Payroll and Benefits</td>
<td>67</td>
</tr>
<tr>
<td>Program Support Services</td>
<td>12</td>
</tr>
<tr>
<td>Development</td>
<td>1</td>
</tr>
<tr>
<td>Management and General</td>
<td>20</td>
</tr>
</tbody>
</table>

STATEMENT OF FINANCIAL POSITION AS OF JUNE 30, 2015

Assets

- Current Assets: $26,783,399
- Property and Equipment - Net of Depreciation: $22,428,760
- Other Assets: $1,973,408
- Total Assets: $51,185,567

Liabilities and Net Assets

- Current Liabilities: $15,762,326
- Long Term Liabilities: $14,279,432
- Total Liabilities: $30,041,758

Net Assets:

- Unrestricted: $19,993,089
- Temporarily Restricted: $1,085,545
- Permanently Restricted: $65,175
- Total Net Assets: $21,143,809

Total Liabilities and Net Assets: $51,185,567

REVENUE & EXPENDITURES: FISCAL YEAR ENDING JUNE 30, 2015

Public Support & Revenue

- Community Based Services: $41,560,562
- Education Services: $33,879,776
- Foster Care and Permanency: $6,281,807
- Training: $1,902,349
- Contributions: $2,671,062
- Other Revenue: $2,535,870
- Total Public Support & Revenue: $88,831,426

Expenditures

- Payroll and Benefits: $57,964,403
- Program Support Services: $17,521,138
- Development: $908,126
- Management and General: $10,716,143
- Total Expenses: $87,109,810

FIVE YEAR RECAP

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Public Support &amp; Revenue</td>
<td>$88,831,426</td>
<td>$81,390,184</td>
<td>$72,653,085</td>
<td>$76,852,240</td>
<td>$55,832,782</td>
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<tr>
<td>Expenses</td>
<td>$87,109,810</td>
<td>$80,075,755</td>
<td>$71,353,833</td>
<td>$72,370,807</td>
<td>$55,260,276</td>
</tr>
</tbody>
</table>

Change in Net Assets: $1,721,616


*includes a one-time gain of $4,268,140 on the acquisition of nonprofit organizations through mergers with Kinship Center and Canyon

ccc
UNCONDITIONAL CARE™ IN ACTION

PERMANENCE
11,760
Family Finding searches provided to reconnect youth with family

MENTAL HEALTH
1,027
Youth experiencing acute moments of crisis diverted from hospitalization

UNCONDITIONAL EDUCATION™
7,051
Youth have benefitted from Seneca's whole-school interventions

INNOVATION
8,556
Hours of training to strengthen and evolve services to our most vulnerable children & youth

SENeca AT A GLANCE:
• Founded in 1985 to support the specialized needs of children in the child welfare system
• Accredited by The Joint Commission, Western Association of Schools and Colleges, and a member of the California Alliance of Child and Family Services
• Awarded Glassdoor Employees' Choice Best Places to Work, Awarded 8 Congressional Angels in Adoption awards and recognized by Newsgroup as one of the Top Places to Work
Thank you for supporting your local Seneca agency! Please consider volunteering, attending an event, or giving a gift to support our work.

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Central Coast: facebook.com/kinshipcenter
Orange County: facebook.com/senecaoc