

During 2010, LSS served 20,776 individuals – 2,474 donors gave \$1,377,037 to support the people we serve – 1,451 volunteers gave 36,982 hours of service to LSS – Private foundations and corporations gave LSS a total of \$387,100 in grants



The Pathways to Change Impact Social Justice



As faith-filled people and a faith-based social service agency, we understand the concept of evaluation as a tool that allows us to document social justice in action. Being accountable to our communities requires that we actively engage rigorous and relevant means to assess the impact of our services and adjust our course as necessary.

Lutheran Social Services (LSS) has launched initiatives to measure the impact we have on the clients and communities we serve. We have adopted an evaluative framework that enables us to generate substantive answers to the question: what difference do we truly make – and how? On page 2 of this annual report, we employ a model that presents five domains of impact that, taken together, demonstrate fulfillment of the LSS mission.

LSS has continued to strengthen relationships with congregations, enabling them to create greater impact in their communities by providing consulting and grant writing services to 30 congregations. A total of \$295,000 in grant requests was submitted in 2010 on behalf of congregations. At this writing, \$52,500 has been awarded for the following congregations:

1. Gloria Dei Lutheran, Providence, RI (\$40,500)
2. Concordia Lutheran, Worcester, MA (\$5,000)
3. First Lutheran Church of the Reformation, New Britain, CT (\$5,000)
4. Faith Lutheran, Cambridge, MA (\$2,000)

Our LSS grant writer, Ellen Gugel, has compiled a resource list of potential funding sources for New England Lutheran congregations. She stands ready to assist and may be reached at egugel@lssne.org.

LSS volunteers have continued to pave the pathways to change with their time, their energies and resources.

In 2010, LSS employed full-time volunteer manager, Lori D'Amico. One of her principle activities is to serve as a resource to congregations seeking to improve volunteer programs. Lori may be contacted at ldamico@lssne.org. The expanded "Volunteer Opportunities" section of the LSS website (www.LSSNE.org) provides rich resources for friends to partner with us in service to clients.

Our church relations staff, comprised of Pastors Dan Carlson, Bob Schipul and Sister Carol Weaver, conducted **54 LSS Sundays** in congregations during 2010. We thank congregations for inviting LSS into your midst to share the LSS story.

"Charity is no substitute for justice withheld"

St. Augustine

Our donors have continued to enable LSS to impact lives with their gifts. We have launched a new online gift catalog that enables donors to materially benefit the lives of our clients.

We encourage you to "like" LSS on Facebook by visiting www.facebook.com/LSSNE, where you can also link to other LSS programmatic Facebook pages.

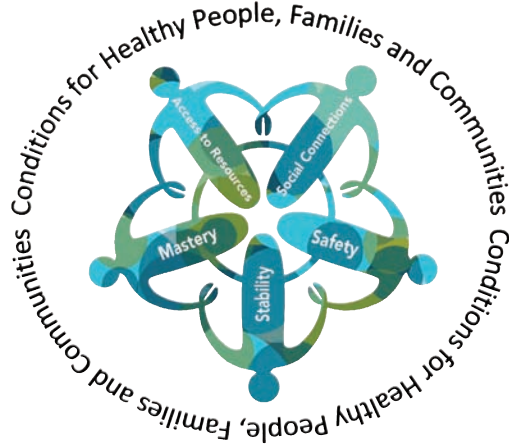
Finally, a comment about LSS in our New England environment: we know that Lutherans in NE comprise less than one half of one percent of the population. We also know that LSS is one of the largest faith-based human service organizations in the region. We, as church, have a presence and an impact through LSS! We continue to gain ground in many program areas because of our reputation for professional services and high impact in the lives of the people we serve. We invite our stakeholders along for the ride into an exciting future, full of new possibilities to serve and care for people in need.

In Service Together,

Heather L. Feltman, President/CEO



The Five Domains of Impact



LSS's journey has been inspired by The Full Frame Initiative's "Five Domains of Impact" to bring people to a place of wellbeing. The five domains emphasize safety, stability, control and choice, meaningful social connections, and access to relevant resources.

www.fullframeinitiative.org

Inspired by the five domains, this past year LSS embarked upon a journey of evaluation by measuring the impact of our professional performance through a data gathering model called "Performance Quality Improvement" (PQI).

Massachusetts Intensive Foster Care PQI Data for 2010

Measurement:
Retention of foster parents: **83%**

Increased stability in foster care is measured by the percentage of our foster parents who continued to provide care. We believe that qualified and experienced foster parents provide the most stable and consistent home environments.

*This goal speaks to **Stability.***

Measurement:
Increased placement stability: **83%**

Placement stability is measured by the absence of "unplanned moves" for children in care. These children are stable in their placements, attend school, therapy and other services while living with the same foster family.

*This goal speaks to **Stability and Safety.***

Measurement:
Progress on treatment goals: **74%**

Progress on treatment goals is a combined measure of all of the goals on a child's service plan. These goals are developed and updated every three months to ensure that the care is focused and relevant to a child's needs. The measure of progress is assessed by the child, foster parents, birth parents, the Department of Children and Families and LSS caseworkers together, each month.

*This goal speaks to **Stability.***

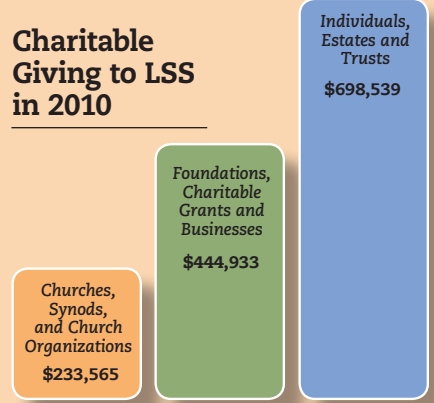
Measurement:
Permanency: **82%**

Permanency is measured by how many children successfully left Intensive Foster Care in accordance with their service plan goal. This may mean reunification with family, transitioning to independent living, or other less intensive levels of substitute care. This is the most important measure of impact.

*This goal speaks to **Mastery/ Control of Choices***

This journey of evaluation, impact measurement and quality improvement assures LSS of accreditation in 2011 by the Council on Accreditation (COA), the national agency that certifies the highest standard of performance by human service organizations. COA accreditation is a visible sign that LSS continues this strenuous exercise of self-improvement in order to serve people in need with the highest standards of service.

Charitable Giving to LSS in 2010



Total Charitable Gifts:	\$1,377,037
Total Number of Donors:	2,474
Total Number of Gifts:	3,950

LSS Financial Statement 2010 (Unaudited)

<u>Revenue in 2010</u>	
Public Sources	\$50,017,666
Private Sources	14,123,876
Gifts and Grants Realized	1,020,125
Other	407,992
Total Revenue	\$65,569,659

<u>Expenses in 2010</u>	
Child and Family Services	\$10,532,656
Disability Services	11,295,941
Services for New Americans	5,833,198
In-Home Care	7,012,450
Long Term Care	19,832,332
Housing/Assisted Living	8,219,803
Good News Garage	3,592,585
Total Expenses	\$66,318,965
Change in net assets	\$ (749,306)*

* Change in net assets due to unanticipated losses during construction at an LSS nursing home.