



ANNUAL REPORT 2024


ICAN has grown and more great things are on the horizon! We work with families, which are ever-changing and infinitely unique. And for that, we need to be nimble, bold and aware.

We are constantly assessing the needs of families and communities and responding with big moves and creativity to fill the gaps. That we promise.

OUR MODEL IS BUILT ON INNOVATION

With significant growth comes significant responsibility, and we face that head on with enthusiasm. Our focus starts within, and ripples out to where we are poised to be a leader in increasing the health and well-being of communities for generations to come.

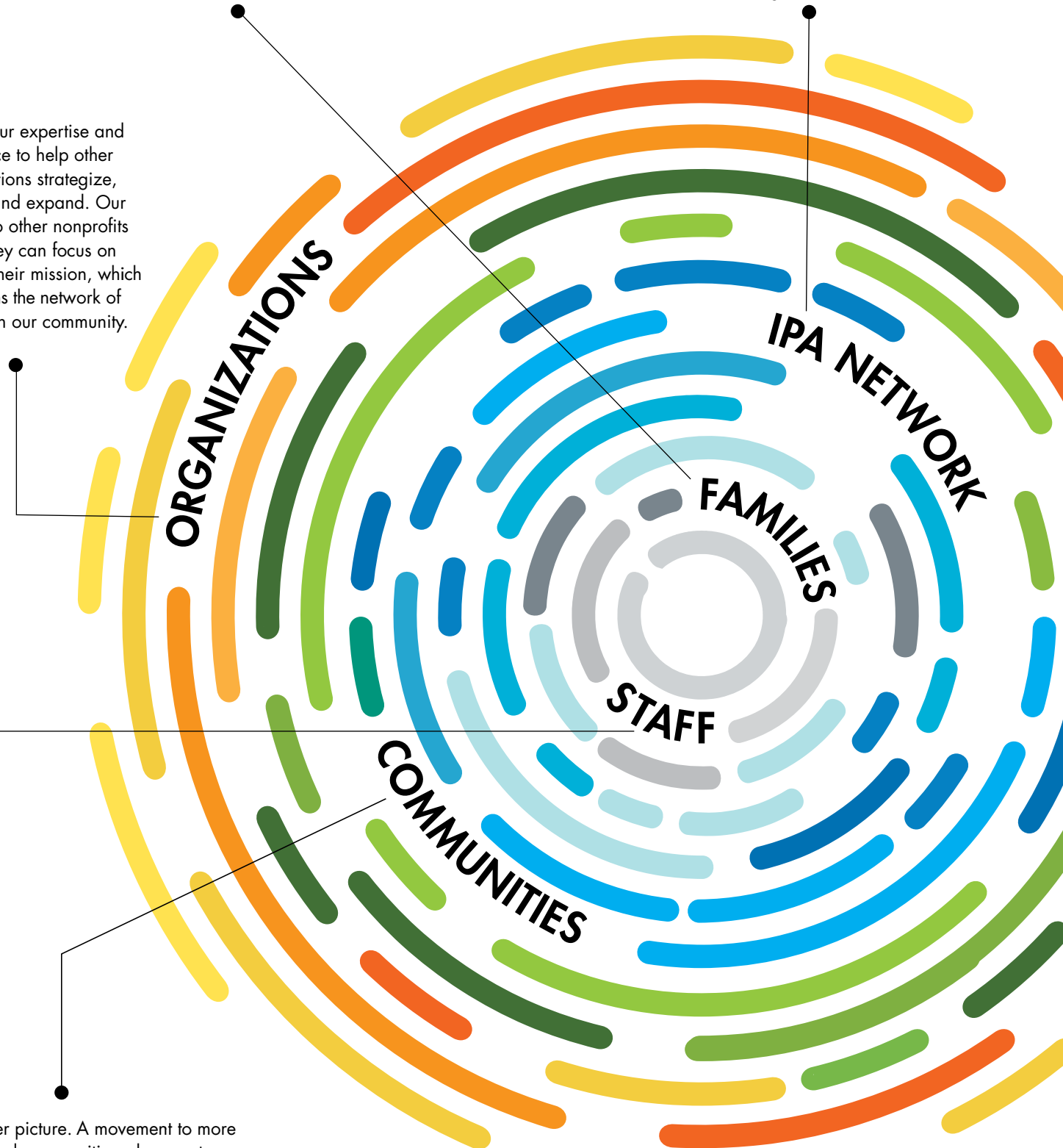
Making ICAN a sought-after place to work with a family-first culture has resulted in a workforce that has what they need to help themselves, and the families we serve remain supported and resilient.



Our work may start with a single child or adult, but the family as a whole is at the forefront always. When families have support to function successfully, we all move forward more positively and confidently.

We need a village. Our IPA consists of over 40 agencies (350 individual providers) who contract with ICAN to provide the support they need to provide high quality services to individuals of all ages.

We use our expertise and experience to help other organizations strategize, operate and expand. Our support to other nonprofits means they can focus on fulfilling their mission, which strengthens the network of services in our community.



The bigger picture. A movement to more empowered communities where systems work for the people and people are successful within the systems. Supported employees, helping create strong families, leads to communities that thrive.



The past ten years
as CEO/Executive
Director have been
everything you'd
expect and more...

CHALLENGING. EXHILARATING.
SUCCESSFUL. REFLECTIVE.

Surrounded by great support at work
and at home, I am so proud of the work
ICAN has done and continues to do.

2024 Board Members



Dr. Lynn Kattato
Board President



Sarah Lam
Vice President



Rob Swenszkowski
Secretary/Treasurer

Another year of growth, change, opportunity and movement!

2024 was a year of reflection for me, as I celebrated a decade as CEO/Executive Director. I started in 2005 as a family service coordinator when our agency name was Kids Oneida. We could hold our entire holiday party at one table at a restaurant, and now we are over 300 employees who work every day in 13+ ICAN buildings, as well as schools, at a children's museum, at a sports complex and other locations throughout the region. I'm grateful, I'm in awe, and I'm motivated now more than ever to stay on the path of providing essential supports and services for children, families, systems, small businesses, communities and other organizations.

The world is a challenging place right now. ICAN is not just the name of our organization, but a way of life. We CAN do incredible things!

A highlight for me once again this year was being named the Best Place to Work by the CNY Business Journal. That award is given based on employee input, which makes it extra special to me, knowing that we're building a place that our people enjoy coming to and where they can do the work they are passionate about.

I want to thank our board of directors, who innovate alongside us and help steer us forward with trust, expertise and belief.

This report will bring us back to the basics, showcasing our services and how our incredible growth over the past decade enhances our mission. But it will also highlight the vision we have of becoming a catalyst for bigger societal and systemic movements, centered in empowerment, support, confidence and of course... INNOVATION!



Steven Bulger, CEO/Executive Director



BJ Adigun

Board Member



Anthony Brindisi

Board Member



JP Kidwell

Board Member



Tatjana Kulalic

Board Member

Our programs address diverse needs, age groups, geographic locations and life situations. *The common thread?* We work where people need us most, in the ways they need us most. When families are supported, stable, confident and empowered, they move forward...

...at home

...in the
community

...in school



INNOVATIVE MENTAL HEALTH AND BEHAVIORAL HEALTH SERVICES

These critical programs are the core of ICAN

They provide individualized and non-traditional services and care to the highest risk individuals and families with social, emotional, mental health and behavioral challenges. We provide the most intense mental and behavior health services – full Wraparound care which ranges from clinical care and care coordination to one-on-one mentorship. Additional services range from innovative early intervention, preventive and diversion services to educational and social supports, including linkage to community, medical and social resources.

Multidisciplinary teams work together to provide Community Psychiatric Support and Training (CPST), Psycho-social Rehabilitation (PSR), Family Support and Training (FST), Peer Support, Other Licensed Practitioners (OLP) and more to prevent out-of-home placement, pave the way for family reunification and help individuals become healthy and successful.

Kids Oneida

Wraparound services to keep families together in situations where children with complex behavioral health needs are at risk of out-of-home placement

239 individuals served

94.5%

remained at home with their families

Youth ACT

Supports children with complex mental health needs and their families who experience mental illness, significant trauma, and psychosocial stressors

32 cases served

90%

were closed, stabilizing kids and keeping them out of a higher level of care

Kids Herkimer

Early intervention, preventive and intense mental and behavior health services in Herkimer County

142 families and 300 youth served

95%

success rate preventing out-of-home placement

Home-Based Crisis Intervention (HBCI)

Short-term intervention and stabilization for youth and families in crisis

398

contacts

100%

of youth served had no ER or hospitalizations at the one month follow up visit

Children's Health Home

Coordination of primary care, behavioral health treatment, dental services and community supports for children ages 0-21 with complex health or behavioral health needs

74 referrals

307

received services

Adult Health Home

Serving those 21+ who face severe mental illness, HIV/AIDS and/or two or more chronic medical conditions

368 referrals

800

received services

Child and Family Treatment and Support Services (CFTSS)

Individualized supports for children with mental and behavioral health and substance use needs

800

children and families served

Community Oriented Recovery and Empowerment (CORE)

In-home and in-community services for adults with serious mental illness and/or addiction disorders

357

unduplicated adults served



EVIDENCE-BASED PARENTING PROGRAMMING FOR ALL STAGES

Providing a myriad of services for parents and children

Getting children and their caregivers off to a great start prenatally into early childhood and assisting when situations are challenging. These programs focus on education, knowledge, guidance and information, nurturing parents to raise children who are meeting milestones and who are happy, supported and thriving.



Healthy Families

Free and voluntary home-based services and resources designed to assist expectant families with creating a healthy home

Oneida County

3,031

home visits completed

144 families

enrolled (up 21% from 2023)

Montgomery and Schoharie Counties

In its first year of operation, enrollment doubled the last six months of 2024

121 referrals

37 families

Evelyn's House

Joint transitional and rapid rehousing program for homeless women, aged 16-24, who are pregnant and/or parenting

33

mothers and dependents supported

100%

of residents were connected to health care services

86%

successfully transitioned to stable housing upon exit

89%

of children met age-appropriate developmental milestones

Nurturing Parenting Program

Supervised Visitation builds healthy connections between children and their non-custodial parent during periods of family separation

40 families served

379 visitations

observed

Parenting Education Classes are a family-centered trauma informed initiative to build nurturing skills as an alternative to abusive/neglectful parenting practices

31 referrals

19 parents and caregivers graduated



SCHOOL AND COMMUNITY INITIATIVES

We integrate support EVERYWHERE our clients are

The greatest successes in our Wraparound services are achieved when we can support individuals right where they are – at home, at school and in the community. We provide programs embedded in schools, have abundant training and education offerings, and outreach services to those who are at the highest risk.

Community Education and Training

ICAN teams deliver tailored training to schools, families and professionals

407

training sessions delivered to

9,967 students

2,849 educators

267 parents

30

school districts across New York State received training from ICAN staff

School Based Services

Programs provided in educational setting help students with social and emotional needs improve their classroom behavior and academic performance, leading to long-term success

72

ICAN staff embedded in schools, supporting thousands of students in more than

37 buildings

10 school districts, BOCES and colleges

67%

increase in number of districts served

50%

of current districts expanded ICAN services

SNUG

Statewide, evidence-based gun violence reduction program to work directly with the highest risk individuals in the city of Utica

50%

From 2023-2024, shootings in Utica decreased by half

393

hours of neighborhood canvassing

544

in-person contacts with participants

12

major mediations were facilitated by SNUG staff

Street Outreach

Locates street homeless individuals to connect them to services and assist them with finding housing.

136

unduplicated unhoused individuals served

69%

presented with mental health disorders





**FAMILIES ARE
COMPLEX.
NEEDS ARE VARIED.
SOLUTIONS ARE
CUSTOMIZED.
THE OUTCOMES
ARE GREAT!**

The diverse array of clients and unique situations we work with makes it almost impossible to succinctly illustrate what our 300+ staff makes happen each day.

Here is a snapshot of “ICAN in action” to give you a glimpse into our incredible work and impact on individuals and families.

CHALLENGES WE SEE...

No individual, family or situation is the same – people come to ICAN with various challenges, behaviors and needs.

- Many forms of trauma
- Mental illness
- Substance abuse
- Child abuse and neglect
- Physical and verbal aggression
- Chronic unresolved stress
- Chronic medical conditions
- Challenging classroom behavior
- Poverty
- Difficult living situations
- Need for necessary life skills
- Homelessness
- Food insecurity
- Families in crisis
- Street violence
- Teen pregnancy

Our team gets...
planning and...

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- Tra
- Help

ACTIONS WE TAKE...

s to work – assessing, addressing immediate needs, listening,
d providing Wraparound services to benefit the entire family

ond to urgent needs and ensure safety
ess each family's unique strengths and needs
ate personalized treatment and success plans
uild network of community supports
Assist with navigating complex systems
Provide clinical services

- Medication Management
- Address ACEs (Adverse Childhood Experiences)
- Partner with IPA providers for individualized services
- Intervene early to prevent crises

Advocate for educational needs
Teach positive life skills
Keep families together
Provide in-home services
Transition individuals to safe, stable housing
Families build natural support networks

OUTCOMES WE CELEBRATE!

Successes – large and small – are celebrated every day as those
we work with move towards self sufficiency and success

- Youth thrive in home, school and community
- Increase school attendance and participation
- Learn and use positive coping mechanisms
- Ability to self regulate emotions
- Increase motivation to change
- Maintain sobriety
- Practice mature judgment
- Increase positive parent-child interactions
- Children successfully remain at home with family
- Successful transition to adulthood
- Stronger family units
- Grow individual resiliency
- Create positive social support networks
- Develop pathways for successful career goals
- Increase self-sufficiency
- Achieve lasting change



**SUCCESSES COME
IN ALL SIZES.
THEY LIVE IN THE
SMALL MOMENTS.
AND IN THE BIG
“AHA!” MOMENTS.
AND THEY BUILD
OVER TIME.**

These snapshots are just a handful of many stories at ICAN that illustrate our every day impact at home, in schools and in the community.



Student turning it around!

A 6th grader with a history of aggression and suspensions worked with a Behavioral Support Specialist on emotional regulation and improving behavior by identifying strengths. Now, he is President of Student Council, has taken up playing violin, works at the school store and spends time reading to kindergartners. Helping this student find creative ways for him to build on his strengths has been life changing in a very short timeframe.



Working through loss and grief

A 14-year-old in Intensive Preventative Services was struggling with the devastating loss of her brother. Her distress led to severe school avoidance and trouble with peers in the community, resulting in being on probation. Connected with ICAN through a CFTSS referral, she began working with a therapist and her family supported her with home-schooling. The combination of therapeutic support, educational flexibility, her maturing decision making and family commitment helped her transform. She is more engaged and stable and shows remarkable resilience.

Paying it forward to parents

In Nurturing Parenting Class, a father shared that he never realized how much his children were picking up from his negative behaviors and is trying hard to change the way he reacts to things so his children have a better example to follow. Another father offered to come to speak to the next class to share that he knows exactly where they are coming from and how angry they are. He wants to encourage other parents to stay with it, to let their guards down and to be open to learning.



Creative outlets process emotions

An IPA provider picked up a 10-year-old girl from school where she had gotten in trouble for rudeness in class. The mood was tense. Rather than focusing on the negativity, she drove to a park and brought out card-making supplies. The mood lifted, and the girl focused on the creative task at hand. To the mentor's surprise, she wrote a heartfelt mini-book to her teacher apologizing for her actions, acknowledging her mistake and expressing her love for school. The next week, the girl returned with a bright smile, sharing that her teacher had loved the card and, in return, had made her a card that read, "I'm glad you're my student." This experience highlights the power of creative activities in helping children process emotions, reflect on actions and foster positive growth.



Support when family is a country apart

A mother wanted a better life for her family. She came to the U.S. by herself while pregnant, found a job and started the visa process for the others. Then COVID hit. Alone during a pandemic and giving birth to her second child took a toll on her mental health. Healthy Families assisted her in getting help for her depression. The family was eventually reunited around Thanksgiving, and having spent all of their savings on the process, they weren't able to get presents for the kids for the holidays. ICAN's Adopt a Family Program helped them have an amazing first Christmas together as a family in the U.S.!

Getting adults back on track

A 57-year-old was homeless and unemployed, living with a friend on the floor on an air mattress and her mental health was declining. ICAN helped her complete Section 8 paperwork and within four months, she was in her new apartment. ICAN continued to assist with getting needed furniture, along with setting her up with a counselor and psychiatrist which assisted her with proper medication management. She obtained a full time job, is committed to maintaining her mental health and continues to want better for herself. Many times consistency, coupled with making connections that help make incremental progress, is just the thing our adult clients need to get and stay on track.





Alignment, support and partnership makes all the difference

Partners, funders, agencies and community leaders in many diverse organizations throughout the region and the state contribute to the success of ICAN. Some are relationships that have been thriving for close to 30 years, and others are new, helping us expand geographically and programmatically. Together, we are thought leaders, innovators and developers, creatively and strategically helping families.



Innovative... always!

Our staff and member agencies are always hearing new and innovative ideas from ICAN, whether it's more efficient and sustainable models of

service delivery, cross-sector partnerships or entirely unique programs to support youth and families. Their team is incredibly knowledgeable, strategic and compassionate. They offer a generous sounding board to others in the field. I know if anyone can make a program work, it's ICAN – they always have an eye to the future and an attitude of "How can we do it?", not "Can we do it?"

Kayleigh Zaloga
Executive Director



NYS Coalition
for Children's Behavioral Health



Focus on supporting students

By partnering with ICAN, OHM BOCES has been able to assist school districts' efforts to provide an array of social

and emotional development and learning supports to their students. ICAN leverages partnerships in order to innovate solutions, specialized services, events and opportunities that reach thousands of students throughout the Mohawk Valley. ICAN's staff care deeply about improving the lives of those they serve, which is evident in their enthusiasm for their work!

Dr. Patricia Kilburn
District Superintendent



Oneida • Herkimer • Madison

BOCES



Mission aligned from day one

From the first day meeting Steve and the team at ICAN, I walked away excited to have great people on my side and on this new team to help bring our dream to life. I never envisioned I would be in the non-profit space, but I'm excited to be here and I am fortunate to learn from them. I love ICAN's strong relationship with school districts - that is an imperative ingredient to success. We believe in the same thing – impacting families and youth and creating something they can forever be a part of.

Latavius Murray
Founder



JON DIAZ
COMMUNITY CENTER



No idea too big or small!

ICAN continues to push the envelope and take measured risks with innovative projects and investments, testing

nonprofit stamina to revenue generate and expand impact. They have become a trusted advisor in the community as we support other nonprofits through similar journeys. ICAN's culture and mission are phenomenal - there is no idea too big or too small. A fresh perspective on nonprofit work, they bring energy and innovation to the nonprofit sector.

Alicia Dicks
President & CEO



COMMUNITY
FOUNDATION



Impactful in all communities and an economic driver

ICAN has incredible impact.

They are not only a trusted non-profit human services partner, but they are also an organization committed to economic development in the communities they serve. In the short period of time they have been in Montgomery County and the Amsterdam community, their services have made a difference in the lives of children and families. I'm excited to continue to work side-by-side with their leadership and staff who are on the ground in our area on growing services and embarking on more innovative projects in the future.

Joe Emanuele

Executive Director
Amsterdam Industrial
Development Agency



Capacity building power

In my role at the Utica Children's Museum, I work very closely with ICAN, whose managed services – like marketing, human resources,

finance and facilities – provide essential extensions to our small team. This innovative approach gives us access to professionals in each of these fields, which increases the capacity of our team and allows us to focus on the day-to-day museum operations. A model like this ensures long-term sustainability for the museum. Our partnership demonstrates how ICAN turns big picture thinking into real community impact!

Meghan Fraser McGrogan

Executive Director





PROJECTS AND PROGRAMS NOW IN ACTION

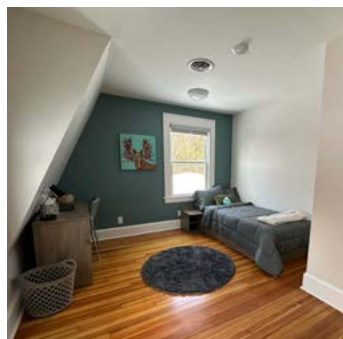
Operational partner for new community center in Nedrow, NY



Jon Diaz Community Center

In May 2024, we announced our new operational partnership with The Jon Diaz Community Center (JDCC) – a new community center in Nedrow, NY founded by NFL running back Latavius Murray and named in honor of his childhood friend who was killed by gun violence. The JDCC is committed to providing young people with access to programs and opportunities in their neighborhood. The community at large will have space for economic opportunities, coordinated social services, health and wellness programs and enrichment activities for people of all ages. At 40,000 square feet, it will feature an indoor athletic facility, an indoor playground, child care, a youth center, a gym with an elevated track and much more. The JDCC is moving towards a spring 2026 groundbreaking.

New short term stabilization program and residence for children in crisis



Children's Crisis Residence

Recognizing that children and families experiencing mental health crisis in our region have nowhere to go except the emergency room, ICAN has created a solution – short term stabilization residence. This is a home where youth are given space and tools to help them recover from crisis, learn to manage life's challenges, build family relationships and successfully return to home, school and their community. They are connected to resources that continue to support them once they return home. Youth come to a safe, nurturing and home-like environment where they can take a break, reflect, and develop coping skills. It is staffed 24/7, has eight single bedrooms, four bathrooms, common areas and outdoor space. Services offered include therapy, medical services, educational support, crisis intervention, family involvement and recreational activities.

New program to bolster operations for non-profit and other organizations



Managed Services Program

For many years, ICAN's leadership team has been sought out for assistance and advice on how we handle everything from daily operations and program details to capital campaign implementation and overall agency growth. In our community, we are trusted experts, are doing the work and have a long history with Managed Services relationships – from bringing programs from the Family Nurturing Center under our umbrella to the reimagining of the all new Utica Children's Museum.

Managed services are good for teams that lack time, particular skills or internal expertise to manage certain business functions. In 2024, we hired our director and laid groundwork for formalizing these services and in 2025 will be offering them to other organizations.

Long term managed services leads to opening of a community asset



Utica Children's Museum

Since 2017, this ongoing project has been one of the largest that ICAN has managed and has included everything from administrative support, site selection, extensive renovation and new construction, exhibit design, rebranding and a multi-million dollar capital campaign. The new museum will feature six galleries and over 60 exhibits that are reflective of our region. It is also a first-of-its-kind co-location between a human services non-profit and a children's museum and is the first to integrate Universal Design principles from concept to completion, assuring comfort and access for all. The museum will be a welcoming, inclusive place – where families can spend time together and kids will have an outlet to learn and socialize. A lifetime of learning will start here... through play!



PROGRAMS CONTINUING GREATNESS



Elevate CNY Sports Complex

Our sports complex opened at the end of 2022, a new hard surface court was installed at the end of 2023 and in the fall of 2024, both indoor fields received brand new turf – a significant investment in the future of the facility and access to four season sports and activities for all. The year also saw increased programming and usage for everything from field trips, practices, games, tournaments, trainings and parties.

Starting at the end of 2024, Elevate welcomed schools that took part in the annual Overcoming Obstacles event, which empowers area ninth graders through team building exercises and provides national guest speakers. Naz Deloach - one of ICAN's Mental Health Ambassadors – was able to integrate into the event, speaking to multiple teams and coaches at practices about the importance of great mental health on and off the field.

Independent Practice Association (IPA)

ICAN's IPA consists of 350+ individuals and 40 small businesses, working alongside ICAN staff and programs to offer Psychosocial Rehabilitation, Counseling, Skill Building, Therapeutic Services, Behavior Management, Peer Support, Mentoring and other essential services to support ICAN clients.

2024 saw a 49% increase in providers, from 214 to 319. Over 69,000 hours of services were delivered with programs like CFTSS, CORE, Kids Oneida and Step Down, playing a pivotal role meeting the needs of individuals. The IPA also supports school districts in six counties and introduced individualized sensitivity trainings to deliver social-emotional skills and enhance student well-being, along with empowering youth through Boys and Young Men's Club, Summer Respite and Supportive Work Groups.

Going into 2025, the IPA will enhance provider training, expand services geographically and continue to strengthen partnerships with schools and community organizations.





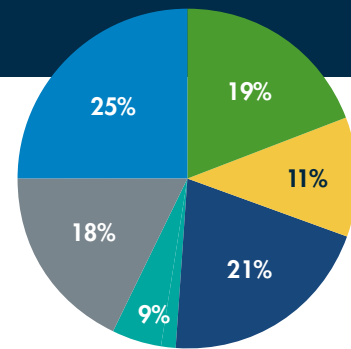
ICAN'S FINANCIAL FOUNDATION

STRONG, STABLE AND POISED FOR IMPACT

ICAN continues to stand on a foundation of financial strength and strategic growth.

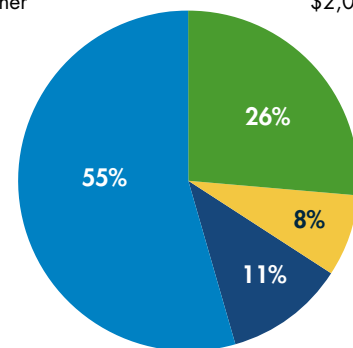
Over the past several years, the organization has seen a steady and impressive expansion of its resources, allowing it to deepen its impact and broaden its reach across the communities it serves. This upward trajectory is more than just a reflection of smart fiscal management—it's a testament to the trust placed in ICAN by its partners, funders and families. Today, ICAN is operating from a place of stability and strength, with the capacity and resilience to invest boldly in the future while remaining grounded in its mission.

As the organization continues to grow, its financial health ensures that ICAN is not only sustaining its programs but is also well-positioned to innovate, lead and respond to emerging community needs with confidence.



Revenue: \$33,824,000

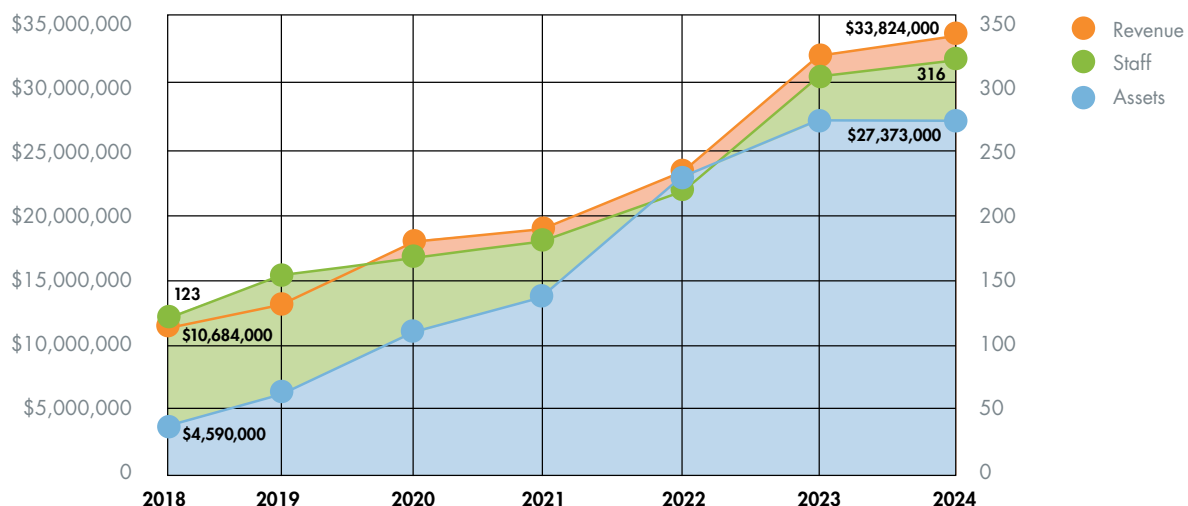
Medicaid Managed Care	\$8,460,000
School-Based Services	\$6,986,000
Grant Revenue	\$6,443,000
County Service Contracts	\$6,094,000
Health Home Care Management	\$3,810,000
Other	\$2,031,000



Expenses: \$33,479,000

Mental and Behavioral Health	\$18,302,000
School and Community Initiatives	\$8,843,000
Parenting Programs	\$2,603,000
Management and General	\$3,731,000

Sustained Growth in Revenue, Staff and Assets



Mission

Empowering Individuals and Families

Vision

Keeping Families Together



Keeping Families Together

310 Main Street
Utica, New York 13501

106 Memorial Parkway
Utica, New York 13501

100 South Main Street
Herkimer, New York 13350

315-792-9039

ican.family

