2015 Year in Review

2015 was a year of significant growth and development, both in our Rochester office and at customer locations across the State. We are excited about advances in important areas, including:

- Expanding our work with the Onondaga County Department of Child and Family Services to support an array of school-based initiatives focused on strengthening linkages to behavioral health services and related supports;
- Developing new partnerships, including supporting the Finger Lakes Performing Provider System in their efforts to enhance cultural competence and health literacy throughout their provider network;
- Supporting the Managed Care Technical Assistant Center in bringing training and technical assistance to upstate providers to support their transition to managed care;
- Partnering with the New York Care Coordination Program to provide the administrative and management services needed to implement health homes, a NYS DOH initiative offering care management for individuals covered by Medicaid with significant behavioral or physical health needs; and
- Working closely with the Monroe County departments of Human Services, Mental Health, and Financial Assistance to plan, develop, and deliver the programs needed to meet increasingly complex community needs.

During the 4th quarter of 2015, we began a strategic planning process to revisit our mission, set our vision, and identify the priorities to support continued growth. It was a timely and productive process, underscoring the importance of continuing to build the structures needed to recruit, retain, and develop our talented workforce and to maintain a culture that supports staff in doing their best work. In this year’s report, we highlight just a few key accomplishments tied to the areas of this strategic plan, which begins with Talent and Culture at the foundation, followed by Internal Processes, Customers, and Value/Impact.

We are excited about the progress made during 2015—and about the opportunities that lie ahead. We offer our deepest thanks to the CCSI staff, whose talent, dedication, and commitment create the heartbeat of our organization; our board, whose input and expertise has served to guide and to inspire; and our customers, with whom we are privileged to partner as they work to provide the services needed to change lives and strengthen communities.

Sincerely,

Anne L. Wilder
President

Robert Tobin
Chair, Board of Directors

Value and Impact
Create exceptional value for our stakeholders.

Customer
Provide superior benefits to our customers.

Talent and Culture
Develop the talent, structure and culture needed to achieve our vision.

Internal Processes
Strengthening the structures needed to meet customer needs and achieve our vision.

| The number of individuals served by the Rapid Rehousing Program | 300 |
| The amount CCSI staff contributed to community initiatives in 2015 | $214,000 |
| Our 2015 contribution to net assets | $10,000+ |
| The number of customers CCSI partnered with during 2015 | 83 |
| The number of NYS counties CCSI worked in during 2015 | 34 |
| The percentage of customers indicating that “the services provided by CCSI continue to be of value to me and others in my organization” | 99% |
| Number of square feet included in the expansion of our 1099 Jay Street offices | 13,285 |
| The number of individuals CCSIs expanded training area can accommodate | 120 |
| The number of CCSI staff participating in the Healthy Rewards program | 33% |
| The percentage of CCSI staff who indicate “I am willing to give extra effort to help this organization succeed” | 136 |
| 90% |
Value and Impact

Our ability to deliver value to our customers and to support our growing staff in doing their best work relies heavily on maintaining a strong financial position. In 2015, we saw growth and diversification across services lines, including continued expansion of services in the Syracuse area. We also made some important investments in our infrastructure, including a significant expansion and renovation of our Jay Street location and continued investments in the technology needed to support our work, while ensuring administrative costs remain competitive. We ended 2015 with a $214,000 contribution to net assets.

Customer

During 2015, CCSI staff worked with over 83 customers in 34 counties across New York State (and continued with several projects in the District of Columbia), including continued expansion of services and support in the Syracuse area. We are grateful for our long-standing customer partnerships, many of which have been in place for more than a decade, as well as those opportunities that were new for us in 2015.

Internal Processes

2015 priorities focused on strengthening processes and structures to support continued growth. Accomplishments included:

- Nearly doubling the size of our Jay Street offices to accommodate our growing staff. Our new workspace includes open work areas, enhanced training facilities (including the ability to accommodate up to 120 individuals, dual presentation screens, and video) and updated technology, fostering improved efficiencies in team-based collaboration for staff and customers.

- Establishing our Center for Collaboration in Community Health, which brought together staff with expertise in areas critical in meeting the complex requirements of a transforming system, including data capture, storage, and visualization; statistical methods; financial analysis and management; evaluation and quality improvement; training and practice implementation, and stakeholder engagement. The ability to seamlessly integrate these services allows us to respond to customer needs with the right mix and sequence of technical assistance.

- Expanding our workforce in Cultural Competence to keep pace with the increasing need for this specialized expertise.

- Participating in the Best Companies to Work for in NY staff survey to establish our baseline in key areas.

Talent and Culture

Talented, creative, and incredibly committed to the work that they do, CCSI staff represent the very best there is. We celebrate our staff who received promotions, reached significant career milestones, or were honored by the community during 2015.

Awards and Recognition

We are proud to highlight CCSI staff members who received recognition for their professional accomplishments and contributions in the community in 2015:

**Dr. Elizabeth Meeker, Director of Training and Practice Transformation** was the recipient of the Genesee Valley Psychological Association’s 2015 Outstanding Psychologist Award.

**Dr. Don Kamin, Director – Institute for Police, Mental Health & Community Collaboration** was awarded the Public Safety Award by the Peace Islands Institute for his long and dedicated service to the community.

**Rebecca Maynard, Senior Manager, Priority Services (Monroe County OMH)** received the National Alliance on Mental Illness (NAMI) Rochester’s 2015 Community Services Award, which honors individuals who exemplify exceptional service to the mental health community.
As we strive for excellence in customer service, we know it’s important to create opportunities to hear from our customers, to listen to their feedback and evolving needs, and to use this information to guide our work. We thank the many customers who took the time to provide us with feedback—including opportunities to enhance and strengthen the services we offer. Our annual feedback survey provides a snapshot of what we heard from customers in 2015:

**97%** agree or strongly agree that the CCSI team assigned to their project(s) had the **skills and experience needed to do the job.**

**99%** agree or strongly agree that the CCSI staff listened to and valued their thoughts and opinions.

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**Moving into New Roles**

- **Michele Doherty, Executive Assistant**
  CCSI Rochester Office

- **Heather Starks, Child & Family Behavioral Health Specialist**
  Monroe County DHS

- **Kerri-Ann Bauer, Senior Program Associate, CASAC Team**
  Monroe County DHS

- **Lisa Malek, Behavioral Health Supervisor**
  FACT– Monroe County DHS

- **Tricia Chiavaroli, Program Manager, ARES and RSSP**
  Monroe County DHS

- **Amanda Sotomayor, Transition Manager**
  Monroe County GMH

- **Amy Scheel-Jones, Planning & Project Manager**
  Monroe County GMH

- **James Felicita, Priority Services Coordinator**
  Monroe County GMH

- **Jessica Lynn Stalter, SPOA Facilitator**
  Monroe County GMH

- **Lauren Jensen, Fiscal Officer**
  Monroe County GMH

- **Melissa Hayward, Children & Youth SPOA Manager**
  Monroe County GMH

- **Roshana Daniel, School Support Supervisor**
  Onondaga County

- **Lisa McMillian, School Support Supervisor**
  Onondaga County

- **Ardena Harvey, Promise Zone Supervisor**
  Onondaga County

- **Sara Cavanaugh, Promise Zone Supervisor**
  Onondaga County

- **Melissa Fowler, Program Manager**
  FE/ABD Program
  CCSI Rochester Office
“CCSI services are a cost effective alternative—especially for unique or short-term projects.”
Ellery Reaves, MPA – Director, Genesee County Mental Health Services

“The staff are experts in their field and [we] felt we got a great value!”
Karen Kinter – Rochester Regional Health System

“The fiscal analysis and support provided by Jim Monfort has been an integral part of OMH’s evaluation.”
Lisa Clark – New York State Office of Mental Health

Mission: CCSI is a nonprofit organization dedicated to inspiring innovation in practice by providing essential business services in partnership with organizations that improve lives and strengthen communities.

Vision: To be an exceptional place for individuals to grow and build a career, while expanding our capacity to invest in communities.

Operating Principles:
• Excellence in Customer Service
• Collaboration
• Honoring People and Their Work
• Individualized Work/Life Integration
• Integrity
• Innovation
• Community Connectedness

Celebrating Career Anniversary Milestones

5 Years
Tiffany Barrett, Data Coordinator
Onondaga County
Jeff Blood, Sr. Program Associate
CCSI Rochester Office
Kimberly Butler, Senior Manager, Forensic Mental Health Services
Monroe County
Brian Conheady, System of Care Team
Monroe County
John Cook, Wrap Program Manager
Onondaga County
Kristi Empett, Financial Administrator
Broome County

Victoria Patti, Early Recognition Specialist
Chautauqua County
Tasha Thomas Neal, Project Director, System of Care
Onondaga County
Courtney Walker, Navigator
CCSI Rochester Office

10 Years
Tricia Chiavaroli, Program Manager
Monroe County
Linda Hagarty, SOC Community Liaison
Monroe County
Mary Simonton, Contract Coordinator
CCSI Rochester Office

15 Years
Julianne Calvert, ASA Youth Prevention Coordinator
Wyoming County
Anne Wilder, President
CCSI Rochester Office

20+ Years
Donna Peri, Sr. Vice President / COO
CCSI Rochester Office
Lenora Reid-Rose, Director, Cultural Competence & Diversity Initiatives
CCSI Rochester Office
Board of Directors 2015

Robert Tobin, Chair
Simon Graduate School of Business
University of Rochester

Cynthia Gray, Vice Chair
RT and RHIO Alliance

James M. Whalen, CPA, Treasurer
DePaul Group, Inc.

Amy Galiana, Secretary
Rochester Institute of Technology

Carla D’Angelo, MPH
Monroe Plan for Medical Care

Joel DiMartino
Wilmington Trust

Elizabeth Amato Fleck
NewYork eHealth Collaborative (NYeC)

Doris A. Green, MBA
Lifespan

Heidi Gregory, Esq.
Harris Beach PLLC

Cheri Jones, LMSW
Community Volunteer

Jill E. Lavigne, Ph.D.
Wegmans School of Pharmacy
St. John Fisher College

Dorothy Marion
Rochester Regional Health System

Chacku Mathai, CPRP
National Alliance on Mental Illness (NAMI) — STAR Center

Edward J. Nowak, Esq.
Retired Public Defender

Christopher Washington
Community Volunteer

Thomas P. Way, MBA
Wegmans

George Wiedemer
Community Volunteer

Lisa Zelazny
Xerox Corporation

2015 Financials

Statement of Activities

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<tr>
<th>Program Support and Revenue</th>
<th>2015</th>
<th>2014</th>
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<td>Total Revenue</td>
<td>$54,771,456</td>
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<th>Expenses</th>
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<th>2014</th>
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<td>Direct Expenses</td>
<td>$9,771,492</td>
<td>$7,196,793</td>
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<tr>
<td>Pass-Through Expenses</td>
<td>$44,620,382</td>
<td>$40,196,963</td>
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<tr>
<td>Total Expenses</td>
<td>$54,391,874</td>
<td>$47,393,756</td>
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</table>

| Net Surplus (Deficit)         | $379,582  | $233,805  |
| Investment Income             | $59,472   | $207,245  |
| Depreciation                  | $(224,906) | $(87,505) |
| Change in Net Assets          | $214,148  | $353,545  |

| Net Assets - Beginning of Year| $2,881,523 | $2,527,978 |
| Net Assets - End of Year      | $3,095,671 | $2,881,523 |

CCSI 2015 Customers

We were privileged to partner with the following organizations during 2015 as they worked to strengthen systems, develop new programs and practices, and improve services to those in need:

**Monroe County Department of Human Services**
Office of Mental Health, Division of Child and Family Services, Office for the Aging, and Rochester-Monroe County Youth Bureau

**Monroe County Department of Planning and Development**

**Monroe County Department of Public Health**

- Association for Community Living
- Association for the Blind and Visually Impaired (ABVI)
- Association of Supervisors & Administrators of Rochester (ASAR)
- Bivona Child Advocacy Center
- Bonadio Receivable Solutions, LLC
- Broome County
- Capital District YMCA
- Center for Appropriate Dispute Resolution in Special Education (CAORE)
- Chautauqua County DMH
- Chenango County
- Children’s Mental Health Coalition of WNY
- Children’s Technical Assistance Center
- City of Rochester
- Columbia County
- Community Service Society of New York
- Cortland County Mental Health
- Council of Agency Executives
- District of Columbia Child and Family Services Agency
- District of Columbia Department of Behavioral Health
- Erie County
- Fallsburg Central School District
- Finger Lakes Health Services Agency
- Finger Lakes Performing Provider System (FLPPS)
- Franklin County
- Genesee County
- Genesee County Mental Health Association
- Genesee County Regional Action Phone (Olmstead Center for Sight)
- Greater Rochester After School Alliance and Rochester Area Community Foundation
- Greater Rochester Health Foundation
- Greece Central School District
- Greene County
- Health Community Alliance, Inc.
- Healthy Baby Network
- House of the Good Shepherd
- Jamestown City School District
- Livingston County
- Madison County
- Nathan Kline Institute
- National Association of Social Workers, NYS Chapter
- New York Academy of Medicine
- New York Association of Psychiatric Rehabilitation Services, Inc. (NYAPRS)
- New York Care Coordination Program (NYCCP)
- NYS Conference of Local Mental Hygiene Directors
- NYS Department of Health (NYSDOH)
- NYS Office of Alcoholism and Substance Abuse Services (OASAS)
- NYS Office of Mental Health
- New York State Rehabilitation Association, Inc. (NYSRA)
- New York State Unified Court System – Seventh Judicial District
- Auburn Behavioral Health Court
- Rochester Drug Treatment Court
- Niagara County
- Onondaga County
- Onondaga County Dept. of Adult and Long Term Care Service
- Onondaga County Dept. of Child and Family Services
- Ontario County
- Orleans County
- Orleans County Office of the Aging
- Orleans County Sheriff’s Office
- Orleans County Office of Mental Health
- Rensselaer County
- Rochester Area Community Foundation
- Rochester City School District
- Rochester Regional Health System
- Sancia Health
- Schenectady County
- Schuyler County
- Sexual Assault and Crime Victims Assistance Program at Samaritan Hospital
- St. John Fisher College
- Sullivan County
- Sullivan County BOCES
- SUNY Brockport Migrant Education Program
- Syracuse Behavioral Health
- TRS Group
- University of Rochester - Family Institute
- University of Rochester Medical Center, Emergency Medicine Research
- University Psychiatric Practice, Inc.
- Wayne County
- Westchester County
- Westchester Medical Center
- Westfalia Associates
- Wyoming County
- Youth Services Quality Council
- YWCA of Rochester & Monroe County