

# always EVOLVING



The logo for iCan, featuring a green vertical bar with a white dot on the left side, followed by the word "ican" in a bold, blue, lowercase sans-serif font. A small "TM" trademark symbol is located at the bottom right of the word "ican".

2025 ANNUAL REPORT

# ALWAYS EVOLVING

TRANSFORMATIONAL. IMPACTFUL. LASTING. THAT'S **ICAN**.



## FROM OUR CEO/EXECUTIVE DIRECTOR

We are approaching three decades of impact for families, built through the dedication and resilience of our team and community. Growth at this scale brings both opportunity and challenge, and in 2025, we faced one of the most defining moments in our history.

The loss of a major contract supporting Kids Oneida forced us to confront a new reality. In that moment, we had to make a choice. A choice to pivot with discipline, protect our people and stay grounded in who we are. Staff and services were strengthened and our focus on keeping families together remained our priority. What became clear through that process is that our impact is not tied to any single program. It is driven by the principles that define us — wraparound care, family connection, innovation and resilience.

That clarity fueled our momentum. In the same year, we opened the Utica Children's Museum and our Children's Crisis Residence, expanded into Syracuse and launched new programs to meet evolving needs across our region. At the same time, we advanced organizational realignment and began shaping the next phase of our strategic plan. Our 2030 strategic plan is designed for clarity in purpose, scale, sustainability and deeper community impact.

ICAN continues to evolve with intention — adapting to disruption, building new solutions and expanding where the need is greatest. We are not simply growing; we are strengthening our ability to respond, to lead and to deliver meaningful outcomes for families and communities.

With a stronger foundation and a clear vision ahead, we are positioned to expand our reach, deepen our impact and help shape the future of care across the state.

Steven Bulger  
CEO/Executive Director

## 2025 BOARD OF DIRECTORS

*We are grateful to our board for their support and leadership.*

Dr. Lynn Kattato, *President*  
Sara Lam, *Vice President*  
Dr. Robert Swenszkowski,  
*Secretary/Treasurer*

BJ Adigun  
Anthony Brindisi  
Iris Buczkowski  
JP Kidwell  
Tatjana Kulalic  
Dr. Keith Levatino  
Latavius Murray

# GROWTH THROUGH THE YEARS

**2016**

Our immersive School-Based programs start in Madison Oneida BOCES and Herkimer BOCES providing a proactive approach to behavior management within the school setting.



**2021**

Our Social Emotional Hub opens, demonstrating investment in downtown Herkimer.

**2023**

Our Utica City School District System of Care launches, embedding services and staff into all 13 schools.

SNUG Utica begins, expanding the statewide gun violence prevention initiative.



**2025**

The reimagined Utica Children's Museum welcomed 20,500 visitors in eight months.



The Children's Crisis Residence opened. A short-term residence offering a safe, home-like space for youth in crisis to stabilize and build coping skills.

**2016**

**2017**

Managed Services contract with the Utica Children's Museum begins, providing administrative, marketing and fund development.

**2017**

**2019**

**2019**

Embracing our evolution in being "more than just kids and more than just Oneida County" we underwent a rebrand and reemerged as:



**2022**

**2022**



Staff begin to move into the newly renovated Family Resource Center on the Parkway in Utica.



Elevate CNY Sports Complex opens, reviving a community asset and recreational outlet in Westmoreland.

**2024**



**2024**

Jon Diaz Community Center announces ICAN as their Operating Partner.

ICAN Amsterdam office opens, expanding our eastern footprint.

**2025**

**2025 WAS AN EXCITING YEAR OF GROWTH AND CONTINUED INNOVATION!**

# EXPANDING OUR VISION AND FOOTPRINT IN 2025



## Utica Children's Museum

*After years of planning, the reimagined Utica Children's Museum opened on May 1, 2025. In its first eight months, the museum welcomed over 20,500 visitors, sold nearly 900 memberships and engaged over 3,200 kids for birthday parties and field trips.*

The museum has quickly become a regional asset for families, while also strengthening community connection through more than three dozen partnerships with schools, nonprofits and local organizations.

This milestone reflects a long-standing partnership between ICAN and the museum, with collaboration dating back to 2017. Today, ICAN programming is integrated into the space, including the Nurturing Parenting Program, which provides families in supervised visitation the opportunity to build meaningful connections in a supportive environment.



## Children's Crisis Residence

*In February 2025, ICAN opened a short-term stabilization residence, providing a safe, home-like environment for youth in crisis. The program offers space to reflect, build coping skills and stabilize before returning to family and community.*

In its first year, 73 youth ages 7 to 19 were served, including individuals from across the region. A key goal is reducing unnecessary emergency room visits,

and outcomes show strong success, with only three youth requiring emergency room care after discharge.

The program focuses on strengthening family relationships, maintaining connections to school and linking youth to ongoing supports for long-term stability. Operating 24/7, the residence provides therapy, medical care, educational support and crisis intervention in a structured, supportive setting.



# REGIONAL EXPANSION



## Our New Syracuse Office

**ICAN's service footprint expanded with the opening of a new office on James Street in Syracuse in June 2025.**

This milestone represented the latest phase of a dynamic collaboration between ICAN and the Jon Diaz Community Center (JDCC) and serves as a prelude to the construction of the JDCC in nearby Nedrow, NY.

JDCC Founder, NFL running back and Onondaga Central School graduate Latavius Murray, and ICAN CEO/Executive Director, Steven Bulger, led the opening, along with members of ICAN leadership, JDCC board members, representatives from Centerstate CEO and

new neighbors in the building from InterFaith Works of Central New York.

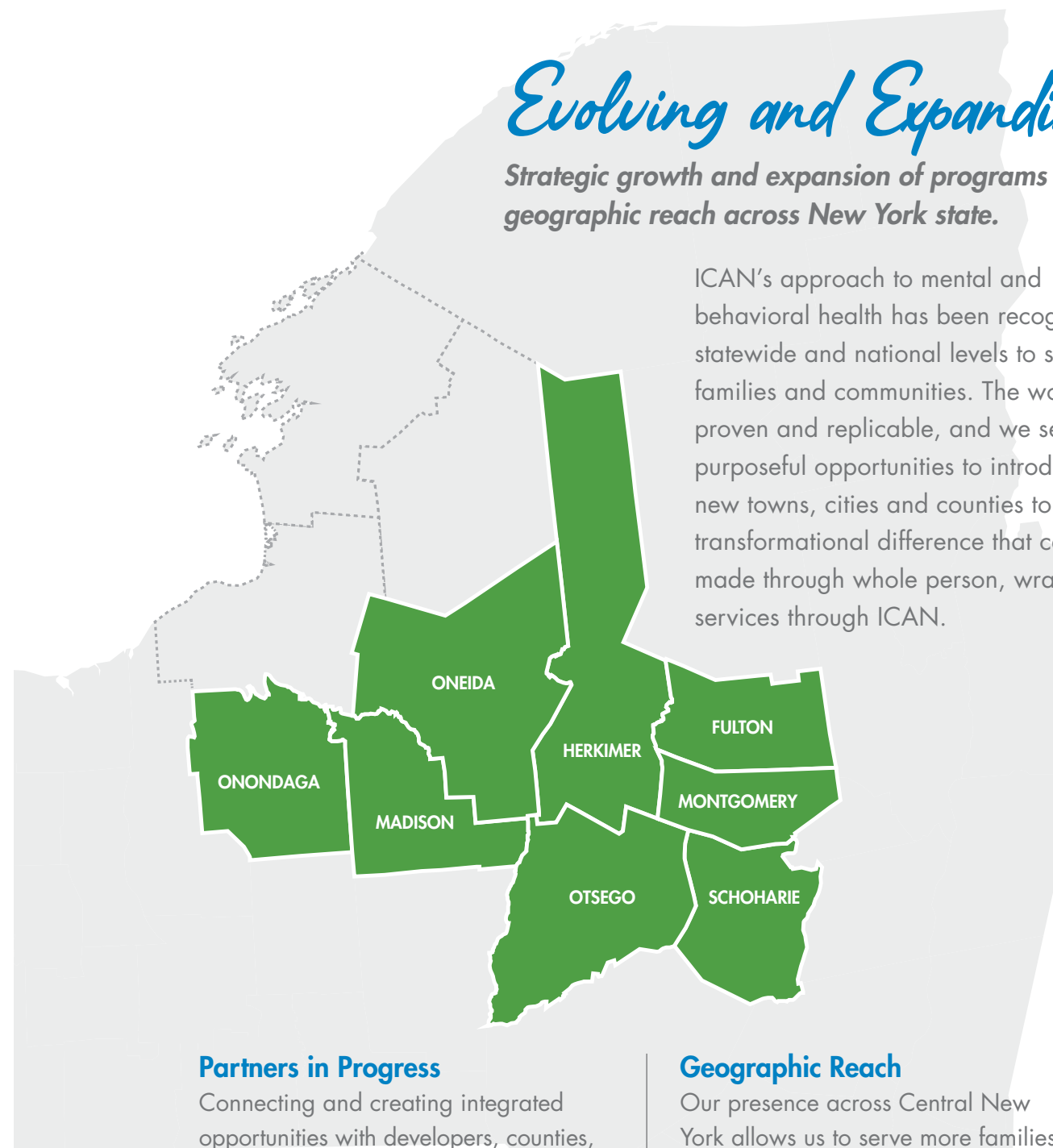
The office houses Social Care Navigators and serves as a convenient drop-in space for ICAN's Quality Improvement and Operations staff. It is used for JDCC start-up support and strategic planning, and as ICAN expands into Onondaga County, additional programs – such as Health Homes and Child and Family Treatment and Support Services (CFTSS) – will have a presence there as well.



## Evolving and Expanding

*Strategic growth and expansion of programs and geographic reach across New York state.*

ICAN's approach to mental and behavioral health has been recognized on statewide and national levels to strengthen families and communities. The work is proven and replicable, and we seek out purposeful opportunities to introduce new towns, cities and counties to the transformational difference that can be made through whole person, wraparound services through ICAN.



### Partners in Progress

Connecting and creating integrated opportunities with developers, counties, community centers, school districts and more to increase overall well-being for individuals and families to thrive.

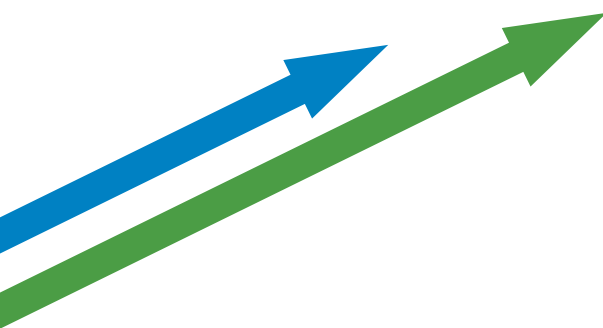
### Geographic Reach

Our presence across Central New York allows us to serve more families, address systemic issues across regions and scale successful programs to benefits other communities.

# NEW PROGRAMS THAT LAUNCHED IN 2025

*Needs Are Continually Being Met With New Solutions*

The new programs launched in 2025 focus on a range of needs of those we serve and of the community as a whole.



## RED PROGRAM

Serving 10 elementary schools in Utica, this extended day program supports 1,000 students with academic and social-emotional development. More than 250 staff were mobilized to deliver consistent, high-quality support.



## PROJECT RISE

A community-driven initiative to prevent and interrupt gun violence while strengthening safety in Utica. Four lead organizations are partnering with 13 grassroots agencies, with ICAN coordinating efforts, building partnerships and supporting long-term sustainability.



## CARE TRANSITIONS ICM

Addressing overuse of emergency services, this program supports individuals in stabilizing and connecting to appropriate care. 31 cases achieved a 90% success rate in 2025, significantly reducing unnecessary emergency room visits.



## HOMELESS FAMILY UNIT

Supporting families experiencing or at risk of homelessness, this unit focuses on housing stability and service connection. In its first six months, 83% of families secured permanent housing and 100% were connected to additional support.



## MANAGED SERVICES

Launched in 2025, Managed Services supports small and mid-sized organizations with operational needs. Six clients were served, supported by a network of 27 vetted partners across IT, accounting, media and executive leadership. A comprehensive assessment tool was developed to evaluate operations, governance, staffing and sustainability.



## SOCIAL CARE NAVIGATORS

Social Care Navigators help Medicaid eligible individuals overcome barriers to health by connecting them to housing, food and short-term support. The program is expanding across four locations: Syracuse, Rome, Herkimer and Amsterdam.



## CASE PLANNING

Serving 250 families in Oneida County, this initiative provides preventive support to reduce the risk of foster care placement. The case planning team works to keep families together by supporting them through difficult times and empowering them to build stronger relationships.





# COLLABORATION AT ITS BEST

Jakobe's room is comfortable and you can tell a teenager dwells here - TV and video game system in prominent position, shoes lined up by the door, Spider-man poster on the wall. He says that he likes when the sun comes in the window in the afternoon and makes things warm and cozy.

The road that led him to his new long-term housing was winding, most recently punctuated by extended use of a local emergency department and a short stay at our newly opened Children's Crisis Residence (CCR). Jakobe and his family have had a connection to ICAN since he was in elementary school through Kids Oneida. Through our Care Transitions Program (which assesses those who are overutilizing services like emergency rooms), immediate needs were met, including food insecurity. Now as a transitional age adult, our supports have assisted in coordinated ways imperative to his current needs.

He entered our Home-Based Crisis Intervention (HBCI) program where an interventionist worked with him on independent living and coping skills. Our CFTSS program worked with the whole family. While in our care, ICAN

started weekly connections with everyone on his case, including other outside agencies providing him services, to assure continuity and the best outcome.

*"I've come a really long way and I'm doing great!"*

*- Jakobe*

The hospital Jakobe was recently in, which has extensive ties with ICAN and knew that the Child Crisis Residence was available, went above and beyond to assure he got to us for short-term stabilization and continued support. He is now settled in permanent supportive housing, back in school with improved grades, and is "so excited to graduate in 2027!"

Jakobe shares, "I decided I want to do good for myself and achieve my goals." His team will continue to help him do just that!

*"ICAN is a valued and trusted partner in caring for adolescents in our community. Their work highlights the impact of collaboration in helping young people move beyond crisis and toward healthier, more stable futures."*

*- AnneMarie Czyz, Ed.D., RN.  
Rome Health President | CEO*



## THE BEST OUTCOME

*" This is the most successful outcome that could have happened for Jakobe - a structured environment with supports to thrive. Along the way, we helped mom see what was necessary for him and provided services to the whole family to help them move forward."*

**JENELLE EDICK**  
Program Manager, Care Transitions ICM



## TREATED LIKE FAMILY

*" As ICAN, we operate like a family. When Jakobe was with us, in a short time we came together to make him comfortable and he was able to benefit from consistent support to develop social skills and confidence and even a few cooking skills!"*

**DEMETRIUS BROWN**  
Team Lead, Children's Crisis Residence



## A BRIGHT FUTURE

*" Seeing Jakobe come from isolating environments into a space where he had positive interactions living with peers and people who genuinely care for him was heartwarming - it was truly the missing piece in his life. We will always be rooting for him!"*

**STASIA DARLING**  
Manager, Children's Crisis Residence



ICAN teams are assembled to meet each client's and family's individual needs. ICAN staff, IPA providers and school staff closely work together to assure that the best care is in place.

# GREAT THINGS HAPPEN WHEN THE BEST TEAMS COME TOGETHER

“Charismatic, creative and capable.” That is how Behavior Specialist Ian Bellassai describes Laquea – a ten year old who is making lots of progress with a dedicated team surrounding him. ICAN always shares that we support individuals and families *wherever* they are – at home, in the community and in school. When you see it in action and experience the results with a team like this in place, it’s apparent that the approach is powerful.

Laquea and his family have worked with ICAN since 2022 with our Child and Family Treatment and Support Services (CFTSS), and School-Based services began in his 8-1-1 classroom. His goals include reducing suspensions and preventing behaviors that would lead to that, increasing school performance and improving emotional regulation.

## THE TEAM

No student is the same and no family is the same, so teams that work with them are carefully selected for their expertise in their particular service area. The team stays regularly connected and committed on progress, challenges and changes that need to be made with the plan.

Sabrina engages the family in weekly individual and family therapy, striving to help them appreciate, respect and improve their relationship with each other. Deanna monitors medications and advises his family on ways to lower environmental toxin exposure to improve brain health. Ian is going on his third year working with Laquea daily in school - from greeting him in the morning to assess his mood and needs for the day, to supporting his schoolwork,

guiding him through any moments of angst or sadness, and spending one-on-one time with him. Through Psychosocial Rehabilitation Services (PSR), Pete helps reinforce the behaviors and works on self regulation tactics. Courtney creates the plan of care and coordinates the team throughout the youth’s time with us. Laquea’s teacher Mr. Edick has also become an essential team member, leading with patience and contributing to his plan in the classroom.

## THE IMPACT

There has been a 90% reduction in Laquea’s physical aggression towards others since he started with ICAN, with no fights on record at all this school year. He has gone from yelling, throwing and kicking regularly to quieter expression of emotions. His reading has excelled. His grandma has shared that he has been a “more positive being” - less negative and maneuvers through his thought processes more.

## THE FUTURE

Long-term, the work the team is doing with Laquea and the family will hopefully have a trickle down effect. Structure, routine and consistency can lead to exemplary growth and maintenance of his management of his emotions, leading to a more peaceful home and successful school days. The skills he learns he will take with him as he enters middle school, high school, and well beyond.

Laquea’s team, left to right: **Courtney Fiorenza**, Youth Care Coordinator; **Ian Bellassai**, Behavior Specialist; **Chris Edick**, teacher; **Deanna Allen**, Certified Integrative Psychiatric Provider with ICAN’s IPA, **Sabrina Brown-Engram** Licensed Mental Health Counselor  
Not pictured: **Pete Detraglia**, PSR Provider with ICAN’s IPA

# MAKING AN IMPACT IN SCHOOLS



**ican** School-Based Services  
*"It Changed My Life!"*



My name is Kassie and I've been engaged with ICAN School-Based Services since October 2023. When I first began ICAN, I was closed off –

suffering from severe anxiety and depression, unable to attend school or even leave my house due to my anxiety. This affected my grades and I was failing everything. My mom and I tried different agencies in the past to help me, but nothing worked.

ICAN changed my life. My worker taught me how to cope with my anxiety and pushed me to do better. Along with my guidance counselor, she helped me get back on track with school. I was able to be remote on virtual learning until I could get into therapy. This school year I was able to be in person, attended pep rallies and senior prom, and my biggest accomplishment of all, I'm GRADUATING!

I received great advice and encouragement on how to deal with everyday struggles.

Overall, my experience with ICAN has been AMAZING!

## A Different Approach. Big Results.

Hundreds of ICAN staff work in school districts daily, and we also provide training and education to over 50 school buildings. We are continually being sought out to create and implement customizable solutions that empower and support students, staff and families.

### A DECADE OF WORKING IN SCHOOLS

Since 2016, we have used tailored, evidence-based services to meet the unique needs of school districts for K-12 students, including those in alternative education or vocational settings. More recently, we have created a fully integrated system of care that provides a true school partnership with a multitude of social, emotional, academic and community-based supports for students and families.

### A PROVEN RECORD OF CONNECTION

We are known for forging strong family engagement and participation in treatment planning, and strengthening the communication between home and school.

**OVER 300**  
ICAN Staff in Schools Daily

**OVER 40**  
School Districts Receive Services and Training

**OVER 50**  
School Buildings Supported by ICAN Staff

#### Alongside schools, we:

- ✓ Improve attendance
- ✓ Reduce disciplinary challenges
- ✓ Create a positive school environment
- ✓ Transform lives both in and out of the classroom

#### We also create innovative solutions and make essential connections:

- ✓ Identify innovative funding options to maximize impact for schools
- ✓ Bridge the gap between schools, critical community resources and social needs
- ✓ Connect identified students to essential services like mentoring, behavior management, parent aide support, housing assistance, transportation, crisis intervention and much more

### ICAN OFFERS IN SCHOOLS:

#### In-School Services

ICAN staff in schools in a variety of positions and intensities

#### Home/School Linkage

Increase in communication and engagement with caregivers

#### Extended Day Programming

Academic support and social emotional opportunities after school to reduce learning gaps

#### Summer Programming

Keeping students excited about education and limiting the summertime learning slide

#### Education and Training

A diverse array of trainings, workshops and experiences for youth, families and professionals

#### Helping a variety of schools with their most pressing needs

Rural or urban, small or large, a single need or the need for a solution to complex challenges – school districts of any size or location can benefit from ICAN School-Based Services.



# BRINGING JOY AND CONNECTION TO ALL WE DO

## *Shared Experiences Bring Us Together*

Throughout the year, ICAN engages with staff, those we serve and the community in meaningful ways which foster togetherness and collaboration. Every connection is valued and the support each event, outing and opportunity provides is invaluable. It reminds us how important our mission is when we're able to experience it in these ways.



Community Meeting in Nedrow with JDCC



4th of July Parade



Youth Mental Health Ambassador Sessions



Shop with a Cop at Walmart in Herkimer



SNUG Pop-Up Community Cook Out



Trunk or Treat at our Herkimer Hub



Employee Appreciation Picnic

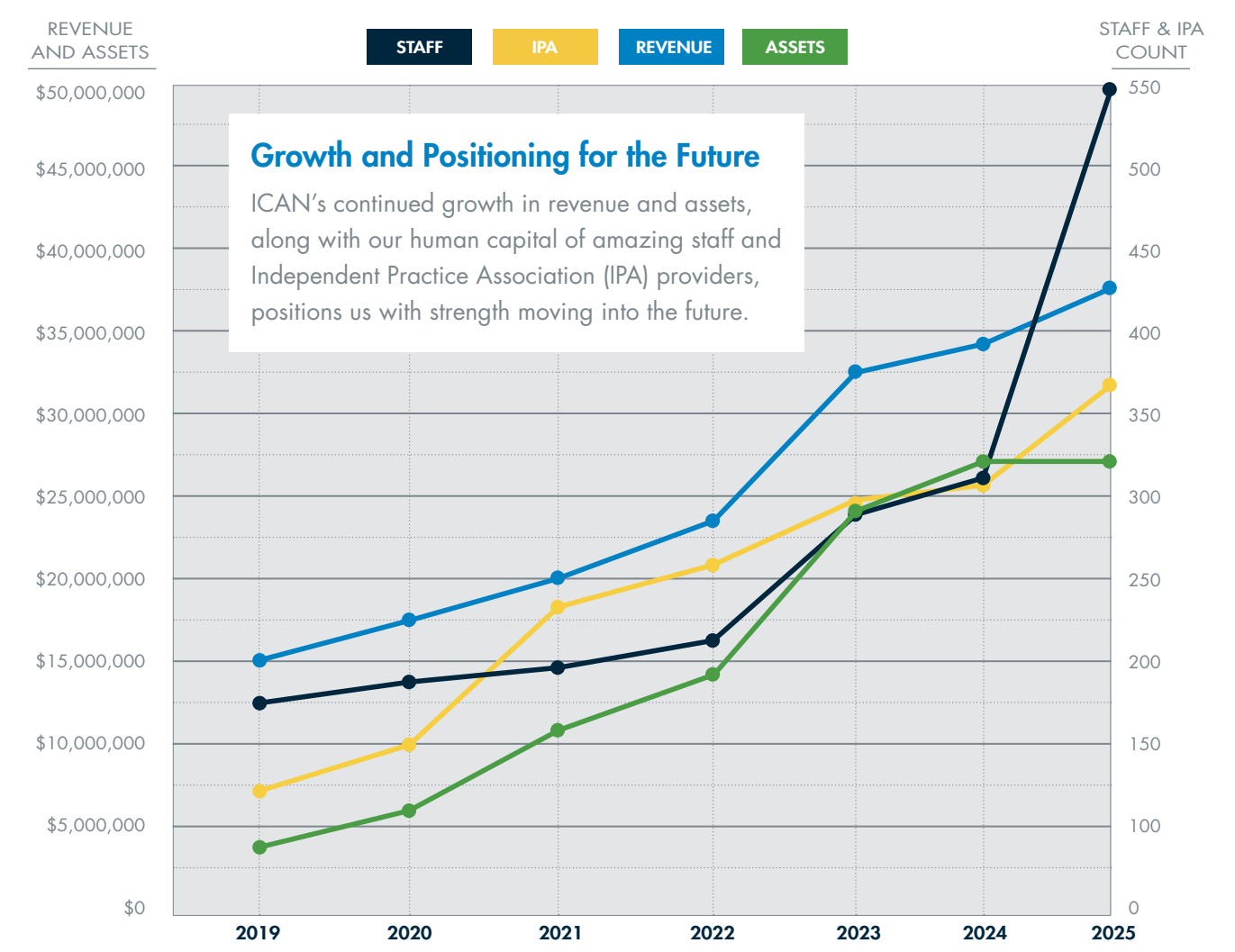
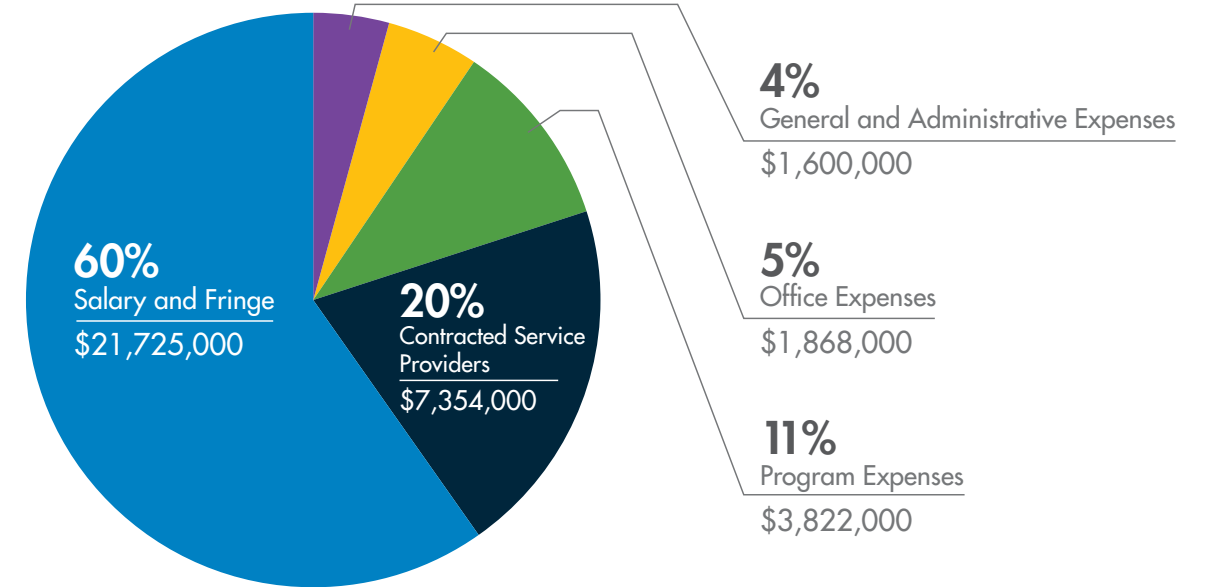
# GROWTH AND GRATITUDE

*The generosity of our donors and the support of our community were truly extraordinary.*

The "Together We Can" capital campaign came to life with the opening of the new Utica Children's Museum, a milestone made possible by many caring partners. Our signature events and community initiatives provided meaningful, direct support to the families we serve. We are deeply grateful to the companies, organizations and individuals whose continued commitment fuels our growth and strengthens our mission.



# 2025 FINANCIALS



# UPCOMING PROJECTS MEETING PRESSING COMMUNITY NEEDS

## FAMILY HOUSING AND SOCIAL CARE SOLUTIONS IN ROME



Photo by the Rome Sentinel

ICAN is developing an integrated housing and service model within a repurposed historic church. The site will provide six family suites and a location to address social care needs, delivering coordinated support that addresses homelessness, food insecurity and long-term stability.

## ICAN Child Care

Child care is no longer just a family issue — it is a workforce and economic priority. With supply meeting less than 20% of demand in the Mohawk Valley, the lack of access is impacting employee retention, business growth and household stability.

ICAN is developing a scalable child care model to address this gap, beginning in Rome in 2026. By combining high-quality early childhood services with employer partnership and community investment, this initiative is designed to strengthen families, support the workforce and grow with demand across the region.



## ESSHI PARTNERSHIPS



ICAN is developing integrated housing in Amsterdam, Johnstown and Utica — pairing affordable units with on-site services for youth and seniors experiencing homelessness. ESSHI-funded supports will provide clinical care, case management and housing stability, with Amsterdam also serving as a regional hub.



## EXPANSION WITH ICAN CLINICAL SERVICES

ICAN is developing Integrated Community Medical Care to meet rising demand for mental health services. Opening in 2026, the clinic will provide therapy and medication management under one roof, improving access and coordination of care. This model is designed to scale, supporting future clinics and expanded partnerships with medical professionals across our service area.



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