

1m

leadership dear friends,

SCO Family of Services this year fully demonstrated its enormous capacity for growth, resilience and change. We achieved reaccreditation with flying colors by the international Council On Accreditation (COA); joined New York City's historic expansion of Universal Pre-Kindergarten; and created vibrant new after-school, summer camp and community programs for middleschoolers, teens and adults in Brooklyn. The SCO Taft Academy significantly expanded professional development opportunities for staff at our four residential schools for children and youth with developmental disabilities; Madonna Heights achieved Sanctuary certification; and we redesigned our foster care program under the new ChildSuccessNYC model to improve stability, enhance well-being and expedite permanency for children in foster care. And we welcomed five new members to our Board of Directors - extraordinary men and women fully dedicated to helping SCO achieve its goals.

The focus of our hardworking and dedicated staff on doing whatever it takes to produce life-changing results has brought honor to us all. After studying 436 case files and visiting with dozens of clients, staff, families and volunteers, the COA team said: "There is an enormously excellent

Leadership Change

Douglas O'Dell was appointed Interim Executive Director by the Board of Directors Nov. 1, 2014. After serving with distinction as SCO's Executive Director for four years, Gail B. Nayowith began discussions with the Board about not renewing her

contract in mid-2014 and she actively worked with the Board to ensure a smooth transition. A national search is underway for the next ED. Board Chair Kelly Williams said: "We appreciate Gail's leadership during a period of



extensive change and growth, and her commitment to achieving excellence in all that SCO does for the people we serve. I know she will be missed."

Doug O'Dell is a widely respected expert in children's services with more than 40 years of professional experience, including 24 at SCO, where, as Chief Program Officer, he has been responsible for the administration of SCO's city-based adolescent and young adult services, and services for children and adults with developmental disabilities in NYC and on Long Island. quality of work at every level of this organization."

Numbers can't ever tell the entire story, but they do convey the extent



of our reach. Across 87 programs in 111 locations, we touched thousands of people, including more than 1,400 children, youth and adults with special needs who were helped to live a fuller life, including Ramon (above and pg. 9); and 400 families and adults who left shelters for permanent housing, including Tina (above and pg. 11). We celebrated the successful return to their families of 57 court-involved young men and women who have been living in our Close to Home residences, where they resumed their education, repaired their relationships with family and began getting their lives back on track.

In Fall 2014, the Board appointed Douglas O'Dell as Interim Executive Director to succeed Gail B. Nayowith (see box below). We mourned the loss of our friend and board member, Joseph M. Matarese on Nov. 3, 2014, after 31 years of dedicated service to SCO. Throughout, SCO retained its unwavering commitment to excellence as a leading provider of human services in New York. We are looking forward to another productive year, including the anticipated sale of 570 Fulton Street in Brooklyn; an exciting new event schedule featuring the annual benefit on May 29; relationships with new Strategic Partners and much more. We can't emphasize enough that we are only as strong as our community — the dedicated men and women who work at SCO, our Board of Directors, individual donors, foundations, and corporate and government partners. Your generosity, commitment and support sustain us and the SCO mission. You provide the critical resources we need to reach for the stars on behalf of every individual we serve.

We couldn't do it without you. Thank you.

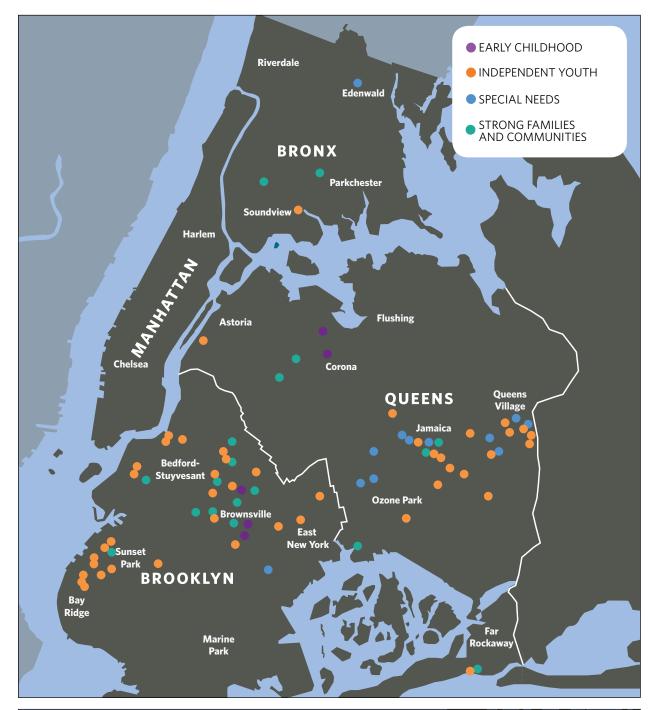
Douglas O'Dell Interim Executive Director



Kelly Williams Chair, Board of Directors



where we work



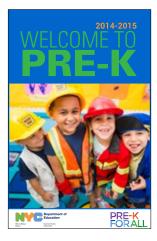


early childhood

Programs:

- Nurse-Family Partnership
- Parent-Child Home Program
- Baby & Me
- Early Head Start
- Early Childhood Education Centers
- Family Child Care Networks
- FirstStepNYC Early Education Leadership Institute

SCO EDUCATED 1,1008 CHILDREN IN 2014 THROUGH EARLY EDUCATION CENTERS AND CHILD CARE NETWORKS



Ready for Pre-K

When New York City forged ahead with its historic citywide expansion of Universal Pre-Kindergarten in September 2014, SCO was already prepared to become a part of the groundbreaking initiative. SCO has been providing quality, affordable early learning for 3-5 year olds in low-income neighborhoods in Brooklyn and Queens since 2012. The new seats created by the NYC Department of Education (DOE) expanded our existing early childhood programs at the neighborhood centers, where we staffed the classrooms with primarily Master's-level head teachers and Bachelor'slevel assistant teachers and hired additional Family Support staff to enrich services and activities for families. And when the DOE needed photos for its informational Pre-K booklet, the students at our Jerome Hardeman Center in East Elmhurst, Queens were more than ready to say "Cheese!" (Photo, left)



Teaching the Teacher

The SCO/FirstStepNYC Early Education Leadership Institute this year began training and supporting current and future early childhood leaders citywide. The selected participants are linked to coaches, mentors,

and higher education institutions in unique individual fellowships designed to hone each participant's leadership skills. In

mid-September, the Leadership Institute launched the first City University of New York Program Administrators Credential course at our Morris Koppelman Early Education Center (photo, above). The 2.5 year program



will result in an Early Education Director certification. The Institute also named a new director, Takiema Bunche Smith, most recently Vice President, Education and Outreach at the Brooklyn Kindergarten Society.

A PLACE FOR TWO TO HEAL AND GROW

After serving in the U.S. Army and a stint at Homeland Security following 9/11, Mike suffered from Post-Traumatic Stress Disorder. Retired on disability, Mike turned his attention to caring for his five sons (ages 14, 13, 12, 11 and 3), while his wife returned to school. He hesitated at first to enroll his youngest son, Josh, at SCO/FirstStepNYC. "Since I had PTSD, for a long time I didn't want to leave the house. I was dealing with depression. Josh missed a lot of days at first because I couldn't bring myself to go." When Mike did start visiting FSNYC more frequently, he discovered a high-quality program for his inquisitive son and a community for himself. With a focus on family support and engagement, FirstStep welcomes parents' involvement. The center became a place where Mike could feel safe and begin healing. And once he felt better, Mike began reaching out to other fathers.

Hope for the community

Calling FirstStepNYC "the best program I have ever seen," Mike says Josh at age three is more advanced than any of his brothers were at five or six, pointing out the advanced ways in which Josh expresses himself and handles ideas and concepts. "This kind of early education is going to produce better adults down the road. And that's good for Brownsville."

"Ready to do anything"

When he isn't working on his novel in the center's lobby area, Mike pitches in anywhere he can lend a hand and runs a weekly men's group. "I'm really trying to find a way to teach some of these guys not to run, to be not only a father, but a partner for the mother of their child." He's working to expand the support group to SCO's other early ed centers, and he's running for a seat on the parent leadership council. "Now, I'm ready to do anything."

And while he's very close to all his sons, Mike's involvement with FSNYC has definitely deepened his relationship with Josh. "He's my little man."

mike and josh

independent youth

Programs:

- Close to Home
- Juvenile Justice Initiative
- Transfer High Schools
- Independence Inns for runaway and homeless youth
- Work readiness and employment
- After-school and summer programs
- Scattered Site Supportive Housing
- Residences for youth in foster care and LGBTQ youth





Help for Youth in Care and Their Families

Providing an umbrella of oversight for programs serving SCO's 1,000+ children and youth in foster care and their families, SCO this year created the Educational and Permanency Support program, headed by Director Stephen Hanmer. Hanmer and his staff focus on making sure that young people in care get job and skills training, including a work readiness program with our Strategic Partner, Gap Inc. (photo, left), as well as help applying to college, obtaining immigration and other vital documents, setting up bank accounts and finding housing for those youth who are going to live independently. Critically, the team makes sure students don't suffer any setbacks to their education while they're in care, which includes advocating that they remain

in their neighborhood schools, ensuring that students in special education get the services they need and helping eighth graders apply to high school.



New After-School Programs in Brownsville

Seeking to provide critically-needed after-school programming in Brownsville, Brooklyn, Family Dynamics added two new programs for elementary school and middle school students at PS/IS 41 (where SCO's FirstStepNYC early childhood education program is co-located). With support from the NYS Office of Children and Family Services' Advantage After School program and the NYC Department of Youth and Community Development's new School's Out New York City (SONYC) initiative, these two new after-school programs provide services for 160 additional students in grades K-5 and 75 students in grades 6-8, offering art, music, sports and homework

help (photo, above). Family Dynamics is also partnering with Materials for the Arts and Groundswell NYC for students at PS/IS 41, who will have the chance to paint original murals with the guidance of the artists at Groundswell, a not-for-profit community arts organization.

FINDING ACCEPTANCE AND A FUTURE

At age 20, Christopher has survived more challenges than many people encounter in a lifetime. He was abused as a child, teased at school and became depressed as he got older and realized he was gay. At age 12, Christopher and his siblings were placed in a foster home. Unfortunately, his foster parents had a problem with his sexual orientation and Christopher was moved to a group home. "Imagine being under a microscope to the world because of your sexual preference and then being in foster care at the same time." A physical altercation landed him in a facility upstate, where he was bullied by the other youth. Then 15, Christopher began running away to live on the streets of the West Village.

Comfort and focus

Homeless and depressed, he began using drugs and did whatever he could to survive. Christopher's mother had him moved to an LGBTQ placement — SCO Family of Service's LGBTQaffirming group home in Brooklyn. Of the 31 foster care agencies contracted by New York City, SCO is the only one that offers group residences specifically serving LGBTQ youth in care, providing a safe and supportive environment along with therapy, and academic and career counseling. "I could finally feel comfortable being myself."

Back in school

At 17, he began attending high school and building his resume with internships, eventually landing a fulltime job in retail. He graduated high school in 2014, earning his diploma only one year behind schedule, and recently began his first semester of classes at community college.

He says: "My life has taught me that youth in care can reach the goals life has intended for us, as long as we have the right support and good people in our corner." Next year, Christopher plans to move into his own apartment.

christopher

special needs

Programs:

- Westbrook Preparatory School
- Ottilie Residential Treatment Facility & Theresa Paplin School
- Madonna Heights RTF, Residence & School
- Robert J. McMahon Children's Center & Tyree Learning Center
- The Christopher School
- Individual Residential Alternatives
- Intermediate Care Facilities
- Morning Star residences for substance abuse recovery
- Community support



Taft Academy Creates a Culture of Learning

Taft Academy — SCO's new professional development initiative for staff at our residential schools for children and youth with developmental disabilities — has made significant progress since its launch in late 2013, and its effect on creating a stronger culture of learning at SCO is already being felt. Taft Academy is designed to create robust professional development opportunities for the 535 staffers at The Christopher School, Robert J. McMahon Children's Center/Tyree Learning Center, Westbrook Preparatory School

and Ottilie Residential Treatment Facility/Theresa Paplin School. The goal is to improve the life-long functioning of children and youth with developmental disabilities by increasing employees' skills and professional performance. So far, staff have participated in classroom-based instruction, online learning, experiential campus-based learning, Learning Laboratories and professional development opportunities (photo, left). Principals from each of the campuses have pointed to Taft's impact already on cross-campus collaboration. Coming up in year two: The launch of professional development incentives, including conference and tuition awards and the first Taft Academy Annual Conference in January 2015.



Sanctuary: Healing and Hope

Following a four-year certification process, Madonna Heights received official Sanctuary Certification in March 2014 for its three adolescent programs — Madonna Heights School, Residential Treatment Facility and Group Residence (photo, left). Issued by the Sanctuary Institute of the ANDRUS Center for Learning and Innovation, Sanctuary provides a framework for creating safe, compassionate and high-quality trauma-informed care for youth and

families. Madonna Heights is dedicated to helping vulnerable adolescent girls, women and families build a strong foundation for the future. "Sanctuary is about creating an environment for healing and a hopeful future," said Chief Program Officer Rosemary Stein.



BUILDING TRUST AND LEARNING TO COPE

When Ramon first arrived at SCO's Ottilie Residential Treatment Facility, he was angry and frustrated, and didn't communicate with others. Having been in foster care since he was a toddler, Ramon had lived with several different families and had stays in psychiatric hospitals and other institutions. He hadn't had much of a chance to establish trusting, stable relationships. He was prone to tantrums and even suicidal threats. "I didn't care about my life," he recalls. "I was mad, nothing was working. I didn't feel anyone cared."

"Feels like family"

At Ottilie, which serves adolescents with a serious emotional disturbance and developmental delays, staff demonstrated to Ramon that they would stick by him no matter what. After a while, he began believing they really cared. "They talk to me and support me. It feels like family." Ramon started sharing his feelings. When he got frustrated, he used newly-acquired coping skills and found solace playing basketball or lifting weights. His behavior improved dramatically.

Becoming a leader

With his new attitude, Ramon made friends and took on new responsibilities. He participates in Ottilie's vocational program, where he's learned how to restock the vending machines and perform maintenance duties like painting and cleaning. What's more, Ramon has become a leader, teaching his peers the skills he has learned. "Responsibility makes me feel good. I'm learning things that will help me in the future."

As he prepares to move into a more independent residence at SCO or elsewhere, Ramon feels optimistic. "He's made enormous strides," says Vocational Educator Joanne Lombardo. "I want to be a basketball player or a math teacher," Ramon says. "If that doesn't work out, I'd like to be a cashier, preferably at a deli. You're busy all the time, the transactions are quick and easy and you get to use math and work with money."

ramon

strong families & communities

Programs:

- Family Dynamics' and Center for Family Life's Beacon & Cornerstone community centers
- Shelters
- Family foster care and adoption
- Worker cooperative development
- Family counseling, legal assistance, food pantries and employment help
- Single Stop
- Disaster case management



Cornerstones for the Neighborhood

After successfully opening two new Cornerstone community afterschool centers in Brooklyn public housing developments in January 2014, Family Dynamics stepped up to open the doors even wider during the summer. The Cornerstone centers at Stuyvesant Gardens in Bedford-Stuyvesant and Albany Houses in Crown Heights are a collaboration between SCO's Family Dynamics, the NYC Department of Youth & Community Development and the NYC Housing Authority. When school was out, NYC expanded the centers' mission to include teens and adults along with children — with a mandate to stay open until 11pm. Family Dynamics geared up with staffing and programs, successfully becoming

CHILDREN IN FOSTER CARE

WERE REUNIFIED WITH THEIR FAMILIES OR

ADOPTED IN

2014

a resource for local families. The Cornerstone summer camps served 126 children ages 5 to 12, providing a strong summer enrichment program for elementary and middle school students, which included field trips to museums, parks and other cultural venues. "We try to plant inspiration in the children," says Stuyvesant Gardens Director Tashia King. Middle schoolers came in the afternoons, and teens and adults were welcome later in the evenings to take advantage of the computer and exercise rooms. "We have so much to offer and the community is responding," says Edith Parker, Program Director at the Albany Center.



Developing Worker Cooperatives Citywide

SCO's Center for Family Life is sharing its expertise as a developer of worker cooperatives citywide, thanks to a \$1.2 million investment by the New York City Council, which applauds the co-op business model as a pathway out of poverty for low-income workers.

The new Worker Cooperative Business Development Initiative funds are being used by CFL and 10 other NYC nonprofits to provide a year of training and technical assistance to community groups that launch new co-ops, with the goal of establishing 28 new businesses and 234 new jobs. CFL has been developing co-ops in Sunset Park, Brooklyn for the past eight years and assisting other groups to do the same. With the Council's support, CFL has launched eight cooperatives to date, including the successful housecleaning co-op Si Se Puede! ("We Can Do It!") and the childcare service, BeyondCare. This summer, CFL celebrated the launch of its newest co-op: Trusty Amigos Dog Walking & Pet Care Cooperative, which provides dog walking and pet sitting services. As part of the new initiative, CFL is partnering with community organizations to launch new co-op businesses specializing in guerrilla marketing and commercial cleaning, and will create two additional co-ops this year on its own.

SEEKING SAFETY AFTER AN ABUSIVE MARRIAGE

When Tina found the courage to leave her abusive husband, she was 7½ months pregnant. She and her three children moved in with her parents and Tina filed a restraining order against her husband. But after a year, serious tensions with her family developed and she had to leave. She and her kids were placed in SCO's Dotty's House, a family shelter on Long Island.

"People cared about me"

When they first arrived, Tina was depressed, angry and scared, but she started to relax after just a few days. The staff immediately gave Tina and her children domestic violence counseling and Tina joined a support group. Staff helped her plan for her future, find permanent housing and apply to college. Tina and her children felt safe and comfortable. They joined the other families in movie night, sharing the cooking and celebrating birthdays. Her confidence grew. "People cared family I was supposed to have but never did."

Moving forward

Tina and her children now live on their own. Her three oldest children are thriving in school, while her energetic two-year-old son keeps her busy at home. Tina has been accepted to Suffolk Community College and plans to major in social services. "I want to help women and children who are going through what I'm going through." She credits Dotty's House for helping her find her way to a brighter future. "If I was placed somewhere else, I don't think I'd be where I am today."

tina

a day in the



Madonna Heights Group Residence, Dix Hills, LI

A young resident seeks to comfort – and be comforted by - Taco the bunny.

School, Westbury, LI Students at the residential school play a game of foosball before bedtime.

Bronx, NY Night staff go from room to room saying goodnight to residents and turning out the lights.

Morning Star II, Dix Hills, LI Two mothers recovering from addiction stay up talking about their

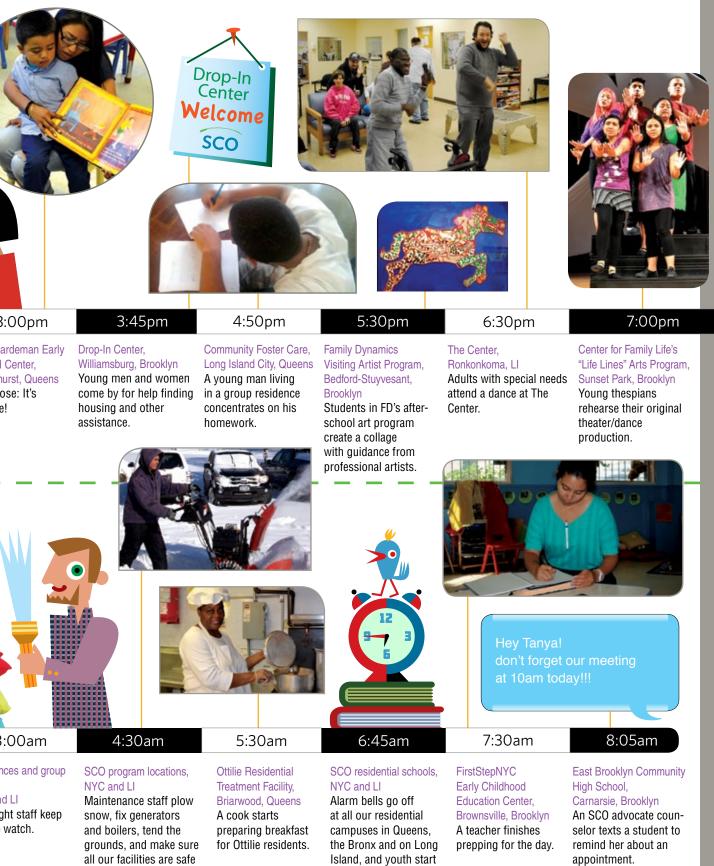
past and their future.

Rose Pelletier Center, Deer Park, LI Staff welcome a frightened young mother with fresh bedding and essentials.

Reside homes, NYC ar Overni a close

life of SCO

and in ship shape!



getting ready for school.

SCO in the news...

SCO After Expand it







had across the street is a per-





BUSINESSNEWS

and in the field



SCO's Center for Family Life was honored for its success developing worker cooperatives by NYC Council Members Helen Rosenthal, Robert Cornegy and Speaker Melissa Mark-Viverito.



FirstStepNYC Director Joan Kuo ioined Mavor Bill de Blasio and Schools Chancellor Carmen Fariña at a rally to kick off NYC's Universal Pre-Kindergarten program.



SCO's Jim Nyreen, Shante Spivey and Reed Welson hosted a briefing and tour of our Ottilie campus for NYS Assemblyman David Weprin.



Staffers Travis O'Dell, Susan Moran and Lely Alimina gave a presentation on the benefits of a Critical Behavior **Review Committee at the NYS** Association of Community & Residential Agencies' annual conference.

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Gap Inc.

Our Strategic Partners make a visible, measurable and positive impact in the lives of the people we serve. Gap Inc. is the perfect example.

SCO's relationship with Gap Inc. began eight years ago when Gap employees

began providing in-kind donations for our children, youth, adults and families during the holidays. Since then, our partnership has grown tremendously. Gap Inc. and employee volunteers from its apparel brands (Gap, Banana Republic, Banana Republic Factory Stores, Old Navy) have facilitated workshops for our clients and staff focused on work readiness, emotional intelligence and leading differently. They have participated in many volunteer projects - creating murals, planting gardens, helping at fundraising events like the SCO Fashion Show (pictured) and much more.

"We believe in what SCO stands for," says Jorge Mendoza, District



Manager, Banana Republic Factory Stores. "We believe we can impart skills we've been taught to others. We do more than sell clothes, and this is an example of what we do."

In addition to the impact made by employee volunteers, Gap Inc. has provided SCO with financial support through its *Money for Time* program. Gap Inc. makes a donation to SCO based on the number of hours its employees volunteer with us. The more they volunteer, the more money they raise for SCO programs. Last year, 125 volunteers logged 538 volunteer hours.

We are very proud to have Gap Inc. as one of our Strategic Partners. Through this relationship, we have leveraged the skills of Gap employees to enhance SCO programs and help our clients achieve life-changing results.

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Leonard and Gerry Genovese

Leonard and Gerry Genovese's support for SCO Family of Services spans nearly five decades — beginning in the 1960s when they used to spend time with the children at our St. Christopher's Home in Sea Cliff (now the Robert J. McMahon Children's Center).

As SCO has grown, so has the Genoveses' involvement. In the past, they

opened their home to children in foster care, each one becoming part of the family as soon as they walked through the door. Leonard served as Chairman of the SCO Board of Directors for many years, bringing his extensive business expertise from running Genovese Drug Stores. Gerry volunteered in many ways: preparing Thanksgiving dinners for the kids at St. Christopher's Home and by participating at the Bethany House in Brooklyn, a supportive home for pregnant and parenting teens in foster



care. The couple used to bring the kids at Bethany to the Genovese home in Manhasset to go swimming in the summer.

"We want to reach out to children and families who are less privileged and are in need of love and support," said Gerry.

Leonard and Gerry have been generous supporters of SCO financially as well — always ready to support a family or program. What's more, their stature in the community and steadfast commitment has made them particularly compelling SCO ambassadors who have brought many other supporters to our door.

The Genovese Family Life Center in Jamaica, Queens, was named in Leonard and Gerry's honor. And Gerry, along with longtime SCO supporter Tony Brennan, were the first honorees of the SCO Fashion Show.

"My parents are a model of how you should give back, of how you should live your life," said their son, John. "We grew up with it. It's just something you do. We aspire to be as good to others as they have been." William & Joyce Tyree Valero Marketing & Supply Company Joseph & Danielle Vitagliano Naomi Seligman & Ernest von Simson Kurt & Erin von Uffel Donna Wick Women's Club of Flower Hill Zurich American Insurance Company

\$500 +

257 Nassau Corp Louise Abruzzo Advantage Marketing Eleanor Alger American Truck & Trailer AMI Specialty Films Anchor Breaking & Cutting Co., Inc. Ascension Lutheran Church Bartel Construction Corp Heather Benazzi Benjamin Berger Steven Bernhaut Gene & Pamela Bernstein Genna Blackman BMW Management, CPA, P.C. Angela & Philip Bongiorno Kathrine Brandt Byrne Dairy, Inc. Kathy Calfa Gale C. Campisi Capitol Petroleum Group Capstone Credit, LLC Casella Construction Corp. James & Alice Cassaro Thomas & Carolyn Castelnuovo Ceba Maintenance Service Corp. James & Michele Celestino Ms. Mary Voris Chen Cindi's Boutique Cintas Corporation Location #780 John & Margaret Clarke Wayne Clinch Aimee Codv Jessica Cohen Mitchell Cohen Compass Benefit Planning Scott A. Conlon, Esq. Cook & Krupa, Inc.



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3. Jane Dugan, Edward Travaglianti

4. SCO board chair Kelly Williams, SCO board member Photeine Anagnostopoulos

> 5. Len Novick, Ray Gneiser

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5. Former SCO board member Ben Bram, Rob Jaffe

financials

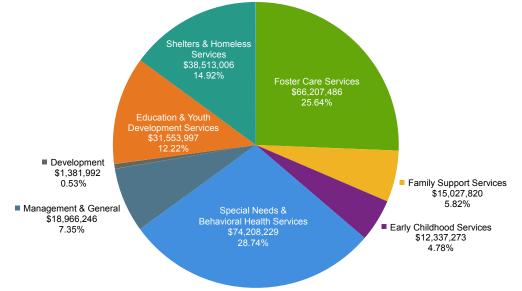
Fiscal Year July 1, 2013 through June 30, 2014

REVENUE AND SUPPORT

Fee for Service	\$165,282,060
Prior Years' Cost Reimbursement Adjustments	488,465
Government Grants and Contracts	76,903,692
Foundation Grants	7,258,674
Contributions and Special Events	1,429,902
Investment Income	<u>3,309,510</u>
TOTAL REVENUE AND SUPPORT	\$254,672,303
EXPENSES	

Program	\$237,847,811
Management & General	18,966,246
Fundraising	<u>1,381,992</u>
TOTAL EXPENSES	\$258,196,049
CHANGE IN NET ASSETS FROM OPERATIONS	\$(3,523,746)

Actual Expenditures Fiscal Year 2014



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Director, Policy and Strategic Planning Luisa Sanchez

Director, Communications Sharman Stein

Gail B. Nayowith served as Executive Director during FY '14 and stepped down Oct. 31.

Editor: Sharman Stein Writers: Andrew Jeffery, Kristin Kepplinger Design: Mare Earley Illustration: David Lee Csicsko Photo credits: Bruce Gilbert, Marisol Díaz, Kathleen Doran, Jessica Dowshen, Steve Toscano and SCO staff



every year

We prepare **1,360** children and families for kindergarten

We inspire

3,900 children and teens through after-school and summer programs

We shelter

7,680 adults, children and families



We place

1,460 young adults in jobs and internships

We empower

1,430 people with special needs

We help

youth

graduate high school and attend college

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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