



2018 IMPACT REPORT
Changing lives,
together

NORTHERN RIVERS

NORTHEAST PARENT & CHILD SOCIETY
PARSONS CHILD & FAMILY CENTER

Life changing care since 1829

Dear Donors, Friends & Stakeholders:

One of the tougher questions we get from someone who doesn't know us is, "What is Northern Rivers Family of Services? Who are you? What do you do?"

Sometimes you only have a moment to make a first impression, but how can we describe who we are and what we do in just a few words?

We're mental health counseling centers, special education schools, providers of residential and foster care, and providers of community-based services that keep families safely together in their homes. And that's just the tip of the iceberg.

Talking about each of our programs and services individually doesn't really give anyone a sense of who we are as an organization. And it's not really the way we do business anymore, either. Perhaps the most important thing we've learned is that by working together, by collaborating, we can do so much more. Our impact can be so much greater. The children, adults, and families who look to us for help can achieve more.

Change is something that everyone can make, but change is easier when we work together. Every day, we look for new ways to innovate,

to collaborate, to look to all of our strengths to create new solutions for historic challenges. We have operated both schools and mental health clinics for years—and now we've taken what we have learned and offer Northern Rivers behavioral health services in public school districts throughout the region. We're integrating behavioral health, primary health, care management, and residential services at our under-construction Behavioral Health Care Center. We're enhancing our community network because together we are much stronger than we are as individuals.

So who are we? What do we do? Take a look at this Impact Report and learn about who we are and who we are becoming. We're 1,400 employees, serving more than 16,000 children, adults, and families, in 29 locations, through more than 60 programs and services. But more important, we are agents of hope and change. We are your friends and neighbors, and we exist because of your support.

Most of all, we are changing lives, together.

William T. Gettman, Jr.
Chief Executive Officer

Kimberleigh A. Phelan
Chair, Board of Directors



AT A GLANCE

Founded where the Mohawk and Hudson meet, like the rivers that shaped our region, Northern Rivers Family of Services helps change lives by shaping the future of those we serve throughout the Capital Region and beyond. Formed in 2012, Northern Rivers is the parent organization to Parsons Child & Family Center (founded in 1829 in Albany) and Northeast Parent & Child Society (founded in 1888 in Schenectady). 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 2017–2018

Board of Directors

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IMPACT

+ More than **60** programs, services, and departments

+ More than **16,000** children, adults, and families served

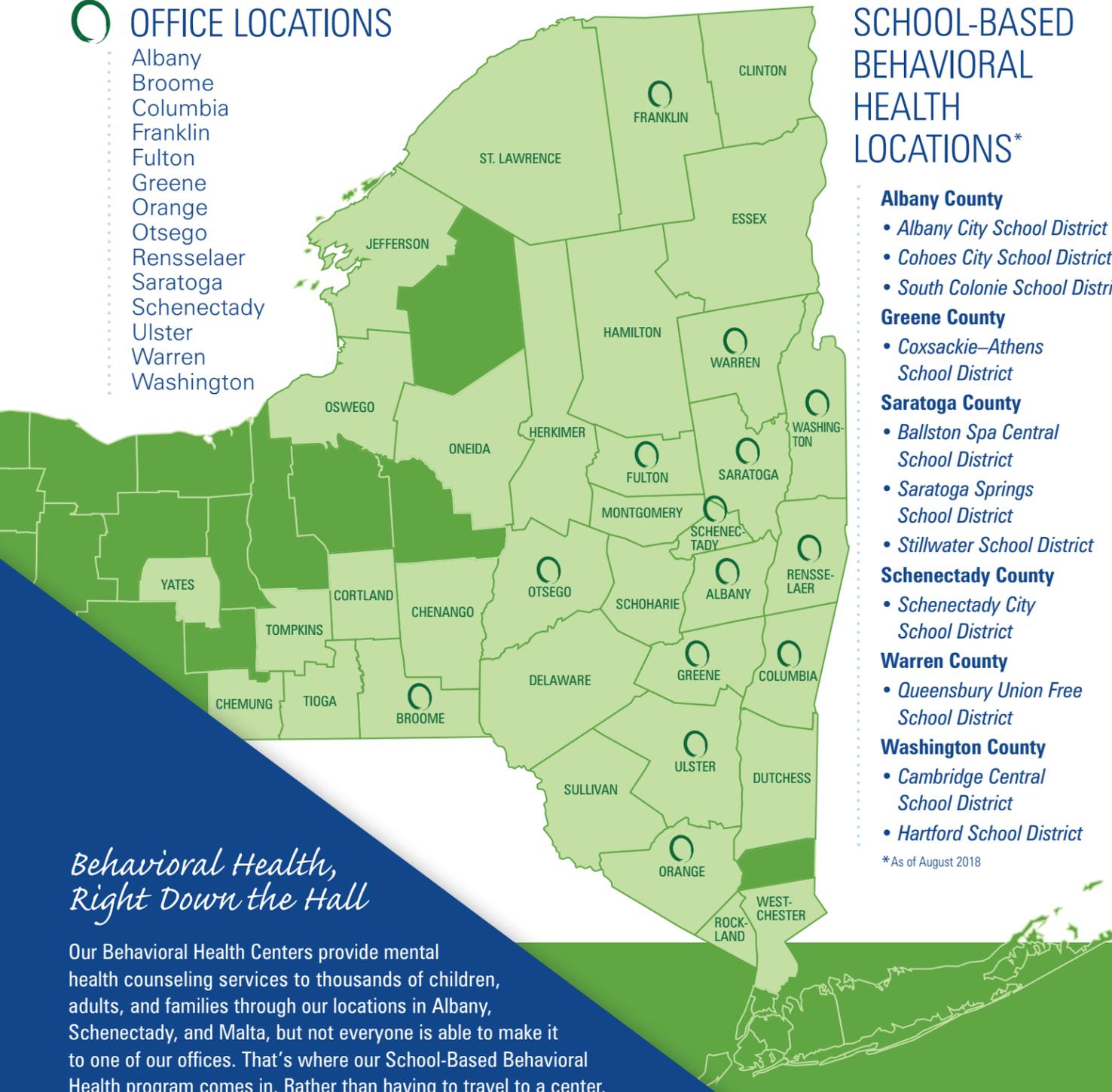
+ A **1,400-strong** workforce

GEOGRAPHIC IMPACT

35-county service area

OFFICE LOCATIONS

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



SCHOOL-BASED BEHAVIORAL HEALTH LOCATIONS*

- Albany County**
 - Albany City School District
 - Cohoes City School District
 - South Colonie School District
- Greene County**
 - Coxsackie–Athens School District
- Saratoga County**
 - Ballston Spa Central School District
 - Saratoga Springs School District
 - Stillwater School District
- Schenectady County**
 - Schenectady City School District
- Warren County**
 - Queensbury Union Free School District
- Washington County**
 - Cambridge Central School District
 - Hartford School District

* As of August 2018

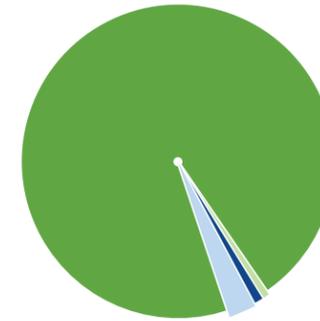
Behavioral Health, Right Down the Hall

Our Behavioral Health Centers provide mental health counseling services to thousands of children, adults, and families through our locations in Albany, Schenectady, and Malta, but not everyone is able to make it to one of our offices. That's where our School-Based Behavioral Health program comes in. Rather than having to travel to a center, students may be seen by a Northern Rivers behavioral health professional right in their own school, saving time taken from classroom learning and reducing stigma. Additionally, some districts implement a more robust, integrated model that allows Northern Rivers professionals to work directly with school staff to enhance student success.

FINANCIAL & ECONOMIC IMPACT

Financial Report: JULY 1, 2017–JUNE 30, 2018 Presented below is a summary of our organization's financial results subject to final audit. To view the complete audited financial report, visit www.northernrivers.org/financialimpact.

Operating Report: Revenues



- 93.94% Public Sources
- 3.64% Client Third-Party Fees
- 1.38% Investments
- 1.04% Fundraising

Public Sources	\$74,891,313
Client Third-Party Fees.....	\$2,899,112
Investments.....	\$1,099,203
Fundraising.....	\$826,719
Total Operating Revenues ...	\$79,716,347

Operating Report: Expenses



- 88.03% Services
- 11.38% Management & General
- 0.10% Investments
- 0.49% Fundraising

Services	\$68,847,765
Management & General	\$8,901,957
Investments.....	\$79,507
Fundraising.....	\$381,978
Total Operating Expenses ...	\$78,211,207

Statement of Financial Position Fiscal Year Ended June 30, 2018

Cash & Investments.....	\$16,148,287
Accounts Receivable.....	\$18,193,318
Property.....	\$16,529,982
Other.....	\$1,442,192
Total Assets.....	\$52,313,779

Liabilities	\$33,877,731
Net Assets.....	\$18,436,048
Total Liabilities & Net Assets	\$52,313,779

+ Provided **10,916** behavioral health sessions through **21** offices located directly in schools serving more than **10** school districts in **6** upstate New York counties, bringing these critical services to the children who need them.

+ Safely kept **3,840** children in their homes and communities through our child welfare services.

JULY 1, 2017 – JUNE 30, 2018

COMMUNITY PARTNERS

\$200,000+

Dave Thomas Foundation for Adoption

\$75,000+

Redlich Horwitz Foundation

\$20,000+

American Clothing
The Mary McClellan Foundation
United Way of the Greater Capital Region

\$10,000+

BBL Construction Services, LLC
Berkshire Bank
Berkshire Bank Foundation, Inc.
GE Family
M&T Bank
The M&T Charitable Foundation
Marvin and Company, PC
Rose & Kiernan, Inc.
The Seymour Fox Memorial Foundation, Inc.
YMCA Camp Chingachgook

\$5,000+

Barclay Damon LLP
Better Health for Northeastern New York, Inc.
Bond, Schoeneck & King, PLLC
Carters Clothing Clifton Park
CBRE — Albany
Charles R. Wood Foundation
The Community Foundation for the Greater Capital Region
Fenimore Asset Management & FAM Funds
Ginsberg's Foods Inc.
Hannay Reels
Henry M. Butzel Family Foundation, Inc.
KeyBank
Manning and Napier Advisors, Inc.
Milliman
Northeastern Subcontractors Association
Pioneer Bank
Regeneron Pharmaceuticals Inc.
Review Foundation of The Community Foundation for the Greater Capital Region
Southwest Airlines
University at Albany
WB Mason Co., Inc.
WCGS Architects

\$2,000+

Albany College of Pharmacy and Health Sciences
The Bonadio Group
Carter's Clothing Mohawk Commons CDPHP
Cohoes Savings Foundation
County Waste & Recycling
Family Danz Heating & Cooling
IBM Corporation
Janitronics
LaFave, Wein and Frament PLLC
Lush Fresh Handmade Cosmetic
National Grid
NBT Bank
New York Business Development Corporation
NYSEG
Pinnacle Human Resources, LLC
Q.U.I.L.T.S. of Schenectady
Rueckert Advertising & Public Relations Inc.
Saratoga \$1 Book Warehouse
The Schenectady Foundation
Stewart's Holiday Match
Stewart's Shops
Toys for Tots
WTravis Associates LLC

\$1,000+

Aflac New York
Albany County Executive's Office
CAP COM Federal Credit Union
Capital Affairs, LLC
Delta Dental
Eastern Heating & Cooling Inc.
First Presbyterian Church
Greater Capital Association of REALTORS®
Gregory's Barber Shop
IEEE Global Spec, Inc.
Jersen Companies
Lemery Greisler LLC
Martin, Harding & Mazzotti, LLP
Mazzone Hospitality
Metabolic Meltdown
Morning of Kindness
Niskayuna Reformed Church
NYS Department of Tax and Finance
O'Connell and Aronowitz, P.C.

Pepsi Cola Albany Bottling Co.
Renaissance Corporation of Albany
Robert Half Finance & Accounting
SABIC Innovative Plastics
Schenectady Baseball Club, Inc.
Schenectady Hardware & Electric Co., Inc.
Springhurst Holding, LLC
United Healthcare

\$500+

3N Document Destruction, Inc.
ADP
Albany Country Club
Albany Patrooms
Alliance for Better Health
American Mobile Dental
B. Nur Cheyenne Memorial Fund of The Community Foundation for the Greater Capital Region
Boulevard Elementary School
BurgerFi
Capital District Transportation Committee
Church of the Holy Spirit
Cole's Woodwind Shop
Crisafulli Bros. Plumbing & Heating Contractors, Inc.
DeCrescente Distributing Company
First Reformed Church of Schenectady
Fredericka V. Slingerland Family Foundation
Hampton Inn & Suites
Hannaford Supermarket
Hoosick Valley Contractors, Inc.
Howard Hanna Real Estate
Hugh Johnson Advisors
iHeartMedia
Konica Minolta Business Solutions
Leonard Bus Sales, Inc.
Madelaine's Hair Salon
New England Systems & Software
NYS Office of General Services
NYS Dept of Tax & Finance Communications & Outreach
Oldcastle Precast, Inc.
Orangetheory Fitness

Pierro, Connor & Associates, LLC
Plaine and Son
Repeat Business Systems, Inc.
Richard Tenenini Fund for Mental Health
Recovery of The Community Foundation for the Greater Capital Region
Schenectady High School National Honor Society
School Systems Federal Credit Union
SEFCU
Siena College
Sycaway Creamery, Inc.
Upstate Cakes for Kids

\$250+

99.5 The River
Adirondack Wood Floors
Advisors Insurance Brokers
Austin & Co., Inc.
Bechtel Plant Machinery, Inc.
Better Health for Northeast New York, Inc.
Center for Disability Services, Inc.
Clardon Swimming Pool Service
CSArch
CT Male Associates, PC
E. Stewart Jones Hacker Murphy
Four Winds Saratoga
Girl Scouts of Guilderland
Girl Scouts Troop #1531
Hopmier, Evans, Gage
James & Sons
Tabacconists

Joseph P. Mangione, Inc.
Judith Majia Family Dentistry
Knights of Columbus #3394
Miller Printing and Litho, Inc.
New Horizons Computer Learning Center
Nixon Peabody, LLP
Northeast & Seton Health Foundations
Premiere Transportation Group
Prestige Services, Inc.
Prime Services, Inc.
The Reis Group
Rensselaer County Regional Chamber of Commerce
Sage College of Albany
Starbucks
Sterling Consulting Solutions
Super Powered Parties
T & P Lawn and Landscape
Tokyo Electron
The General Unlimited
Potential Inc.

View our full list of donors at www.northernrivers.org/donors



JULY 2017 GOLF TOURNAMENT AND SUMMER CELEBRATION

Every year, we look fore-ward to our Golf Tournament and Summer Celebration at Saratoga National Golf Course. We welcomed 100 golfers to the links during the day, and a group from Pioneer Bank (pictured above) emerged victorious as tournament winner. At night, major sponsors American Clothing and Berkshire Bank helped us welcome more than 160 guests for the party of the summer.

MARCH 2018 TRIVIA CHALLENGE

No question about it, our annual Trivia Challenge, sponsored by Pioneer Bank and Barclay Damon, was a hit! The Jersen Construction Group (pictured right) beat 26 challengers at Revolution Hall in March to take home the big brain award.



MAY 2018 CHAMPIONS FOR CHILDREN

It was our honor to celebrate B. Lodge & Company, the Community Foundation for the Greater Capital Region, and Leadership Tech Valley (an initiative of the Capital Region Chamber) as our Champions for Children of the Capital Region in May at the Renaissance Hotel in Albany. Special thanks to BBL, GE, and Ginsberg's Foods for making the event possible.



Foundation Support

\$377,300 secured
16 Foundations

Donor Support

\$872,000 donated
633 donors, 340 new

In-Kind Support

\$250,000 estimated value
More than 1,000 donations

Volunteer & Intern Support

\$792,158 value; 27,138 hours
Nearly 600 volunteers & interns

Total Community Impact

\$2,214,158

HOW A MIRACLE HAPPENS

We have a young resident who has found peace through music—specifically playing the saxophone. She displayed a real talent for the instrument whenever someone would bring one by, but saxophones are expensive and, try as we might, we struggled to buy her one.

That's where our incredible supporter network stepped in. A former employee who saw the story on our Facebook page contacted a friend involved with the local music scene. This friend contacted the incredible Bill Cole and his son, Billy (pictured right), of Cole's Woodwind Shop in Saratoga, and without hesitation they told us they had a newly refurbished instrument just for our resident.

The way the community came together to make a girl's dreams come true doesn't just bring a tear to our eye—it's music to our ears.



OUR SHINING STAR

Barbara Judge joined our family as a student intern from Hudson Valley Community College in 1991. After her internship she was hired as a residential counselor and for six years helped change the lives of kids who called our Albany campus home. "I enjoyed my job, but I was thinking about a life change. Every time I walked into the school on campus, I felt inspired. I wanted to become a teacher."

So Barbara moved to Cortland, went back to school, and earned her teaching degree—with a little support from the campus. "Julie Cherny, my former supervisor, was an amazing supporter. She even looked at my essays before I handed them in," Barbara said.

After graduating, she spent more than a decade as a teacher in western New York, but didn't find it fulfilling. "There was only one place I really wanted to teach, and I couldn't get it out of my head," she said. So with a leap of faith, she quit her job and moved back to the Capital Region. After a short stint working in our residences waiting for a teaching vacancy to open up, she joined the faculty in early 2015. "Now I feel like I'm in the right place," she said. "Here, someone always has your back."

"Now I feel like I'm in the right place."



APAF MAKES THEIR PITCH



A group of our friends from GE's Asian Pacific-American Forum (APAF) (pictured left) held a cricket clinic for some of our residential youth in Schenectady. Game on!

+ Provided therapy and counseling in more than **34,140** sessions to more than **2,855** children, adults, and families, to help them better cope with life's difficult challenges.

+ Responded to more than **1,152** emergency intervention calls for children and adults in crisis, calming situations and saving lives.

+ Educated nearly **300** students in Northern Rivers schools (the Neil Hellman School and the School at Northeast), leading to an impressive **83 percent** graduation rate in 2017–2018.

+ Served **179** children in Early Head Start, which prepares them in the critical early years for school success, with **46** children moving on at age 3 to other programs such as Head Start or preschool.

OUR KIDS IN THE COMMUNITY

Whether they're at our residences and schools in Albany and Schenectady or in the communities served by our locations throughout the state, our kids love getting out into the community. You'll see them at the movies, concerts, arts and cultural events, at a family fun center in Oneonta or a farm in Catskill, at the Times Union Center or even Yankee Stadium.

And it's not all just fun and games. Our kids believe in giving back to their community. They volunteer throughout the region, doing activities like cooking meals at the Interfaith Partnership for the Homeless shelter in Albany, handing out free summer lunches with the Schenectady Inner City Ministry, and rolling up their sleeves at the Regional Food Bank in Latham. In fact, our kids gave more than 2,500 hours of their time to help others in the community.



Cooking and Serving Meals

Giving back is an inherent part of Northern Rivers, and our kids volunteer monthly at the Interfaith Partnership for the Homeless, cooking breakfast or dinner for homeless individuals.

Holiday Cookie Drop-Off

CEO Bill Gettman and several of our kids delivered eggnog, cookies, and a lot of good cheer to Albany and Schenectady police departments, fire departments, and others, including Albany Mayor Kathy Sheehan (pictured right).



PLAY BALL

A donor gave us some tickets to a Yankees game this summer, and we asked a few of our students from Schenectady if they'd like to go. One student was interested, but a little nervous. "I've never been out of Schenectady before," he told staff. "Well, I've been to Troy." He had the time of his life in New York, taking special interest in all the historical plaques at the stadium, and was full of questions the whole time.

OUR CHALLENGES

When someone asks us what we do at Northern Rivers, we tell them we serve children, adults, and families in need of help. But why do they need help? What challenges do they face? How can we even begin to understand the needs of our clients when no two people are the same?

Here's how: Led by our Quality Management department, we're doing groundbreaking research to help understand the histories and risk factors of those we serve. We've developed and implemented comprehensive screening tools, and we're using the data to continually refine our programming to be more effective. Here are just a few of the things we've learned and are working to address:

- The children in our care face challenges in four main risk factors: trauma, developmental disabilities, mental health issues, and involvement with the juvenile justice system.
- 97 percent of children in our care have suffered at least one of ten adverse childhood experiences (ACES), and 80 percent have experienced four or more. ACES include things like physical or sexual abuse, medical trauma, domestic violence, or criminal activity in the home.
- Parents who have experienced ACES have a much higher tendency to expose their own children to such experiences. In fact, a study of our clients' parents or primary caregivers discovered that nearly 65 percent had experienced a traumatic event like sexual abuse, physical abuse, medical trauma, natural disasters, family violence, criminal acts, neglect, or attachment losses; most have experienced two or more. We found that nearly 35 percent still struggle with mental health issues and 25 percent suffer from post-traumatic stress disorder (PTSD).
- 70 percent of children in residential care have exhibited delinquent behaviors.



Oneonta Food Pantry

A group of our Bridges to Health youth spent the day at the Cooperstown Food Pantry learning about this valuable community resource and capped the day by learning how to prepare a healthy meal from start to finish.



Real News in the Making

WNYT NewsChannel 13 meteorologist Bob Kovachick (pictured left) hosted a group of students from our school in Albany. The kids loved the opportunity to get a behind-the-scenes look at a newscast. Earlier in the year, WNYT news anchor Elaine Houston hosted 4 students from our Schenectady school. The students spent time in the control room and on the set while the news was broadcast. At least one student has decided to look into journalism as a career!

+ More than **250** kids volunteered in excess of **2,500** hours in the community.

DOWNHILL, UPLIFTING



One day in our Schenectady residence, Recreation Coordinator Ken DeLong noticed one of our teens, Julian, playing a Sochi Winter Olympics video game. When Ken told Julian that he'd been at those games, Julian was amazed. Fast forward to a short time later at the Empire State Games, and officials were placing a gold medal around Julian's neck.

For years, Ken has been involved with the USA Bobsled and Skeleton Federation, and he's served as a judge at multiple Winter Olympics. Every winter, Ken brings interested

kids up to the Olympic Sports Complex in Lake Placid. When Ken offered Julian the chance to give bobsled a try, the teen who loved video games became an athlete.

He turned out to be a natural in the two-man bobsled, and within weeks he and his partner won the gold, and another team from the residence finished in the top five. And while winning is incredible, what really matters is that Julian and his teammates tried something new that ignited their passion.



+ Served students from **60** school districts in the Capital Region through our schools that focus on students who need special attention.

+ Trained **175** students through vocational programs that give them valuable work experience.

AT HOME

"The first time we met Rowan, I remember she was wearing footed pajamas. She was so shy and tiny," recalled Eileen about a 2017 visit at our children's shelter in Schenectady. Rowan, eight years old at the time, came to the shelter after several years in the foster care system. Eileen and her husband, Allan, had spent nearly two years making sure they were ready to be Northern Rivers foster parents. The time was right.

"Something just clicked. We felt like we knew each other," Eileen said. That initial visit led to weekly visits, then overnight stays, and on Mother's Day weekend in 2017, Eileen and Allan welcomed Rowan into their home.

As a child who had experienced trauma, Rowan faced challenges that our foster care team was there to help with. "Children who go through trauma sometimes push and pull emotionally," said Foster Care Program Coordinator Andrea Lamkins. "It's a process, and we were there to assure and support Eileen and Allan in navigating this process."



"The whole team was amazing," said Eileen. "Andrea was a tremendous comfort. [Clinical Case Manager] Kori Dixon [who provides day-to-day support and case management] knew the magic words to help. [Clinician] Tia Bucher [who provides clinical and therapeutic support to families] spent so much time in our home. They helped us understand how to meet Rowan's needs."

In April 2018, Rowan, Eileen, and Allan left the Northern Rivers foster care program—that's when they adopted her, with the team there to join in the celebration. "Rowan had a long journey," said Andrea, "and she's found her forever family."

"They helped us understand how to meet Rowan's needs."



+ Educated more than **115** children at the Neil Hellman Preschool, which provides early learning to children who will enter the Albany and Schenectady county school systems.

KID PROFILES

EDUCATING OUR SECTOR

Our Sidney Albert Training and Research Institute (SATRI) continues to grow, providing impactful training and continuing professional education not only to our workforce, but also to human services professionals, educators, businesses, and colleges throughout the region and beyond.

This year, SATRI quadrupled its number of online trainings and worked with our Human Resources department to refine new hire orientation to increase efficiency by 50 percent. Both the NYS Office of Mental Health and the NYS Office of Children & Family Services selected SATRI to provide training to professionals statewide impacted by the state's transition to Medicaid managed care. And New York state selected SATRI to provide 54 different trainings through December 2019 for state employees on topics including adapting to change, conflict resolution, and documentation.

Training for human services professionals isn't just a best practice—it's a requirement for professional licensure and certification for those in the human services field. SATRI provided more than 12,000 units of training and continuing professional development for our staff this year, and we're always adding new courses in response to employee feedback.

And other agencies and organizations have taken notice. SATRI is the training partner of choice for schools, human services agencies, and other professionals throughout the state, serving more than 1,500 participants from school districts and external agencies and 3,000 professionals through a statewide service contract.

We believe it's important to never stop learning—and we're proud to help.



'Who Says the Voices Aren't Real?'

Our immersive symposium on psychosis featuring nationally recognized industry experts, brought together nearly 200 mental health professionals from across the state for an impactful two days of learning. Pictured above are Northern Rivers staff, from left, David Rossetti, Chief Officer of Behavioral Health; Brittany Beaudetter, Senior Trainer; Stephanie Douglas, Director of Development; and Bill Gettman, CEO.

Breaking New Ground

On May 22, 2018, after two years' preparations, we broke ground on our new Behavioral Health Care Center. Slated to open next year, the center is poised to help us implement an innovative, integrated new model



of care for children and families facing mental health challenges. To watch our progress and be part of this life-changing project, visit www.northernrivers.org/campusproject.

+ Facilitated adoptions of 20 foster children by their foster families, providing them with permanent homes.

INNOVATION

Rx for Success We're proud to help train the next generation of human services professionals through our student intern program. In addition to the University at Albany School of Social Welfare, the College of Saint Rose, Siena College, and the Sage Colleges, we work with future pharmacists from the Albany College of Pharmacy and Health Sciences.

This year, pharmacy students selected us to receive their Experiential Education Director's Engagement Award. Director of Student Interns and Volunteers Fran Altshuler and Student Interns and Volunteers Specialist Rhonda Daniel created an impactful program where pharmacy students worked with our kids to help them understand their medications. Shown above at the award ceremony in August are, from left, Megan Veselov, Coordinator of Experiential Education; Rhonda Daniel; Fran Altshuler; and Laurie Briceland, Associate Dean for Experiential Education and Academic Affairs.



Having a Voice Building the new Behavioral Health Care Center on our Albany campus means big changes for the children who live and learn here. This place is their home, and they deserve to know what's happening in their backyard and how it will affect their lives. Through our Youth Ambassador program, our residents have a voice in the process and a place to go with questions and comments.

After an extensive application process, the Ambassadors became part of the project team, meeting with agency and construction personnel regularly to learn about the project. Now they serve as a conduit for their fellow residents, relaying messages between the groups and offering their suggestions about the new building and campus improvements.

LOOKING FORWARD

There's always a better way to solve a problem. Knowledge, experience, creativity, data, collaboration, passion, and courage—they are the things that lead to innovation. And they are the things we're harnessing every day to help build better solutions to help children, adults, and families.

Innovation isn't just a buzzword. It's a challenge. It's not just a new Behavioral Health Care Center; it's a reimagining of how families engage with systems of care to ensure that services have a real impact. It's not just hiring a few clinical staff in Queensbury, it's developing a new Assertive Community Team (ACT) to serve the North Country, giving individuals with severe, ongoing mental illness hope to live independently and successfully for the first time. It's using what we've learned to change what's possible.

The field of family services is undergoing seismic changes, from design to administration to regulation. Our job, our mission, isn't to change with the industry—it's to lead. To combine the old with the new, the tested with the hypothesized, the traditional, and the aspirational. There is no perfect way to help someone, but we'll keep working in service of that dream. And with your support, we won't stop until that dream comes true.

+ Provided a stable home environment for more than **379** children and young adults living in our group homes.

+ Assisted more than **228** foster families in helping more than **420** children and young adults rebuild their lives.

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PARSONS CHILD & FAMILY CENTER

Life changing care since 1829

60 Academy Road | Albany, NY 12208
518.426.2600 | www.northernrivers.org



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