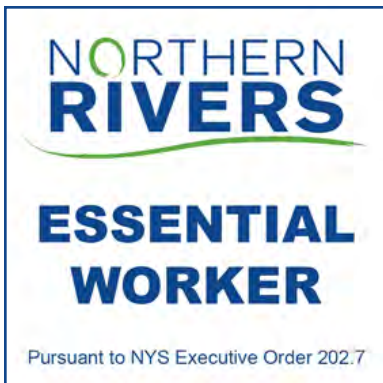


Dear stakeholders, friends, neighbors, donors,  
and all other members of the Northern Rivers family:



*These stickers were given to employees to place on their cars to identify them to law enforcement officers controlling traffic in the early stages of the pandemic.*

COVID-19 changed so many things. As lockdowns were issued, institutions closed, routines were altered, and lives were put on hold, there remained those who could not stand still. Northern Rivers Family of Services still had more than 18,000 children, adults, and families who needed our help. We had 1,400 critical workers who needed to adapt in an instant to a changed landscape. And thankfully, we had an organization that was ready to handle anything our community needed. **We have to be. We are essential.**

The youth living in our residences still needed 24/7/365 care and therapeutic support, and our courageous staff came in to work, followed our strict safety protocols, and ensured those youth got the care they deserved. Our mental health, foster care, and community services clients still needed support, therapy, and counseling, and we quickly rolled out a robust telehealth solution that allowed clients to receive services wherever they were while enabling staff to work safely from home. And our education programs were ready to provide remote education to keep students and families learning.

Each of these changes required us to be nimble, flexible, and thoughtful. For instance, many of our school students struggle with poverty, and school is the only place they're guaranteed a hot meal. So we developed an emergency food program, and we began providing more than 160 families with weekly food deliveries. Some families in our foster care program didn't have the technological resources to be able to video conference with staff or family, and we provided them with devices and connectivity. Some school families faced similar challenges, and we answered the call. We had to. It was essential.

How did we do it? Daily executive meetings, a culture of continuous review and refinement, a willingness to take bold action, incredible staff, continued support from the community, and above all a strong sense of duty to our community. Why did we do it? Because the incredible professionals who provide these life-changing services to those in need are essential to the health, safety, and success of our community. The stories in this report don't tell our whole story—they couldn't, not without a thousand more pages. But you'll see the spirit, passion, and determination to answer the call for those in need. That's what we all share, and that's what you make possible.



*Bill Gettman*  
**William T. Gettman, Jr.**  
Chief Executive Officer



*Justin Priddle*  
**Justin Priddle**  
Chair, Board of Directors

## Board of Directors\*

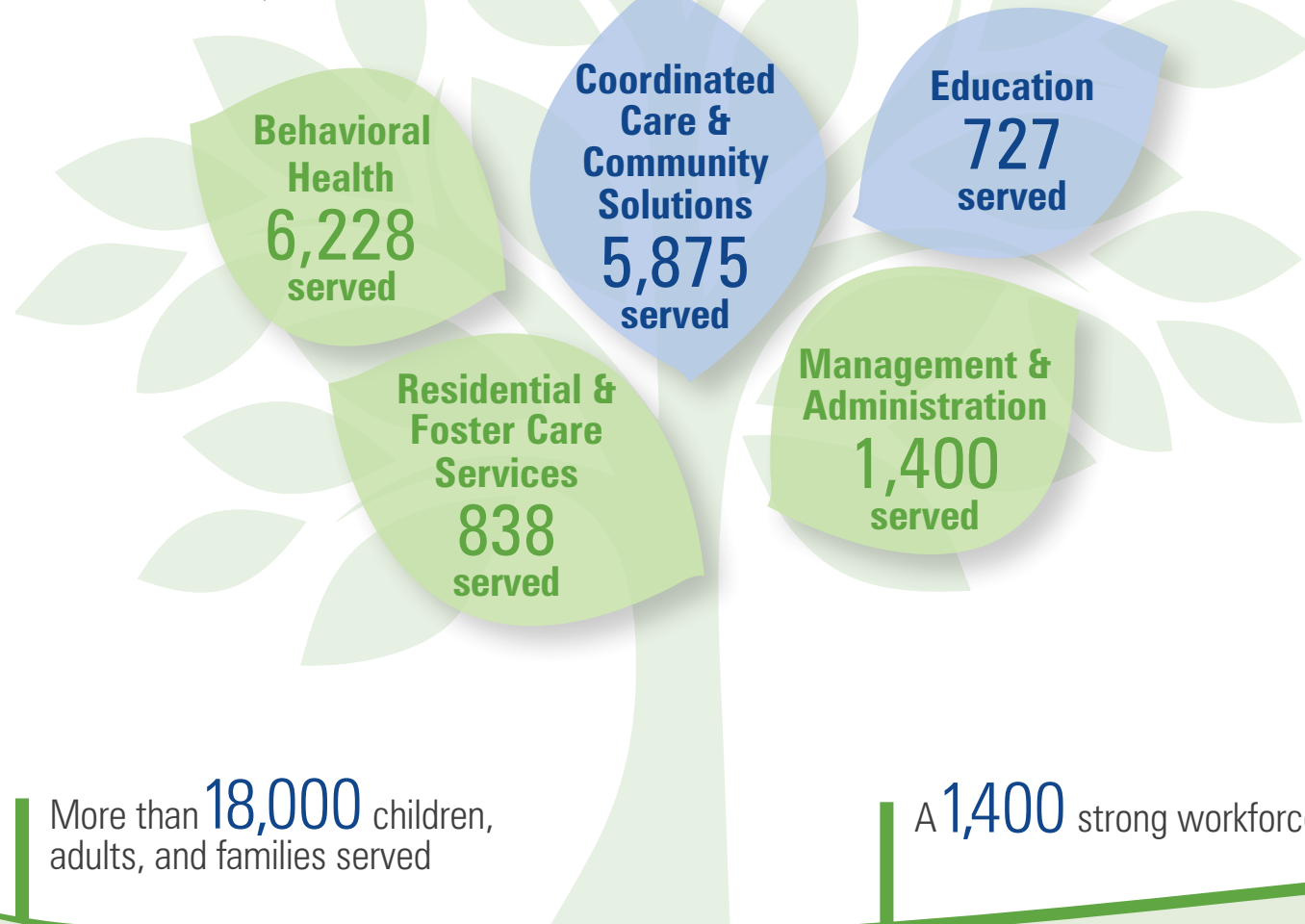
**OFFICERS** Justin Priddle, Chair | Rose Miller, Vice Chair | Susan Evans, CPA, Treasurer | John Malone, Secretary | Kimberleigh A. Phelan, Chair Emeritus

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\*As of June 30, 2020.

*Founded* where the Mohawk and Hudson meet, like the rivers that shaped our region, Northern Rivers Family of Services empowers children, adults, and families to change their lives and build stronger communities. Formed in 2012, Northern Rivers is the parent organization to Parsons Child & Family Center (founded in 1829 in Albany), Northeast Parent & Child Society (founded in 1888 in Schenectady), and Unlimited Potential (founded in 1979 in Saratoga Springs). Our quality of care, depth of programs, combined size, and passion for the mission are making an enormous difference in the lives of individuals and society as a whole.

*Our Family Tree, 2019-2020*



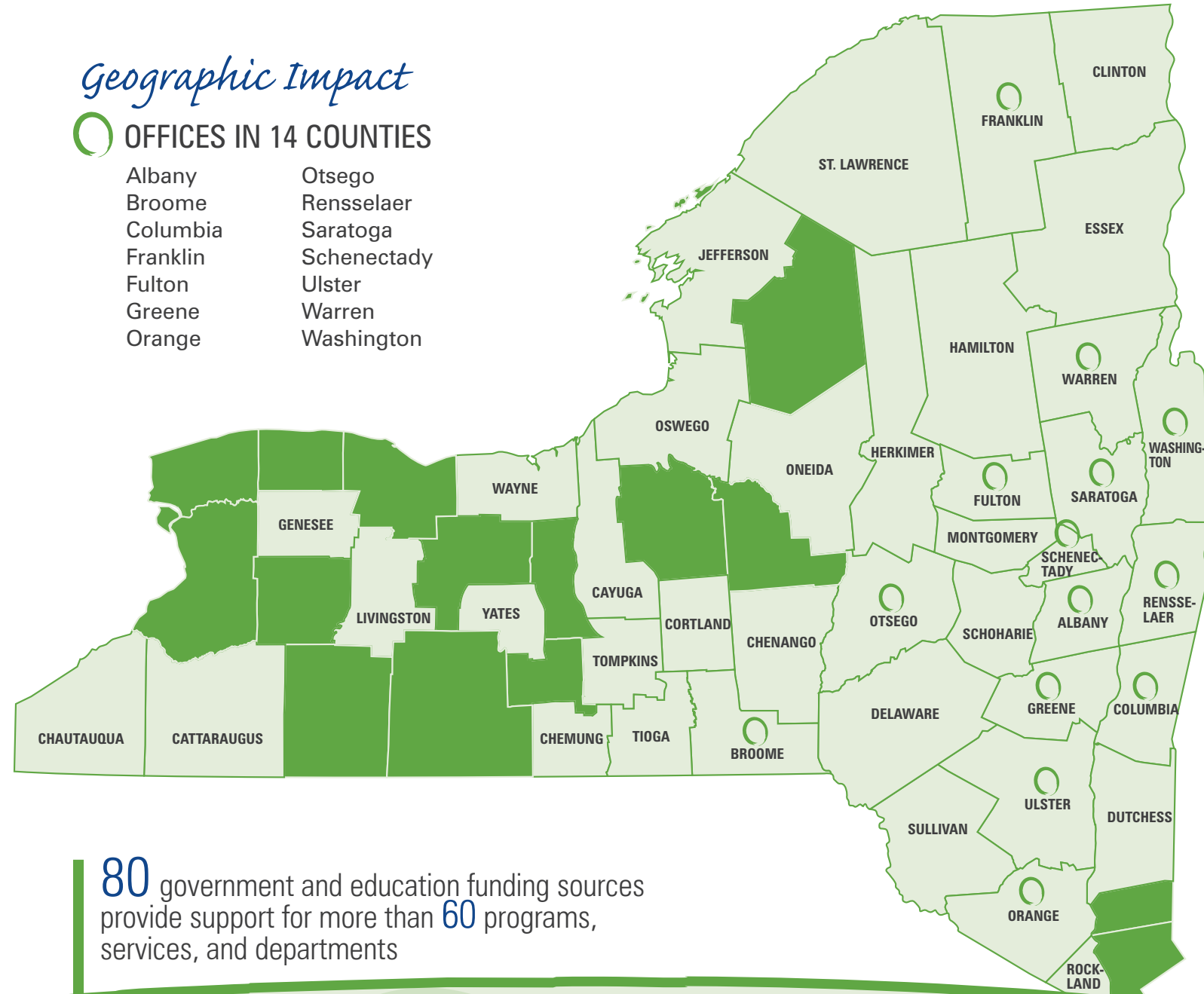
More than **18,000** children, adults, and families served

A **1,400** strong workforce

*Geographic Impact*

OFFICES IN 14 COUNTIES

- Albany
- Broome
- Columbia
- Franklin
- Fulton
- Greene
- Orange
- Otsego
- Rensselaer
- Saratoga
- Schenectady
- Ulster
- Warren
- Washington



**80** government and education funding sources provide support for more than **60** programs, services, and departments

**FINANCIAL IMPACT**

**FINANCIAL REPORT: JULY 1, 2019 — JUNE 30, 2020**

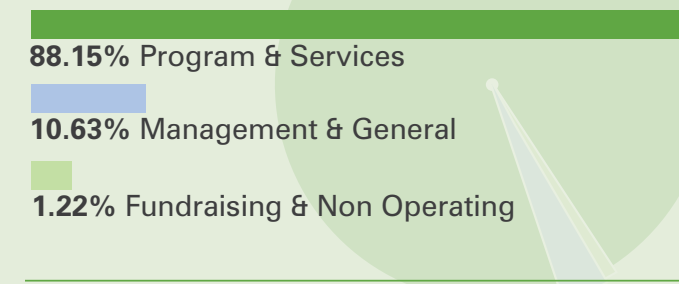
Presented is a summary of our organization's financial results subject to final audit. To view the complete audited financial report, visit [northernrivers.org/financialimpact](http://northernrivers.org/financialimpact).

**OPERATING REPORT: REVENUES**



Program & Services .....	\$82,237,762
Miscellaneous & Other .....	\$2,213,683
Fundraising.....	\$825,529
Investments.....	\$514,035
<b>Total Operating Revenues.....</b>	<b>\$85,791,009</b>

**OPERATING REPORT: EXPENSES**



Program & Services .....	\$74,831,073
Management & General .....	\$9,023,820
Fundraising & Non Operating .....	\$1,034,882
<b>Total Operating Expenses.....</b>	<b>\$84,889,775</b>

**STATEMENT OF FINANCIAL POSITION FISCAL YEAR ENDED JUNE 30, 2020**

Cash & Investments.....	\$30,930,187
Accounts Receivable .....	\$15,694,904
Property .....	\$32,173,186
Other.....	\$1,190,272
<b>Total Assets .....</b>	<b>\$79,988,549</b>

Liabilities .....	\$64,798,213
Net Assets .....	\$15,190,336
<b>Total Liabilities &amp; Net Assets.....</b>	<b>\$79,988,549</b>

## Taking on COVID-19

In early March, we issued our first daily Health Bulletin to all staff, sharing information on COVID-19 identification, infection prevention, and action. This document, and the hundreds that were created and distributed thereafter, were the product of an unprecedented cross-functional effort at Northern Rivers. Senior leadership and our medical team met daily and continued to pursue the latest information and guidance from federal, state, and local experts so we were able to continue providing our essential services while keeping clients and staff safe.

Within days of that first bulletin, nearly 90 percent of our staff shifted to working remotely. We challenged our IT department to rapidly identify, secure, and deploy hardware and software to ensure that we could continue to perform every service and address every technical challenge. Microsoft Teams and Zoom calls replaced in-person meetings and supervision, telemental health appointments replaced office and home visits for clients, foster parent trainings moved online (looking a little like *The Brady Bunch!*), documents were shared and edited in the cloud, and a constant stream of communication ensured that our 1,400 employees not only stayed connected and supported, but also were able to share their thoughts, feelings, and concerns.



At the same time, we were developing strict safety and cleaning protocols to keep those who had nowhere else to go—our residents—and the essential workers responsible for their care safe. Reconfiguration of buildings, regular deep cleaning, procedural changes, and more were put in place. And we continued to

check in with staff and clients, cognizant of the fact that the fear and uncertainty the pandemic brought on required us to act with even more care than we already did.

Every day we learned something new about how to carry on despite each new challenge, and every day we were proud to say that our kids stayed safe and healthy, our staff stood strong, and our clients were served. That was true in mid-March, and it's still true today.



## Virtually Anywhere

It's nearly impossible to practice social distancing in a waiting room, or when a clinician visits your home, or in a private office where you and your family are trying to hold a sensitive conversation with a trained professional. One of the hardest things to do is accept help with one's challenges, and COVID-19 threatened to make barriers to treatment even harder to overcome. We had to develop a safe solution—and quickly. And our answer made our services even better.

Safe, secure telehealth software means that our mental health, prevention, and community-based staff can work from anywhere, and our clients can attend their appointments wherever they are. It means no time spent in waiting rooms, no minutes wasted in traffic on the way, and no barriers to treatment for those who may live dozens of miles from the nearest Northern Rivers office. Since the start of the pandemic, we have delivered more than 20,000 hours of service while reducing missed appointments, enabling our staff to see more clients, and overall improving our effectiveness.



## Building Solutions

For the 120 youth in our residential programs, the shift to remote learning in schools across the state raised a challenge—where do they go and what do they do during the day? We quickly developed an entirely new kind of programming to ensure that our kids not only got the supervision and clinical support they need, but also the fun and excitement they need, all spring and summer long.

Our Education and Residential teams came together to develop the Daytime Alternative Program, which combined learning and recreational activities in a safe, socially distanced environment held weekdays in our school buildings. More than 175 youth participated in-person, with another 55 receiving remote support, and more than 50 enrolling in work programs. But the most important number of all is 0—that's the number of students and staff who contracted COVID-19 during the session.

Provided **17,252** behavioral health sessions through **39** offices located directly in schools serving more than **24** school districts in **6** upstate New York counties



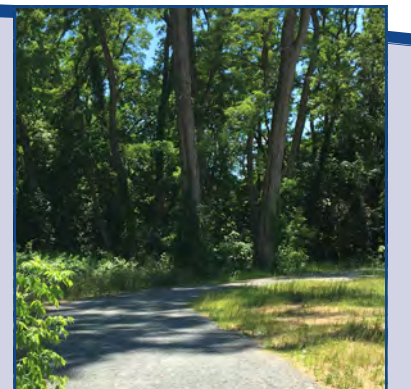
### STEPS TO PREVENT SUICIDE

For the second year in a row, staff from throughout Northern Rivers and their families participated in the 2019 American Federation for Suicide Prevention Out of the Darkness walk in Schenectady.

Responded to more than **3,579** emergency intervention calls for children and adults in crisis, calming situations and saving lives

### HAPPY TRAILS

We're always looking for ways to improve the health, safety, and wellness of youth who call our facilities home. Our Albany campus is an even better place for youth to live, learn, heal, and grow, thanks in part to support from NYS Assemblymember Patricia Fahy. The Assemblymember helped us secure funding that enabled us to implement a number of impactful improvements, including a new walking and biking trail that youth enjoy every day before heading over to the new pavilion to listen to music, have a cookout, or just hang out.





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JULY 1, 2019 – JUNE 30, 2020

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CHAMPION PARTNERS



ADVOCATE PARTNERS



APARTMENT COMMUNITIES



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SARATOGA NATIONAL BANK & TRUST COMPANY | USHERWOOD OFFICE TECHNOLOGY

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Acture Solutions | AFSCO Fence | Butler Human Services |  
MacFawn Fire & Flood Restoration | Olson Signs | RBM | Guardian | Richards Electric

FOUNDATION PARTNERS

Berkshire Bank | Capital Region Community COVID-19 Response Fund |  
Greater Capital Association of Realtors Community Outreach Fund |  
Michaelson Family Fund of The Community Foundation for the Greater Capital Region |  
Price Chopper Golub Foundation | Redlich Horwitz Foundation | Saratoga County Citizens Committee for Mental Health  
| Stewart's Holiday Match | Stewart's Shops | Walmart Foundation

View our full list of donors at [northernrivers.org/donors](http://northernrivers.org/donors).

Foundation Support

+ \$140,500 secured  
+ 10 foundations

+ Donor Support

+ \$569,230 donated  
+ 782 donors, 329 new

+ In-Kind Support

+ \$300,000 estimated value  
+ More than 1,000 donations

+ Volunteer & Intern Support

+ \$469,164 value  
+ 15,546 hours  
+ nearly 292 volunteers & interns

= Total Community Impact

\$1,478,894

Paint and Zoom Takes Off

Although we canceled our 2020 in-person events for everyone's safety, we never shy from connecting with our supporters, and we quickly pivoted to virtual events. Donna Fitzgerald, our art teacher, led several evenings of Paint and Zoom classes with attendees from around New York, and even some out of state! Painting supplies were safely delivered to each attendee's doorstep. We also partnered with local businesses to fundraise with Family Game Night packages, complete with a board game and awards, and held a virtual 24.7 mile run/walk challenge in honor of the professionals who care for our clients 24 hours a day, 7 days a week.



CAP COM  
Volunteers on the  
Move

Always willing to lend a hand, our good friends at CAP COM Federal Credit Union were one of the first groups to see our new Behavioral Health Care Center when they came on site to help our residents move into their new dorms. They came with warm welcome wishes and even stayed to make the beds!

Students Pitching In

iCARE, a student-led club at Colonie Central High School, partnered with Northern Rivers throughout last school year to spread mental health awareness and raise thousands of dollars for our programs.



## Nourishing Our Communities

### SPECIAL DELIVERY

Clients of our Early Head Start program in Schenectady are eligible for this federal program because they live below the poverty line. Each day, these families struggle to put food on the table. Knowing that their infants and toddlers get fed during the day at our facility is indeed a comfort, but there are 24 hours in a day, and more mouths to feed.

When COVID-19 closed our building, those guaranteed meals went away. Supermarket shelves were bare, even when our families had money for food. It was a terrifying time. Food is essential. So we stepped up with some help from our friends.

With much-needed support from Berkshire Bank and the Capital Region Community COVID-19 Emergency Response Fund, among others, within days we began supplying nearly 100 families from Amsterdam to Rensselaer with weekly deliveries of food for the whole family, diapers, wipes, personal care items, art supplies, and more. These care packages were put together by the same educators and support staff who quickly pivoted to online learning, ensuring that every child, every family, still got the early head start they needed.



### MEALS TO GO

Programs throughout Northern Rivers came together to provide emergency food to hundreds of clients throughout our service area. Our community-based programs and our 853 special education schools set up backpack programs, pickups, and deliveries of food and essential items for hundreds more of our clients. Altogether, we provided more than 20,000 pounds of food, feeding nearly 300 families per week.

Served **160** children from birth through age 3 in Early Head Start, preparing them for success in school, with **49** children moving on at age 3 to other programs like Head Start or preschool

### FEEDING THE LESS FORTUNATE

Before the pandemic, every month, a different group of residential youth traveled with Interfaith Partnership for the Homeless in Albany to prepare and serve a delicious hot meal to some of Albany's less fortunate residents. The kids cherish the opportunity to serve others and to give back to their community.



## Our Youth — Out and About

### I HAVE A DREAM GALA

Our Early Learning Center "I Have a Dream" evening gala sponsored by Target was one of the most powerful, joyful events we have ever seen. Children, families, staff, alumni, and distinguished guests dressed to the nines to view artwork created by our young dreamers, hear speeches inspired by the life and legacy of Dr. Martin Luther King Jr., and celebrate hope and the promise of tomorrow.



### COOL RUNNINGS

Our two-man bobsled team from the Schenectady Residence took the bronze medal at the 2020 Empire State Winter Games in Lake Placid, earning them the opportunity to compete in the Junior National Bobsled Championship. The experience was amazing for our youth, and we are truly inspired by their tenacity, problem-solving skills, and dedication.



### SNACKING IN SCHENECTADY

Whether it's cooking and serving at the Woodlawn Neighborhood Association annual picnic or bringing holiday baked goods to neighbors, the youth at our Schenectady Residence help keep bellies full throughout the neighborhood.



Educated **354** students in Northern Rivers schools, leading to an impressive graduation rate of nearly **87** percent

### KICKING UP THEIR HEELS

Our youth got the opportunity of a lifetime in August 2019 when members of the Moscow Ballet held a private two-day dance workshop on our Albany campus. In December, they saw their new friends again when they attended the Moscow Ballet performance of The Nutcracker at Albany's Palace Theatre!



## Social Justice

George Floyd. Breonna Taylor. Jacob Blake. These are just three of the names we heard during 2020. They are only three of the countless victims of a society marred by racism, intolerance, abuse, and hate. The protests sparked by Mr. Floyd's murder launched a national wake-up call, serving notice that every one of us needed to take a good long look in the mirror and be honest about the need for changes at the personal, community, state, and national level.

Northern Rivers believes in empowering people to effect positive change. Whether we're encouraging staff and clients to answer the census or to register and vote, we urge people to take hold of their power and act. We knew we needed to have some frank—potentially uncomfortable—discussions about race, privilege, bias, and power.

Led by the team at Northern Rivers' Sidney Albert Research and Training Institute (SATRI), we embarked on an organizationwide series of discussions, allowing everyone from the organization to speak as equals. We talked about what it means to be a Black community services worker walking under a Confederate flag to enter a client home and how it feels to look at organizational leadership and not see a single face like yours. We talked about implicit bias, intergenerational trauma, and where we go from here.

### Social Justice COUNCIL

From these conversations, we launched our Social Justice Council. This group, made up of diverse voices from throughout the organization, has been challenged to help us learn, grow, and change. This isn't just a committee that writes reports;

it's a group of passionate individuals who will take a hard look at our structure and practice and who will challenge us to do better. It's what we need as an organization and what we need as a society.



Served more than **27,735** professionals in **4,500** courses through our statewide service training contract

Provided therapy and counseling in more than **53,194** sessions to more than **4,000** children, adults, and families, helping them better cope with life's difficult challenges

Successfully enrolled more than **1,500** families in new care management programs designed to provide better results for more youth at lower cost to the community

Safely kept **3,200** children in their homes and communities through child welfare services

## Change Is Essential

We have seen a lot of changes this year. We've seen physical changes, like the opening of our new Academy Place residential facility in Albany (pictured at right); philosophical industry changes like the push toward kinship placements in the foster care system; societal changes, as a nation confronts its past; and changes in services delivery, like the move toward telemental health sped up because of COVID-19.



Northern Rivers is the kind of organization that can handle changes large and small. We're a large organization, but we grow more nimble each day. A year ago, a child living in the Southern Tier or a family in the northern Adirondacks may have had nowhere to turn for help with behavioral health challenges. Now, in a matter of seconds, one of our caring professionals will be there to answer the call. An essential service is now available. That's the future. That's our future.

At its most basic level, what we do hasn't changed at all from our first day in 1829—we provide care and support for those who need help. What changes, and what will continue to change, is how we provide that care and support. Whether that's a school day conducted via state-of-the-art education software, career support provided over lattes at a local café, or a biological family joining foster parents via Zoom to celebrate a birthday for a child whom they all love, we will continue—with full hearts, open minds, and an unshakable belief in the value of what we do.

The world can change in an instant. It already has, and it will again. But people will always need each other, communities will always come together to help, and children will always be our best hope for the future. And while our ancestors from 1829, 1929, or even 1989 might not immediately recognize the way we do things today, they'd realize in an instant that we're doing the same essential things they did—and we'll still be doing them for as long as you need us.

Educated more than **128** children at the Neil Hellman Preschool, which provides early learning to children who will enter the Albany and Schenectady Counties' school systems

Assisted more than **200** foster families in helping more than **500** children and young adults rebuild their lives

Facilitated adoptions of **28** foster children by their foster families, providing them with permanent homes

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## 2020 Impact Report *Essential*

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*We're listening.*



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