



Each of these hands tells a story.
Cayuga Centers lives in each story.

cayugacenters

2012-2013 Annual Report

To our Cayuga Centers friends,

“Stories need to be told and every voice needs to be heard.

It’s how we create history and lore.

It’s how we learn...

Cayuga Centers has 161 years of stories - some happier than others, and many moving beyond words. We work with youth and families to help them find a voice. And we listen.”

Edward Myers Hayes
President and CEO



Meet Luis.

His hand (above) is on the Success Wall (pictured on the front cover). Read his story on page 5.

Once upon a time, an orphanage was founded for destitute children who could not speak for or take care of themselves. Many chapters later, that orphanage has evolved, broadening its scope to serve troubled youth and families, people with developmental disabilities, and people with mental health issues. Its reach extends with programs across New York State. It is now called Cayuga Centers.

Each year, through our Annual Report, we share our program highlights and achievements. It is good business to report to the community we serve. Yet, annual reports fall short of telling the complete story of our work at Cayuga Centers.

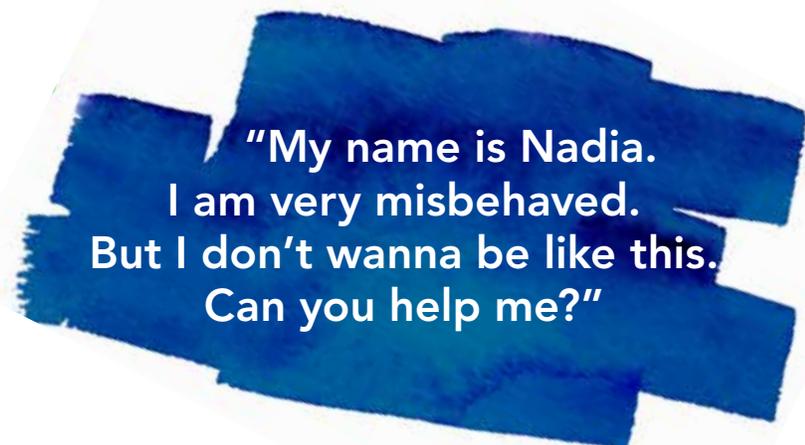
Look at the handprints on the front cover. Each print represents one child who successfully completed our Residential Treatment Program. They entered as troubled young people. They left as changed people. Each hand is a story of a child’s journey, a family’s journey, and a Treatment Team’s journey.

There are many more stories that can be told about our Treatment Family Foster Care youth in Central New York and in the Bronx. There are stories about families who received family therapy services; families who seek our support for their family member who has a developmental disability; and families in need of mental health services.

As you read our highlights, we share some of these stories from Residential Treatment. In each story, Cayuga Centers lives.

Edward Myers Hayes
President &
Chief Executive Officer

Frederick N. Richardson
Chairman, Board of Trustees



From a note left in the comment bowl of Cayuga Centers Monroe Youth and Family Center in Rochester, NY.

Cayuga Centers 2012-2013 Highlights

At Cayuga Centers Central New York:

Named the Non-Profit of the Year by Cayuga County Chamber of Commerce;

New satellite office to accommodate expansion in Oswego County, including development of a new Community-Based Intervention, the Re-Think Program based on Rational Living Therapy;

Expanded staff training to support Trauma System Therapy (TST), an intense therapy approach used for Residential and Treatment Family Foster Care Programs. (See more on Page 4);

New recruitment campaigns for Treatment Family Foster Care. (See more on Page 5);

Tripled Medicaid Service Coordination (MSC) in Onondaga County, expanding the Syracuse office location;

New satellite office in Utica, NY;

Established a Development Team that includes Public Relations and Marketing, Corporate Communications and Fundraising strategies.

At Cayuga Centers Bronx:

Increased Treatment Family Foster Care beds through Administration for Children's Services (ACS);

Growth in programs geared to supporting teen moms and transgendered youth.

At Cayuga Centers Monroe:

Established family therapy and mental health satellite offices within Panorama Pediatrics Group and Northeast College Preparatory High School;

Sponsored forum discussions addressing long-term impact of violence on community life.

"I am changed..."

On Wednesdays, there is a group meeting at each cottage. It's a meeting of youth peers and cottage staff that encourages talking about issues with respect. At some group meetings, a peer may ask to be moved to the next phase of treatment. This is one of those stories...

The young man moved to the 'throne seat' in the center of the group and opened his composition book. He studied the words he had written. It was difficult to begin. Finally, he read:

"I think I should be able to move to the next level because I am different than I was before...I know there were times when I couldn't deal with things, and I did not act like I should...I have worked hard on my coping skills...I want to be a leader of my peers...I am changed..."

Each of his peers asked questions about how he would handle situations in the future, and how he would keep moving in a positive direction.

The young man was asked to step away so that the group could talk in private and take a vote. When he returned, he got the news: "We vote yes for you to move up. Don't let yourself or us down."

A Leader In Evidence-Based Treatment Programs

Cayuga Centers At A Glance

\$17 million budget

288 employees

Headquartered in Auburn, NY with locations throughout Central New York, Monroe and Bronx Counties

Services include:
Residential Treatment

Residential Substance Abuse Treatment

Treatment Family Foster Care (TFFC) - CNY and Bronx

Functional Family Therapy (FFT)

Multisystemic Therapy (MST)

Family Resiliency Programs

Respite Services for People with Developmental Disabilities (SPwDD)

Medicaid Service Coordination

Monroe Youth & Family Center – Rochester

In the past year, Cayuga Centers served over 1400 youth and families.

Cayuga Centers is nationally and internationally recognized for its implementation of evidence-based programs for youth. Cayuga Centers was the first agency in the nation that offered three “T” evidence-based programs: Functional Family Therapy (FFT), Multisystemic Therapy (MST), and Multi-Dimensional Treatment Foster Care (MTFC). MTFC has been modified to a research-informed model, Treatment Family Foster Care (TFFC). FFT and MST continue as Community-Based Intervention programs.

Advancing Treatment with Trauma System Therapy

A youth who has experienced trauma is at risk of emotional and behavioral problems. This disrupts healthy development. Trauma System Therapy (TST) is a treatment model we are developing with the NYU Child Center. TST provides the opportunity to understand what is driving the behavior of the youth so that Treatment Teams can develop more effective Treatment Plans.

Trauma is defined as single or chronic exposure. TST focuses on:

- The type of traumatic event;
- The sources of the trauma;
- The reactions to the trauma;
- The trauma’s effect on behavior and emotion;
- Tools to self-regulate.

“Cayuga Centers uses Trauma System Therapy as a fundamental part of our Treatment Plan. What does it bring to treatment? It changes the way we approach building a Treatment Plan. Others ask, ‘why would a youth do that?’ We ask, ‘what happened to you?’ When you ask that question, you discover the trauma that is driving the behavior.

Treatment Plans using TST address the trauma and give the youth the tools to self-regulate. I am amazed by how resilient our youth are. They want to feel better. They want to move on.”



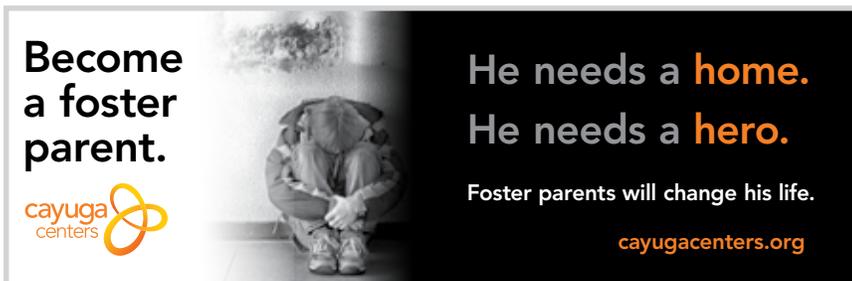
Alexis Glennon
Director of Clinical Services

One Goal: Recruit Foster Parents

Cayuga Centers provides Treatment Family Foster Care programs in CNY and the Bronx. TFFC is a research-informed model. Treatment Plans are developed for each youth who are matched with highly trained Foster Parents. Our TFFC programs are proven, cost-effective alternatives to placing youth in a group or residential treatment program.

Recruiting the right Foster Parents is crucial to success. This year, two new recruitment campaigns were developed. They share the same message, but the visual is decidedly different to best suit the two locales. CNY is considered more rural, and youth placed are younger. The Bronx is an urban, culturally diverse community, and foster youth are up to 21 years old.

The campaign included mailings, poster distribution at community events, bus billboards, and print advertising in newspapers and magazines.



Become a foster parent.

He needs a **home.**
He needs a **hero.**

Foster parents will change his life.

cayugacenters.org



**He needs a home.
He needs a hero.**

Foster parents will change his life.

Become a foster parent.

Marie Hernemar
Homefinder
(718) 860-1656 Ext 1602

cayugacenters.org



Meet Luis



Just two years ago, Luis lived a reckless life. Estranged from his mother, he was a homeless and angry young man who hung out with others like himself. He had a criminal record. In a tragic accident, he lost his lower arm. After several arrests and juvenile placements, Luis entered Cayuga Centers Residential Treatment Program.

He was angry about the placement, but soon confided to Jay Cameron, one of his Recovery Care Workers, that he was also relieved. He had a place to sleep at night. He had food. Jay says he also had great mental and physical perseverance, committing himself to doing better, learning more, and teaching himself to use his one hand as if he had two. He amazed his peers with the tricks he could do with a basketball.

Luis was moving in a positive direction, meeting his goals. As he progressed through the program, Luis reached out to an uncle. They began to communicate regularly and to plan for the future. Luis graduated from the program in July and is now living with his uncle. He has a plan to get his high school degree. He has begun rebuilding his relationship with his mother.

According to Jay, Luis continues to call the cottage every week to check in with staff and to send messages of support to his peers. "He worked hard to move on. I know Luis will never give up."

Joining the Wall of Success



Kiara dreams big. She is either going to be a marine biologist or a fashion designer. But first, she needs to complete the residential program, move back home with mom, and finish high school.

Kiara's handprint will be going up on the Wall of Success very soon. She eagerly tells her story:

"I was bad, really bad, and I didn't care. I really hurt my family. My mom and I didn't get along at all. So I hung out with people who I knew were doing bad things. I knew I was going to get into trouble, but I didn't care."

For the past 8 months, Kiara has worked through many issues with her Treatment Team in the Residential Program. She has participated in individual and group therapy, as well as therapy with her mother. Because her mom has been so involved with the treatment, the two have made great improvements in their relationship. Kiara and mom are ready to reunite in their home.

Kiara's Therapist, Alexis Glennon, says the positive turnaround is due to the effort that both Kiara and her mother put into treatment. "They are both committed to re-building their relationship. This is a happy ending."

Spotlight on Monroe Youth & Family Center

"We did not know what to expect when we came to the Monroe Youth and Family Center. We certainly didn't expect how beautiful it is, or how comfortable we felt. But the real story is how you helped our son. He so desperately needed help and we needed to cope. Thank you for being here and helping us. You are a Godsend."

A mother's note to Cayuga Centers Monroe Youth & Family Center



Monroe Youth & Family Center, a licensed mental health clinic, has served 900 youth and families since opening two years ago. The Center also includes FFT and MST clinicians who provide home-based therapies to families in Monroe and Ontario Counties.

The mosaic mural at the MYFC entrance was conceived by staff and translated by artist Valerie Alaimo.

Services for People with Developmental Disabilities

"When a family includes a child with developmental disabilities, the family has very special needs. I am very proud of the respite programs we have developed. These programs serve all ages of children and adults with disabilities still living at home. Our consumers thrive, and are able to socialize and interact while their family members can take a scheduled break. This year, we developed a series of recreation nights for our consumers and their siblings. It is a one-of-a-kind program."

Shannon Abate, Vice-President, SPwDD

Recreation Night
for individuals with developmental disabilities and their siblings

6-8 pm
3rd Wednesday of each month
Cayuga Centers Rec Center
210 Osborne Street, Auburn

Upcoming 2013 dates:

- September 18
- October 16
- November 20
- December 18

Upcoming 2014 dates:

- January 16
- February 20
- March 20

- Relax with peers
- Use workout equipment
- Play in the gym
- Try a Wii game

Please provide on-site assistance if the individual requires help.
Transportation is not provided.

Questions? Contact Dave
253-5383, Ext 1401 or Ext 1227

cayugacenters.org

"I like to go and play games and my brother gets to go with me. He has met all of my friends."

Anthony, an SPwDD consumer, talking about the recreation program that includes siblings.

Financial Review

July 1, 2012 to June 30, 2013 "Unaudited"

Operating Income

Program & Service Fees	\$15,976,522
Other Income	293
Contributions	65,298
Interest & Dividends	14,317
Total Operating income	\$16,056,430

Operating Expenses

Residential Treatment Programs	\$5,319,132
Multi-Dimensional Treatment Foster Care	3,050,184
Functional Family Therapy	1,794,677
Multisystemic Therapy	432,705
Family Resiliency Programs	555,666
SPwDD Programs	1,776,319
Monroe Youth & Family Center	1,841,084
Management & General	1,938,462
Total Operating Expenses	\$16,708,229
Change in Market Value of Endowment	(539,954)

Contributors

Foundations

- Allyn Foundation
- Cayuga Community Fund
- Fred L. Emerson Foundation
- Kiwanis Club of Auburn
- M & T Charitable Foundation

Businesses

- Adams Insurance
- Auburn Permanent Fireman's Benevolent Association
- Buffington & Hoatland, CPA
- Chantelle Marie Lakehouse/ Yantch Plaster and Stucco Systems, LLC
- Coburn Design
- Connor Fence
- Excelsus BlueCross BlueShield
- Expert Tire
- Finger Lakes Radio Group
- Gay & Son Agency, Inc.
- INFICON
- Karpinski, Stapleton, Galbato & Tehan, P.C.
- Mission Investments, LLC
- Nucor Steel Auburn
- Relph Benefit Advisors
- Rx City Pharmacy
- SEIU, Local 200United
- The Citizen
- Wegmans
- Windstream



Renovation of the Emerson Cottage Kitchen is complete. Residents Jordan and Keyarah make banana bread.



101 Hamilton Ave.
Auburn, NY 13021



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Contacts

Cayuga Centers Auburn

101 Hamilton Ave., Auburn, NY 13021
Ph: (315) **253-5383** • Fax: (315) **253-7278**

Cayuga Centers Monroe

175 Humboldt St., Rochester, NY 14610
Ph: (585) **546-1960** • Fax: (585) **546-1963**

Cayuga Centers Bronx

250 Walton Ave., Suite 2N, Bronx, NY 10451
Ph: (718) **860-1656** • Fax: (718) **860-1657**



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