



Office of the Ulster County Comptroller

Ulster County Not-for-Profits Snapshot Series: *Family of Woodstock*

December 15, 2016

Introduction and Mission

Local human services systems are complex and varied. Many individuals and families often need the help of governmental and/or not-for-profit assistance to overcome whatever challenges are before them. Ulster County contracts with Family of Woodstock, Inc. ("FAMILY") for aid in the administrative and operational responsibilities that are required to provide certain members of the community with the programs or help they need to lead independent, fulfilling, and productive lives. Ulster County's collaboration with FAMILY allows for a management and delivery system of services that bridges the gaps among providers, policymakers, and those individuals receiving some form of care.

FAMILY's work "has been an anchor for area residents – a place where people are respectful and caring, and where the search for solutions is creative and tireless."¹ Since 1970, FAMILY'S principle focus has been on crisis intervention services through multiple programs that are found throughout Ulster County.

FAMILY utilizes both a paid and volunteer staff whose mission is to provide support to individuals and families in need through confidential and immediate crisis intervention services, including "shelters, emergency food pantries, domestic violence services, court advocates, counseling and case management services, hotlines, and child care support [that] all work together to help people achieve the changes they seek."² While strongly emphasizing the human dignity of the people they assist, FAMILY goes to great lengths in recognizing the role that personal responsibility must play when empowering each individual to find the appropriate solution to the challenges they face. When offering any form of assistance, FAMILY's goal is always one of self-sufficiency and self-respect for the populations they serve.

Financial

FAMILY is a public charity organization and files Form 990 as a 501(c)(3) not-for-profit for tax purposes with the Internal Revenue Service.³ The chart below illustrates FAMILY's yearly budget, the amount of annual funding they receive from Ulster County, and the corresponding percentage attributed to Ulster County's contribution toward their overall budget.

Year	Annual Budget	Revenues Received from UC*	% of Budget
2012	\$ 8,228,134	\$ 2,625,789	32%
2013	\$ 8,540,742	\$ 2,640,091	31%
2014	\$ 8,810,568	\$ 2,202,296	25%
2015	\$ 9,081,704	\$ 2,544,552	28%
YTD 2016	\$ 9,808,695	\$ 1,876,360	19%

*According to the County's financial management system

¹ See *gen* <http://www.familyofwoodstockinc.org/>.

² See *id.*

³ See *gen* "Life Cycle of a Public Charity/Private Foundation," by the Internal Revenue Service (last updated June 22, 2016) (stating that "organizations that are classified as public charities are those that (i) are churches, hospitals, qualified medical research organizations affiliated with hospitals, schools, colleges and universities, (ii) have an active program of fundraising and receive contributions from many sources, including the general public, governmental agencies, corporations, private foundations or other public charities, (iii) receive income from the conduct of activities in furtherance of the organizations' exempt purposes, or (iv) actively function in a supporting relationship to one or more existing public charities). Available at <https://www.irs.gov/charities-non-profits/charitable-organizations/life-cycle-of-a-public-charity-private-foundation>.



A Board of Directors, consisting of 18 members from the local community, governs FAMILY's operations. These fiduciaries steer the organization toward a sustainable future by adopting sound ethical, legal, and financial management policies that control all aspects of the agency's operations.

As part of their duties, the Board consults with the organization's leadership in developing the annual budget, which determines and approves compensation and benefit packages. The top paid employees accounted for 4% of FAMILY's overall budget for 2016 (or \$354,014), which also includes benefit package values. These positions are comprised of the Executive Director (\$110,899), Chief Financial Officer (\$91,125), Team Leader for Quality Assurance (\$83,783), and Team Leader of Adolescent Services (\$68,207).

Programs

As can be gleaned from the charts and information that follow, Ulster County outsources many programs and services covering mental health, rehabilitation, and crisis management to FAMILY. These services amount to 22 contracts, totaling over \$4 million and assisting six County Offices/Departments with carrying out their objectives.

The 22 contracts engaged in by FAMILY are incredibly diverse, and each agreement contains the express terms and metrics by which it should be evaluated. Considering that the County contributes over \$1.5 million of local share monies to this agency, we will be addressing select FAMILY programs within our annual risk assessment to result in programmatic audits for 2017 that will assess their performance and efficiency. The FAMILY contract involving daycare registration and inspection was audited in May 2013 as part of the Department of Social Services ("DSS") Childcare and Development Block grant review, which resulted in many recommendations for DSS to better enhance their relationship with FAMILY. In October 2016, a follow up review revealed that all of the recommendations had been implemented by DSS and that tighter controls were present regarding this contract. The following chart provides a general overview and synopsis of the amount of funds FAMILY receives for the various programs and services they provide.

Program	Program Description	Amount	County Share	Office or Department
Year Round Youth Services	Vocational training and youth employment services for out of school youth, ages 16-24	\$ 135,000	100% Federal pass thru	OET
Everette Hodge Center Program	Provides healthy after school and summer programming at the Everette Hodge Community Center to at-risk youth residing in Midtown Kingston	\$ 4,000	100% State pass thru	Youth/Human Services
Daycare Registration & Inspection	Registration, support and monitoring of family daycare providers for Ulster County Department of Social Services	\$ 139,787	100% State pass thru	DSS
Domestic Violence Liaison	Evaluation of requests for waiver of public assistance requirements for domestic violence survivors	\$ 25,451	\$ 10,435	DSS
Washbourne House DV Residential	Provides safe shelter and trauma services to survivors of domestic violence and their children	\$ 331,297	\$ 162,336	DSS
Emergency Services Hotline & Walk-In	Funding supporting walk-in centers in Woodstock, New Paltz and Ellenville, weekend and holiday coverage for Ulster County Mental Health Department, and the 24-hour county wide emergency crisis hotline	\$ 120,328	\$ 58,961	DSS
Family House Shelter for Youth	Emergency shelter for up to 14 runaway and homeless youth	\$ 236,895	\$ 82,913	DSS
Family Violence Option	Counseling and case management for survivors of domestic violence who are not seeking residential services. Providing support group meetings with bilingual options	\$ 32,400	\$ 15,876	DSS



Program	Program Description	Amount	County Share	Office or Department
Homeless Case Management Services	Case management services for homeless individuals and families	\$ 35,762	\$ 17,523	DSS
Homeless Shelters Darmstadt & Family Inn	Provides emergency shelter and crisis counseling for up to 19 men and women whom are participating in daily substance abuse and/or mental health programs	\$ 1,500,000	\$ 735,000	DSS
HUD-SHP Supportive Housing Program	Case management services for families who are provided permanent housing with support of HUD money	\$ 26,831	\$ 13,147	DSS
Independent Living Program	Supervised transitional living program for adolescents 16-21 who are homeless and not yet prepared to function independently	\$ 75,000	\$ 26,250	DSS
Intensive Homelss Supervision Program	Ongoing support and case management for individuals and families at high risk of homelessness, substance abuse and mental health issues	\$ 87,470	\$ 87,470	DSS
Temporary Assistance for Needy Families Domestic Violence Non-Residential Program	Funding to pay for non-residential domestic violence services for individuals eligible for Temporary Assistance	\$ 10,083	\$ 3,529	DSS
Title XX Domestic Violence Assistance	Funding to pay for non-residential domestic violence services for individuals not eligible for Temporary Assistance	\$ 73,511	\$ 25,729	DSS
Mental Halth Pass Thru OMH & OASA	An agreement to allocate designated funding for mental health by state and federal mandates for provisoins of case management, prevention and community crisis services including emergency hotline, domestic violence shelter, homeless shelters, substance abuse intervention and support, runaway youth shelters, transitional and respite programs for youth, and family support	\$ 1,087,995	\$ 280,546	Mental Health
Safe Harbours Case Management	Funding for case manager for youth identified as survivors of labor or sex trafficking	\$ 34,217	100% State pass thru	DSS
EVOLVE 2016	Programming for perpetrators of domestic violence	\$ 55,000	\$ 55,000	Probation
Juvenile Justice Diversion Services 2016	Case management services for youth who have committed a misdemeanor or felony who are 7-15	\$ 110,000	\$ 110,000	Probation
Persons In Need of Supervision & Juvenile Delinquent Case Management	Case management services for youth involved in Persons In Need of Supervision process who are 16 and older	\$ 57,572	\$ 6,333	DSS
Supervised Visitation Non-Custodial Parent	Supervised visitation ordered b Family Court to observe and evaluate interactions between non-custodial parent and child(ren)	\$ 25,000	\$ 25,000	Legislature
Children Program at Washbourne House	Funding supporting healthy recreational activities for youth whose families are struggling with domestic violence issues	\$ 24,000	\$ 24,000	Youth/Human Services
Family House	Runaway and Homeless Youth funding to provide healthy activities at Family House	\$ 113,320	\$ 45,350	Youth/Human Services
Transitional Living	Runaway and Homeless Youth funding to provide transitional living for homeless older adolescents	\$ 89,059	\$ 35,800	Youth/Human Services

All information obtained from FOW and verified using the County's Financial Management system

Conclusion

Government contracting with human service agencies is widespread and has grown steadily over the years. It is easy to see that human service agencies shoulder a tremendous responsibility for the local population's well-being. Collaboration with County government holds these not-for-profits to task for delivering programs efficiently and according to specifications. FAMILY encumbers significant responsibility in delivering services to Ulster County residents. For further insight into Family of Woodstock and their many programs, you can refer to their website, or you may contact the Ulster County Comptroller's Office.