



Dear stakeholders, friends, neighbors, More than 18,000 children, adults, and families served

donors, and all other members of the Northern Rivers family:

In 1829 when a child needed help, the community called on us. In 2019 when a child needs help, the community still calls on us. Some things never change.

But other things do. In 1829 we provided a warm bed, a good meal, and a safe place to grow up. In 2019 we're working to end the stigma around mental health care and help those in our care become healthy, happy, self-sufficient adults. Today the help we provide might be telemental health counseling provided by a professional 100 miles away. It might be a family receiving a host of integrated services to help keep their child safe, all in our new Behavioral Health Care Center. It could be the support a young adult needs to find and keep the first job they've ever had—and it still could be that warm, safe place to live while a child heals and grows.

Northern Rivers Family of Services hasn't just changed with the times. We have led a service delivery revolution to meet the varied, changing, complex needs of children, adults, families, and communities. People still come to us for care, but now we prioritize going out into the community to help, providing services in homes, schools, even the neighborhood coffee shops. We're coordinating care, bundling services, and developing comprehensive treatment plans that don't just treat the symptom; we work to address the reasons people need help in the first place.

In the pages to follow you'll learn about some of the exciting ways our philosophy and practice have evolved, from the conceptualization and building of the Behavioral Health Care Center to the addition of our newest affiliate, Unlimited Potential. In each story, you'll learn a little more about the way we continue to evolve.

And most importantly, you'll understand why: We changed because we believe there's a better way. We believe in change with purpose.

William T. Gettman, Jr. Chief Executive Officer

Justin Priddle Chair. Board of Directors

Board of Directors

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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), Northeast Parent & Child Society (founded in 1888 in Schenectady), and our newest affiliate, 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

Founded where the Mohawk and Hudson meet,

in the lives of individuals and society as a whole.

Residential & Foster Care **Services** 1,631 served

Behavioral Health 9,214 served

Coordinated Care & Community Solutions 13,000 served

Education 1,602 served

Management & Administration 1,400 served

1,400strong workforce

More 60 programs, services, & departments



Served students from more than 40 school districts throughout the Capital Region and beyond

Graig Liententary School

Roessleville Elementary School

• Stillwater Elementary School

Warrensburg School District

· Warrensburg Elementary School

Stillwater School District

- North Colonie School District
- Shaker High School
- Queensbury Union-Free School District
- Queensbury Elementary School

Successfully enrolled 1,062 clients in new care management programs

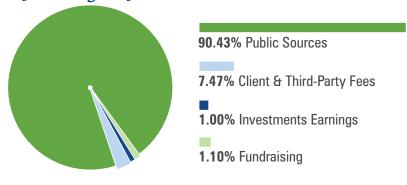
Provided therapy & counseling in more than 39,140 sessions to more than 3,215 children, adults & families, to help them better cope with life's difficult challenges

Financial Impact

Financial Report: JULY 1, 2018–JUNE 30, 2019

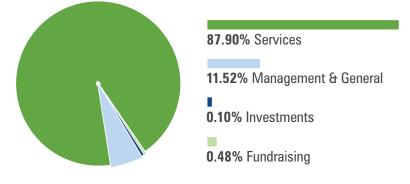
Presented below is a summary of our organization's financial results subject to final audit. To view the complete audited financial report, visit northernrivers.org/financialimpact.

Operating Report: Revenues



Public Sources	.\$75,917,934	
Client & Third-Party Fees .	\$6,274,924	
Investments Earnings	\$837,684	
Fundraising	\$921,949	
Total Operating Revenues \$83,952,491		

Operating Report: Expenses



Total Operating Expenses \$81,853,716		
Fundraising \$392,187		
Investments\$78,256		
Management & General\$9,430,843		
Services \$71,952,430		

Statement of Financial Position Fiscal Year Ended June 30, 2019

Cash & Investments	\$16,754,872
Accounts Receivable	\$19,470,835
Property	\$25,379,218
Other	
Total Assets	\$61,926,304

Total Liabilities & Net Assets	. \$61,926,304
Net Assets	

Provided 12,147 behavioral health sessions through 28 offices located directly in schools serving more than 17 school districts in 5 upstate New York counties

Proud to Partner

The best way to build strength is to work together. When the community needs help, we join forces with some incredible organizations, government partners, and other community stakeholders to provide the right services in the right places at the right time. Here are just a few of the ways we've helped get stronger, together.

Through a partnership with the Dave Thomas Foundation for Adoption's Wendy's Wonderful Kids program, Northern Rivers foster parent homefinders are placed full-time in county social services departments in Albany, Columbia, Orange, Rensselaer, Saratoga, and Schenectady counties. These homefinders help find and support family adoptive homes for youth in the foster care system.

Our participation in NYS Medicaid Delivery System Reform
Incentive Payment (DSRIP) partnerships with the Alliance for Better Health, the
Adirondack Health Institute (AHI), and Better Health for Northeast New York (BHNNY)
make us a vital part of a new system that helps improve access to and use of primary
care, reduce hospital admissions, and make a positive impact on public health.

Otsego County received state grant funding to expand its

System of Care, which integrates resources from local schools,
primary and behavioral health care, government, and community services
to provide better outcomes for children and young adults with serious
emotional disturbances . . . and came to us to provide program
direction and management.

Safely kept

4.410 children

in their homes and

communities through

child welfare

Mental health services play a huge role in addressing juvenile justice issues. The *Albany County Probation Department* relies on us to provide screenings, consultation, and support for youthful offenders entering the system to ensure their mental health needs are met.

Human services professionals need extensive education and training, which places young professionals under severe financial strain. To help us attract and keep great staff, we partnered with *Hudson Valley Community College* and the *Capital Region Workforce Development Board* to implement Learn Where You Earn.

Through this innovative program, our staff earn human services industry credentials, certifications, and degrees. Some classes are held on the Northern Rivers campus, and employees are paid their regular salary during class hours.

We were one of 13 organizations throughout New York chosen by the state to develop and implement intensive residential programming for 16- and 17-year-olds in the criminal justice system. *New Directions*, a program for Teens Going Places, Going Strong, represents a new way to deliver comprehensive residential programming with intensive wraparound and aftercare, based at our Schenectady Residence.

In partnership with Warren and Washington counties, we launched a new Assertive Community Treatment (ACT) team based in Queensbury. ACT is an intensive community-based, client-centered program developed to serve adults ages 18 and older who experience a serious and persistent mental illness that makes functioning in the community difficult. The program works with hospitals, mental health facilities, and local law enforcement to help clients work toward successful independence.

Provided
a stable home
environment for more
than 337 children and
young adults living in
our group homes

JULY 1, 2018 – JUNE 30, 2019 *Community Donors*

\$200,000+

Dave Thomas Foundation for Adoption **Redlich Horwitz Foundation**

\$100,000+

BBL Charitable Foundation BBL Construction Services, LLC **CAP COM Cares Foundation CAP COM Federal Credit Union** Henry M. Butzel Family Foundation, Inc.

\$50,000 + CDPHP CDPHP® The Foundation

\$20,000+

American Clothing Berkshire Bank Berkshire Bank Foundation Marnon Realty Inc. Morse Hill Foundation, Inc. Rose & Kiernan, Inc. University at Albany The Wright Family Foundation, Inc.

\$10,000+

The Arnold Cogswell Health Fund of The Community Foundation for the Greater Capital Region Charles R. Wood Foundation The Community Foundation for the **Greater Capital Region GE Family** J.M. McDonald Foundation, Inc. Milliman Pioneer Bank Pioneer Bank Foundation The Schenectady Foundation The Seymour Fox Memorial Foundation, Inc. United Way of the Greater Capital Region William Gundry Broughton Charitable Private Foundation, Inc.

\$5,000 + AMG Charitable Gift Foundation Ginsberg's Foods Inc. Hannay Reels Hopmier, Evans, Gage National Grid **NBT Bank** Pinnacle Human Resources, LLC Review Foundation of The Community Foundation for the Greater Capital Region

Southwest Airlines® Ticket to Dream Foundation

\$2,500+ 530 Franklin, LLC Albany College of Pharmacy & Health Sciences Bennett Contracting

The Bonadio Group Capital Region Toys for Tots Christian Brothers Academy of Albany Christmas Pajama Promise

County Waste & Recycling Dixon Schwabl

Facebook Fundraisers **IBM** Corporation KeyBank

Massry Realty Partners/Tri City Rentals MAXIMUS® Foundation

Morgan Stanley NYSĔG

Pepsi Cola Albany Bottling Co. Q.U.I.L.T.S. of Schenectady Robert Half Finance & Accounting Stewart's Holiday Match

Stewart's Shops

\$1,000+

Ámérican Mobile Dental Barclav Damon LLP Beachbody - Albany Market Beacon Health Options CBRE – Albany Cullen and Dykman LLP Eastern Heating & Cooling Inc. First National Bank of Scotia Hill & Markes, Inc. Hudson Valley Community College Janitronics Jersen Construction Group M&T Bank Martin, Harding & Mazzotti, LLP Metabolic Miller Printing and Litho, Inc. **New York Business**

Development Corporation NYS Department of Tax and Finance O'Connell and Aronowitz, P.C. The Peter G. Young Foundation Renaissance Corporation of Albany Rueckert Advertising & Public Relations Inc.

Sage College of Albany Schenectady High School National Honor Society Springhurst Holding, LLC Strategic Solutions

Management Consultants, Inc. Target Corporation

Tree Paad Fun Center United HealthCare Services, Inc. Usherwood Office Technology WCGS Architects

WTravis Associates LLC

\$500+

3N Document Destruction, Inc. Aflac New York

Albany Fire Extinguisher Sales & Service, Inc.

Apple Crossgates

Architectural Glass & Metal, Inc. B. Nur Cheyenne Memorial Fund of The Community Foundation for the

Greater Capital Region Capital District Transportation Committee

Cartwheels Gymnastics Center Crossfit Beyond Excel Systems Inc.

Fredericka V. Slingerland Family Foundation

Hoosick Valley Contractors, Inc. JetBlue Albany

Konica Minolta Business Solutions MacFawn Enterprises, Inc.

Marvin and Company, PC Niskayuna Reformed Church Prime Services, Inc.

Redemption Church Schenectady RedShift Recruiting LLC

Rensselaer Polytechnic Institute Richard Tenenini Fund for Mental Health

Recovery of The Community Foundation for the Greater Capital Region

The Sagamore Resort

Schenectady Baseball Club, Inc. Schenectady Seventh Day

Adventist Church

School Systems Federal Credit Union SEFCU

Siena College

Sterling Consulting Solutions Whiteman Chevrolet

\$250+ Állie's Angels Bechtel Plant Machinery, Inc. Better Health for Northeast New York, Inc. Bryant Asset Management, Inc. The Capital Team at eXp Realty Cobblestone Church CSArch CT Male Associates, PC Four Winds Saratoga Hallam Associates, Inc. Healthcare Information Xchange of New York, Inc. Hugh Johnson Advisors J & S Bookstein Foundation James & Sons Tabacconists Joseph P. Mangione, Inc.

Kyle's Bounce Rental Lapinski Dental New England Systems & Software Nixon Peabody, LLP

Northeast Health Foundations NY Knockout

NYS Office of Temporary & Disability Assistance **NYS Teachers Retirement System** Open Door Bookstore & Gift Gallery The Pajama Program

Policy Research Associates, Inc. Prestige Services, Inc.

The Reis Group Rensselaer County Regional Chamber of Commerce

Repeat Business Systems, Inc. The Residences at Vista Square St. Marv's Hospital St. John the Evangelist Church Stiletto Salon

Sycaway Creamery, Inc. TĎ Bank Unitarian Universalist

Society of Schenectady Upstate Cakes for Kids Village of Colonie XOS Yoga Body Shop

View our full list of donors at northenrivers.org/donors



We love when any volunteer group takes a day to make a real, hands-on difference for our youth. The team at AXA Advisors went so far above and beyond just rolling up their sleeves that it's hard for us to capture the depth of their caring.

When our friends at AXA heard that the playground at our Children's Shelter needed help, they attacked the project from all sides. They secured a \$1.500 donation from the AXA Foundation to cover supplies, and then came out 29-strong to spend a day revitalizing the grounds. But that's not all.

They passed the hat among themselves and raised ANOTHER \$1,020 to purchase two new picnic tables (from our affiliate Unlimited Potential!), outdoor play equipment and storage, and pillows and blankets for some very special young kids.

AXA Advisors made a world of difference, and we're honored to be able to call them our friends.

Foundation Support

+\$784,590 secured +22 Foundations

+\$623,502 donated +745 donors, 253 new

Donor

Support



In-Kind **Support**

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



Volunteer & Intern Support

+\$822,616 value +27,257 hours + Nearly 727 volunteers & interns



Total Community Impact \$2,530,708

July 2018 Golf Tournament and Summer Celebration

The only thing that might be better than a sunny day on the course is a party on a warm summer evening! At left, our own Janet Maszden, part of the team at our school in Schenectady, tees off on the back nine at Saratoga National Golf Course. Special thanks to Major Sponsor CBRE, Summer Celebration Presenting Sponsor KeyBank, American Clothing Recycling Corporation, and Berkshire Bank.

March 2019 Trivia Challenge

Not only did team Bright Ideas from Schenectady
Hardware & Electric have a clever name; they
were the victors at our annual Trivia Challenge
at Revolution Hall in Troy. Genius Sponsor
Pioneer Bank and Scholar Sponsors Barclay
Damon and Jersen Construction
Group helped make it possible.





2019 Champions for Children the Capital Region

We stood up and cheered for Mohawk Honda,
the Albany Police Athletic League, and WNYT
NewsChannel 13 for their work to support our
region's children at the Renaissance Hotel in
Albany, with support from Champion Sponsors BBL
and Ginsberg's Foods, and Major Sponsors Berkshire
Bank, NBT Bank, and Tri-City Rentals.

Educated
more than 78
children at the Neil Hellman
Preschool, which provides early
learning to children who will enter
the Albany and Schenectady county
school systems

Served 144 children ages 0-3 in Early Head Start, preparing them for success in school, with children moving on at age 3 to other programs like Head Start or preschool

Things Are Looking UP at Northern Rivers

We formed Northern Rivers in 2012 to ensure that the community would receive needed services in a rapidly evolving environment. That environment includes an incredible array of great organizations that provide services that complement our own. One such organization is Unlimited Potential in Saratoga Springs.

Unlimited Potential was founded in 1979 to help adults in recovery from mental illness find and keep meaningful jobs. Over the years, they evolved and added programming, including a fulfillment operation that provides packing, shipping, and mailing services to local companies, and a woodshop that crafts custom products like picnic tables and packing crates. In addition to providing employment for clients, these programs create revenue to support programming.

Unlimited Potential provides services that we haven't had the capacity to provide and that can benefit our clients. More than a year ago, we began exploring ways to work more closely with Unlimited Potential to help build our capacity and strength. We soon realized that both Northern Rivers and Unlimited Potential would benefit from evolving together, and after an extensive process, we made it official on July 1, 2019.

That day, Unlimited Potential joined Northeast Parent & Child Society and Parsons Child & Family Center as an affiliate of Northern Rivers Family of Services. We're already seeing increasing opportunities for all our clients, and the future is even brighter. If you're interested in learning more about Unlimited Potential woodshop products like the picnic tables located throughout the Saratoga Race Course, look for the informational brochure included in this report.

This affiliation marks a big change, with an important purpose—providing more and better services to communities in need. And the potential for things to get even better is unlimited!

Educated
285 students
in Northern Rivers schools,
leading to an impressive
graduation rate of
93 percent



my anger. It cost me so much.

"But I've learned that there's always someone to love you, always someone who'll be there for you. Since I've been here, I've become a totally different person. I've thought about the things that have happened to me and learned that my anger just continues the cycle of people hurting each other. I've made the choice to stop. I respect people, I listen, and I give them their space. And I give myself space too."

I could have had the same life, but I couldn't control

We can all learn from TJ. We just have to listen when he speaks out.

Responded to more than 3,453 emergency intervention calls for children and adults in crisis, calming situations and saving lives

More than 135 youth volunteered in excess of 1,350 hours in the community

Not Just Horsing Around

There's something special about the bond that can form between people and animals. It brings out the best in everyone. For the past three summers, some of our youth have participated in an equine therapy camp at Grace Reins Farm in Nassau, N.Y., run by Greenstone Experiential Services.

Participants like Russell learn valuable lessons about healthy relationships, stress reduction, confidence, and problem-solving, and they finish the camp with new perspectives on themselves and their places in the world.

Finding Peace

We're always looking for new ways to help our youth work through challenges and find success. Physical education teacher Jodi Fowler is a strong believer in the value of yoga to help both physically and mentally, and over the past year her classes have been growing more and more popular.

"Yoga, taught through a trauma-informed lens, helps kids harness the power they have within," she says. "It teaches them mindfulness, lets them safely explore new things, and teaches them that, 'yes, I do have a choice." Gabe, a new yoga convert, agrees. "At first I didn't want to try it, but it really helps me calm down and relax."

Lights, Camera, Future

Creative expression is an invaluable outlet for our youth, and we encourage everyone to pursue art, music, drama, and anything else that lets them follow their passion. To help nurture some budding amateur filmmakers, we invited Youth FX to host its 5-Hour Film Program for our community-based youth.

In the course of an afternoon and with the support and expertise of Youth FX filmmakers, our teams wrote, filmed, scored, edited, and screened short films. They drew from personal experiences to explore themes like fear, alienation, loneliness, and strength, and the finished products were incredible. Said one junior screenwriter and actress, "It's so cool to see something we did up on screen,

and to see that people get it and like it."

Stepping Up

It can happen out of nowhere—suddenly a group of teenagers is standing still in front of you, the music hits, and they break out into a precisely choreographed routine. You could almost say it feels like an invasion, and you'd be right. It's the Invasion Squad dance team!

Led by Recreation Therapist Deniesha Martin, the Invasion Squad performs at school events, agency functions, and external events. Through dance, our youth develop skills, build trust in themselves and each other, and develop a culture of positivity that helps each member be their best self. "Dancing helps me regulate my mental health, and helps me overcome my fears," says team member Audrie. Fellow team member Imani concurs, "Dancing involves a lot of patience and practice—things that help all of us better our future." So next time you're somewhere and hear the beat drop, look out for the Invasion!

Helped individuals coping with early-onset psychosis work toward achieving educational, work, relationship, and life goals



Educating Ourselves and Our Community

Advances in human services practice happen every day, so it's vitally important that human services professionals never stop learning. That's what makes the Sidney Albert Training and Research Institute (SATRI) such a valuable asset, both for our workforce and for the entire community.

The SATRI team fills two distinct roles: They support the professional development and education needs of Northern Rivers employees, and they generate revenue for the organization by providing industry-leading training to industry professionals, educators, businesses, other nonprofits, and colleges throughout New York state.

This year, SATRI designed and implemented a project for comprehensive implementation of a state-of-the-art trauma-informed care model for our residential and educational programs, including ongoing training and consultation. They've also developed new monitoring and tracking procedures to ensure compliance with regulatory bodies and have introduced 15 new clinical course offerings to help our professionals enhance their knowledge and skills.

Assisted 283 foster families in helping more than 366 children and young adults rebuild their lives

On the external side, SATRI completed a full transformation of coursework to complement the statewide transition of children's Medicaid services to the new managed care model. They've created and implemented 10 new statewide trainings for mental health and child welfare professionals, continue to work with the CANS Institute of New York state and the SUNY Professional Development Program, and continue to see growth even though previously mandated trainings have become elective. In a landscape that's constantly changing, SATRI continues to anticipate and prepare our sector for the future.

The Future

By the time you read this, Northern Rivers Family of Services will be different. We make positive, purposeful changes every day because we're responsive to the needs of our community and we use what we've learned each day to continually improve.

Our new Behavioral Health Care Center will continue to change the way families interact with the behavioral health system, and each family to come through our doors will inform our practice to help the next family. And right next door, our new Residential Treatment Center will incorporate all the things we learned during the last construction project to give residents an even better residential experience.

When this was written, we had more than 30 School-Based Behavioral Health offices providing counseling and support in schools from Albany to Warrensburg and beyond. By the time you read this, we'll be in even more locations because meeting needs in the community, right where the need is, is our future.

With innovations like the introduction of telemental health, which securely links providers with clients wherever they are; our new short-term crisis stabilization program, designed to help youth address immediate needs and get back home to family, safely; and our ever-expanding care management program, which helps families understand and capitalize on a complex system of care, Northern Rivers Family of Services continues to evolve because our community needs us.

So we'll be a different organization, a better organization, each day. But no matter how much we change, we'll always be here, for you and the people who need us most.

we'll always be here, for you and the people who need us most.

Facilitated adoptions of 36 foster children by their foster families, providing them with permanent homes

Provided
a stable home
environment for more than
37 children and young adults
living in our group homes



NORTHEAST PARENT & CHILD SOCIETY PARSONS CHILD & FAMILY CENTER UNLIMITED POTENTIAL

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