



# TOGETHER WE CAN



ANNUAL REPORT 2014



One of the most important things that are



As we continue to evolve Northern Rivers Family Services in providing the very best family services to our communities, we listen and we learn. Our children and families, our talented and dedicated staff, and our public and governmental partners teach us a great deal each and every day.

We have taken all that we have learned over the first two years of this affiliation and rethought the management structure of the programs and services at our affiliates. On July 1, 2014, we reorganized all client services into four new divisions, coordinating Parsons and Northeast programs under the unified leadership of Chief Officers responsible for developing new solutions to the challenges of today and tomorrow.

As Chief Operating Officer, I am proud of what we have built. This new management structure will allow us to provide more accessible, flexible and individualized care, drawing upon the vast array of knowledge, experience and resources of our affiliates. It is my sincere privilege to lead a team that understands the need to innovate, values leading with respect, and can overcome obstacles to success.

While those who come to Northern Rivers for help may only work with a few of us, they deserve to feel the strength and commitment from us all.

AUDREY LAFRENIER, LCSWR, *Chief Operating Officer*

# CLIENT SERVICES

**BEHAVIORAL HEALTH** A comprehensive array of social work and psychiatric services for children ages 0-24 and their families, provided in a community setting including school, home and clinic based sites.

## Crisis Teams

- Capital Region Child and Adolescent Mobile Crisis Team (P)
- Home Based Crisis Intervention (P)

## Outpatient Clinics

- Child and Family Guidance Clinic (P)
- Child Guidance Clinic (N)
- Early recognition screening (P)(N)
- Co-located primary and behavioral health care at Hometown Health Centers (N)

## School Based Behavioral Health

- City School District of Albany (P)
- Schenectady City School District (N)
- Ballston Spa Central School District (P)
- Coxsackie-Athens School District (pending) (P)
- Saratoga Springs School District (P)
- Queensbury Union Free School District (P)
- Colonie Central School District (pending) (P)
- Guilderland Central School District (P)

## COORDINATED CARE AND COMMUNITY SOLUTIONS

A network of community-based preventive services designed to strengthen family relationships and provide families with skills, resources, and services that increase their ability to support children in their development, along with care coordination services for children with complex needs and their families.

## Prevention & Family Preservation

- Adoption Support Services (P)
- Afterschool recreational programming (P)
- Albany Prevention (P)
- Families Work (N)
- Family Outreach Services (N)
- Healthy Families (P)
- In Home Respite (N)
- Intensive Aftercare Prevention Program (N)
- Juvenile Fire Safety Services (N)
- Parent Education & Consultation Program (N)
- Parent Effectiveness and Intervention Program (N)
- Schenectady Prevention (long/short term) (P)
- Supervised Visitation Program (N)
- Sexual Abuse Treatment Program (N)

## Home & Community Based Services (Mental Health & Child Welfare)

- OMH HCBSW (P)
- OCFS Bridges to Health (P)
- OCFS Bridges to Health (N)

## Mental Health Targeted Case Management

- Mental Health Juvenile Justice Post Placement (P)
- Schenectady Intensive Case Management OMH (P)
- Schenectady Supportive Case Management (P)

## Peer Services

- Schenectady Family Support (P)

## Health Home

- Children's Health Home of Upstate New York (NRF5)

ny of us can do in this world is to *listen*.

**EDUCATION** Educational and clinical services designed for children ages 0 to 21 with special needs related to social-emotional functioning, academics, and life planning, along with in-home and center-based services for parents and young children.

## Early Enrichment / Child Development

- Early Learning Center (Child Program) (P)
- Early Head Start (P)

## Primary & Secondary Special Education

- SANE day education (853 school) (N)
- Northeast Day Treatment (N)
- Neil Hellman School day education (853 school) (P)
- Parsons OMH Day Treatment (P)
- Transportation (N)

**RESIDENTIAL AND CAREER PATHWAYS** A continuum of safe, therapeutic, community and facility-based living environments with comprehensive services for children and youth as well as educational and career training programs to connect youth with resources needed to realize their potential and secure long term careers.

## Residential Treatment Centers

- Children's Home (N)
- Hard to Place Unit (N)
- Wasson & Rathbone Cottages (P)

## Residential Treatment Facility (OMH)

- RTF (P)
- Families United Network (family/peer support) (P)

## Community Residences

- Group Homes (N)
- Group Homes (P)
- Supervised Independent Living Program (N)
- Mental Health Community Residence/ Miriam House (P)

## Prevention

- Community and Home Intensive Project (N)

## Respite/Youth Stabilization

- External respite (N)
- Mental Health Crisis Respite / Healy House (P)
- Schaffer Children's Shelter (N)

## Family Foster Care-including therapeutic, specialized and kinship

- Foster Care (P)
- Therapeutic Foster Family Program (N)

## Multidimensional Treatment Foster Care

- MTFC (P)

## Ancillary Services

- Independent Living (N,P)
- Medical Services / Nursing (N,P)
- Therapeutic Recreation (N,P)

## Career Services, Training and Education

- YouthBuild Schenectady (N)
- Energy Corps (N)
- Energy Efficiency Training (N)
- Post Secondary Education Support (N)
- Afterschool Prevocational Services (P)

## Social Enterprise

- Home Energy Connection (N)
- Painting Program (N)

Key

(N)



NORTHEAST  
PARENT  
& CHILD  
SOCIETY

(P)



Parsons  
CHILD & FAMILY CENTER

# TOGETHER WE SERVE

## Counties Served



OFFICE LOCATIONS





St. Regis-Akwesasne

Clinton

Franklin

St. Lawrence

Essex

Jefferson

Hamilton

Warren

Washington

Oneida

Fulton

Saratoga

Herkimer

Madison

Montgomery

Schenectady

Otsego

Albany

Rensselaer

Chenango

Schoharie

Greene

Columbia

Broome

Delaware

Ulster

Dutchess

Sullivan

Orange

Westchester

Rockland

Nassau

Queens



“ Each of us remains *dedicated* to carrying out high quality services to the children and families entrusted to our care.



No matter where we work, or who we work for, each of us remains dedicated to carrying out our mission of providing high quality services to the children and families entrusted to our care. Our methods of delivering that care are responsive to the ever-changing needs of youth and families of today. Models of care are also rapidly changing, and all staff must be ready to respond to these changes.

I'm pleased to be part of a strong support network for our employees as they provide these services we are entrusted to give. From Human Resources to Finance, Development and Information Technology, our nine departments who make up Central Services work diligently day in and day out to support the efforts of employees across the affiliates. Together, we work toward maximizing efficiencies, enhancing operations, and adopting methods necessary to succeed in the 21st century – and beyond.

I'm proud of the progress we have made as a team – more than 1,300 strong. And I'm even more proud of the direction we are heading as we work to support our workforce for the future of human services.

TOM WALSH, *Chief of Human Resources*



out our mission of providing  
n and families entrusted to our care. ”

Service  
Affiliates



NORTHEAST  
PARENT  
& CHILD  
SOCIETY

Protect children. Preserve families.  
Strengthen communities.



Parsons  
CHILD & FAMILY CENTER

We support children and families  
as they create their futures.





I am excited to come to the office each day to work with an outstanding team that makes a difference.



I don't think of myself as just a "numbers guy." Certainly one of my primary responsibilities as Chief Financial Officer is to ensure our finances are in good order. However, finances are just a means to an end.

I think of myself as both a numbers and mission guy. As one of the more than 1,300 dedicated individuals who make up the workforce of Northern Rivers and affiliate agencies, I am more proud of the work we do to help children and families than I am of balanced spreadsheets. I am excited to come to the office each day because I am a part of an outstanding team that makes a difference to thousands of lives each year. The numbers on these pages ensure we are able to continue making a difference for years to come – but only when combined with an exceptional workforce and a heartfelt mission.

As the human services industry continues to transform, I am proud to report on Northern Rivers' strength and stability. As you can see on these pages, Northern Rivers is a financially sound organization and one that is well-equipped to deal with future challenges.

For our children and families who experience turmoil far too often in their lives, we will continue to be the stable ground on which they are able to grow and succeed.

RICH MARINI, CPA, CITP, *Chief Financial Officer*



# Statement of Financial Position, JUNE 30, 2014

## ASSETS

Cash	\$2,130,350
Accounts Receivable	\$13,741,446
Prepaid Expenses	\$311,260
Property and Equipment, net	\$25,400,811
Investments	\$13,857,255
Other Assets	\$463,835
<b>Total Assets</b>	<b>\$55,904,957</b>

## LIABILITIES

Accounts Payable	\$2,236,196
Accrued Salaries and Expenses	\$7,242,583
Refundable Advances	\$3,173,283
Notes and Mortgages Payable	\$5,338,954
Bonds Payable	\$11,594,465
Post-Retirement Benefit Payable	\$849,787
Pension Benefits Payable	\$6,444,551
<b>Total Liabilities</b>	<b>\$36,879,819</b>

## NET ASSETS

Unrestricted	\$14,434,422
Temporarily Restricted	\$2,132,981
Permanently Restricted	\$2,457,735
<b>Total Net Assets</b>	<b>\$19,025,138</b>
<b>Total Liabilities and Net Assets</b>	<b>\$55,904,957</b>

because I am a part of an  
 erence to *thousands* of lives each year. ”

# Statement of Activities for the Year Ended, JUNE 30, 2014

## SUPPORT & REVENUE

Public Sources	\$79,702,289
Client/3rd Party Fees	\$662,578
Investment Earnings	\$1,926,402
Fundraising Income	\$1,068,538
<b>Total Support &amp; Revenue</b>	<b>\$83,359,807</b>

## Annual Operating Budget (Revenue & Support) July 1, 2014 - June 30, 2015

## SUPPORT & REVENUE

Public Sources	\$82,781,127
Client/3rd Party Fees	\$690,700
Investment Earnings	\$419,809
Fundraising Income	\$1,194,224
<b>Total</b>	<b>\$85,085,860</b>

## EXPENSES

### Program & Supporting Services

Residential Care	\$19,601,791
Education	\$15,214,464
Case Management	\$11,354,947
Family Foster Care	\$10,180,129
Prevention	\$6,008,857
Behavioral Health	\$4,260,010
Early Childhood	\$3,742,872
Career Development	\$1,881,787
Training & Research	\$1,143,786
Management & General	\$7,979,368
Fundraising	\$671,702
<b>Total Expenses</b>	<b>\$82,039,713</b>

I have a  
dream...

## MISSION

We braid resources to meet the community need for quality services.

## VISION

We lead the way in providing coordinated, comprehensive, and responsible delivery of human services to communities in need of our support.

## VALUES

We are committed to a set of universally accepted principles that guide the actions of every member of our family. We hold ourselves and each other to these standards out of a sense of duty, propriety, and services to all who look to us for help.



## Cultural Competence

"Culture" implies a pattern of human behavior, including thoughts, communications, actions, customs, beliefs, and values of a racial, ethnic, religious, sexual, gender based, work group or social group. "Competence" implies the ability to function and interact effectively.

Cultural competence incorporates culture, assesses cross cultural relations, attends to the effects of cross cultural differences, increases cultural knowledge, and adapts to meet the needs of those with culturally unique needs.

## Family & Youth Driven

We believe that the experience of the families, youth and children we serve must always be our measure of success. As such, it is the family/youth that truly measures the impact of our service for them and is a partnership with the families we serve. This creates an environment driven by families/youth that values and seeks out the experience of the families/youth engaged in our service and every time they come into contact with Northern Rivers and its affiliates.

## Safety

Physical safety is the ability to recognize and avoid danger, express feelings appropriately, and engage in practices that are consistent with good physical health. Social safety means feeling accepted for who you are. Boundaries are respected and people care about how you feel. Emotional safety means being free of shame and humiliation and having a sense of self control and self efficacy. Ethical safety means you can trust that what people tell you is the truth and decisions are made out of a sense of justice rather than self interest.

## Strength-Based

Individuals have strengths, resources, and the ability to recover from adversity. A strength-based approach focuses on opportunities, hope, and solutions. It emphasizes developing skills, abilities, and positive attributes rather than the diminution of negative attributes.

We assume individuals have the ability to help themselves. We see beyond the behaviors and characteristics of others, in particular children, youth and families, to support the potential of what can be.

## Trauma Informed

Adverse experiences may have a negative effect on one's ability to be successful. Trauma informed approaches assess for the impact of trauma. These approaches also support the use of strategies and interventions and in creating environments which help achieve safety, manage emotions, and develop healthy relationships. Trauma informed care focuses on understanding and healing from loss, promoting and supporting self-care and wellness, and working toward a positive and productive future.



Every child deserves hope! As we reflect on the past year and Development's efforts to help fulfill the mission of Northern Rivers, we become more aware that our purpose is driven by hope. We hope to inspire the communities we serve by sharing information. We hope to cultivate and steward relationships for support. We hope to strengthen communities. Together, we have the potential to impact the futures of the children, families and communities we serve.

Your investment in the mission and services of Northern Rivers greatly enhances our ability to deliver quality treatment and programming to those in need. Your generous donations of time, talent and treasure give families hope to stay together, hope to become respected members of our communities, and hope to be self-sufficient and independent. It really does take a village, and through your generous spirit and propensity to give, we are all part of the economic engine driving new opportunities of growth and change for children and families, our organization, and the communities in which we live. We appreciate your generosity and are humbled by the opportunity to ask you for help so that together, we can provide hope and transform lives.

Sari O'Connor, *Chief Development Officer*

# COMMUNITY PARTNERS

July 1, 2013 - June 30, 2014

## \$150,000+

City of Schenectady  
New York State Energy Research & Development Authority (NYSERDA)  
The Schenectady Foundation

## \$50,000+

Corporation for National and Community Service AmeriCorps  
GE Family  
Habitat for Humanity  
New Profit Foundation  
New York State Office of Children and Family Services  
REDF  
Schenectady County Community College  
United Way of the Greater Capital Region

## \$20,000+

American Clothing  
The Arthur & Marie Hegarty Foundation  
AT&T Foundation  
Bryant Asset Management, Inc.  
Bryant Callahan Family Fund  
The Daniel and Susan Pfau Foundation  
First Niagara Bank  
First Niagara Bank Foundation  
The Florio Foundation  
Hudson River Bank & Trust Co. Foundation  
Key Private Bank  
KeyBank  
KeyBank Foundation  
Saint-Gobain  
SEFCU  
SEFCU Insurance Agency  
Walmart Foundation

## \$10,000+

BBL Construction Services, LLC  
Charles R. Wood Foundation  
Citizens Bank  
Citizens Bank Foundation  
The Community Foundation for the Greater Capital Region  
Corporation for National and Community Service VISTA  
Cresa Albany  
The Dominic F. Ferraioli Foundation  
Fordham University  
Rose & Kiernan, Inc.  
Standish Family Fund of The Community Foundation for the Greater Capital Region  
Stewart's Shops  
University at Albany  
University at Albany Athletics

## \$5,000+

Anonymous  
Bank of America  
Bank of America Charitable Foundation  
Berkshire Bank  
Berkshire Bank Foundation  
Coca-Cola  
Empire State Youth Orchestra  
Fenimore Asset Management & FAM Funds  
Find Your Dreams, Inc. Fund of The Community Foundation for the Greater Capital Region  
FirstLight Fiber  
Frederick McDonald Trust  
Hannaford Supermarkets  
Henry M. Butzel Family Foundation, Inc.  
Internet Marketing Ninjas  
Lana Ortiz Photography  
Langan Automotive Group/Northway Toyota

M&T Bank  
The M&T Charitable Foundation  
Macy's  
Marjorie Rockwell Fund of The Community Foundation for the Greater Capital Region  
Marvin and Company, PC  
Pioneer Bank  
Review Foundation  
State Street Foundation  
Tri-City Rentals/Massry Realty Partners  
WB Mason Co., Inc.

## \$2,000+

Adirondack Trust Company Community Fund  
The AYC0 Company, LP  
Bond, Schoeneck & King, PLLC  
Capital Bank  
Capital District YMCA  
The College of Saint Rose  
CSArch  
Dave Thomas Foundation For Adoption  
Eastern Heating & Cooling Inc.  
Empire BlueCross  
Excel Systems Inc.  
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Ronald McDonald House Charities of the Capital Region  
Ronald McDonald House Charities/National Fund  
Salvatore & Anna Beltrone Family Foundation  
SI Group, Inc.  
Southwest Airlines®  
The Wright Family Foundation, Inc.

## \$1,000+

Albany Country Club  
Albany Medical Center  
Arket Electric, Inc.  
Arthur J. Gallagher Risk Management Services  
AW Hamel Stairs  
Bethlehem Central School District  
Bosman & Associates, PLLC  
Build-A-Bear Workshop Foundation  
Curtis Lumber  
Delta Dental  
Greenberg Traurig LLP  
The John and Cornelia Hume Charitable Fund  
KOHL's  
Manatt, Phelps & Phillips, LLP  
Marble and Granite, Inc.  
Marini Homes, LLC  
Norman Torres Hardwood Flooring  
NYBDC Foundation  
Royal Care Pharmacy Services an Omnicare Company  
SABIC Innovative Plastics  
Sherwin Williams  
Solid Surface Craftsman  
St. Kateri Tekakwitha Parish  
Trudeau Architects PLLC  
US Foods  
Usherwood Office Technology

## \$500+

3N Document Destruction, Inc.  
Accent Commercial Furniture  
Adirondack Wood Floors  
Aflac New York  
The Association Development Group  
B. Nur Cheyenne Memorial Fund of The Community Foundation for the Greater Capital Region  
Bank of America United Way Campaign  
Bunzl USA, Inc.  
Burst Marketing  
CAP COM Federal Credit Union  
Capital Alliance of Young Professionals, Inc.  
CBRE - Albany  
Church of the Immaculate Conception  
Cool Insuring Agency, Inc.  
Emma Willard School  
Frank Santoro and Sons, Inc.  
Fredericka V. Slingerland Family Foundation  
Gen YOUTH Foundation  
Genesys Consulting Services, Inc.  
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Rensselaer County Regional Chamber of Commerce  
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SCA North America  
School Systems Federal Credit Union  
St. Peter's Health Partners  
St. Peter's Hospital Foundation, Inc.  
Staples Foundation  
Trans World Entertainment  
Upstate Respite Services

## \$250+

Albany-Colonie Regional Chamber of Commerce  
Bechtel Plant Machinery, Inc.  
Breathe Massage Therapy  
The Chamber of Schenectady County  
Core BTS, Inc.  
Cranial Solutions, LLC  
CRC Cabling  
CT Male Associates, PC  
Cyprus Shriners  
Dox Electronics, Inc.  
First National Bank of Scotia  
Galesi Group  
Gap Foundation  
Hallam Associates, Inc.  
Hershey Family Fund of The Community Foundation for the Greater Capital Region  
Kiwanis Club of Glens Falls, Inc.  
LaFave, Wein and Frament PLLC  
Lake Associates Inc.  
Lee & Heidi Newberg Fund of The Community Foundation for the Greater Capital Region  
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Nigro Companies  
Pierro Law Group LLC  
Plummer & Wigger, LLC  
Schenectady Radiologists, PC  
Ungerma Electric, Inc.  
United Water  
United Way of Tri-State  
Wojeski & Co.



We extend our gratitude to GE, Northern Rivers Signature Sponsor. Through the APAF Walk for Education, Champions for Children Presenting Sponsorship, numerous volunteer projects including GE Earth Day, and individual employee giving and GE Foundation matching, GE's impact for more than 125 years is felt throughout the more than 40 counties we serve in upstate NY. Thank you to all of the members of the GE Family!



Northern Rivers Family Services thanks KeyBank and the KeyBank Foundation for their generous support of our organization. We are proud of our longtime partnership and Key's commitment to children and families we serve. Key's willingness to provide financial support to our programs, volunteer their time and talent, and advocate on our behalf through Board service is greatly appreciated.

YouthBuild Schenectady graduates thank The Schenectady Foundation and The Daniel and Susan Pfau Foundation for their generous grant support of post-secondary education programming for low-income, at-risk young adults in the county of Schenectady.



WE COULDN'T DO IT WITHOUT YOU!



Northern Rivers congratulates O'Connell & Aronowitz, the winners of our 2014 Trivia event, and thanks all of those who supported this entertaining evening to benefit our children and families! Stephanie Douglas, NRFS Director of Development (left) and Rodger Wyland, NewsChannel 13 (center) present the team with the winning trophy.

First Niagara's Mentoring Matters grant project supports young adults served in Northeast's Career Services Program. Last spring, a "Speed Networking" event enabled First Niagara staff to volunteer their time to meet with our students and share their career and life experiences. We are very grateful for First Niagara's continued program support. Their major gifts each year help young people on their journey towards independence.



Northern Rivers is grateful to our partners at Rose & Kiernan, Inc., including President, Chairman & Chief Executive Officer John Murray (left), and our friends at Berkshire Bank, including Director and New York Region Chairman Bob Curley (right), for their longtime support of our mission and their commitment to corporate social responsibility by donating their time, talent and treasure to our organization through staff volunteerism, board service, foundation grants, and corporate sponsorships.

Amy White, Hannaford Community Relations, accepts a thank you card handmade by our youth from Stephanie Douglas at a NRFS Breakfast Tour. Hannaford is the Presenting Sponsor of this new initiative. Visit [www.northernrivers.org/events/breakfast-tours/](http://www.northernrivers.org/events/breakfast-tours/) for our 2015 tour schedule.



See the full list of donors from July 1, 2013 through June 30, 2014 at [www.northernrivers.org/donors](http://www.northernrivers.org/donors).



After reading the pages in this report, we hope you will agree that the future holds excitement for our organization.

To get to this point has been no small feat. The hard work and leadership of committed leaders across three organizations have positioned us as a strong, stable and viable resource for child and family services. These leaders have laid the groundwork for what is to follow.

Where this report ends, a new chapter for us as a non-profit organization dedicated to helping and healing the children and families across New York State begins. We will continue to see and feel the results of integrating our client services across Parsons and Northeast, thus strengthening our scope of services and our ability to serve.

We will continue to explore the possibilities of care management, and coordinating all aspects of the care our children need to succeed- to integrate into the many aspects of their lives, ensuring future success for them and those who care for them.

We will continue to enhance and create business plans that reflect the changing world of human services as we know it. We will continue to support our workforce of 1,300 employees across the organization and will continue to live out our mission in all we do – ensuring children are conquering obstacles and challenges in a way that encourages stability and success moving forward.

So, stay tuned. We thank you for your continued support of our past, our present, and our future. And we appreciate you joining us on this journey.



John Henley, *CEO*  
(top photo)

Thomas L. Amell, *Chair, Board of Directors*  
(bottom photo)





We will continue to live out our mission in all we do – ensuring children are conquering obstacles and challenges in a way that encourages stability and success moving forward.



#### BOARD OF DIRECTORS 2014-2015

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41 counties served +

13,000 children & families served

+ 1,300 employees united

+ \$85 million invested

+ 40 school districts served



The strength to  
provide a successful  
and healthy future for  
our children, families,  
and communities.



# TOGETHER WE DO



NorthernRivers.org



KEEP TABS ON OUR JOURNEY!

