



SCO  
Family of Services



ANNUAL REPORT 2013

# Leadership

## DEAR FRIENDS

This was a year that kicked off with an emergency response to a massive hurricane, saw the opening of two innovative new programs and featured critical improvements to SCO's infrastructure and capacity. SCO undertook a rigorous strategic planning process to map out a course for the next four years and welcomed a new Board Chair, Kelly Williams. All the while, our dedicated staff made sure SCO Family of Services lived up to its commitment to provide life-changing results for 60,000 New Yorkers in New York City and Long Island.

Our employees, volunteers and generous supporters never faltered — whether it was helping thousands of people in Far Rockaway and those re-located to hotels rebuild their lives after the storm, launching FirstStepNYC, an innovative early childhood center co-located in a public school, or making strategic investments in human capital development and performance measurement. We helped once homeless and unemployed families like the Santiagos move from a shelter to permanent housing and jobs; arranged adoptions for children in foster care like 3-year-old Laila and helped Chris succeed in school when he had all but given up.

As a leading provider of human services in New York, our size and program mix — 93 programs in 117 locations — enable SCO to reach thousands of children, youth, adults and families. We are proud to be a go-to partner for government and foundations and we are very serious about our responsibility as prudent stewards of public and private funds; 93% of our \$244 million budget goes to programs and services, making SCO among the most cost-effective nonprofit organizations.

We are committed to program excellence and aware that successful organizations of the future will be those consistently producing the strongest outcomes for the people they serve. That's why we're establishing baseline outcome metrics and key performance indicators across our programs and administrative departments. To fully leverage our size and

program mix, we will be focusing on programs where we can provide high-quality services aligned with our mission in a financially effective manner.

We are honored to be asked to take on fresh approaches to challenging issues. One of these is the juvenile justice initiative, Close to Home, through which we've served 114 youth during the first year, helping them to remain near their communities and return safely home. (See pg. 8-9) EarlyLearn, also in its first year of operation, provides high-quality center and family-based child care in high need communities — and a lot more. As one parent said: "This is not child care, this is a learning center." (See pg. 6-7)

We joined hands with many generous partners in the business, foundation and nonprofit world. All of you helped to make us stronger — whether it was funding a gorgeous playground at Madonna Heights, a bright new mural at the Tyree Learning Center or introducing us to exuberant young people from AmeriCorps and NYC Civic Corps to help develop early literacy skills, enhance parenting skills and expand our volunteer capacity.

We are only as strong as our community — our staff, Board of Directors, individuals, foundation, corporate and government partners — whose generosity buoys us and critically provides the resources we need to change lives, one at a time.

We thank you.



*Gail B. Nayowith* *Kelly Williams*

**Gail B. Nayowith**  
Executive Director



**Kelly Williams**  
Chair, Board of Directors



# Where we **WORK**





# Who we **SERVE** and what we **DO**

## Early Childhood



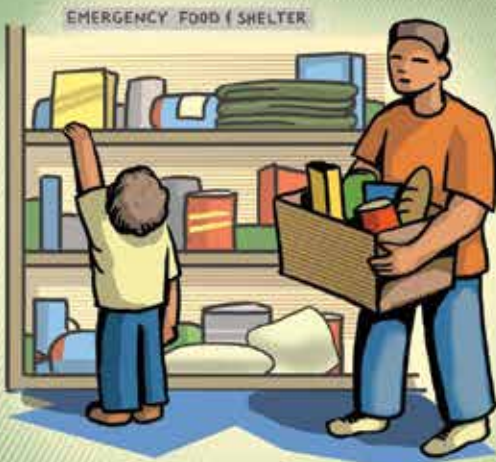
## Independent Youth



## Special Needs



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## Strong Families & Communities

## TROUBLE PAYING ATTENTION

**H**ezekiah was having trouble in pre-school. His teachers complained that the three-year-old didn't listen to directions, and his mother, Dionne, questioned how much he was learning. A friend told her about SCO's Morris Koppelman Early Childhood Education Center in Brownsville, Brooklyn and she decided to enroll Hezekiah.

## HELP IS ON THE WAY

After just one week of observing Hezekiah's behavior in the classroom, SCO staff pointed out that he wasn't socializing very well with the other children. Hezekiah was unusually reserved in the classroom and his speech was underdeveloped for his age. Hezekiah had been in early childhood centers since he was eight months old, yet this was the first Dionne had heard of any possible developmental delays. "Even though he was struggling and needed testing, it was the first time I felt encouraged," Dionne said. "From the beginning, SCO staff told me, 'We are working with him and we will get it done.'"

## A CHATTERBOX EMERGES

SCO's disabilities coordinator started working with Hezekiah immediately, beginning with an assessment of his developmental progress. His teachers practice with him daily to develop his speech. Two weeks after SCO staff raised concerns and started one-on-one sessions, his behavior started improving.

"A year later, my Hezekiah is a different kid. He talks like crazy, he plays, he shares," Dionne says. "There's no shortage of child care in Brownsville; you can find one on almost every corner. But this is not child care, this is a learning center. They have curriculum that is constantly changing, the activities are stimulating. They really study the children here and they communicate with parents; I always know how my Hezekiah is doing."



# HEZEKIAH



# EARLY CHILDHOOD



In early childhood programs we start with pregnant mothers-to-be and continue until children are ready for kindergarten. SCO provides families of limited income with the resources, guidance and education they need to ensure their children's healthy development.

## More Than Just Play

SCO started Baby & Me, our first early childhood program, twelve years ago to help children in foster care develop healthy relationships with their birth parents. *Child Welfare Watch* cited Baby & Me

recently as an example of an intervention that effectively helps parents learn about child development so that they can read their babies' cues and respond in nurturing ways.

Now SCO is expanding: Ten AmeriCorps employees are learning the Baby & Me curriculum and will be training SCO staff throughout our early learning centers and community-based programs; staff will then be able to work with parents. The AmeriCorps team will also help implement Read & Rise, a Scholastic Inc. initiative that encourages early literacy development and parent engagement.



## A New State-of-the-Art Early Childhood Center

In September 2013, SCO opened New York's first early childhood education center for children from six weeks to age five, co-located with a K-8 public school: FirstStepNYC. Infants and toddlers in the Brownsville, Brooklyn school are immersed in an environment of proactive learning and early literacy, while teachers build relationships with parents and encourage their participation in school life. FirstStepNYC will also operate an Early Childhood Education Leadership Institute on site, helping to create early childhood leaders throughout New York City. FirstStepNYC is supported by a public-private partnership linking city, state and federal funders with foundations, individual and corporate donors.

## SCO Launches Classroom Based Early Education

SCO's EarlyLearn childhood education centers and family child care networks provide affordable, quality education with accommodating hours for parents. The three centers and two networks in the low income neighborhoods of Brownsville, Brooklyn and East Elmhurst/

Corona, Queens, were opened in September 2012. Family child care provides a jump on early learning for children from six weeks through three years, while the centers provide a more structured environment to prepare 3-to-5-year-olds for kindergarten.

Families join in frequently for parent reading days, petting zoos, and holiday celebrations.



SCO EDUCATED  
**603**  
CHILDREN IN 2013  
THROUGH EARLY  
EDUCATION CENTERS  
AND CHILD CARE  
NETWORKS

## LOCKED UP AT AGE 14

Josh and his friends fell into a pattern of committing crimes for easy money. He was arrested three times for attempted robbery until he was finally locked up. Josh waited in an NYC juvenile detention facility for two months before sentencing. He was petrified.

## ONE LAST CHANCE

Sentenced to 18 months with a minimum of six months in SCO's Close to Home program, Josh became one of the earliest participants in a new rehabilitation initiative in New York State, where juvenile delinquents live in small homes in a structured program with around the clock supervision. "I got to stay near home so my parents could visit — what a difference that made. I got to learn from people who really wanted to see me change." Without this program, Josh would have been incarcerated hundreds of miles away in upstate New York.

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## THE ROOT OF THE PROBLEM

Josh realized that the instant gratification he sought was never worth the consequences. "It sounds crazy, but I didn't know how [to talk to people] before I came here. I learned how to build real relationships with people and not to burn bridges. I learned to keep my impulses in check. You can't have everything you want right now."

## COLLEGE AND BEYOND

"I never thought about college before, but staff would swap stories about their college experiences all the time. I've always liked school and now I want to go to college. Maybe work on Wall Street one day. That would be something new." Josh was discharged and returned home on August 16th. He has family counseling every week to keep him on track and prevent him from falling into old habits. Josh visits the Close to Home residence often, catching up with staff and encouraging new residents.

# JOSH





# INDEPENDENT YOUTH

Our programs for young people are focused on strengthening family bonds and providing them with the resources necessary to build an independent and productive life: education, housing, counseling, job training, after-school programs and mentors.



## Changing the Future for Court Involved Youth

Close to Home, New York's innovative juvenile justice reform, just celebrated its one-year anniversary, and is helping young people repair family relationships, resume their education, and get back on track. SCO opened its first Close to Home residence in September 2012 and has served more than 114 young people between the ages of 13 and 20 years of age in seven residences in Brooklyn, Queens and the Bronx. Youth attend school together, earning NYC credits, participate in a structured program to change their behavior and rebuild family relationships. Since its inception, 45 youth have

returned to their families or to a less restrictive setting.

## A Graduation to Celebrate

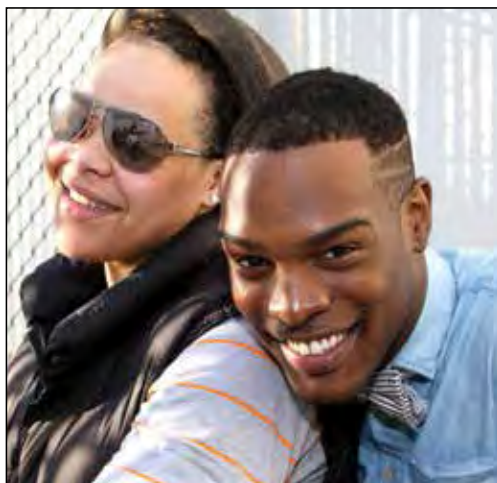
The first graduation at Sunset Park High School this June was a joyous and historic event: Mayor Bloomberg and Chancellor Walcott were present to mark the occasion with the 300 students, their parents, local officials and community supporters. The ceremony was particularly meaningful given the decades-long campaign to persuade the city to build a public high school for the first time in Sunset Park, an effort in which SCO's Center for Family Life played a major role. CFL, which serves the Sunset Park community, is an active partner at the high school, providing counseling, tutoring, college guidance, internships, an arts program, after-school activities and more.



## Safety and Stability for LGBTQ youth

For the past two years, SCO has implemented the Family Therapy Intervention Pilot, part of a NYC Department of Youth Development initiative, to repair relationships between LGBTQ youth and their families. The pilot is based on San Francisco State University research showing that family acceptance has a remarkable impact on the future health and success of young people.

This year, SCO opened two new group living residences for LGBTQ youth who are estranged from their families and in need of a temporary home, bringing the number of LGBTQ residences to five. SCO is a member of the NYC Administration for Children's Services LGBTQ Action Group, which brings together youth, advocates and other agencies to raise awareness, end stigmatization and prevent discrimination of LGBTQ youth.



SCO PLACED

1,800

YOUTH IN  
SUBSIDIZED JOBS OR  
INTERNSHIPS  
IN 2013

## FINDING THE RIGHT FIT

**J**ohn has great intellectual capacity but struggles with social skills. He has Asperger's Syndrome, a form of high functioning autism. Seeking a place where he could live independently and get habilitation services, John moved into one of SCO's Supportive Individual Residential Alternatives, an SCO managed apartment where he could live on his own with visits from staff several times a week.

## COPING WITH ANXIETY

The road to self-sufficiency wasn't always easy. John's anxiety became so bad at times that there were days he would drive to work and have to turn back around and go home. When John enrolled in college, SCO staff was there to help him manage his schoolwork, cope with anxiety and find recreational activities. John graduated with an Associate's degree in recreation leadership in 2006. "SCO gave me the tools to sort out my stress and anxiety and figure out when to let go. I used to call someone in a panic every time I did something wrong, but now I can pretty much find a solution on my own."

## INDEPENDENT AT LAST

John now runs a children's recreational program in the mornings and after school. Just this year he saved up for his own apartment and now lives on his own. SCO staff still visit, mostly to help John get out of the house and meet new people. He cleans and cooks for himself and manages his own bills. He hopes to go back to school for his Bachelor's degree, and one day, to marry and start a family.



**JOHN**



# SPECIAL NEEDS



Our programs for people with special needs are focused on unlocking potential and providing the resources necessary to become as independent as possible: education, counseling, physical therapy, life skills training, family support, recreation and social groups.

## Creating a Team of Experts in Special Needs

At SCO, each campus for children and youth with special needs has its own specialty and serves a different population.

To help all of these staff strengthen and hone their skills, SCO

is implementing the TAFT Academy, a three-year professional development plan in partnership with the TAFT Family Foundation. The proposed academy will enable SCO to create a robust cadre of highly skilled staff working to enhance academic and social outcomes for children and youth with developmental disabilities. The TAFT Academy will provide instruction based in the classroom, workplace and online to several hundred teachers, clinicians and direct care workers annually. It will also create “learning laboratories” on each residential school campus. New professional development opportunities will include tuition assistance and mentoring.

## Entertainment Pros Help Children Heal

Our teen residents with extraordinary needs lit up the stage in March and again in November, performing original dances, songs, rap, and poetry. The performances capped the end of two 12-week courses for our young people by Road Recovery, a non-profit organization that pairs struggling youth with extraordinary needs with entertainment professionals. The professionals help youth to showcase their talents, face their challenges and heal — often by performing material based on their own emotional conflicts. The poignant lyrics of the final performance, an original song by a young man named Shane, brought the audience to its feet.



## Asperger's: A Student's Perspective

SCO's Westbrook Preparatory School, which will celebrate its third anniversary in February, is New York State's first residential school for students with high functioning autism. The school is focused not only on academics but on helping young people to overcome their social anxiety. Students

participate in internships throughout the community, and recently two students took to the stage before an audience of professionals at a meeting of the Asperger Syndrome and High Functioning Autism Association. It was one student's first time speaking in front of such a large audience, but the 18-year-old conquered her nervousness, speaking with candor about her strategies for coping with anxiety and social pressures. Program Director Laurie Melesh says: “It was a very special moment for these young women. They were very well received at the conference, and all of us were full of pride — staff, families and students.”

SCO EDUCATED

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YOUTH WITH  
SPECIAL NEEDS  
IN 2013



## A HARD LESSON LEARNED

**W**hen Alejandra's son Edwin was eight months old he fell off the bed. Edwin wasn't hurt, but when Alejandra took him to the doctor, the city's child welfare agency was called. Alejandra agreed to leave her children in the care of their father for several months and participate in family counseling and parenting classes through SCO's Family Development Center in Corona, Queens.

During the nine months Alejandra lived apart from her children, she found comfort through SCO's Baby & Me program. "I was just like every other mother, bonding and playing with my child. I don't know what I would have done without it."

## FINDING HERSELF

Alejandra moved to Queens from Mexico in 2008. She didn't know how to navigate the subway on her own and relied on her boyfriend or sister to help her get around the city. That changed once she joined Family Development Center's Women's Wellness Group. "I learned so much about asserting myself in my relationship, redefining my role as a mother and becoming an independent woman."

## BECOMING WHO SHE WANTS TO BE

"SCO has something for everyone. Because of these different programs, I became more aware of my emotions. I became more attentive and patient with my children. I became more independent and empowered."

Edwin, now four years old, just graduated from SCO's Parent-Child Home Program, a voluntary program where trained home visitors model toys and books every week for parents to enjoy with their children. Edwin started the program when he was just two years old. Alejandra and Edwin now read together every night. Edwin chooses the book.

# ALEJANDRA





# STRONG FAMILIES AND COMMUNITIES



Our programs keep families strong and intact, and connect them to their communities. We provide family counseling; food and shelter; assistance with employment, legal issues, taxes and government benefits; community centers and foster care.

## Rebuilding Far Rockaway

SCO staff responded to Far Rockaway within days of Hurricane Sandy, eventually providing counseling and case management for 10,000 residents. When residents who lost their homes were relocated to hotels in NYC, SCO helped more than 400 individuals and families with housing, food, transportation, counseling, etc. In Sunset Park, Canarsie, Coney Island and Red Hook, Brooklyn, SCO provided cash assistance from the Robin Hood Foundation to people who needed to buy furniture and other essentials lost to the flood. SCO is still working in Far Rockaway through its leadership of Rockaway United, a coalition of community organizations and individuals working to rebuild the Rockaway community.

## Community Comes Together and... KaBOOM!

A 2,500-square-foot playground was built in just one September day on our Madonna Heights campus in Dix Hills. The project was spearheaded by KaBOOM!, a nonprofit dedicated to bringing play to children in need. We had a lot of helping hands: Three hundred volunteers from UnitedHealthcare (the funding partner), Astoria Federal, Banana Republic, Beanstalk, Enterprise Fleet Management, SCO and the community. In addition to a school and residence for young women recovering from trauma, Madonna Heights has two residences for women recovering from addiction, a family service clinic and service coordination for children in foster care with disabilities. The playground is the first space on campus where everyone can spend time together.



## Partnering in Bedford-Stuyvesant and Brownsville

SCO is an active partner in helping the Brooklyn neighborhoods of Bedford-Stuyvesant and Brownsville to continue their trajectory of community building and growth. In January 2014, SCO will open two new community centers in Bedford-Stuyvesant public housing through a partnership between our Family Dynamics program, the Department of Youth and Community Development and the NYC Housing Authority. The community centers will provide academic enhancement, school to work transition, civic engagement and fitness and art programs.



In Brownsville, within the last few years, SCO has opened three early childhood education centers; a transfer high school for youth at risk of dropping out and expanded family counseling and support. SCO will now begin a three-year effort in the community, led by Family Dynamics, to prevent public housing residents from losing their housing.

# 531

CHILDREN IN FOSTER CARE  
WERE REUNIFIED WITH  
THEIR FAMILIES OR  
ADOPTED IN 2013

# SCO in the NEWS...



## Brooklyn Daily Eagle Seeing Stars at a Bed-Stuy b-ball clinic



## The New York Times Another Chance for Mone't Program Keeps Troubled New York Youth Close to Home

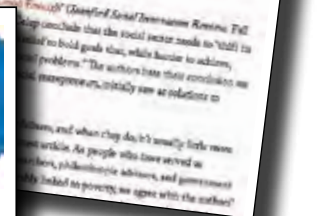
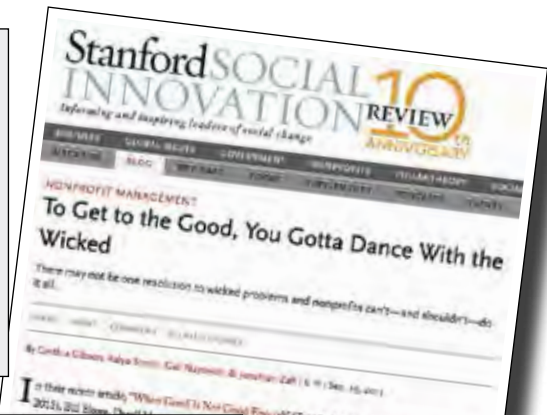


The end of the road is a yellow brick house in East New York, Brooklyn, that was once a rectory. Mone't arrived there on Dec. 28 with a bad attitude and four years of baggage.

In and out of the Queens courts for



14





and in the **FIELD**



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Clockwise, from top left: Mayor Bloomberg recognizes CFL's co-op work; ED Gail Nayowitz speaks on future of nonprofits; FD's Tony Melendez celebrated for service to Bed-Stuy; Digital learning draws educators to Bronx Arena HS; CFO Johanna Richman recognized; SCO named Queens Agency of Year; Tom Cocks reflects on Hurricane Sandy; Nassau rep Charles Lavine tours RJMCC; Helene Onserud in the Transition Tent; Middle: Staff cheer SCO national Parent-Child Home Literacy Champion; No. Queens HS profiled.



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Companies  
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Compass Benefit Planning  
Computer Network Solutions, LLC  
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Costa Fruit and Produce  
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Delmonte-Smelson Jewelers, Inc.  
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Cynthia Dodenhoff  
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Brian & Elizabeth Duffy  
Eaton Vance Investment Managers  
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Laura Enderson





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James Wojcik  
Cheryl G. Zagorski  
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## Corporate In-kind

Amazon.com  
Astoria Federal Savings  
Baby Buggy  
Cerini & Associates  
Choka Lyme  
Codogan Tate Limited  
Deloitte, LLP  
ESPN/Time Warner  
GAP, Inc.  
Garden of Dreams  
Henry Schein  
Hollander Home Fashions  
Payless Shoe Source  
Scholastic, Inc.  
Thompson Hine, LLP  
Today Show  
United Way NYC



# FINANCIALS

Fiscal Year July 1, 2012 through June 30, 2013

## REVENUE AND SUPPORT

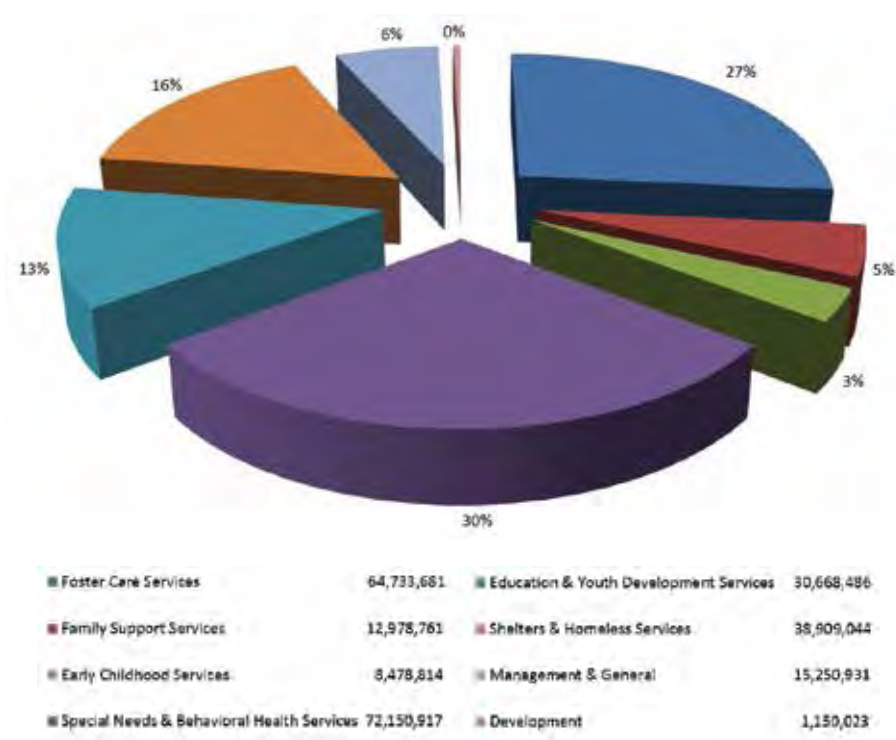
Fee for Service	155,457,450
Prior Years' Cost Reimbursement Adjustments	621,469
Government Grants and Contracts	76,012,655
Foundation Grants	5,701,840
Contributions and Special Events	4,080,356
Investment Income	3,187,843
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$245,061,613</b>

## EXPENSES

Program	227,919,703
Management & General	15,250,931
Fundraising	1,150,023
<b>TOTAL EXPENSES</b>	<b>\$244,320,657</b>

CHANGE IN NET ASSETS FROM OPERATIONS	\$740,956
---	-----------

## Actual Expenditures Fiscal Year 2013



# BOARD of DIRECTORS and EXECUTIVE Staff

## Board of Directors

Chair

Kelly L. Williams

Vice Chairs

Brian Edwards

Photeine M. Anagnostopoulos

Treasurer

Douglas Schloss

Assistant Treasurer

Edward W. Stack

Secretary

H. Craig Treiber

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Robair Reichenstein

Anne Sherman

Kerryann Tomlinson

Stephen J. Tyree

Cynthia King Vance

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Thomas J. Fanning

Leonard Genovese

Dennis Hackett

Stephen V. Murphy

James Stynes

Rev. Msgr. Robert J. Thelen

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Gail B. Nayowith

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Rose Anello

Chief Program Officer

Douglas O'Dell

Chief Financial Officer

Johanna Richman

Chief Administrative Officer

Robert Sherman

Chief Program Officer

Renee Skolaski

Chief Program Officer

Rosemary Stein

Special Assistant

Madeline Martinez

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Program Services

Maureen Angliss

Assistant Executive Director

Business Operations

Hayden Blades

Assistant Executive Director

Program Services

Connie Cerrato

Assistant Executive Director

Quality Improvement and Training

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

Assistant Executive Director

Program Services

Mary Odom

Assistant Executive Director

Program Services

Arthur Zanko

Director Program Services

Julie Stein Brockway

Chief Information Officer

Joseph Fatuzzo

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Corporate Compliance

Terri Folger

Director Human Resources

Robert Holden

Director Program

Performance and Outcome

Measurement

Archana Jayaram

Director Program Services

Julia Jean-Francois

Director Finance

Stephen Mack

Director Policy and Strategic

Planning

Luisa Sanchez

Director Communications

Sharman Stein

Director Institutional Advancement

Renee Swanson

Photo credits: Bruce Gilbert, Jessica Dowshen and SCO staff

Editor: Sharman Stein Writer: Meghan Farrell

Research and copy editing: Andrew Jeffery Design: Mare Earley

Photo below: SCO Executive Staff







**SCO aspires**  
to produce  
life-changing  
results for  
everyone we  
serve:



## Literacy

Teaching children,  
youth and adults to  
read, write and do  
math



23

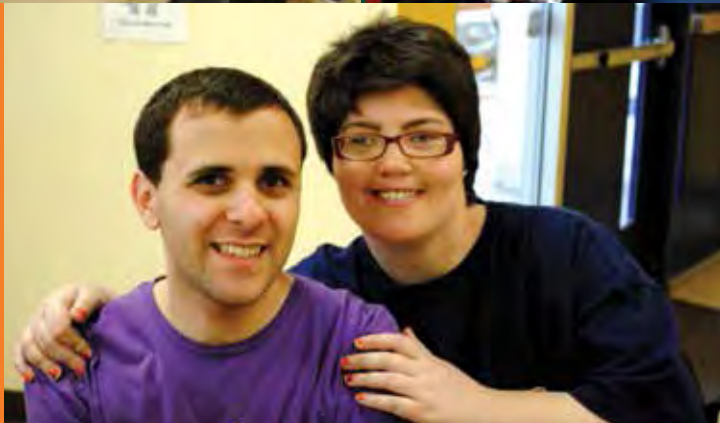
## Work

Helping people to  
find and keep jobs



## Family & Community Life

Supporting connec-  
tions to families and  
communities



## Well-Being

Contributing to the  
social, emotional  
and physical health  
of the people we  
serve



Every Year

We prepare  
**1,700**  
children and  
families for  
kindergarten



We help  
**2,300**  
young parents  
and children learn  
how to  
play together



We educate  
**1,100**  
youth



We inspire  
**5,700**  
children and teens through  
after-school and summer  
programs



We help  
**1,800**  
people with special  
needs



We shelter  
**10,230**  
adults, children  
and families



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.



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Glen Cove, NY 11542  
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Brooklyn, NY 11201  
718.895.2555

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

