



**east bay agency for children**



Reducing  
the Impact of  
Trauma &  
Social Inequities

**Annual Report**

**Fiscal Year 2015-2016**

July 1, 2015 – June 30, 2016

# MISSION

East Bay Agency for Children improves the well-being of children, youth, and families by reducing the impact of trauma and social inequities.

## Dear Friends,

We are pleased to share with you this Annual Report for Fiscal Year 2015-2016. During this year - July 2015 through June 2016 - East Bay Agency for Children achieved many goals from our strategic plan and broadened our reach to children and families impacted by trauma and social inequities.

In this report, you will learn of the progress made on our strategic plan including expansions to our continuum of care; implementation of a new client database and financial management system; and a management re-organization.

In further support of our focus on improving outcomes for the children and families we serve, East Bay Agency for Children embarked upon the task to be evaluated for accreditation from CARF International. This process required



tremendous cross -department effort to ensure our policies and procedures related to internal operation, governance, and service delivery to our behavioral health clients met CARF's rigorous high standards. After a lengthy and exhaustive review process, East Bay

Agency for Children was awarded CARF International accreditation in December 2015.

Fiscal Year 2015-2016 also marked the first year of operation for T<sup>2</sup> - Trauma Transformed, the East Bay Agency for Children led effort to establish a regional, coordinated, trauma-informed system of care throughout the Bay Area. This annual report outlines the major achievements of the T<sup>2</sup> initiative with further details available online at [www.EBAC.org/T2ProgressReport](http://www.EBAC.org/T2ProgressReport).

East Bay Agency for Children continues to steadily increase funding from a mixture of government, foundation, and private sources. In Fiscal Year 2015-2016, our expenditure investment in children and families surpassed \$11 million for the first time. This significant milestone reflects the depth and breadth of service provided by 180 EBAC staff throughout Alameda County and now the greater Bay Area.

On behalf of the EBAC management team and Board of Directors, we are grateful to you our volunteers, donors, and community partners for your individual and collective contributions to our mission.

A blue ink signature of Josh Leonard.

Josh Leonard  
Chief Executive Officer



A blue ink signature of Gary Cox.

Gary Cox  
President, Board of Directors





East Bay Agency for Children's

## STRENGTHS & ADDED-VALUE

**INCREASE PROTECTIVE FACTORS  
FOR CHILDREN'S WELL-BEING**

**CULTURALLY RELEVANT &  
LINGUISTICALLY APPROPRIATE  
SERVICE DELIVERY**

**TRAUMA INFORMED      CONTINUUM OF CARE**

**RESILIENCE - RECOVERY- PREVENTION**

**PLACE-BASED: DELIVER SERVICES WHERE  
CHILDREN & FAMILIES CONGREGATE**

**VALUES  
EQUITY  
HUMILITY  
COLLABORATION  
INNOVATION  
EFFECTIVENESS**

**REDUCE BARRIERS  
TO CRITICAL  
SUPPORTS**

## OUR SERVICES

**Clinical counseling interventions** for students in mainstream classes exhibiting emotional or behavioral challenges, often stemming from exposure to trauma

**Intensive behavioral health therapy** for children in special education classes and in our Therapeutic Nursery School

Services to **reduce trauma, build resilience, and strengthen** children and families

- Family resource centers
- Child assault prevention and parenting workshops
- Grief support
- Afterschool programs
- School-based health and wellness center
- Case management with youth on probation

Coordination of Bay Area center for building a **trauma-informed regional system of care** for children and youth



## STRATEGIC PLAN PROGRESS

EBAC's 2015-2017 strategic plan continued to guide our work this year. We made tremendous progress in our areas of focus.

### Strengthening Our Capacity

Strategy: Strengthen and redesign our organizational structure and systems to provide the infrastructure necessary to achieve the program and funding goals.

- Implemented Welligent, a new client and service database to track and analyze a wider array of outcomes
- Implemented new financial systems for enhanced management oversight and planning
- Completed an organizational restructure to more closely align management with the Strategic Plan
- Strengthened, expanded, and documented policies and procedures to support consistent delivery of quality service. Awarded national accreditation by CARF International as a result of these cross-department efforts

### Program Services

Strategy: Create a true "continuum of care" that is place-based, culturally relevant, and trauma informed by restructuring our program services to put into action the three strategies of our Theory of Change: Prevention, Recovery, and Resilience.

- Launched T<sup>2</sup> Trauma Transformed, regional collaboration with 7 Bay Area counties *(See next page)*
- Added family resource services for families in Hayward in partnership with Hayward Unified School District and Alameda County, filling a service gap in this geographic area identified through our strategic planning

### Governance

Strategy: Evaluate and revise the Board of Director structure and practices to ensure a board culture that supports good governance process and maximizes each board member's capacity, skills and passion to support EBAC's mission.

- Redesigned board committee structure
- Implemented new board and committee meeting schedule to more effectively support governance, strategy, and oversight



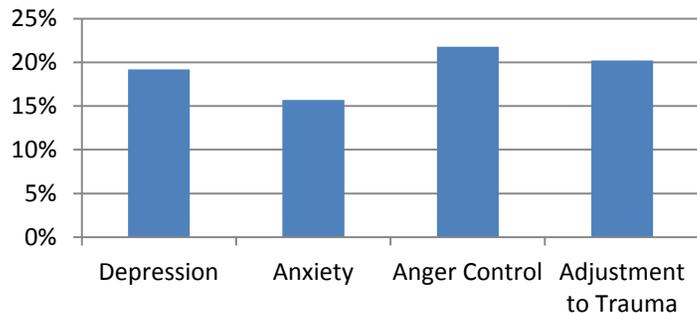
**east bay agency for children**

## School Based Behavioral Health

Children can act out or become withdrawn as a result of emotional triggers they don't understand and can't control. Often these behaviors result from adverse childhood experiences such as abuse, the loss of a loved one, or the stress of living in poverty or in neighborhoods or homes impacted by violence.

These resulting emotional and behavioral challenges can interfere with a child's own socio-emotional and academic development and can be disruptive to an entire classroom. Core to EBAC's long-history is our clinical work with children exhibiting the impact of exposure to trauma.

**Reduction in Prevalence of Social-Emotional Disorders**



Our newly implemented client database captured data to demonstrate positive outcomes

EBAC-trained mental health therapists partnered with staff and families on 36 school campuses throughout Alameda County to provide culturally sensitive and trauma-informed treatment to build resilience in 1,127 children impacted by trauma.

### INTENSIVE SERVICES

For children already manifesting the adverse developmental effects of exposure to trauma, East Bay Agency for Children worked in conjunction with teachers in one nursery school and six special education classrooms to augment the educational curriculum with therapeutic counseling services. These academic and behavioral health interventions worked collaboratively to ready the students for eventual success in mainstream classrooms.

146 children in Hayward, Oakland, and San Leandro received intensive therapeutic services from EBAC therapists and behavioral coaches.

## EBAC'S VISION

*EBAC is committed to building a comprehensive, place-based continuum of accessible, trauma-informed and culturally relevant services that build resiliency, aid in recovery, and, where possible, prevent exposure to adverse childhood experiences.*

*We seek to reduce barriers that contribute to disparities in wellness for socio-economically disadvantaged and racially marginalized families and to create communities where all children and families have supports to reach their full potential.*



With seed funding from a Federal grant, EBAC and the children's behavioral health directors from 7 Bay Area counties created Trauma Transformed as a regional center and clearinghouse to promote a trauma-informed system of care.

By providing trainings and policy guidance to systems of care professionals and social service organizations, Trauma Transformed is dedicated to reducing the re-traumatization of youth and families and the professionals who serve them.

Over 300 county employees, social services non-profit staff, and philanthropists from around the Bay Area gathered in San Francisco in October 2015 to formally launch Trauma Transformed.

Staff from this EBAC-led initiative immediately began building a regional trauma-informed system of care to improve the ways we understand, respond to, and heal trauma.

**Learn more**

[www.TraumaTransformed.org](http://www.TraumaTransformed.org)  
[www.EBAC.org/T2ProgressReport](http://www.EBAC.org/T2ProgressReport)

## T<sup>2</sup> - TRAUMA TRANSFORMED

In its first year, Trauma Transformed focused its efforts in these five key work areas:

### **Establish Center and Clearinghouse**

Opened a physical center in Oakland and launched the T2BayArea.org website as a foundation for resource sharing and a clearinghouse for the regional workforce.

### **Policies and Practices**

Convened a Regional Policy Team which began the work to support counties in selecting, implementing, sharing, and sustaining effective and meaningful trauma-informed practices and policies.

### **Promote Youth and Family Practice**

Created an advisory council of 34 youth and family members to serve as lived-experience advisors for all Trauma Transformed initiatives.

### **Care Coordination**

Built a Care Coordination Team of persons with lived experience and representatives from 7 counties including sectors of social services, behavioral and physical health, juvenile justice, education, and early childhood. This team is establishing a regional model to provide coordinated services for youth and children placed out of county, and children, youth and families served by multiple systems within counties.

### **Workforce Education and Support**

Developed and coordinated Trauma-Informed Systems (TIS 101) training resources for dissemination to providers, consumers, and county staff across all sectors.



A Program of East Bay Agency for Children

## FAMILY AND COMMUNITY WELLNESS

Subsequent to our management reorganization, EBAC created an entire division combining our services that enhance family and community wellness. Linked to our mission to reduce the impact of trauma and social inequities, these services focus on preventing exposure to trauma and building resilience for children and entire families already facing trauma and barriers to basic resources.

### Preventing Child Assault, Neglect, and Bullying

Abused children are 77% more likely to require special education, 59% more likely to be arrested as juveniles, and 28% more likely to have an adult criminal record. According to a study by the UC Berkeley Haas School of Business and the San Francisco Child Abuse Prevention Center, the lifetime economic burden per victim is \$400,533. Society has a clear moral and now fiscal mandate to prevent further abuse.

EBAC presented Child Assault Prevention (CAP) workshops at 23 schools, teaching children proven techniques to advocate for their own safety and be Safe, Strong, and Free. Additionally, EBAC conducted parenting workshops to build positive parenting skills and reduce potential child abuse by frustrated and stressed parents. To further support parents, 23 staff throughout EBAC were trained in the evidence-based Positive Parenting Program (Triple P) and are utilizing these effective techniques in their daily interactions with parents.

### Frick Health and Wellness Center

Students and families of Frick Impact Academy as well as members of the neighboring East Oakland community receive medical and dental services at the health center located on the Frick campus. Additionally, students benefit from health education and behavioral health counseling, including grief and trauma support. Families receive assistance in enrolling in Medi-Cal, CalFresh, CalWORKs, or other public benefits. Additionally, EBAC coordinated the Annual Health and Wellness Fair, the young men and young women's groups, mindfulness activities for students, and consultation to teachers around their own self-care and wellness.



### Support for Grieving Children

EBAC utilizes its grief expertise to support children, families and communities impacted by loss. Through Circle of Care, children from the general community can receive individual or family counseling or benefit from peer support through our evening groups held twice monthly. Students in neighborhoods severely impacted by violence can participate in Circle of Care school-based counseling and groups to build resilience against the impact of traumatizing childhood grief.

Last year, EBAC helped 159 grieving children and adults heal. Learn more at [ebac.org/CoCVideo](http://ebac.org/CoCVideo)

# FAMILY RESOURCE CENTERS

EBAC delivers services that support families' abilities to provide a safe and healthy home for their children – one of the recognized protective factors for children. Protective factors are defined as the attributes of individuals, families, communities, and the larger society that mitigate or eliminate risk and actively enhance well-being.

Our 6 EBAC family resource centers offer convenient, inviting, and helpful places for parents to come for assistance in accessing a myriad of public benefits important to their families' health and wellness.



EBAC's multilingual and multicultural staff help local families comfortably and confidently access the support services available to them so their children can thrive.

EBAC operates the following family resource centers in collaboration with local schools and school districts to meet the basic needs of students and their families.

**Fremont** Located at Grimmer School serving all families in the city of Fremont in collaboration with Fremont Unified and the City of Fremont managed Fremont Family Resource Center

**Hayward** Located at the Hayward Unified School District Hub and serving families of HUSD

**San Leandro** Located at the Barbara Lee Center for Health and Wellness and serving the families of San Leandro Unified School District

**Oakland** Located on the Lakeside Campus and serving the families of Oakland Unified School District

**Hawthorne** Located at Education For Change's Achieve Academy and serving all families in Oakland's Fruitvale neighborhood

**Think College Now** Located at Oakland Unified School District's Think College Now School and serving that school's families

## IMPACT

*“For many of the students and parents that I see, EBAC and the family resource center is giving them hope, giving them education, giving them the opportunity to live a better life through the services I see EBAC providing.”*

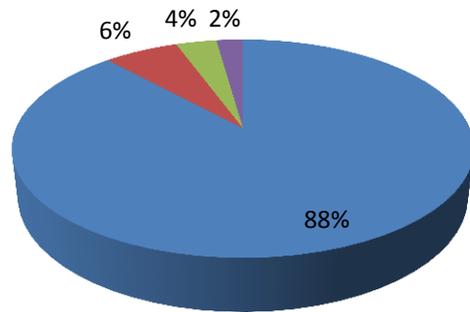
- Grant Davis  
7 year EBAC volunteer

---

Common needs presented by families seeking assistance from EBAC's family resource specialists:

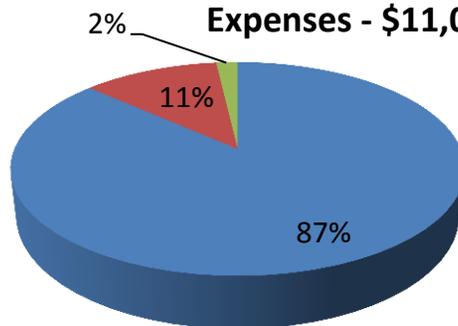
- Assistance with complex social service applications such as Medi-Cal and Cal Fresh
- Translation services
- Referrals to immigration information and assistance
- Referral for domestic violence intervention
- Homelessness and housing crises

## Revenue - \$11,279,368



■ Government	\$9,942,821
■ Fdns, Contributions, Events	\$701,371
■ Program Fees	\$383,701
■ Other Income	\$251,475

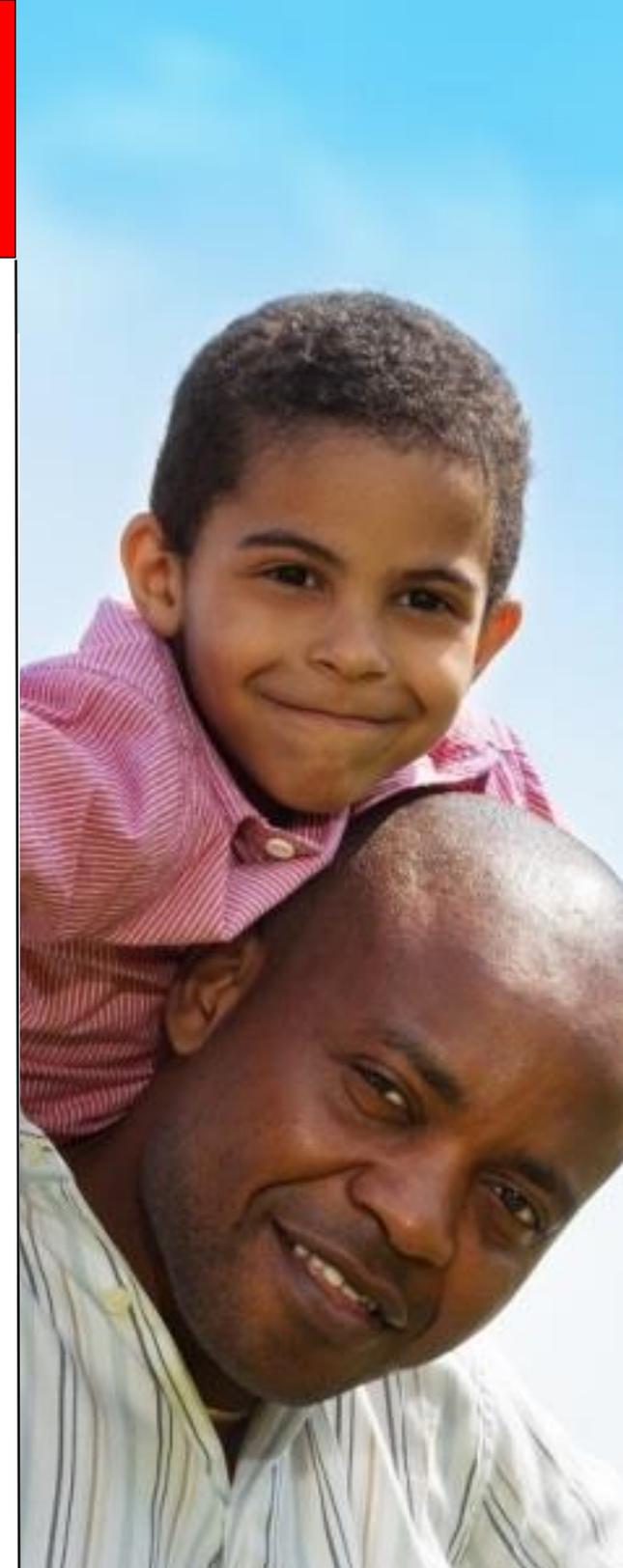
## Expenses - \$11,065,056



■ Program Services	\$9,581,235
■ Supporting Services	\$1,280,891
■ Fundraising	\$202,930

## 5 Year Trend

	<u>FY11-12</u>	<u>FY12-13</u>	<u>FY13-14</u>	<u>FY14-15</u>	<u>FY15-16</u>
<b>Revenue</b>	\$8,519,098	\$ 8,812,859	\$ 9,767,918	\$ 10,589,585	\$11,279,368





***EBAC'S Strategic Leadership Team***

## Management and Volunteer Leadership

Fiscal Year 2016-2017

### STRATEGIC LEADERSHIP TEAM

Josh Leonard, Chief Executive Officer  
 Roger Ailshie, Chief Financial Officer  
 Tammy Jones, Chief Operating Officer  
 Laura Valdez, Chief Program Officer  
 Nang Cao, Director of Intensive Behavioral Health  
 May Funabuki, Director of Continuous Quality Improvement  
 Meg Howard, Director of School based Behavioral Health  
 – South Region  
 Jen Leland, Director of Trauma Transformed  
 Kristin Wagner, Director of School and Community Wellness  
 Melanie Wartenberg, Director of School based Behavioral  
 Health – North Region  
 Julie West, Development Director

### BOARD OF DIRECTORS

Gary Cox, President  
 Mimi Park, Finance Chair  
 Natalie Van Tassel, Quality and Impact Chair  
 Marguerite Stricklin, Secretary  
 Matthew Nelson, Governance Chair

Galia Amran  
 Rita Howard  
 Joanne Karchmer  
 Tess Singha  
 Esther van Beers

Mary Colby  
 Leah Hughes  
 Rhonda Morris  
 Tim Sommer

### EBAC AUXILIARY

Monica Marcone, President

Becky Andersen	Nadine Kalmes
Erica Bachman	Joanne Karchmer
Nancy Beninati	Leila Kasrovi
Brooke Berg	Claire Kostic
CJ Boydston	Candes Lecocq
Jennifer Brandenburg	Monica Marcone
Reagan Brooks-Jimenez	Christine Mattsson
Jan Busch	Scott Matula-Beltch
Lisa Cartolano	Flori McCaffery
Lin Cheyer	Jamie Miller
Debbi DiMaggio	Vicky O'Bresly
Debra Dryden	Sharon O'Neil
Claire Faughnan	Sherry Paterra
Katy Ford	Janine Pribyl
Cara Gercken	Sarah Ramsey
Diane Goetz	Jackie Ray
Natalie Henrich	Karma Roberts
Sarah Holliman	Marilyn Sandifur
Sandi Hutchinson	Pouneh Trockle
Stacie Jessee	Beth Vuolo Gousman

### ADMINISTRATIVE OFFICE

303 Van Buren Ave  
 Oakland, California 94610  
 510.268.3770



**east bay agency for children**

**LEARN MORE!**

[www.EBAC.org](http://www.EBAC.org)



Visit [EBAC.org/CommunityPartners](http://EBAC.org/CommunityPartners)

for a list of EBAC's valued  
 funders and donors

Contact Us! [info@EBAC.org](mailto:info@EBAC.org)