

# 2013 Annual Report



At IHS, we believe that a healthy nonprofit sector is vital to maintaining the quality of life in a community. We also believe that nonprofit organizations are most effective when working together, sharing and leveraging resources, and continually striving to improve how they do their work.

2014 marks the 30th anniversary of the Institute for Human Services. As we look back at the last thirty years, it is amazing to see the progress and changes that have taken place that has brought us to where we are today. We continue to focus on evolving needs, trends, and best practices in the nonprofit sector and align our services and resources across the organization to address the four IHS organizational goals:

- Be the regional leader in nonprofit information and communication.
- Be the leader in providing structure and services to enhance regional collaboration.
- Be the first point of contact for regional nonprofit capacity building.
- Be a model for nonprofit organization sustainability through effective governance, leadership, and management.

In 2014 and beyond, we believe that funding for all of our organizations will continue to tighten and needs for the work that we do will increase. As a community of nonprofit and public sector organizations, we need to continually assess what we do, how we do it, and who we can collaborate with that will improve the effectiveness and efficiency of our work and organization. IHS will continue to provide professional communication, collaboration, and capacity building services that strengthen our regional nonprofit organizations and build awareness of the role and impact that our members have in the community.

We look forward to working with you for our next thirty years.



Patrick Rogers, Executive Director

## Staff

---

**Patrick J. Rogers, ED.M., M.B.A.**  
Executive Director

**Debbie Forsythe**  
Executive Assistant

**Michael Mann, M.P.A.**  
Director, STOC

**Kelli Guilford, M.S.M.**  
Director, SRHN

**Kevin Williams, M.A.**  
Director, PRD

**Carol Wood, M.P.S., M.B.A.**  
Director, 2-1-1 HELPLINE

**Kelly Duby, B.S.M.**  
Director, SCT-MM

**Allison Payne, C.I.R.S.**  
Director, SCT-VP

**James Panetta**  
Director, IHSTech

**Tess McKinley, M.S.M.**  
Manager of Communications  
& Volunteer Support

**Patrick Thrush, M.A.**  
Administrator, NY-501 CoC

**Olivia Dates, B.S.**  
Program & Communication Specialist

**Polly Fay, C.I.R.S., C.R.S.**  
Operations Manager, 2-1-1 HELPLINE

**Tammy VanVleck**  
Information & Resource Specialist,  
2-1-1 HELPLINE

**Charlotte Erskine**  
Information & Resource Specialist,  
2-1-1 HELPLINE

**Mackenzie Muller-Stratton, A.A.S.**  
Assistant, SCT-VP

**16 Contract Employees**

## Services

---

2-1-1 HELPLINE

AmeriCorps - Southern Tier  
Opportunity Corps

Communications

Education

Healthy Families

IHS Tech

Management Support

NY-501 Regional Continuum of  
Care

Planning and Resource  
Development

Steuben Coordinated  
Transportation - Mobility  
Management & Volunteer Driver

Steuben Rural Health Network

Volunteer Support

# 2-1-1 HELPLINE

## Find Help

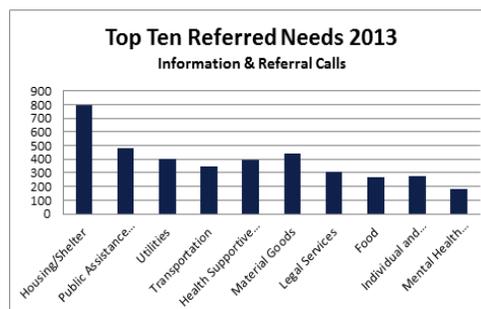
**2-1-1 HELPLINE Find Help:** 2-1-1 HELPLINE's information and referral service increases awareness of and access to regional human services. During 2013, we handled 30,302 calls and saw 14,805 visits to 211helpline.org. This was an increase of 9.9% in call volume over 2012. Since the Institute's Helpline beginning in 1984, our staff have handled nearly 400,000, almost a quarter of those in the past three years alone. As of 2/11/14, we celebrated the sixth anniversary of 2-1-1 access in our region. In addition to handling calls, appointments and the database that forms the basis for our referrals, we were involved in numerous other projects outlined below.

**2-1-1 HELPLINE Give Help:** IHS's 2-1-1 HELPLINE Give Help program, supported by the United Way of the Southern Tier, has expanded beyond simply collecting general information about volunteer opportunities and static information about resources for volunteer program managers. We manage approximately 700 volunteer opportunities for organizations in the Southern Tier, making referrals online or by phone. In 2011, in partnership with the United Ways of Broome, Tompkins and the Southern Tier, we established the **Regional Volunteer Center of the Southern Tier**.

Other initiatives developed in response to evolving local, regional, and state wide needs and opportunities, IHS also developed the following services using our 2-1-1 HELPLINE as the foundation:

- **Southern Tier/Finger Lakes Voluntary Organizations Active in Disaster (VOAD):** Based on a request from state and regional FEMA representatives, the Institute's Board approved the formation of the Southern Tier/Finger Lakes VOAD.

- **Financial Literacy/Foreclosure Prevention Initiative:** Through the support of the NYS Office of the Attorney General, 2-1-1 HELPLINE provides information about services related to foreclosure prevention and offers a transfer of the call to the OAG Hotline.
- **New York State Developmental Disabilities Planning Council Project:** A statewide database of information about services available for individuals with intellectual and developmental disabilities.
- **Steuben and Chemung Transportation Information & Referral:** 2-1-1 HELPLINE provides specialized transportation-related information and referral and collects information on unmet needs in Steuben and Chemung counties.
- **Affordable Care Act Information and Appointments:** With the new health insurance marketplace and changes to Medicaid eligibility, 2-1-1 HELPLINE helps people connect with ACA Navigators, the NY State of Health website and other health insurance information.
- **VITA/CA\$H/AARP Tax Preparation Assistance:** Last, but not least, we are continuing to screen callers and schedule appointments for Volunteer Income Tax Assistance in our region.



14.1% of information and referral calls resulted in at least one unmet need.

## Give Help

### Volunteer Support

The 2-1-1 HELPLINE Give Help program is working to increase civic engagement in the Southern Tier. Give Help is here to help with your volunteer needs by actively maintaining our volunteer directory that has hundreds of opportunities available in nonprofits in our region. We are also collaborating with other organizations as a partner in the Regional Volunteer Center of the Southern Tier, and providing educational opportunities to volunteer administrators.

### Volunteer Opportunities

There are over 730 active volunteer opportunities on our site that come from over 460 organizations. There are over 970 volunteers registered online. Our database is always being updated! Check back often for new volunteer opportunities.

### Volunteer Training

We started holding regular trainings and an annual conference. We were able to reach out to 133 volunteer leaders between the 4 trainings and the conference in 2013.

### Mini-Grants

2-1-1 HELPLINE Give Help in collaboration with the Regional Volunteer Center of the Southern Tier gave out over \$7,000 in 2013. These funds went to organizations taking part in volunteer projects for the MLK Day of Service, National Volunteer Week and the 9/11 Day of Remembrance. These minigrants mobilized 1,165 volunteers who gave over 12,542 hours of their time in an eight county region.

### Website

Our 211helpline.org website hits for Give Help have doubled in 2013, while hits to the website that holds our volunteer opportunities (SouthernTiervolunteers.org) have tripled.

# AmeriCorps Kids First Initiative

The AmeriCorps Kids First Initiative serves communities by placing members in local human service agencies, schools and libraries in Steuben, Chemung, Yates, Schuyler, and Allegany counties. Members work full-time with at-risk youth and families in need. They primarily served as mentors to the youth, and as positive role models.

In 2013, 25 members committed to providing a year of service to our communities at local organizations serving youth and families. They served at 21 local sites and provided a total of 32,537 hours of services. The program had 100% enrollment of member slots. We have also seen a gradual increase in our out-of-town enrollments and college graduate members.

As part of their work, the AmeriCorps members recruited 179 volunteers, who subsequently provided 2,847 hours of service. These volunteers worked with our AmeriCorps members on a wide variety of projects including reading to, tutoring, and mentoring youth; working in food pantries; chaperoning on youth trips; and collecting and distributing for several local school supply backpack give-away programs.

In our year-end questionnaire, seventy-eight youth reported positive

changes in their lives regarding their conduct and attitudes. Overall, 85% of their responses on the youth questionnaires were affirmative regarding positive changes in their conduct and attitudes.

2013 was the last year of funding for the AmeriCorps Kids First Initiative program. Since 1999, when Mike Mann came on-board as Program Director, approximately 415 members have successfully completed their terms of service in the AmeriCorps Kids First Initiative program, most of them serving a full-time, one year term. Approximately 630 thousand hours of service work with youth were provided over these years by our dedicated AmeriCorps members. This was quite an achievement, a very significant positive impact on local youth with our partner agencies.

Fortunately, the Institute successfully applied for and received funding for another AmeriCorps grant, awarded through the NYS Regional Economic Development Councils competition. The AmeriCorps Southern Tier Opportunity Corps (STOC) will start placing members at agencies in March, 2014. The STOC program will focus on providing critically-needed job and housing assistance to low-income individuals and families in our area.

Working with the local Workforce Development agency and others, AmeriCorps members' work in the employment focus area will encompass GED and other needed education, soft skills training around workplace behavior/job search skills/resume preparation, and any other job training that would increase a client's chances for employment. AmeriCorps members will also work with local human service agencies in the housing focus area to help individuals, including the homeless, find the resources to support use of appropriate housing, as well as assist individuals in accessing housing.

We are fortunate to be able to continue providing critically-needed services in our area through the AmeriCorps STOC program.

**25 AmeriCorps Members completed 32,537 service hours. They served at 21 local agencies throughout 5 different counties.**

## Healthy Families Steuben

**In 2013, Healthy Families Steuben served 251 families and completed 3,530 home visits.**

Healthy Families Steuben, a collaborative of the Institute for Human Services, Inc. and the Kinship Division of Catholic Charities of Steuben County, provides support and education to approximately 250 families with young children annually. This preventive program uses nationally accredited best practices and research based approaches to support positive parenting, encourage healthy habits, and increase community connections for new and expectant parents in Steuben County. In 2013,

the program served 251 families and completed 3,530 home visits. Healthy Families Steuben consistently meets the performance targets set forth by New York State Office of Children and Family Services and had 32 families graduate last year. Healthy Families New York programs completed the credentialing process in 2013 and have been re-accredited by Healthy Families America until June of 2018. In September, the program team received the Distinguished Award in Human Services by the Steuben Rural Health Network.

# Planning and Resource Development

IHS Planning and Resource Development works in collaborative groupings and one-on-one with member agencies to assess community needs and develop both services and resources to meet those needs.

In 2013, the department developed and submitted 19 proposals to federal, state, and local funders. While one is still under review at this time, 11 proposals were funded, yielding \$2.9 million in new funds to our community partners for both single- and multi-year projects. Of special note were the awards made to Catholic Charities

Steuben to support a five-year Drug Free Communities coalition, and a prestige award to Legal Assistance of Western New York from the U.S. Office of Women's Health for collaborative training around improved services to teens for dating violence and sexual assault – both of which were highly-competitive federal grant projects.

The department also provided services for the Institute itself with reapplications for the Steuben Rural Health Network and the funding and service transition of the AmeriCorps program, as well as helping secure funding for the Organizational

Capacity Building series held through the fall.

**Since 2013,  
11 proposals were  
funded, yielding  
\$2.9 million  
in new funds to  
our community  
partners.**

## Steuben Rural Health Network

The Steuben Rural Health Network (SRHN) embarked upon a challenging and progressive work plan in 2013-2014 with over 50 initiatives encompassing Community Health and Wellness, Communication and Technology, Recruitment, Development and Retention, and Resource Development. With IHS serving as the fiscal agent and 40+ Network partners representing Steuben County Healthcare and Human Service organizations, SRHN successfully accomplished it all.

### Chronic Disease Self Management

With a focus on prevention and health education, SRHN continued to offer the Stanford Chronic Disease Self-Management Program and the Diabetes Self-Management Program, locally known as Living Healthy Southern Tier, in 10 sites throughout Steuben and Chemung Counties. A Diabetes Prevention Program was introduced to 3 sites in Steuben County.

### Girls on the Run

SRHN expanded Girls on the Run, an experience-based empowerment program, to over 11 sites throughout Steuben, Chemung, and Schuyler Counties for the Spring 2013 season. The Celebratory 5K had close to 400 runners. A pilot project of Girls on



Track was held in the Fall of 2013 at the Campbell Savona School District and the Girls on the Run curriculum was expanded to its fourth territory, Yates County.

### INSPIRE Adolescent Health and Wellness

The INSPIRE 5th Annual Adolescent Health & Wellness Conference was attended by 130 healthcare and human service professionals, teachers, and parents in addition to the INSPIRE Adolescent Health and Wellness Task Force Annual Meeting and Professional Development Workshop which was attended by 50 nonprofit and public sector

professionals. The INSPIRE initiative expanded its planning in the Fall of 2013 to offer not only professional development and collaboration among nonprofits, but also the Teen Parent Panel, formerly of Pro Action of Steuben and Yates, Inc., a teen health video documentary series, Youth Volunteerism, E-Health Education for Teens, and 2-1-1 Teen Helpline.

SRHN will also be holding a six-part Symposium of educational opportunities from May to October 2014 to commemorate its sixth anniversary.

# Steuben Coordinated Transportation

## Volunteer Driver Program

In 2013, the Steuben Coordinated Transportation - Volunteer Driver Program helped the elderly and disabled remain independent by providing transportation to attend medical and other necessary appointments. Twenty seven volunteer drivers donated 3,869 hours of service, driving 92,366 miles and serving 442 unduplicated individuals. SCT purchased 1,514 tokens and distributed them to the 3 satellite offices of Catholic Charities Turning Point for individuals unable to pay for public transit.

## Mobility Management

Steuben Coordinated Transportation Mobility Management efforts focused on coordinating transportation resources in order to provide efficient



and accessible services for all individuals across Steuben County. Through the Steuben Coordinated Transportation Advisory Committee key stakeholders work on solutions to address unmet needs and transportation barriers individuals living in our communities face. New technologies added to the IHS database systems provide enhancements to the Volunteer Driver Program, DSS, and Medicaid/Medical transportation scheduling process and also for trip planning and ridesharing opportunities

through the 511NY Southern Tier Rideshare Project. The Need-A-Ride website is regularly updated and provides schedules and routes for accurate transit services. In addition, IHS provides unique "One Call" service through its 2-1-1 HELPLINE for transportation information.

**27 volunteer drivers donated 3,869 hours of service, driving 92,366 miles and serving 442 individuals.**

# Communications

The Institute for Human Services serves as a source of local agency news and resources for nonprofits in the Southern Tier. IHS adds agency news, announcements, trainings, events, and job opportunities to its websites, social media, and e-newsletter. IHS also highlights member agencies in different ways to raise awareness of the work that they do.

## Websites

IHS currently operates 4 websites for IHS and its programs: ihsnet, needaride, 211helpline.org, and Provider Online. We have had over

47,000 hits in 2013 on those websites, a 26% increase from 2012.

## The Provider

IHS sends out a weekly e-newsletter featuring nonprofit news from our organization and others in the area. The newsletter now reaches over 2,000 people and more contacts are added on a regular basis.



**The weekly Provider newsletter reaches over 2,000 contacts on a weekly basis. IHS websites have had a 26% increase in visits in 2013.**

## Social Media

Communications are updated regularly on IHS social media sources. IHS, 2-1-1 HELPLINE and Girls on the Run are on Facebook, 2-1-1 HELPLINE and IHS are on Twitter and IHS is on LinkedIn. Member news is often posted on our social media outlets, along with our own news.



In 2014, IHS will be focusing on increasing outreach to nonprofits and the general public via our communications outlets.

Member agencies are encouraged to send their news to be added to the Provider Online website, The Provider newsletter and IHS social media outlets. IHS strives to help organizations get their stories heard.

# Technology

IHSTech manages the complete network administration and technology services for ten organizations throughout the Southern Tier. Comprehensive services include:

- Network design, equipment selection, and setup that ensures each organization receives the most efficient and cost effective system based on their individual needs.

**IHSTech provides services across 6 counties in the Southern Tier.**

- Implementation of HIPPA compliant Cisco firewalls and wireless access point.
- Managed Network services that provide remote 24/7 server monitoring of our clients' networks to identify issues as they happen. We also provide weekly services including backup inspection, antivirus updates/configuration, and event log review. Monthly services performed after business hours include Windows client update (monitoring all the individual computers on the network) and Windows server updates.
- Symantec Endpoint Protection allows us to manage computers' virus, spam, and firewall

protection from a central location. This arrangement also informs us of any computers that may not be connecting properly with the server.

- Up-to-date documentation is a high priority in any organization, to keep your executives, board, and funders informed. At IHSTech, we track in detail any changes made to your network, desktops, or servers. This gives you a complete record of work done for your communication and reporting, and as a way to gauge the effectiveness of our technology enhancements to your infrastructure.

## NY-501 Continuum of Care

Operating as regional jurisdiction under the auspices of the U.S. Department of Housing and Urban Development, the NY-501 Regional Continuum of Care (CoC) represents a collaborative of 57 member organizations. The purpose of the CoC is to provide public policy, funding, supportive services, and housing to those at risk of or experiencing homelessness in Steuben, Allegany, Livingston, Schuyler, and Chemung Counties—and the City of Elmira.

In 2013, the Institute for Human Services as Lead Agency for the CoC, secured and will monitor \$1.3 million dollars in the fiscal year of 2013 federal funding which directly operate support services, over 350 units of housing, leverages funding for two domestic violence programs, and enables regional strategic planning and administrative efforts. It has applied for over \$1.4 million in funding for the fiscal year of 2014. The CoC has seen



first successes with its SAMHSA SSI/SSDI Outreach, Access, and Recovery (SOAR) Initiative—with 6 SSI/SSDI applications granted to clients in less than 85 days. The CoC is also engaged in the creation of a regional "Southern Tier Entry to Programs & Services" (STEPS) initiative that will ultimately provide a seamless intake and case management process for homeless clients from first call through permanent housing.

**The CoC secured and will monitor 1.3 million dollars in federal funding for support services, 350 units of housing and more.**

# Education

IHS offers high quality professional development opportunities throughout the year to meet the educational demands of the nonprofit sector. Educational opportunities vary from training frontline staff and middle managers to opportunities for executive directors, board members and volunteer managers. IHS professional development is designed to share knowledge, build leadership skills and provide unique tools and techniques for your nonprofit.

building is and its importance for nonprofits. Funded by the Health Foundation of Central NY, national speakers were brought in to present topics related to capacity building - including law, change management, financial sustainability, leadership styles, collaboration, and more. Opportunities are available to offer the symposium elsewhere.

## Workshops:

- Marketing for Nonprofits
- NYS Curriculum on Volunteer Recruitment
- Coalition Building
- Methamphetamine Awareness
- Teen Dating 2013
- The Three R's Regarding Volunteers
- How to Effectively Define Volunteers and Develop Criteria

## Conferences:

- Adolescent Health and Wellness
- IHS Annual Meeting
- Volunteer

## Other Trainings:

- INSPIRE Annual Meeting
- IHS Cafes following OCB Symposium

## Organizational Capacity Building Symposium

New to 2013 was a series of day long workshops to increase awareness of what capacity

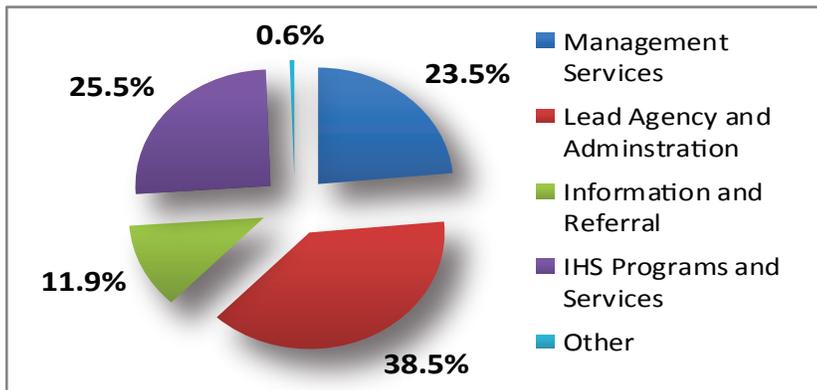
## Southern Tier Network of Executive Directors

- eTools: Working Smarter in the Nonprofit Sector
- Holiday Networking Event

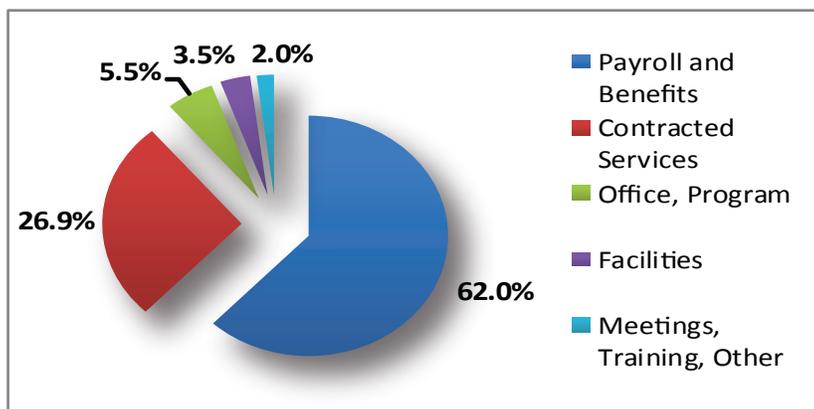
*Stay tuned for our 2014 educational opportunities, including our 6-part INSPIRE Adolescent Health and Wellness Symposium!*

# 2013 Financials

## 2013 Revenue \$2,804,434



## 2013 Expense \$2,768,918



## 2013 Financial Report

In 2013, the Institute achieved a 1.27% income over expenses. We have a 10 year average annual operating margin of .75% and a reserve equivalent to 30 days cash on hand. This has provided us the ability to maintain services when program reimbursement is delayed or temporarily decreased.

Our approach is to leverage staff skills and program resources by integrating multiple IHS services to address specific issues. This approach allows us to utilize diverse funding streams and allocate time, talent, and financial resources to services that best address our mission and that have the greatest impact on our member organizations.

# IHS Members

IHS constantly works to enhance the benefits we offer our members in order to better serve their diverse needs. Becoming an IHS member will provide you the opportunity to be part of a regional community of nonprofit organizations committed to innovation, collaboration, and best practices.

## **Our Membership Benefits Include:**

- Access to a variety of governance leadership, technology, and management resources
- Connection to nonprofits throughout the region
- Professional development workshops and trainings at free or discounted rates
- Access to IHS consulting services
- Priority space in The Provider weekly e-newsletter and IHS social media
- A comprehensive regional human services directory
- Full membership and access to New York Council of Nonprofits (NYCON) member benefits

*Membership fees are based on the size of the annual budget of your organization. We are continually working to make membership more valuable to agencies!*

## **Our Member Agencies Include:**

AIM Independent Living Center	Cornell Cooperative Extension - Steuben County	Second Genesis Music Arts After School Program
Arbor Housing & Development	Corning Classic Charities	Southern Tier Library System
Annot Health Tobacco Cessation	Corning Community College	Southern Tier Tobacco Awareness Community Partnership
Bath Area Family Resource Center	Corning Community YMCA	Steuben County Administration
Bridges for Brain Injury	Corning Meals on Wheels	Steuben County Department of Public Health
Capabilities Inc.	Economic Opportunity Program (EOP)	Steuben County Department of Social Services
CareFirst	Family Service Society, Inc.	Steuben County Department of Special Children's Services
Catholic Charities Chemung/Schuyler	Family Services of Chemung County, Inc.	Steuben County Mental Health Center
Catholic Charities Steuben	Finger Lakes Parent Network	Steuben County Office for the Aging
Chemung ARC	Finger Lakes SPCA	Steuben County Youth Bureau
Chemung County Administration	Friends of the Addison Youth Center	Tanglewood Nature Center & Museum
Chemung County Department of Mental Hygiene	Geneseo Parish Outreach Center	The Arc of Steuben
Chemung County Department of Social Services	Glove House, Inc.	The Council on Alcohol and Substance Abuse of Livingston County, Inc.
Chemung County Historical Society	Health Ministry of the Southern Tier	Tioga County Council on Alcoholism and Substance Abuse
Chemung County Humane Society & SPCA	Healthy Community Alliance, Inc.	Trillium Health
Chemung Schuyler Steuben Workforce New York	Home Helpers and Direct Link of Elmira	United Way of the Southern Tier, Inc.
Child Care Aware of Steuben and Schuyler	Hornell Area Concern for Youth	Wellness G.I.F.T.S.
City of Hornell Housing Authority	Jennie Mose Family Resource Center	YWCA of Elmira and the Twin Tiers
Community Dispute Resolution	Legal Assistance of Western NY (LAW NY)	
Community Foundation of Elmira-Corning and the Finger Lakes	Nonprofit Research and Management Services	
Comprehensive Interdisciplinary Developmental Services (CIDS)	Pathways, Inc.	
	Pro Action of Steuben and Yates, Inc.	



## Board of Directors

*Thank you to all of our board members for volunteering their time and expertise to serve the mission and vision of the Institute. Your professionalism and dedication truly make you a model for all nonprofit boards.*

**Mark R. Alger**, Board President  
Steuben County Administrator

**Sarah S. Heineman**,  
Board Vice President  
Board Member,  
United Way of the Southern Tier

**Jeffery E. Eaton**, Board Secretary  
CEO, Arbor Development

**David F. Hill**, Board Treasurer  
Executive Director,  
Pro Action of Steuben and Yates, Inc.

**Laura M. Opelt**,  
Board Member At-Large  
Executive Director,  
Catholic Charities of Steuben County

**Robert Anderson, Ph.D.**  
Director,  
Allegany County Department of  
Community Services

**Bernard J. Burns**  
Executive Director, Arc of Steuben

**Amy L. Christensen, Esq**  
Deputy Director,  
Legal Assistance of Western New York

**Jane Jamison**  
Board Liason, Bethesda Foundation

**Ted Kordela**  
Executive Director,  
Family Services of Chemung County

**JoAnn Kowalski**  
Director of Recruitment and Programs,  
Elmira College

**Kathryn Muller, LCSW-R**  
Commissioner,  
Steuben County Department of Social  
Services

**Patrick J. Rogers, Ed.M., M.B.A.**  
Executive Director,  
The Institute for Human Services, Inc.

## Thank You to Our Supporters

Steuben County Department of  
Social Services

United Way of the Southern Tier

Chemung County Department of  
Social Services

Steuben County Office for the Aging

Chemung County Department of  
Mental Hygiene

NYS Office of Children and Family  
Services

NYS Office of Rural Health

NYS Department of Transportation

Corporation for National and  
Community Service

Lead Agency Services/Partner  
Agencies

Program Fees/Earned Income

IHStech Network Services

United Ways of Allegany and Yates  
Counties

Community Foundation of Elmira,  
Corning and the Finger Lakes

The Triangle Fund

IHS Members

## Board Committees

*Thank you to all of our committee members for the time you've spent sharing your expertise with IHS.*

### Executive Committee

Mark R. Alger, Chairperson

### Finance/Audit Committee

David F. Hill, Chairperson

### Governance Committee

Bernard, J. Burns, Chairperson

### Personnel Committee

Amy L. Christensen, Esq, Chairperson



Community Partner

# We Believe

That a healthy nonprofit sector is a vital key to maintaining the quality of life in a community. We also believe that nonprofit organizations are most effective when working together, sharing and leveraging resources, and continually striving to improve how they do their work.



***We would like to thank all of the IHS Member Agencies!***

***Your commitment to innovation, collaboration, and best practices helps us all to improve and maintain the quality of life in the Southern Tier.***

6666 County Road 11 • Bath, NY 14810

607.776.9467

[www.ihsnet.org](http://www.ihsnet.org)