

2015-2016 Annual Report



Highlights. Opportunities. Growth.

Part 1: How should we measure success?

A Message from Edward Myers Hayes, President and CEO



Success is often measured by the big moments – a job promotion, a baby born, life celebrations with family and friends.

That's too bad. Making milestones our measure of success makes us miss the small things. We miss the everyday small efforts that together, amount to many successes along the way that often aren't valued.

An Annual Report is an important communication tool because its purpose is to review the details of the past year, and to report the results. A review of Cayuga Centers' past year reveals accomplishments, opportunities, and repeated small efforts, some begun years ago, that impacted how we expanded our reach and depth in the past 12 months.

Unfortunately, our review also includes loss. We deeply mourn the recent passing of our Board Chair, Frederick N. Richardson. He will be deeply missed. I am grateful David Connelly has assumed the position of Board Chair as we continue our work.

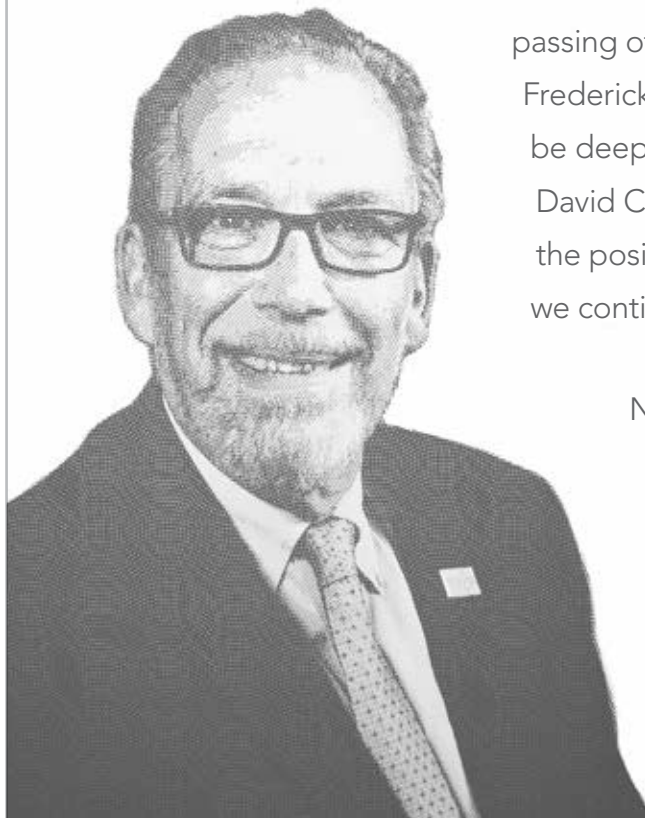
Now, we begin with some highlights...



Success is the sum of small efforts repeated day in and day out.

Do not overlook the small efforts. ”

Robert Collier,
Early 20th Century
Self-Help Author



Highlights 2015 / 2016

Our annual budget has tripled in four years to reach \$47 million;

The agency served a total of 3,643 youth, individuals and families in 5 program areas: Residential Treatment, Treatment Family Foster Care (TFFC), Foster Care for Unaccompanied Children (UC), Community-Based Interventions (CBI), and Services for People with Developmental Disabilities (SPwDD);

We expanded our reach to another state, opening a Treatment Family Foster Care Program in Delaware with the goal of opening 12 beds for youth in the juvenile justice system;

We expanded our reach in this state to Albany, NY, opening a new Family Support Program for families in the child welfare system, offering a program not previously available in that county;

We added 100 transitional foster care beds to our federally funded Unaccompanied Children program in NYC, and were honored with a visit from the First Lady of Honduras, Ana Garcia de Hernandez;

The Palm Beach, Florida Foster Care Program is experiencing solid growth and meeting the County's need, offering enhanced foster care for families in the child welfare system;

We increased capacity in our Weekday Respite program and have plans to expand further this year to better serve individuals with developmental disabilities;

We unveiled a Capital Campaign to maximize our Auburn headquarters space and staffing capabilities and to lower annual operations costs;

We restructured the organizational framework to be poised for new business opportunities and growth;

And in CNY Treatment Family Foster Care which serves youth in the juvenile justice system, four of our youth graduated from high school. Three are college-bound and the fourth is entering the work force. These are monumental successes, the sum of small, guided steps.

By the Numbers

Cayuga Centers changes the lives of children, youth, families and individuals through a network of therapeutic and needs-driven programs.

Residential Treatment:	67
Alternative to Detention:	13
Respite:	30

CARE Enriched Residential Treatment for Girls:	10
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CNY TFFC:	20
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NYC/Bronx Foster Care:	54
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NYC UC Foster Care:	1,695
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Palm Beach Foster Care:	7
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Community-Based Interventions:	540
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Includes Functional Family Therapy (FFT), Multisystemic Therapy (MST) and Family Resiliency Programs in Cayuga, Monroe, Ontario, Oswego, Onondaga, and Oneida Counties

SPwDD:	
Day Habilitation:	54
Weekday and Weekend Respite:	96

Medicaid Service Coordination:	1,034
Monroe, Ontario, Oswego, Onondaga and Ontario Counties	

Total Served:	3,620
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Foster Care for Unaccompanied Children

Cayuga Centers operates the largest transitional foster care program for unaccompanied children in the country.

Administered through the US Office of Refugee Resettlement, the program has grown to 396 short-term Foster Care beds, and operates from several locations in Manhattan and the Bronx.

Children are placed in safe home environments, and attend the agency operated school while awaiting deportation or re-unification with family.

We are a safe haven after journeys of thousands of miles, and our program continues to evolve to meet very unique needs.

Mommies & Babies

Jonathan Pinque, Director of Skills Training for the UC program, was just one of the players to establish the Mommies and Babies program. As the name implies, some of the unaccompanied youth arriving had babies or were pregnant, and there was an immediate need to add parenting skills to the curriculum.

"The young mothers needed help," Jonathan says. "The foster parents offer role modeling and support, but the

Part 2: What if?

“ Ed’s message continued...

What if you had a nationally recognized Treatment Foster Care Program and you were approached to offer the program in a new way to meet the needs of a dramatically different audience of youth?

Almost three years ago, the federal government was seeking short-term housing options for the thousands of unaccompanied minors entering the country. Leaving the political debate behind, we asked: What is the humane solution to helping a most vulnerable population of children? We offered a Foster Care approach and mobilized to certify 300+ bilingual foster homes with adults who would be trained to support the trauma these children had experienced.

Three years later, we now have 400+ homes and provided short-term placement to 1700 children this year. We recognized the strength of one program and used it to meet the needs of a new youth population.

The 'What If?' moments are how we stay poised for new opportunities... ”

moms needed to be in an environment to bond with and learn about their babies, and to support one another. The Mommies and Babies space (located at one of our Harlem locations) is a living classroom experience that teaches important skills.”

Jonathan is proud of this new program. “No matter what has brought them to us, they leave knowing the bond they have with their baby is unbreakable. That is extraordinary.”



Happy 25th Birthday Family Preservation!

In 1991, the first initiative to provide therapeutic counseling in homes as a means to keep youth within the family unit rather than placed out of home was introduced. Called the Home Builders Model, Cayuga Centers quickly embraced the Washington State-based therapeutic approach for use in Cayuga County homes.

Today, the initiative goes by the name Family Preservation Program, and it remains a cornerstone, with success rates from 80 – 90% in keeping youth at home during family crisis.

The Family Preservation Program is an intense 6 week program that sends therapists into homes 5 times a week to work with all members of the family in resolving the crisis. What began 25 years ago as an alternative to rebuilding family relationships remains a success story – meeting families where they are at and helping them work on their strengths together.

Part 3: Own What You Do. Do It Better Than Anyone Else.

“ Ed’s message continued...

All of the youth we serve have experienced trauma. This is a fact. And we approach each youth’s trauma with Treatment Plans that include twice weekly individual therapy, and weekly group and family therapy. Therapy and our therapists are crucial to our success with youth and families.

Yes, we involve families in the Treatment Plan. Whether an Out-of-Home-Care Youth, or a Community-Based Intervention, the family is crucial to healing and moving forward.

We continue to pioneer new approaches to ensure successful outcomes. We have built a solid foundation to get better and better... ”

Opening in Albany

Albany County was looking for a provider, and Cayuga Centers was the right partner.

The agency has opened a two-staff office providing the County with a Family Support Program to work with up to 16 families, providing in-home therapy twice a week. Albany County chose Cayuga Centers because of the agency’s dedication to addressing trauma and providing solid therapy. Such a treatment program did not exist in Albany County prior to this opening.

Of Note:

Cayuga Centers is nationally and internationally recognized for implementing evidence-based and research-informed therapeutic treatment programs. We were the first agency in the country to embrace and practice Functional Family Therapy, Multisystemic Therapy, and Multi-Dimensional Treatment Foster Care, now modified to the research-informed model, Treatment Family Foster Care. This is our foundation.

Cayuga Centers Lives Capital Campaign

Join the Journey

This year, Cayuga Centers unveiled a Capital Campaign to reduce the mortgage costs of two Auburn properties that will maximize our headquarters space for growing support and lower operations costs.

We are purchasing 210 Osborne Street, a location we currently lease, and 49 Kearney Ave. Staff will be relocated from Osborne Street to Kearney Ave., freeing up space at that location to serve more Weekday Respite consumers.

The purchase of Osborne St. will reduce annual costs by \$90,000. For every \$100,000 contributed, the agency reduces the mortgage \$10,000.

Finance Summary:

Purchase Osborne St.	\$1,100,000
Purchase Kearney Ave.	\$ 180,000
Less Rental Credits Earned	\$ 100,000
Net Cost:	\$1,180,000
Less Capital Campaign	
Goal	\$ 200,000
Mortgage Goal	\$ 980,000

To learn more about the Capital Campaign or to check our status:

cayugacenters.org/live

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Giving Opportunities

Cayuga Centers thanks the many individuals, businesses and foundations who make contributions to the agency so that we can enrich the programs we offer. Whether a one-time or recurring gift, legacy gift, bequest or Memorial gift, your gift helps support a youth in treatment, an individual with special needs, a family in crisis.

And when you shop at smile.amazon.com, Amazon donates a portion of the purchase to the agency.

Cayuga Centers is a 501(c)(3) not for profit. All donations are tax deductible to the fullest extent allowed by law.

To find out more about giving opportunities, contact Tim Kelly, Major Gifts and Fundraising Specialist, at 315-253-5383, X1269 timothy.kelly@cayugacenters.org

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Respite: A short period of rest or relief

Cayuga Centers Services for People with Developmental Disabilities includes Weekday and Weekend Respite Programs for Cayuga County and surrounding areas. The program serves families of any aged individuals with a developmental disability still living at home. The programs provide respite for caregivers while encouraging socialization, physical and sensory activities and recreation for individuals.



“He loves going to the little house and staying with his other family.’ The Weekend Respite program adds another level to his life experiences.”

Mary, Respite Parent

Part 4: Know Your Mission— Serve The Underserved and Grow

“ Ed’s message continued...

To serve youth, families and individuals. To address the needs of the most vulnerable. To grow out of your comfort level and extend yourself into geographic areas where there is a need. To go after million dollar contracts based on the belief that you are offering the best programs available. To win some, and to lose some.

This has been our year. Small steps. Large visions. And the day to day grit to accomplish our goals.

We have grown to 545 employees serving many diverse programs in many diverse locations, from administrative and support staff at the Auburn headquarters to the program and support staff in each of our locations. This message is for you:

‘Never doubt that a small group of thoughtful, committed people can change the world. Indeed it is the only thing that that ever has.’

Margaret Mead

Remember our mission... ”

Respite: Why This Program Matters

“The Weekend Respite program gives my daughter the opportunity to socialize with others who are like her, to share new experiences, and to experience there is life outside of the family. It offers all of us a much needed break. I don’t need a break from my daughter. I need a break from cerebral palsy and all that it brings in its wake. The Respite Program makes a huge difference in the life of my family.”

Kelly, Respite Parent



NIKKI & ROB

FOSTER PARENT STRONG



JEFF & JOE



CAROL

They welcome troubled youth and find the best in them. That's Foster Parent Strong.

This year, Cayuga Centers unveiled a new foster parent recruitment campaign dedicated to the real foster parents who play a vital role in working with our foster youth and their families. Titled **Foster Parent Strong**, the new campaign rolled out in Central New York, Manhattan, Palm Beach County and Delaware through media stories, poster distribution and Facebook advertising.

Currently through the agency's foster care and Treatment Family Foster Care programs, there are close to 550 foster families who have been trained, certified, and have welcomed numerous foster youth into their homes. Each foster parent tells a different story about why they do what they do, and how the rewards outweigh the challenges of working with troubled youth.

These foster parents are an integral part of our success and growth this year. While foster parents receive a monthly stipend, we have never heard one say that money is the motivator. They tell us, in many ways, they will not give up. They will find ways to get a child on a new path. They will embrace that child, and move them to success. They are **Foster Parent Strong**.

Palm Beach Foster Care

In Palm Beach, Cayuga Centers has certified 9 of the 12 foster homes in Phase 1 recruitment. The goal is to have 48 homes specializing in providing enhanced foster care.

ChildNet Inc., the agency that oversees foster care programs in Palm Beach County, recently sent special recognition to the staff.

“ I wanted to recognize the excellent work by one of our Palm Beach enhanced providers, Cayuga Centers. In one month, they have managed to double their foster home capacity! For an Enhanced agency and new provider, this is fantastic! ”

Wendy Smith, ChildNet Inc.
Director of Foster Home
Recruitment and Licensing

Delaware TFFC

Cayuga Centers now has a contract with the State of Delaware to open 12 Treatment Foster Care beds serving the state. Recruitment for foster homes began late Spring, and the first foster parent trainings are underway.

Remembering Fred...

Frederick N. Richardson, Cayuga Centers' Board of Trustees Member since 1988 and Board Chair since 1997, passed away August 26, 2016.

Superlatives will fail to express Fred's vision for his community and his tireless efforts to make our community life a better life. Fred lived a life of achievement that includes:

A long and respected career with the NYS Department of Corrections;

A long-term supporter and role-model for youth at Booker T. Washington Center;

An active voice for local and national efforts of the NAACP;

The Director of the City's Human Rights Commission;

The compassionate Cayuga Centers Board Member and Chair dedicated to building a network of services and programs to help youth, families and individuals for many more years to come.

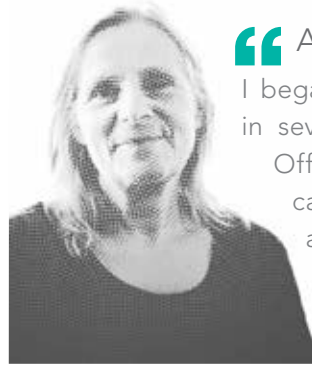
We refer to Fred as a pioneer, a mentor, a man of devout purpose.

And we celebrate Fred and his life so fully lived.



Changes

Responding to program expansion and new opportunities, the agency has restructured its top level management, and has added a Department of Strategic Growth. Meet the new Chief Officers.

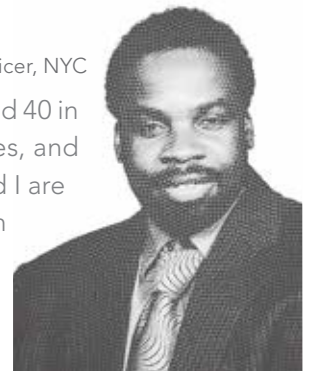


“ Ann Sheedy, LMSW, PhD / Chief Operations Officer, CNY

I began my career at Cayuga Centers in 1991, working in several positions, including Deputy Chief Executive Officer, until 2002. As I pursued other career goals, I came to realize that Cayuga Centers and the agency's approach to treating troubled youth and families was the gold standard for what a human service organization should be. I am extremely excited to return and be part of the next chapters.”

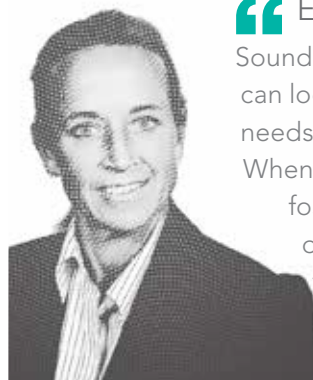
“ Troy Brathwaite, LMSW / Chief Operations Officer, NYC

Just three years ago, the Bronx and NYC offices served 40 in foster care. Today, we have 467 certified foster homes, and touched the lives of 1700 youth this year. My staff and I are committed to the quality and depth of our services on a day to day basis. This supports our CEO, Edward Myers Hayes, so that he can concentrate on new growth opportunities. These are exciting times.”



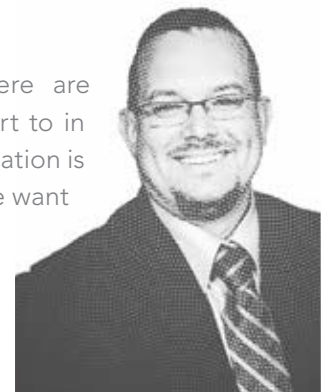
“ Elizabeth Palin, CPA / Chief Fiscal Officer

Sound growth relies on sound fiscal management. Yes, you can look at any kind of growth as a risk, but a Fiscal Officer needs to have the ability to understand the opportunity. When we had the opportunity to open the short-term foster care program for unaccompanied children, others saw an opportunity to grow. I had to study the fiscal opportunity – was this a sound direction for this agency? That one program has had incredible impact on the agency we have now become.”



“ Nate Spieker, MBA / Chief Quality Officer

For every program and contract we have, there are numerous regulatory agencies that we must report to in order to show we are in compliance. The documentation is on-going. The regulations are always changing. We want to be transparent. We want to be pro-active with risk management. We need to be poised to take corrective action. It takes a full-time staff of 12 to meet our compliance goals. Yes, we are growing, but we are also prepared for growth.”



Financial Review (Unaudited)

July 1, 2015 to June 30, 2016

Operating Income	
Programs and Services Fees	\$34,054,102
Other Income	40,023
Contributions	51,561
Interest & Dividends	1,189
Total Revenue	<hr/> 34,146,875 <hr/>
Operating Expenses	
Residential Treatment Programs	6,257,771
Treatment Family Foster Care	3,038,600
Functional Family Therapy	1,762,617
Multisystemic Therapy	597,150
Family Resiliency Programs	308,510
SPwDD Programs	3,374,764
Monroe Youth & Family Center	161,712
Unaccompanied Children	14,017,959
Management & General	4,532,426
Total Operating Expenses	<hr/> 34,051,509 <hr/>
Income before Depreciation	95,366
Less Depreciation	<hr/> 255,370 <hr/>
Net Income (Loss)	<hr/> \$ (160,004) <hr/>

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