



**A**nnual  
Report  
2012







# Leadership

## Dear Friends,

**T**hanks to our dedicated staff and generous supporters, this year SCO Family of Services has helped 60,000 vulnerable New Yorkers to meet critical needs and build a strong foundation for their future. We got children off to a good start. We launched youth into adulthood. We unlocked potential in people with special needs. We stabilized and supported families. Our staff of 3,800 delivered these essential services in 93 programs at 113 locations throughout New York City and Long Island.

Our size, reach and programmatic breadth enable us to serve vulnerable New Yorkers in multiple ways: responding in moments of crisis, providing ongoing support and focusing on individual success. We value our role as a go-to partner for government and foundations, and take seriously our responsibility as prudent stewards of public and private funds. To this end, we direct 93% of our \$230 million budget to programs and services, making SCO among the most cost-effective non-profit organizations. Because we are committed to providing the most responsive and effective services, we have kicked off a strategic planning process that will identify new ways to maximize our impact and produce the best outcomes for the people we serve.

Our ability to respond quickly and effectively in a crisis was put to the test this year. When Hurricane Sandy roared into New York, we first made sure all our clients were safe and secure. Hundreds of SCO staff worked around the clock in our residential programs and shelters. We served more than 3,600 individuals who needed food, blankets and clothing, as well as adults and youth with developmental disabilities who needed reassurance and care. When we were asked to open a Restoration Center in Far Rockaway, Queens to help hurricane affected families, we did so virtually overnight. Two weeks later we added a second site close by in Arverne, Queens. Within a month, we were providing case management, counseling and referral services for several hundred people a day and providing assistance for up to 300 families displaced by the hurricane and relocated to hotels in New York City.

We continue to be at the forefront of efforts to bring proven-effective programs to vulnerable New Yorkers. In Fall 2012, we opened Close to Home, eight residences for court-involved youth in Queens, Brooklyn and the Bronx, as part of a citywide juvenile justice reform effort. We also expanded our continuum of

early childhood programming, opening three new early childhood centers and operating two family child care networks in Corona, Queens and Brownsville, Brooklyn through the EarlyLearn initiative. For teenagers at risk of dropping out of high school, we opened our third specialized transfer high school in the Bronx. We were awarded a grant by the NYC Council to expand the Center for Family Life's successful worker cooperative program, and we are participating in a major transformation of our residential treatment facilities led by the NYS Office of Mental Health.

SCO's greatest strength lies in our capacity to meet new challenges and respond to emerging needs while maintaining a focus on providing high quality care to individuals and families. We couldn't do any of this work without the dedication and commitment of our Board of Directors and staff, or the kindness of our devoted supporters. Every child, young person, adult and family we serve benefits from the incredible generosity of our individual, foundation, corporate and government partners who give us the tools and resources we need to change lives.

Our tagline says it all:

**Extraordinary reach.  
Unconditional care.  
Life-changing results.**

*Gail B. Nayowith Cynthia King Vance*

**Gail B. Nayowith**  
Executive Director



**Cynthia King Vance**  
Chair, Board of Directors





# Who We Serve and What We do



## Life-changing results

We aspire to produce life-changing results for everyone we serve. We believe this can be best achieved through these four areas of focus: literacy, work, family & community life and well-being. Essentially, this means we aim to support a child, youth or adult's ability to read, write, and do math; find and keep a job; build relationships and connect to family and community, and live a comfortable, satisfying life.

# Where We Work





## An unexpected blessing

**N**yree was in her junior year of college when she became pregnant. Family and friends were disappointed. And Nyree was terrified.

### Someone to help

A Registered Nurse who works in SCO's Nurse-Family Partnership began visiting Nyree weekly when she was just four months pregnant. The RN, named Rachel, educated Nyree about her birthing options, breast feeding and nutrition. She suggested a midwife, something Nyree hadn't considered, but found invaluable during delivery. Five months after Nyree first met Rachel, she gave birth to a beautiful baby daughter, Lauryn, now 20 months old. The visits will continue until Lauryn is two.

### Turning fear into strength

There were many difficult days during those first few months. Nyree, now a senior, felt guilty about spending time away from Lauryn. Rachel listened, laughed and guided Nyree through it all. "Rachel helped me realize well-being is more than milk and diapers," she says. "It's about the whole person. When I make myself stronger, I can be stronger for Lauryn."

### Moving forward

Nyree pushed full speed ahead and graduated in May with a dual degree in English and Children and Youth Studies. Lauryn is healthy, happy, expressive and curious. Nyree now works at SCO's Shirley Chisholm Early Childhood Education Center and will begin graduate school for her Master's degree in Early Childhood Education in the spring. "If it weren't for SCO, I wouldn't be the same hopeful person I am today."

# Nyree



# Early Childhood

## Our programs and services



All parents want their children to succeed. SCO connects young parents of limited income with the resources, guidance and education they need to ensure their children's healthy development. We begin by engaging young women during pregnancy and continue to kindergarten, promoting literacy, parent-child bonding and health.

**W**e offer 10 early childhood programs. Here are just a few:

### Nurse-Family Partnership

More than 500 families in Brooklyn were served last year by SCO's Nurse-Family Partnership, a national evidence-based program for first-time mothers. Registered nurses visited expectant mothers at home during the early stages of pregnancy through the child's second birthday, offering counseling to support healthy deliveries and helping mothers to become good parents. The NFP model has been proven to reduce rates of child abuse, arrests, smoking and alcohol consumption, and increase positive outcomes such as healthier pregnancies, time between births, and mothers transitioning off public benefits.

### The Parent-Child Home Program

Last year, SCO's Parent-Child Home Program served 300 families in its nationally recognized program for parents and their pre-school aged children. Trained SCO staff visit families twice a week, bringing carefully selected toys and books to encourage verbal interaction and educational play, helping parents prepare their children for school and linking families to community resources. The research-based program is participating in the second year of a New York University study focused on closing the gap in school readiness for vulnerable populations.

### Early Childhood Education Centers

This year, we opened three Early Childhood Education Centers in the high-need communities of Corona, Queens and Brownsville, Brooklyn. Our focus is on children's cognitive, physical, social and emotional development in a year-round, full-day educational program that prepares each child for success in kindergarten and beyond.

### NEWS

○ We are working with Scholastic, Inc., one of our strategic partners, to focus on literacy. Scholastic has donated 5,000 books and is training our staff to teach parents across all our programs to encourage their children to read.

○ Working with corporate partners at ESPN and Disney, SCO arranged for the installation of a KaBoom Imagination Playground at our Jerome Hardeman Early Childhood Education Center in Queens.

# 92%

OF FAMILIES IN THE  
PARENT-CHILD HOME  
PROGRAM SUCCESSFULLY  
COMPLETED TWO YEARS OF  
EARLY LITERACY AND  
SCHOOL READINESS  
PREPARATION



## Showing up and growing up

**J**anesha attends Bronx Arena High School, one of SCO's three transfer high schools for students at risk of dropping out, operated in partnership with the New York City Department of Education. This is Janesha's second year.

### A high tech alternative

Janesha started high school in another state, but few of her credits transferred to New York. Frustrated at the prospect of having to start school all over again, she learned about Bronx Arena, an iLearnNYC transfer school, where students combine face to face and state-of-the-art online instruction and learn at their own pace. "When it comes to this school, they're here to motivate us."

### Someone in her corner

At our transfer high schools we understand that these young adults need individual attention and support. Each student gets just that from an SCO Advocate Counselor. For Janesha, the relationship with her "AC" turned out to be critical. "I don't have that many people to talk to outside of school. Even my friends — I don't want them to know everything. I have Karolina to talk to. She won't tell anybody."

### Defining the future

Janesha accumulated a few credits her first year, but her pace picked up significantly in the second year after learning how to manage her time. "Here, it's a reality check," she says. "They're here for you, but you need to do things on your own. They treat us like we're adults." Last year Janesha struggled a bit, earning seven credits during the year. This year, she had earned half that amount in the first two months. Janesha plans to graduate this year and pursue a college degree in psychology. She wants to work with young people. "This school is like a comfort zone," she says. "It's like your own other home as well as your educational campus. I wake up and I say, 'I'm going to go to school so I can smile.'"

# Janesha





# Independent Youth

## Our programs and services



In order for young adults to become independent and reach their full potential, they need a strong support system and education. We work with young people to maintain and re-establish strong family bonds, and we help youth without family to develop relationships with caring adults. We provide individualized educational plans for the young people we serve in our schools, and we provide career, work and life skills training. For LGBTQ youth estranged from their families, SCO's Family Therapy Intervention Pilot focuses on keeping families together.

### NEWS

○ The East Brooklyn and North Queens transfer schools offer transitional college English classes taught by teachers trained in the CUNY curriculum. North Queens is training students to guide their peers through the college application process.

○ With coaching from Banana Republic executives, young women at the Madonna Heights School compete to be on the Community Council, which helps to decide school policy. Led by Long Island District Manager Yamila Coppola, the business execs run workshops and arrange activities encouraging students to take leadership roles in their school and community.

**W**e offer 33 independent youth programs. Here are just a few:

#### Transfer High Schools

With the addition last year of Bronx Arena High School, SCO now has three transfer schools in Brooklyn, Queens and the Bronx committed to helping students earn their New York State Regents diploma, go to college and discover their leadership potential. In partnership with the NYC Department of Education, the three schools combine quality academics, individualized attention and intensive support services to promote academic success among young people who have been truant or are not on track to graduate. Last year 83% of our transfer school graduates were accepted into college.

#### Close to Home

In the Fall, SCO opened eight new Close to Home residences in Queens, Brooklyn and the Bronx, as part of a New York State juvenile justice initiative that is returning court-involved youth to New York City from upstate facilities and promoting family reconnection. All youth placed in the residences are from New York City originally, and range in age from 12 to 17½. The program provides these young people with structure, supervision and support, in addition to ensuring regular school attendance in schools outside the community. SCO is working to help these young people get their lives back on track with an emphasis on education and reconnecting with family.

#### Independence Inns

Our four Independence Inn Residences provide shelter and support for homeless and runaway youth. We help residents focus on graduation, employment and self-sufficiency, as students prepare for life on their own.

SCO HELPED

366

YOUNG ADULTS  
ENTER COLLEGE  
IN 2012

## Living life to the fullest

**W**alter lives in a small home in Centereach, Long Island, one of 16 homes managed by SCO as an alternative residence for individuals with developmental disabilities. The homes help residents develop life skills, find enjoyable activities and reach their highest possible level of independence. Walter has participated in the program for the past ten years.

### Work matters

SCO encourages program participants to work. Several, like Walter, have paid positions with SCO or volunteer outside the agency. Walter sorts SCO's inter-office mail for all 29 of our Long Island locations, and travels every Tuesday and Thursday to our major program hubs to deliver the mail. He usually saves his paycheck, but he will splurge for a cup of coffee, a good scary movie or a gift for his mom. He also volunteers, washing windows at St. Mary's and stocking bread at Calvary Chapel's food pantry.

### Getting involved

Residents are encouraged to get involved in the community and to help out at home. Every night Walter cooks dinner for his five roommates, with guidance from an SCO staff nutritionist. He goes on group trips sponsored through SCO's "The Center" in Ronkonkoma, which offers social, educational and community activities for our clients with developmental disabilities. He also works out at two different community gyms, never missing out on a Zumba dance fitness class.

### A bright future

Looking ahead, Walter is hoping to get a computer and learn to type. Ultimately, he hopes to get married and find his own apartment. "I've learned a lot in this house," he says. "I know how to speak up for myself and tell people how I feel and stay calm. I work on my math sheets. I don't make mistakes when I sort the mail. I get to go to parties. I love parties."

# Walter





# Special Needs

## Our programs and services



Every person deserves a chance to achieve stability and unlock his or her potential. We provide therapy, support, education and temporary-to-permanent homes for those struggling with a developmental disability or behavioral health issue. We teach critical life skills to children and adults with developmental disabilities, and increase their independence through our schools, residences and community programs. We help children with emotional disturbances and adults who are chemically addicted to take control of their lives.

**W**e offer 25 special needs programs.  
Here are just a few:

### Westbrook Preparatory School

Now in its second year, Westbrook Preparatory School is the first residential New York State Regents high school for students with high-functioning autism and related conditions. Westbrook offers a year-round residential experience and an academic program attuned to each student. We teach these promising young students life skills to promote independence while preparing them for post-secondary education and employment.

### Individual Residential Alternatives (IRA)

SCO opened our sixteenth IRA in East Massapequa, Long Island, this year. Each of these homes for adults with developmental disabilities has fewer than ten residents, creating a small, home-like setting where staff can focus on furthering the residents' independence. We also run "The Center," a hub where residents with developmental disabilities can socialize, volunteer and engage in community activities.

### Morning Star

In its two residences for women recovering from drug and alcohol abuse, Morning Star teaches, supports and encourages women to develop a drug and alcohol-free, self-sufficient life. One residence is for women, the second reunites mothers with their young children and teaches good parenting practices as they progress towards a full recovery. Sixty-five percent remain sober for at least three months after discharge.

### Children's Blended Case Management

SCO staff in this program work with families whose children have a serious emotional disturbance, providing intensive support, therapy and guidance to keep children at home instead of in a residential program or hospital setting. Ninety-five percent of the children in our Children's Blended Case Management program last year successfully remained at home with their families, a significant achievement.

## NEWS

○ Fifteen students at Westbrook Preparatory School have internships, developing their social skills and business savvy with opportunities at radio stations, the Westbury Mayor's office, beauty salons, botanical gardens and more. Thanks to a grant from the Jack Fanning Memorial Foundation, as of October, these students now have paid internships.

○ At our Otilie residence, SCO is piloting a project for children coping with trauma, which emphasizes relaxation, deep breathing and guided imagery to help them heal. The children at Otilie are dually diagnosed with a serious emotional disturbance as well as a developmental disability.

# 76%

OF CHILDREN LEAVING  
OUR OTILIE PROGRAM  
RETURNED TO THEIR  
FAMILIES OR TO A LESS-  
RESTRICTIVE  
RESIDENCE

## Launching a business: We Can Do It!

**S**i Se Puede (We Can Do It!) is a women's cleaning cooperative founded by SCO's Center for Family Life in Sunset Park, Brooklyn. The cooperative launched in 2006 to create living wage jobs for immigrant women. All members are equal partners.

### **Women-run, women-owned, eco-friendly**

Monica, a single mom of five children, is one of the 15 founding members of Si Se Puede. Experienced in professional cleaning, she developed trainings and protocols. SCO's Center for Family Life helped the members research existing cooperative models, train staff and develop their logo. Local businesses helped with marketing, creation of bylaws, incorporation in New York State and business planning and development.

### **Building a career**

"It's helped me economically 100% and I have a newfound appreciation for my community," Monica says. "Not only do I want to help people, I know that I can. I've learned so much about the business: Finding your niche, understanding competition in a geographical sense and within the industry."

### **Enriching the community**

A year after training was complete the coop had more work than workers to do it. Today there are 57 members, and nearly all have regular work. "I really hope more co-ops form," Monica says. "Our members could be helpful in guiding them. This opportunity has been central not only to my economic development, but also as a woman and a professional."

# Monica





# Strong Families and Strong Communities

## Our programs and services



Stable, happy families are the fabric from which strong, engaged communities are made. We provide transitional housing, counseling to stabilize families in crisis, adult education and vocational training. We run after-school programs to keep children safe while their parents are at work and school, and we offer a range of educational, recreational and cultural activities in high-need neighborhoods.

**W**e offer 25 family and community programs. Here are just a few:

### Shelters

In our 14 shelters across New York City and on Long Island, we provide 10,230 people a year with a safe place to stay—and help them find employment and permanent housing. We also provide on-site medical and mental health care. In our Long Island shelters, 67% of those who stayed with us for at least 30 days moved on to permanent housing.

### Family Foster Care

SCO cared for more than 5,000 children living in foster care homes in NYC and on Long Island this year. We work with foster parents to meet each child's needs — medical, therapeutic, educational and social — and we're piloting a program with the Institute for Psychoanalytic Training and Research to improve the quality of parent-child visits. We've also implemented a new evidence-based model called Solutions Based Casework, which builds on families' strengths and engages them as partners, reducing risk and protecting children. In foster parent training, we're promoting the need for foster homes for older youth and youth that identify as LGBTQ.

### Family Dynamics

Rooted in Central Brooklyn, Family Dynamics serves over 7,300 children, youth and adults each year, offering after-school & summer programs, internships, family counseling, adult education and a Beacon community center located in the heart of Bedford-Stuyvesant. For the second year, Family Dynamics brought two dynamic New York City artists into after-school classrooms, introducing fifth through eighth graders to art workshops from collage to costuming. Before this program was introduced, most of these children had never received art instruction.

### Center for Family Life

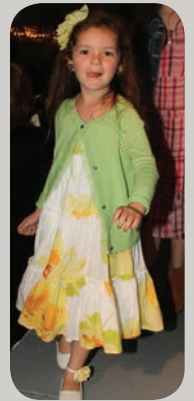
Anchored in the culturally diverse neighborhood of Sunset Park, Brooklyn, Center for Family Life offers after-school & summer programs, art programs, foster care, family counseling, a food pantry, a Single Stop resource center, and two Beacon community centers.

## NEWS

○ The NYC Department of Homeless Services selected SCO to operate case management for up to 300 families displaced by Hurricane Sandy who are living in hotels. We are also providing counseling and case management for residents in storm-ravaged Far Rockaway and Arverne, Queens at NYC Restoration Center sites.

○ When the United Nations declared 2012 as the International Year of Cooperatives, SCO's Vanessa Bransburg of the Center for Family Life was invited to speak at the UN about ways to strengthen the cooperative business movement. Our business coops have contributed to the revitalization of Sunset Park, Brooklyn, encouraging entrepreneurship among its largely immigrant community.

**97%**  
OF FAMILIES IN OUR  
PREVENTIVE SERVICES  
PROGRAM KEPT THEIR  
CHILDREN AT HOME AND  
OUT OF FOSTER CARE  
PLACEMENT





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# Financials

## Fiscal Year July 1, 2011 through June 30, 2012

### REVENUE AND SUPPORT

Fee for Service	146,714,292
Government Grants and Contracts	69,583,907
Foundation Grants	5,522,288
Contributions and Special Events	4,357,027
Investment Income	1,414,446

**TOTAL REVENUE AND SUPPORT     \$227,591,960**

### EXPENSES

Program	212,243,486
Management & General	14,090,293
Fundraising	1,183,838

**TOTAL EXPENSES                         \$227,517,617**

CHANGE IN NET ASSETS  
FROM OPERATIONS:                         \$74,343

## Fiscal Year July 1, 2010 through June 30, 2011

### REVENUE AND SUPPORT

Fee for Service	137,517,071
Government Grants and Contracts	70,600,706
Foundation Grants	5,329,471
Contributions and Special Events	2,528,561
Investment Income	3,303,031

**TOTAL REVENUE AND SUPPORT     \$219,278,840**

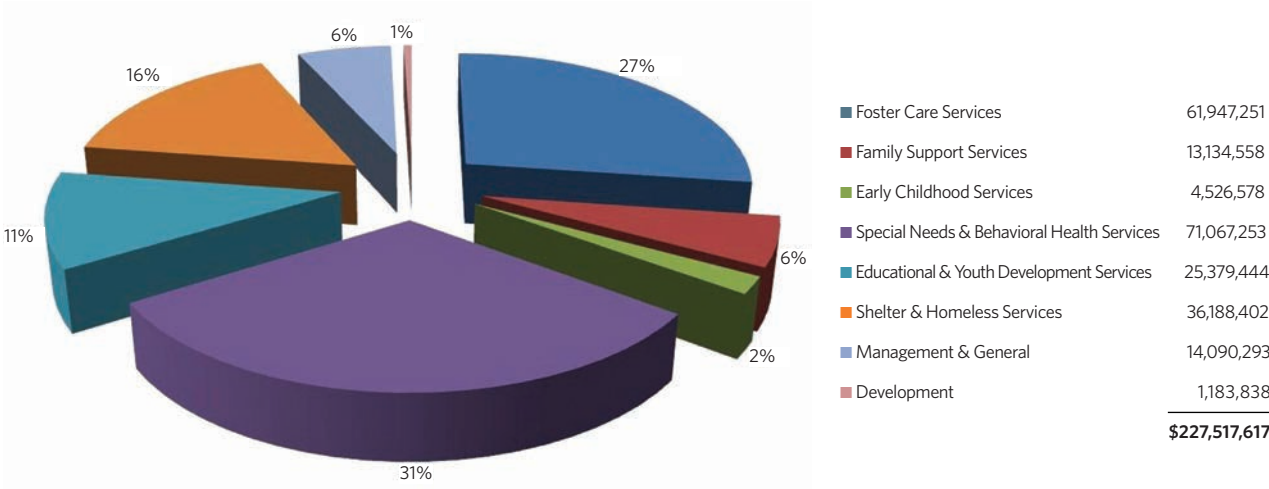
### EXPENSES

Program	203,953,937
Management & General	13,823,872
Fundraising	476,526

**TOTAL EXPENSES                         \$218,254,335**

CHANGE IN NET ASSETS  
FROM OPERATIONS                         \$1,024,505

## Actual Expenditures Fiscal Year 2012



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Chief Administrative Officer

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Chief Program Officer

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Special Assistant to the Executive Director

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Program Services

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Assistant Executive Director,  
Quality Improvement

**Vivian Floch**

Assistant Executive Director,  
Program Services

**Chanda Hill**

Assistant Executive Director,  
Program Services

**Diane Krasnoff**

Assistant Executive Director,  
Program Services

**Susan Moran**

Assistant Executive Director,  
Program Services

**James Nyreen**

*\*Retired December, 2012*

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Program Services

**Mary Odom**

Assistant Executive Director,  
Business Operations

**Dan Randazzo**

Assistant Executive Director,  
Program Services

**Art Zanko**

Director, Program Services

**Julie Brockway**

Director, Program Services

**Connie Cerrato**

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**Joseph Fatuzzo**

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**Terri Folger**

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**Robert Holden**

Director, Program Services

**Julia Jean-Francois**

Director, Program Performance  
and Outcome Measurement

**Archana Jayaram**

Director, Program Services

**Marcia Lucas**

Director, Finance

**Tony Russo**

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**Luisa Sanchez**

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**Sharman Stein**

Director, Institutional Advancement

**Renee Swanson**

Photo credits: Bruce Gilbert, Bill Mountzouros, Jessica Dowshen and SCO staff.

On our cover: Azelia McCall and William Snell attend an after-school program at SCO's Family Dynamics program in Bedford-Stuyvesant, Brooklyn.

Editor: Sharman Stein. Writer: Meghan Farrell.

Research and copy-editing: Andrew Jeffery. Design: Mare Earley







SCO Family of Services helps vulnerable New Yorkers build a strong foundation for the future. We get young children off to a good start, launch youth into adulthood, stabilize and strengthen families and unlock potential for children and adults with special needs. SCO has provided vital human services throughout New York City and Long Island for more than 100 years.

**SCO Family of Services**

1 Alexander Place  
Glen Cove, NY 11542  
516.671.1253

570 Fulton Street  
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