TOGETHER
WE CAN

NORTHERN RIVERS
FAMILY SERVICES

ANNUAL REPORT 2014
One of the most important things that any of us can do in this world is to listen.

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, and their families, provided in a community setting including school, home and clinic based sites.

AUDREY LAFRENIER, LCSW-R, Chief Operating Officer

EDUCATION Educational and clinical services designed for children ages 0-24 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
- SAME day education (HS) school (N)
- Northeast Day Treatment (N)
- Neil Hellman School day education (853 school) (P)
- Parsons OMH Day Treatment (P)
- Transportation (N)

School Based Behavioral Health
- City School District of Albany (P)
- Schenectady City School District (N)
- Ballston Spa Central School District (P)
- Guilderland Central School District (P)
- Saratoga Springs School District (P)
- Queensbury Union Free School District (P)
- Coxsackie-Athens School District (pending) (P)
- Clifton Park-Halfmoon School District (pending) (P)
- Gloversville-Johnstown City 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 mentoring programing (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)
- GICS Bridges to Health (P)
- OCUG Bridges to Health (N)
- Mental Health Targeted Case Management
- Mental Health Juvenile Justice Post Placement (P)
- Schenectady Intensive Case Management (P)
- Schenectady Supportive Case Management (P)

Peer Services
- Schenectady Family Support (P)
- Health Home
- Children’s Health Home of Upstate New York (NHFS)

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 & Kathleen Cottages (P)

Residential Treatment Facility (OMH)
- RTP (P)
- Families United Network (family/peer support) (P)

Community Residences
- Group Homes (N)
- Home Energy Connection (N)
- Therapeutic Recreation (N)
- Independent Living (N)
- Medical Services / Nursing (N)
- Multidimensional Treatment Foster Care (P)
- Ancillary Services

Respite/Youth Stabilization
- External respite (N)
- Mental Health Crisis Respite / Homeless (P)
- Schaffer Children’s Shelter (N)

Afterschool Prevocational Services (P)
- Post Secondary Education Support (N)
- OCFS Bridges to Health (P)
- OCUG Bridges to Health (N)
- Multidimensional Treatment Foster Care (P)
- Ancillary Services

Home Energy Connection (N)
- Energy Corps (N)
- Energy Efficiency Training (N)
- YouthBuild Schenectady (N)
- Social Enterprise
- MTF (P)
- RTF (P)
- OCFS Bridges to Health (P)
- OCUG Bridges to Health (N)
- Preventive Services
- Mentoring (P)
- Healthy Families (P)
- Intensive Aftercare Prevention Program (N)
- Parent Education (N)
- Parent Effectiveness and Intervention Program (N)
- Supervised Visitation Program (N)
- Sexual Abuse Treatment Program (N)
- Adoption Support Services (P)
- Afterschool Mentoring Programing (P)
- Albany Prevention (P)
- Families Work (N)
- Family Outreach Services (N)
- Healthy Families (P)
- In-Home Respite (N)
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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

COORDINATED CARE AND COMMUNITY SOLUTIONS

A network of community-based services designed 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.

EDUCATION

A comprehensive array of 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.

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.

PREVENTION & FAMILY SUPPORT

A network of community-based 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.
Together We Serve

Counties Served

- Essex
- Franklin
- St. Lawrence
- Hamilton
- Ulster
- Oneida
- Clinton
- Herkimer
- Delaware
- Jefferson
- Otsego
- Warren
- Oswego
- Monroe
- Seneca
- Cayuga
- Cortland
- Chenango
- Lewis
- Broome
- Delaware
- Chenango
- Tioga
- Chemung
- Schenectady
- Saratoga
- Montgomery
- Schoharie
- Albany
- Greene
- Washington
- St. Regis-Akwesasne
- Warren
- Washington
- Rensselaer
- Columbia
- Montgomery
- Greene
- Schenectady
- Rensselaer
- Columbia
- Westchester
- Rockland
- Queens
- Nassau
- Suffolk
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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
Each of us remains **dedicated** to carrying out our mission of providing high quality services to the children and families entrusted to our care.

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**TOM WALSH, Chief of Human Resources**
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

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
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<tbody>
<tr>
<td>Cash</td>
<td>$2,130,350</td>
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<tr>
<td>Accounts Receivable</td>
<td>$13,744,446</td>
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<td>Prepaid Expenses</td>
<td>$311,260</td>
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<tr>
<td>Property and Equipment, net</td>
<td>$25,400,811</td>
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<tr>
<td>Investments</td>
<td>$13,857,235</td>
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<tr>
<td>Other Assets</td>
<td>$461,835</td>
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<td>Total Assets</td>
<td>$55,904,957</td>
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<table>
<thead>
<tr>
<th>NET ASSETS</th>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>$14,434,422</td>
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<tr>
<td>Temporarily Restricted</td>
<td>$2,132,083</td>
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<tr>
<td>Permanently Restricted</td>
<td>$2,457,735</td>
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<tr>
<td>Total Net Assets</td>
<td>$19,025,238</td>
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<tr>
<td>Total Liabilities and Net Assets</td>
<td>$55,904,957</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>SUPPORT &amp; REVENUE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sources</td>
<td>$79,702,289</td>
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<tr>
<td>Client/3rd Party Fees</td>
<td>$662,758</td>
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<tr>
<td>Investment Earnings</td>
<td>$1,926,402</td>
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<tr>
<td>Fundraising Income</td>
<td>$1,068,538</td>
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<tr>
<td>Total Support &amp; Revenue</td>
<td>$85,359,807</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Care</td>
<td>$19,601,791</td>
</tr>
<tr>
<td>Education</td>
<td>$15,244,454</td>
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<tr>
<td>Case Management</td>
<td>$14,974,047</td>
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<tr>
<td>Family Foster Care</td>
<td>$10,380,429</td>
</tr>
<tr>
<td>Prevention</td>
<td>$6,608,857</td>
</tr>
<tr>
<td>Behavioral Health</td>
<td>$4,250,010</td>
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<td>Early Childhood</td>
<td>$3,742,872</td>
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<tr>
<td>Career Development</td>
<td>$1,881,387</td>
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<tr>
<td>Training &amp; Research</td>
<td>$1,443,786</td>
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<tr>
<td>Management &amp; General</td>
<td>$7,970,368</td>
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<tr>
<td>Fundraising</td>
<td>$671,702</td>
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<tr>
<td>Total Expenses</td>
<td>$82,093,713</td>
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</tbody>
</table>

Annual Operating Budget (Revenue & Support)

July 1, 2014 - June 30, 2015

<table>
<thead>
<tr>
<th>SUPPORT &amp; REVENUE</th>
<th></th>
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<tbody>
<tr>
<td>Public Sources</td>
<td>$82,258,127</td>
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<tr>
<td>Client/3rd Party Fees</td>
<td>$690,200</td>
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<tr>
<td>Investment Earnings</td>
<td>$419,809</td>
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<tr>
<td>Fundraising Income</td>
<td>$1,994,224</td>
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<tr>
<td>Total</td>
<td>$85,068,860</td>
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</table>
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RICH MARINI, CPA, CITP, Chief Financial Officer

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.
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.
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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.

Family & Youth Driven
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.

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.

Strength-Based
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.

I have a dream
Together, we hope to cultivate and steward relationships for support. We hope to strengthen driven by hope. We hope to inspire the communities we serve by sharing information. help fulfill the mission of Northern Rivers, we become more aware that our purpose is Every child deserves hope! As we reflect on the past year and Development’s efforts to in which we live. We appreciate your generosity and are humbled by the opportunity of growth and change for children and families, our organization, and the 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 for growth and change for children, families, and our organization, and the communities 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
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 our organization, which we live. We appreciate your generosity and are humbled by the opportunity to do so.

Sari O’Connor, Chief Development Officer

Chief Development Officer
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 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.

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.

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WE COULDN’T DO IT WITHOUT YOU! See the full list of donors from July 1, 2013 through June 30, 2014 at www.northernrivers.org/donors.
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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
Thomas L. Amell, Chair, Board of Directors

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

We strive together.

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