



Cardinal McCloskey
COMMUNITY SERVICES

ROCKLAND

WESTCHESTER

Cardinal McCloskey Community Services *2015 Annual Report*

BRONX

MANHATTAN



Safe children, stable families, successful lives



Cardinal McCloskey
COMMUNITY SERVICES

MISSION STATEMENT

Cardinal McCloskey Community Services strives to protect, empower and promote independence for at-risk children and families and those with developmental disabilities through quality community based services.

VISION STATEMENT

As a dynamic organization, we will lead, advocate and serve to enhance lives by anticipating and responding to community needs.

Dear Friends,

Hope, growth and promise. These words frame the basis of our work and may best summarize the thoughts and feelings that we carry with us each and every day at CMCS. These words help define the goals we have for our work and for the children, teens and adults we help care for. They are aspirational and guide us as we strive to help others move forward and help them improve their lives and the opportunities that together, we can help create.

As we present to you our 2015 Annual Report, we do so with a tremendous sense of pride knowing that at the conclusion of 2015, Cardinal McCloskey Community Services will be entering its 70th year of serving others.

What began as a single home and school in White Plains in 1946 for displaced and homeless children after World War II, CMCS has grown and evolved, meeting the increased needs and demands of at-risk children and families. Our work, in over 40 locations, now covers Westchester County, Rockland County, the Bronx and areas of Manhattan.

This growth though is bittersweet. It is a harsh reflection and reality of the thousands of children and adults with developmental disabilities who require a safe, caring place where they can heal and possibly move forward with their lives.

Our mission is not simply to provide services, but to do so knowing, recognizing and understanding the impact they have both on the individuals we serve and on a broader scale in the communities in which they live. As a result of a weeklong seminar at Harvard University the senior team has held several strategic meetings as we increase our focus on identifying the impact and outcomes of our programs.

The focus of identifying and analyzing our impact ties directly with the economic realities of having to do more with less. Our programs, as a result of need, continue to grow yet funding remains stagnant. The work of our talented and dedicated staff deserves to be acknowledged and programs that encourage professional growth are critical to the care they provide and also serve as a tool to keep staff fully informed, serving at the highest capacity possible.

In 2015 we were blessed by a papal visit to New York where Pope Francis reached out to us and called for all of us to remember those less fortunate than ourselves. One staff member, Neida Vizcarrondo, who works in adoption services for CMCS, attended the mass at Madison Square Garden. Neida recalls Pope Francis asking that we help those who are the most vulnerable, those who need us the most. She recalls Pope Francis saying that the peace which is born of accepting others is the peace which fills our hearts whenever we look upon those in need as our brothers and sisters. Neida said she immediately thought of the work that we do at CMCS and how it is important to treat others as you would like to be treated. Pope Francis' message was one of compassion, faith and love for helping take care of others as we take care of ourselves.

To help provide an avenue for success for children in the poorest areas of the Bronx, in 2015 we continued with the transitions of the Little Angels Head Start programs under the direction of the CMCS Early Childhood Education Division. The goal of the program is to improve the lives of low income children and families by providing exceptional preschool education to 3 & 4 year-olds in half day, full day and extended day sessions. To



BETH FINNERTY
President and CEO

continued on page 2

From the President & CEO

continued from page 1

help with the long term care of these children the program also offers support services to parents to enable them to help their children thrive in school. CMCS is one of the largest providers of early childhood education programs in the Bronx.

Due to the outstanding work and dedication of our staff we officially opened 2 new residential homes for our adults with developmental disabilities. These young adults, some with autism, will now have a chance to live more independent lives and their families can feel the comfort of knowing that their sons and daughters, sisters and brothers will be fully supported in the hope of living fulfilling and rewarding lives.

Our Strategies for Success program continues to be an educational model of change for children in foster care. Pairing education with critical support and guidance for these youngsters has been key in keeping these foster children enrolled, engaged and focused on school. The guidance, support, tutoring, and advocacy are all invaluable services that are making a tremendous impact on the lives of these children and to date not a single one of the youth enrolled in our Strategies for Success program has dropped out of school.

There are challenges as we move ahead. One of the major initiatives under way within our entire industry is that of managed care and how it will affect the care available to those we serve. In an effort to “get ahead” of these changes, Cardinal McCloskey was a driving force in forming the CCF, the Collaborative for Children and Families. The CCF is a collection of social service agencies looking to advocate on behalf of those at-risk children and adults in our care. By forming an alliance with these other agencies we can consolidate our resources and collectively provide input to legislative and insurance company efforts as the rules of engagement for the managed health care initiatives are defined.

Our work, and the support that our donors provide are key to the long term viability of CMCS and the people we serve. Going back 70 years, the support we have received is the reason we have been able to touch the lives of so many. We know for the next 70 years we will have to continue to broaden this outreach and support. Casting a wide net for that support is imperative and we would like to thank the students and staff at Fordham University’s Gabelli School of Business who assisted in analyzing our marketing efforts, particularly our use of social media, knowing that the ways in which we interact with our donors is changing and we must be able to change with it.

Finally, our Campaign of Hope Growth and Promise continues to grow as we move to meet our 5 year goals of raising \$15MM for CMCS. These funds along with our emphasis on identifying and evaluating our impact on those we serve will assist us in being that much more efficient and effective as we both broaden our services while narrowing the gaps so that children and adults in need don’t slip through them.



Sincerely,

A handwritten signature in black ink that reads "Beth Finnerty".

Beth Finnerty, President & CEO

PROGRAMS AND SERVICES

For the period: July 1, 2014 to June 30, 2015

DIVISION

	NUMBER SERVED	Children/ Family/Adults
Foster Care Services		
Family Foster Care	383	Children
Treatment Family Foster Care	45	Children
Westchester Treatment Family Foster Care	13	Children
Preparing Youth for Adulthood Program	110	Children
Strategies for Success Program	110	Children
Adoption Services	112	Children
At Risk Services		
Bronx Medically Fragile Preventive	105 / 237	Families/Children
Bronx Family Treatment Rehabilitation	84 / 207	Families/Children
East Harlem Family CNNX began June 1st, 2013	41 / 82	Families/Children
Drop-In-Center	1371 / 137	Children/Case
Management		
Food Pantries: S. Bronx and E. Harlem	1630 / 1957 / 739	Children/Family
Residential Services for Children		
Hayden House Emergency Residence and Cardinal McCloskey School	28	Children
Hayden House - B2H Respite Stay	3	Children
Hayden House - Horizons of Hope	131	Children
Adolescent Girls Group Home	13	Children
Specialized Clinical Services		
Medical Services	423	Children
Clinical Services	427	Children/Family
Bridges to Health (B2H)	404	Children
Rockland Diagnostic	9	Children
Services for Individuals with Developmental Disabilities		
Individual Residential Alternative (IRA) - Group Homes	84	Adults
Intermediate Care Facility (ICF) St. Theresa	12	Adults
Services Coordinator Program	115	Children/Adults
Day Habilitation Center	35	Adults
Short Term Family Asst.	10	Children/ Adults
Supportive Employment	21	Adults
Early Childhood Education Services		
Federal Head Start	1,041	Children
Early Learn/Family Day Care	1,356	Children
EarlyLearn/Child Care	186	Children
UPK - Full Day	62	Children
UPK - Half Day	183	Children



Head Start - Free UPK

Seats Are Available
Children Ages 2-4 Years Old

Call (718) 402-0081
or Visit www.cmcs/ece.org




EARLY CHILDHOOD EDUCATION DIVISION

It is undeniable that the trauma a child experiences being removed from their home can have long-lasting repercussions. For these children, their parents are simply not able to care for them appropriately and as such, children may face considerable health and safety risks if not removed. The children who come into our care may have experienced severe abuse and neglect and understandably, the complexity of care that they require is significant. The emotional and oftentimes physical scars that these children carry requires a comprehensive range of services and supports to empower them to have an opportunity to be safe, heal, grow and ultimately live safe and healthy lives.

The mission of our Foster Care Division is to engage, evaluate and provide treatment and support based on the needs of each individual child and family through a range of specialized services that promotes safety and well-being. We provide case management, clinical, medical and educational services to children and their families with the goal that someday we will be able to reunite the child with their family. In cases where a child cannot be reunited with their birth parents, we have programs and services that focus on other opportunities that provide permanency for the child. We believe in a professional approach to services based on integrity and effective collaboration within the context of a strengths-based and trauma-informed philosophy. Our Foster Care Services (Family Foster Care, Treatment Family Foster Care, Preparing Youth for Adulthood, and Adoption Services) are funded by the New York City Administration for Children Services (ACS) and serve children up to twenty-one years of age in the Bronx and Manhattan. Other support programs, such as our highly successful educational Strategies for Success program, are funded solely by private donations.

FAMILY FOSTER CARE PROGRAM

The Family Foster Care Program provides temporary homes to children whose families are unable to care for them. Each home is staffed with trained and certified foster parents who are equipped to care appropriately for children with a trauma history and have suffered some level of neglect, emotional, physical or sexual abuse.

Our goal is to help each child overcome their emotional trauma or abuse by meeting each child's unique needs for behavioral and medical care and educational assistance. Our foster parents provide them with a safe environment and give them love and guidance to help achieve their optimum level of growth and development. We ensure that every child who comes to us knows that their safety and well-being is our primary goal and that we will do everything

within our power to safely reunite them with their family. While the children remain in secure temporary homes, we provide their birth families with needed services such as parenting skills programs or mental health services with the expectation that reunification can be established if a healthy environment can be provided by them in the future. We also strive to find a healthy permanent home for the children who are unable to reunite with their birth parents.

TREATMENT FAMILY FOSTER CARE

Our Treatment Family Foster Care program addresses the needs of children who have serious emotional and behavioral disturbances that require care by specially trained foster parents and a more intensive set of service provision. Our Treatment Family Foster Care program provides trauma-informed, specialized care to children, mostly ages 12 and older. The youngsters served by the program have often suffered repeated disrupted placements, psychiatric hospitalizations and/or placements in residential treatment facilities. Many have also suffered emotional trauma as the result of physical and sexual abuse, extreme neglect and failed placements. Through the Treatment Family Foster Care Program, each child has the opportunity to work with both a caseworker and Behavioral Specialist. The caseworker focuses on permanency planning with the youth and their family and seeks to help the youth develop permanent adult connections. The Behavioral Specialist works closely with the youth, their treatment foster parent and our clinical staff on agreed upon treatment goals. Youth served by the program present complex behavioral challenges that require the compassionate care of foster parents who have been specially trained to help them to modify their behavior while the underlying trauma is addressed in a clinical setting, either through our Medical & Clinical Services Department or through community referrals. TFFC Foster Parents must also complete a skills training program in positive parenting and behavior modification that help foster parents recognize the impacts of trauma, understand the recommended and effective treatment models, and work in partnership with the treatment team to meet the needs of these children.

PREPARING YOUTH FOR ADULTHOOD PROGRAM

Since 1989, our Preparing Youth for Adulthood (PYA) program has helped older children in foster care, ages 14 to 20 years old, transition from foster care to living independent, healthy and productive lives. The program provides educational workshops, tutoring and SAT

preparation sessions, and weekend life-skill retreats to encourage our youth to be confident and self-sufficient individuals as they enter adulthood. Whether they would like to explore career opportunities, higher education, or pursue vocational training, our dedicated staff identifies each individual's unique talents and sets them on a path to achieve their goals. CMCS provides ongoing support for our young adults even after they have aged out of the foster care system. Our PYA Program remains a cornerstone component of our programming offered for children in foster care, supported by our belief that empowerment, education and employment are the key components to a successful life.

STRATEGIES FOR SUCCESS PROGRAM

"*Strategies for Success*" is the CMCS educational advocacy program designed specifically for our children in foster care. Foster care youth face unique challenges and obstacles that leave them at a disadvantage to their peers in school. They face challenges that are intensified by the uncertainty in their home lives, the neighborhood influences around



them, and the difficulty of living through and coming to terms with the trauma and tragedies they face. Studies have shown that compared to the general school population, children in foster care have poorer overall educational outcomes. They are less likely to perform at grade level, are more likely to have behavior and discipline problems, have poorer attendance rates, are more likely to be assigned to special education classes and are less likely to attend college. In addition to suffering from the traumatic impact of foster care, our children are also subject to placement in many of the poorer performing schools which are not equipped to

provide the individual guidance that our children in foster care need.

Our Strategies for Success program is a comprehensive educational guidance and support service entirely provided through private fund-raising dollars. Strategies for Success was developed to meet the needs of our youngsters by mirroring the guidance provided by private schools counselors. This type and level of guidance, support, tutoring, and advocacy are all invaluable in making a tremendous impact on the lives of our children. Pairing education with the critical support and guidance is key in keeping these foster children enrolled, engaged and focused on school. It is the best chance these children have in improving their lives. Since 2010, not a single one of the youth enrolled in our Strategies for Success program has dropped out of school. We look forward to continuing to improve upon and expand the services offered through the Strategies for Success program, which is so essential to the continued life success of the youngsters in our care.

ADOPTION SERVICES

Foster care placements are meant to be a temporary solution as a means of keeping at risk children safe. Unfortunately, there are some instances where the safety risks that brought the child into foster care cannot be appropriately resolved. In these situations, it is impossible for a child to remain with or return to their birth parents. While our goal is to keep the family unit together, the safety of our children is our top priority. Therefore, permanency planning is shifted towards adoption over the course of their time in care. The CMCS adoption staff, as well as the case planning team and service providers, work closely together to ensure that the adoption moves as expeditiously as possible. Our adoption unit social workers are dedicated to finding loving, stable, and permanent homes for these children. CMCS remains as one of the preferred providers of adoption services in the New York City area. Our adoption unit has consistently met yearly adoption target and is a past recipient of New York City's highest honor of "Outstanding Achievement" in Adoption Services.

AT-RISK SERVICES

Our At-Risk Services programs work to ensure that all children and youth in our care who are at-risk of being removed from their home or becoming homeless have additional services available to prevent that outcome. CMCS promotes a safe and nurturing environment for at-risk children and youth so that we can keep children safe,

prevent abuse and strengthen families.

SUNRISE DROP-IN CENTER

Since July 2009, the Sunrise Drop-In Center has been servicing homeless, runaway and at-risk youth. The center offers a warm and safe haven for youth who are “at-risk” including but not limited to, those currently in foster care or who have aged out, young parents, victims of abuse, youth involved in the criminal or juvenile justice system, the challenges of youth who identify as LGBTQ. Through case management services (i.e., targeted workshops, counseling, vocational, housing), youth are assisted in meeting their basic needs, in receiving medical and mental health services, in furthering their education, in attaining employment, and in acquiring the skills necessary to becoming an empowered, independent individual. The goal of the program is to protect youth between the ages of 14-24 and, whenever possible, to reunite them with their families through an integrated network of services. When reunification is not possible, the program aims to protect youth and help them progress towards independent living.

PREVENTIVE SERVICES

Our Preventive Services Program was launched as a proactive measure to keep at-risk families together through early intervention. CMCS was one of the first agencies in New York City to provide in-depth counseling and case management services to at-risk families. The goal of this program is to strengthen families as they cope with the day-to-day pressures that can challenge parental capacity to appropriately care for and protect children, resulting in the foster care placement of their children by the Administration for Children’s Services (ACS). The majority of the families we serve consist of single parents who are suffering from the effects of poverty, working families who struggle with raising their children, families who feel displaced and culturally alienated in a new homeland and families who struggle with their mental health and/or substance abuse problems. Through weekly face-to-face contact with the children and families, our dedicated and caring staff members assess their environments for safety and risk, help to strengthen familial connections to the community and empower the families to seek services that will give them the tools to make behavioral changes to minimize the risk of their children being placed in foster care. Over the years, our Preventive Services programs have restored many families to functioning levels, a tremendously positive contribution to the community as a whole.

CMCS operates three prevention programs, the Family

Treatment and Rehabilitation Programs, the Special Medical and Developmental Preventive Services and the Family Connections program.

The CMCS Family Treatment and Rehabilitation Programs works with some of the most vulnerable children and families in the city as they are suffering from significant mental health illness, struggle with substance abuse and in most instances multiple family members are challenged with both. The Special Medical and Developmental Preventive Services is intended for families with either a child with special medical needs, a child and/or parent with a developmental disability, or a child in need of early permanency planning due to a parent’s illness. The goal of these services is to support families where a parent is suffering from a progressively chronic or terminal illness; or to provide a bridge to more long-term services for families with children with special medical needs, developmental disabilities, or both. Additionally, the program assists a terminally ill parent to identify a future permanency resource and help them plan and prepare for the transfer of custody of their children. The focus of this model is to create independence, help families acquire appropriate skills which promote safety for the children and empower families to be self-sufficient. CMCS is one of four borough wide providers selected to work with this extremely vulnerable population. The Family Connections Program provides community based, in-home services to families with children who reside in the East Harlem neighborhood of Manhattan, and works closely with parents to develop plans that will promote the achievement of their own family’s goals. Family Connections uses a strength-based, individualized approach when working with families. Our trained case planning staff supports families to identify and build upon their strengths, offers the families change focused intervention sessions, and engages them in community based services which will meet each family’s needs. CMCS is part of a collaboration of eight agencies in New York City that implemented this program together, with support and guidance from the developer of the program model.

FOOD PANTRY SERVICES

Our Preventive Service Programs continues to provide families struggling to overcome adversities with resources through our pantry. The food pantry is open four days a month and is entirely staffed by CMCS prevention program employees who manage food collection and distribution and provide children and families with all of the items necessary to sustain a nutritious and well-balanced diet.

RESIDENTIAL SERVICES FOR CHILDREN

The Children's Residential Services programs currently operate two residences for at-risk youth. One home is located in Westchester County and the second is located in Rockland County. The guiding philosophy of these programs is associated with The Sanctuary Model, an evidence-based, trauma-informed model that places an emphasis on organizational culture through commitments to nonviolence, emotional intelligence, social learning, shared governance, social responsibility, open communication, growth and change. These commitments shape the process of creating a safe culture that is trauma-sensitive with an emphasis placed on the self-care of not only those we serve, but all those involved in their specialized care.

HAYDEN HOUSE EMERGENCY RESIDENCE AND CARDINAL MCCLOSKEY SCHOOL

Operating for almost 20 years, more than 2,250 of Westchester's most severely abused children began the road to recovery at Hayden House. Our Hayden House Emergency Residence, located in Westchester County, carries on the legacy of CMCS's original facility for abused or neglected children. Each year Hayden House provides around-the-clock emergency intervention to more than 25 children in crisis between the ages of 8 and 20. These children arrive both during the day and night, usually with just the clothes on their backs. Once at Hayden House, children receive temporary care until suitable and safe living arrangements are made. During this time, each child receives a total diagnostic evaluation and a comprehensive care plan so they can begin to experience nurturance in a safe and loving environment.

Through ASPIRE, our after-school program designed to assist children so that they can catch up educationally, we continue to provide students with personalized intervention and remedial academic support. Many of these children excel to the degree that they can now pass the Regents exams and as they have advanced several reading grade levels in mere months. These achievements demonstrate their remarkable resilience. Our WRAP (Wellness, Recreation and Play) Program allows our children to participate in different activities that introduce them to a healthy lifestyle in a fun and safe manner. The children are exposed to healthy recreational experiences that may be routine in the lives of others, but are new for these children. To help achieve this goal we added an exercise room at Hayden House. In addition to the exercise room, all of the kids have the opportunity to participate in karate, gymnastics and dance lessons throughout the year.

The Cardinal McCloskey School is licensed by the New York State Department of Education and is recognized as one of very few residential schools of its kind in Westchester County. It is located at Hayden House and serves grades 4 through 12 with a secular education following the NYS-mandated Regents curriculum. Children are required to take and pass all standardized tests following the NYS Department of Education testing schedule. Three teachers with multiple state education certifications teach the students all of the required courses in addition to art, music, gym and health.

ADOLESCENT GIRLS GROUP HOME

As an alternative to the traditional foster home, our Tappan Girls Group Home provides girls ages 12 to 21 with a safe place to live and services to meet their educational, vocational and social needs. Some of the girls have experienced neglect and abuse and therefore their health care and mental health needs are paramount to meet. Our unique model is comprised of a married couple who act as house parents and invite these young ladies to live in their home. They thrive in this environment by attending local schools, sometimes participating in sports teams and clubs, maintaining part-time jobs and participating in community activities. A "wall of fame" in the house carries the pictures of the dozens of children who have gone on to attend and graduate from college.

THE "HORIZONS OF HOPE PROGRAM" AT HAYDEN HOUSE

Cardinal McCloskey Community Services receives federal funding for the care of children who are in the custody of the Office of Refugee Resettlement. These youngsters are referred to us for residential care, educational programming and clinical services while long term placement options are being explored. The Horizons of Hope (HOH) program operates its residential services out of our Hayden House and draws on the experience of its existing operation within Hayden's Emergency Diagnostic Group Home.

Horizons of Hope program can house up to twelve youth ages eight through eighteen, though the Unaccompanied Minors population generally consists of adolescents twelve to seventeen years of age. Most youth served will originate from El Salvador, Honduras, Mexico, and Guatemala.

While in our care, children and youth experience a reduction in trauma symptoms and a greater sense of stability and well-being as they become engaged in the program and the supportive group home environment. Education

is provided by specialized bilingual professionals and all needed medical and mental health treatment, legal advocacy, recreation, acculturation and social activities are provided internally and through the community collaborations we have established with service providers. CMCS facilitates the safe and timely reunification and release of children and youth with family members or approved sponsors, after a limited period in this basic shelter care setting.

WESTCHESTER COUNTY TREATMENT FAMILY FOSTER CARE

In order to meet the special needs of children with severe emotional disturbances in Westchester County, often who are first seen in our Hayden Diagnostic program, CMCS developed a new Treatment Family Foster Care program to serve these youth. The model is similar to the TFFC model utilized in the Bronx and provides comprehensive clinical and social work services for youngsters who are placed with treatment parents who have received extensive training regarding the child's specific needs.

SPECIALIZED CLINICAL SERVICES

Our Specialized Clinical Services program serves numerous agency programs and locations, providing additional services that help to support the critically important work being done. Specialized Clinical Services is a critical part of our service delivery and we have made considerable investments in this area ensuring that it is a well-established partner across multiple programs throughout the entire agency. They participate in a significant way in our day-to-day efforts to ensure safety and provide permanency for the most vulnerable of children, youth, families, and adults with developmental disabilities in the NYC Metro Region and Westchester/Rockland Counties.

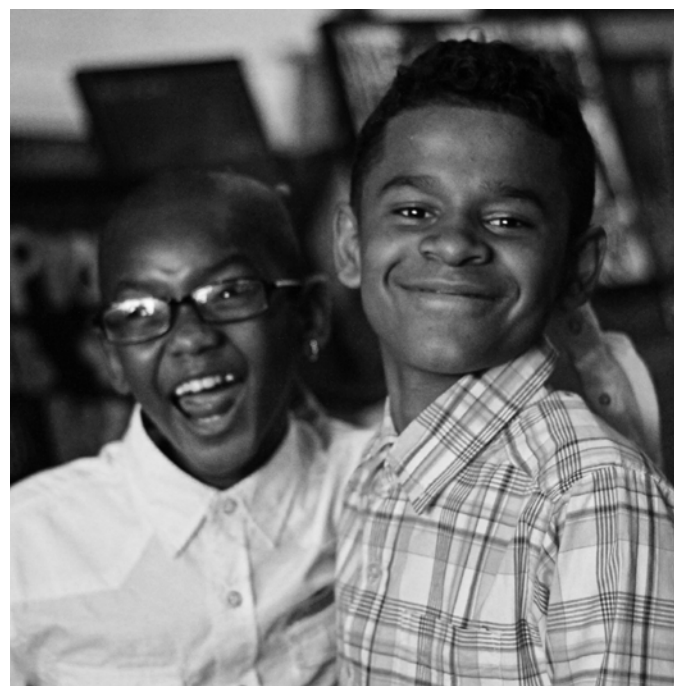
HEALTH AND CLINICAL SERVICES

The Health and Clinical Services Program is designed to address both behavioral and physical health needs of those we serve, including routine immunizations, physical examinations, diagnostic and preventive care in addition to a wide array of direct clinical services including individual and family therapy. Our Health and Clinical Services Program provides comprehensive medical and clinical care to every child, family and individual with developmental disabilities in our care. Registered Nurses, Licensed Practical Nurses, Master's Level Psychologists, Licensed Psychologists and Board Certified Psychiatrists maintain a steady presence in

all programs and are available on a 24-hour basis to respond immediately to the medical and mental health needs of the individuals in our care. Our experienced medical and clinical personnel provide extensive training to those we serve and to staff, enhancing their knowledge on topics related to health and wellness. Relationships with health care providers and hospitals throughout the communities we serve further ensure that the highest quality of care is always available.

BRIDGES TO HEALTH (B2H)

Studies show that more than half of the children in foster care have one or more mental health disorders (i.e. post-traumatic stress disorder) and at least one chronic medical condition. The Bridges to Health (B2H) Program is a statewide initiative designed to tailor comprehensive health care plans for children in foster care with serious emotional disturbances, developmental disabilities and medical frailties. Our B2H program service delivery is designed specifically for these vulnerable children and their caregivers to promote permanency and maximize functioning in their home, community, and school settings. This revolutionary program offers 14 additional services in these key areas aimed at improving their quality of life until they are 21 years old. A unique feature of this program is that services can continue for children and families after an adoption, a time when significant support is needed to ensure that a child has successfully adapted to their permanent environment. •





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Our Services for Individuals with Developmental Disabilities are designed to assist, encourage and provide the support so that those receiving services can live fulfilling, independent lives. Through person-centered planning and respecting individual choices and abilities, our services promote independence, inclusion, individualization, and productivity. We enhance daily and independent living skills, and build bridges in the community for work and leisure. In encouraging full participation in one's community, meaningful relationships flourish, enriching one's life. For family members there is the balance and peace of mind in knowing that their family member is receiving the best care and support possible today while keeping an eye on the future, making sure he or she will be cared for during times of transition and will be in an environment that offers opportunities to live fulfilling and enriched lives. CMCS has designed support services to help individuals and their families meet their specific goals and enjoy a rich quality of life.

INDIVIDUALIZED RESIDENTIAL ALTERNATIVES (IRAS)

Our Residential Services Program offers living arrangements in each of our 17 individual residential alternatives (IRA), for individuals with developmental disabilities throughout the Bronx, Westchester and Rockland Counties. These include homes, apartments, and include services for those with autism, those medically frail, and seniors. Individual Residential Alternatives offer the individuals in our care a place they can call home with exceptional, caring support, 24 hours a day, 7 days a week. Our homes are licensed by the Office for People with Developmental Disabilities (OPWDD). Our residents live semi-independently in family-size groups of 4 to 8, under the 24-hour guidance of trained Direct Support Professionals. Residents are actively involved in the community by holding jobs, volunteering and participating in community life. The comprehensive range of services offered is tailored to enable each resident to reach his or her true potential. Each individual can expect a quality of life driven by their chosen goals for outcomes and for those things that matter to them and allows them to live to their fullest potential. Additional areas of support include building meaningful personal connections at home and in the community, making good healthy choices in menu planning or lifestyle, participating in community activities like; attending the theater, participating in sports, volunteering time in community service activities, going to the salon, horseback riding or fishing, hiking, swimming, etc.,

INTERMEDIATE CARE FACILITY (ICF)

Our Residential Services Program also operates the St. Theresa's Intermediate Care Facility (ICF) to meet the needs of medically frail adults with developmental disabilities. With ICF services, each individual is provided a full range of clinical services on site, as the needs of those in ICFs are generally greater than those in IRAs. As such, having both IRAs and an ICF in our continuum of residential care allows us to serve a greater number of individuals with more complex needs.

DAY HABILITATION SERVICES

The Day Habilitation (Day Hab) Program provides opportunities for individuals with developmental disabilities to further develop their social, recreational and daily independent living skills in a supportive and nurturing environment. The services offer a social environment where individuals build and refine skills to pursue their goals, leading to increased independence and increased options for employment. As with our other programs, CMCS works with individuals and families to evaluate skills and together make recommendations that will lead to successful and rewarding choices.

Our Day Habilitation team works closely with our Supported Employment team to further support vocational goals. Pathway to Employment and Employment Training Programs are additional specialized programs available through CMCS for pursuing employment. Our goal is guided by the philosophy that encouragement and empowerment can be transformative. Our staff encourages participants to set and achieve personal goals, which they do with amazing success. Participants attend regularly scheduled recreational activities fostering opportunities to improve their socialization skills. Some examples of our volunteer opportunities include the Food Patch, soup kitchens, Chamber of Commerce, Adult Day Care Centers and VA Centers.

We teach skills and help individuals pursue their goals through engaging in everyday activities that are purposeful, meaningful, goal-oriented and fun. We also offer a packed weekly agenda including a variety of interest driven activities, such as horseback riding, dance instruction, movement classes (Zumba, Yoga, Samba etc.), participation in a baseball league, and more.

SERVICE COORDINATION PROGRAM

Our Service Coordination Program is providing each individual with their own Medicaid Service Coordinator

Services for Individuals with Developmental Disabilities

(MSC) who assists in helping navigate the service delivery system. The Service Coordinator is an experienced, trained professional who will interview the individual and his/her family members in order to help identify various services that may help meet individual needs. It is then the role of the service coordinator to help obtain and monitor the services and supports identified.

A full review is completed and the record of this evaluation of services and goals is documented into an Individualized Service Plan (ISP). An ISP review is conducted every six months. The service coordinator also helps maintain their eligibility as required and other benefits as well, such as Medicaid and Social Security. In addition to our Medicaid Service Coordination, CMCS also offers Short Term Family Assistance for those who do not qualify, or need help applying, for Medicaid.

SHORT TERM FAMILY ASSISTANCE

Our Short Term Family Assistance Program is a referral and advocacy service and is intended to assist families in Westchester County with obtaining Medicaid and other needed services and benefits. This special program is awarded to us through the local Developmental Disabilities Services Office for the New York State Office of People with Developmental Disabilities (OPWDD).

SUPPORTIVE EMPLOYMENT

Supportive Employment is a full service employment program which includes vocational skill building and enhancement, travel training, resume and cover letter writing, assistance in writing job applications, interviewing and long term support both on and off the job site. CMCS has a network of employers who participate in our Supportive Employment Program and work in conjunction with assigned job coaches from CMCS.

Individuals in this program receive customized vocational support to build marketable skills, learn about industries of their choice and become a competitive candidate for employment opportunities. All participants train through CMCS's Professional Development Training program. The curriculum is taught in a group setting. In addition to group training, one on one sessions take place to specifically target areas of interest, need, potential and growth. Training and responsibilities include proper hygiene and attire, budgeting, managing schedules for prompt attendance at work and learning to abide by employer policies and procedures.

Many of our individuals qualify for "work tryout", in which NY State may provide the employer with financial incentives. It is the job developer's responsibility to present

and fully explain these options to employers, in order to maximize potential job opportunities. We are constantly looking to expand our list of participating employers so that we can offer a broader range of opportunities to those participating in the Supportive Employment Program.

APPLIED BEHAVIOR ANALYSIS

CMCS continues to be at the forefront of groundbreaking work with adults with Autism Spectrum Disorder (ASD) and other developmental disabilities. CMCS was one of the first in New York to develop a coordinated service model using Applied Behavior Analysis (ABA) across the residential and day settings for adults with Autism. Behavior analysis focuses on the principles that explain how learning takes place. Through decades of research, the field of behavior analysis has developed many techniques for increasing useful behaviors and reducing those that may cause harm or interfere with learning. ABA is the use of these techniques and principles to bring about meaningful and positive change in behavior.

As a result of using this ABA residential and day model, we have seen great strides and improvement in the adults with ASD entrusted to our care. These young adults with ASD continue to make breakthroughs such as learning to express themselves in full sentences with an IPAD, applying employment skills to work in the community, and gaining daily living skills to become more independent. This ABA technique is funded entirely through private donations and demonstrates the kind of innovation that is possible when private funding partnerships are secured and leveraged. The success of the ABA treatment program has resulted in incorporating this treatment model throughout our services for persons with developmental disabilities. •



The Early Childhood Education Division (ECED) at CMCS continues to grow to meet increased community needs. This coupled with CMCS's long held belief as to the critical role early education initiatives play in providing children, particularly in the poorest of neighborhoods, with the tools that can help them one day break the cycle of poverty and change the path of their future.

CMCS has been providing needed Family Child Care and Center Based Child Care services in the Bronx since 1973. We have built a strong reputation based on the dependable, consistent high level of care we provide to children. We have become part of the fabric in the communities in which we serve.

We have since added federally funded Head Start programs, Early Learn and Universal Pre-Kindergarten. We are currently one of the largest providers of early childhood education programs in the Bronx, serving approximately 2,500 children.

Serving low income families, the overall goal of each of these programs is to provide early childhood educational programs and support in communities that have been severely underserved. These programs focus on educational support along with offering a much wider range of support such as health, nutrition, mental health, medical, family engagement and involvement and programs for fathers that strengthen and encourage their role as knowledgeable caregivers to their children. ECED also offers programs for children with special needs and provides assistance to the parents so they can obtain all resources available to their children and families.

ECED provides services under three Program groups; the Federally funded Head Start program; the state funded Universal Pre-Kindergarten in partnership with the NYC Department of Education; and, in conjunction with the Administration for Children's Services (ACS), Early Learn New York City (ELNYC), including Center Based full day and Family Child Care, which is one of the largest Family Childcare networks in NYC.

HEAD START

Home Based Head Start is a program serving children ages 3 – 4 who have special needs or who are medically fragile. The Home Based program is a free program for families that qualify; eligibility is based on income, and a diagnosis of special needs or medical fragility and it is federally funded. Children and parents receive home instruction for 90 minutes every week and, additionally, twice a month families participate in group sessions to enhance socialization skills.

Center Based Head Start sets goals for children that focus on the development of literacy, cognition, math, science, fine and gross motor skills, socio-emotional skills and cultivating positive self-esteem while building strong relationships with

peers. CMCS runs multiple Center Based sites, serving 3 and 4 year old children. Parent engagement is encouraged with families by setting goals and partnering with community based organizations to reach these goals. Our program also helps develop multi-faceted language and communication skills via conversations, interactive activities, visual aids, and dramatic play while embracing diversity in the classroom and in the community. Children engage in hands-on learning through daily activities and trips, and technology is used to enhance children's learning. We also provide health and nutrition services. Our highly qualified staff consists of Group Teachers who have New York State Teacher Certification (Birth through 2nd Grade) and our Assistant Teachers have a Child Development Associate (CDA) or an Associate Degree in Early Childhood Education. All of our sites are licensed by the NYC Department of Health and Mental Hygiene.

Universal Pre-Kindergarten (UPK) The UPK program operates with the strong belief that all children throughout New York State deserve the opportunity to attend a high quality pre-kindergarten program. The program is funded by the Department of Education and is free to all families of children who are four years old. Currently, ECE is funded for 234 four year old children as a 10 month program (September – June) and operates both full and half day programs Monday through Friday at 7 of our Centers within the Bronx.

EARLY LEARN NEW YORK CITY

Center Based program serves children ages 3-4 years old. The program recognizes that early childhood programs play a critical role in supporting young children's development, learning and preparation for both school and life success. It is a year round program that operates 8:00am to 6:00pm, Monday through Friday in one of our centers in the Bronx.

Family Child Care (FCC) This FCC program serves children from birth to 12 years old in ACS/EL funded and private pay programs. The FCC program seeks to strengthen family life and maintain children in a healthy, safe and educational environment with nutritious food and multiple creative techniques for development and success. It is a year round program that operates 8:00am to 6:00pm, Monday through Friday. The program has 140 Licensed Home Providers in the Bronx.

Additionally, many of our Family Child Care locations offer afterschool services to school age children between the ages of 5 to 12 years. Families who are not eligible to attend one of our ACS/EL provider homes are offered a private pay option. There are approximately 125 children who take advantage of this option. •

CARDINAL McCLOSKEY COMMUNITY SERVICES
FINANCIAL REPORT

July 1, 2014 –
 June 30, 2015

OPERATING REVENUES

Government Grants & Services (includes Medicaid)	\$64,401,052	
Appeals, Contributions and Events	\$521,274	
Grants from Foundations and Corporations	\$950,152	
In-Kind Contribution	\$2,185,979	
Parent, Private & Client Fees	\$1,781,926	
Total Operating Revenues	\$69,840,383	

OPERATING EXPENSES

FOSTER CARE SERVICES	\$10,628,943	15%
Family Foster Care		
Treatment Family Foster Care		
Preparing Youth For Adulthood Program		
Strategies for Success Program		
Adoption Services		
Unaccompanied Minor Program		
AT-RISK SERVICES	\$2,798,694	4%
Drop-In Center		
Preventive Services		
Food Pantries		
RESIDENTIAL SERVICES FOR CHILDREN	\$1,489,811	2%
Hayden House Emergency Residence and School		
Adolescent Girls Group Home		
SPECIALIZED CLINICAL SERVICES	\$11,128,326	16%
Medical & Clinical Services		
Bridges to Health (B2H)		
SERVICES FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES	\$13,704,275	20%
Individual Residential Alternatives (IRA)		
Day Habilitation Center		
Supportive Employment		
EARLY CHILDHOOD EDUCATION DIVISION	\$20,752,592	30%
Little Angels Head Start		
Family Day Care		
Day Care Centers		
ADMINISTRATION & DEVELOPMENT	\$8,959,656	13%
Total Operating Expenses	\$69,462,301	
<i>Change In Net</i>	\$378,082	

NOTE:

- (1) Pension and post retirement related changes (other than net periodic pension cost) has been prorated to Operating Expenses
- (2) Prior Year Revenues and Other Revenue has been added to Government Grants & Services Revenue
- (3) Investment Activity Revenue has been added to Parent, Private & Client Services Revenue



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AUDREY ERAZO
Senior Vice President of Children's Services

REVA GERSHEN-LOWY, Ed.D.
*Senior Vice President of
Early Childhood Education*

NANCY MARTIN
Vice President of Policy & Planning

DIANE PRYCE
*Vice President of Developmental
Disability Services*

BARRY SCHMITT
Vice President of Human Resources

CMCS AFFILIATIONS

ADVANCED CARE NETWORK

ALLIANCE FOR CHILDREN
& FAMILIES

BUSINESS COUNCIL OF
WESTCHESTER

CATHOLIC CHARITIES OF THE
ARCHDIOCESE OF NEW YORK

THE COLLABORATIVE FOR
CHILDREN AND FAMILIES

COUNCIL OF FAMILY AND CHILD
CARING AGENCIES DAY CARE
COUNCIL OF NYC (COFCCA)

DEVELOPMENTAL DISABILITIES
SERVICES AND CHILD WELFARE
COLLABORATIVE

EMPIRE STATE COALITION OF
YOUTH & FAMILY SERVICES

NATIONAL COMMITTEE TO
PREVENT CHILD ABUSE

NYS ASSOCIATION OF COMMUNITY
AND RESIDENTIAL AGENCIES

NYS HEAD START ASSOCIATION

THE SANCTUARY INSTITUTE

WESTCHESTER CHILDREN'S
ASSOCIATION

WESTCHESTER COUNTY
ASSOCIATION



OUR LOCATIONS

WESTCHESTER COUNTY

- WC-1 Administrative Offices, Day Habilitation Center, ABA, Supportive Employment, Short Term Family Assistance & Service Coordination**
115 East Stevens Avenue
Suite LL5
Valhalla, NY 10595
- WC-2 Hayden House Emergency Residence & School & Horizons of Hope Program**
155 North Highland Ave.
Ossining, NY 10562
- WC-3 Waterbury IRA**
Cortlandt Manor, NY 10567
- WC-4 Deveau IRA**
North Salem, NY 10560
- WC-5 Susan Lane IRA**
Peekskill, NY 10566
- WC-6 Elmsford IRA**
Elmsford, NY 10523
- WC-7 Dekalb IRA**
White Plains, NY 10606
- WC-8 Whitney IRA**
White Plains, NY 10606
- WC-9 Truman IRA**
Yonkers, NY 10606
- WC-10 Locust Road IRA**
Ossining, NY 10562
- WC-11 St. Theresa's Intermediate Care Facility**
30 South 10th Avenue
Mt. Vernon, NY 10550
- WC-12 Katonah IRA**
Katonah, NY 10536
- WC-13 New Rochelle IRA**
New Rochelle, NY 10801

ROCKLAND COUNTY

- RK-1 Adolescent Girls Group Home**
Tappan, NY 10983
- RK-2 West Nyack IRA**
West Nyack, NY 10994

BRONX COUNTY

- BX-1 New York City Office Family Foster Care, Treatment Family Foster Care, Adoption Services, PYA, Strategies for Success, Bridges to Health & Medical & Clinical Services**
529 Courtlandt Avenue
Bronx, New York 10451
- BX-2 EarlyLearn Family Child Care Services, Home Base & Head Start Main Office**
402-404 East 152nd Street
3rd Floor
Bronx, NY 10455
- BX-3 East 180th Street Head Start**
899 East 180th Street
Bronx, NY 10460
- BX-4 Olinville IRA**
Bronx, NY 10467
- BX-5 Food Pantry, Family Foster Care, Bridges to Health, Family Connections, Family Treatment Rehabilitation, Special Medical & Developmental Prevention Programs**
951-953 Southern Blvd.
3rd Floor
Bronx, NY 10459
- BX-6 Gunther IRA**
Bronx, NY 10469
- BX-7 Co-op City IRAs**
Bronx, NY 10475
- BX-8 St. Nicholas of Tolentine /UPK Head Start**
2331 University Avenue
Bronx, NY 10468
- BX-9 Holy Spirit Head Start /UPK**
1960 University Avenue
Bronx, NY 10453
- BX-10 Sacred Heart Head Start /UPK**
95 West 168th Street
Bronx, NY 10452

- BX-11 Drop-In Center**
333 East 149th Street
Bronx, NY 10455
- BX-12 Msgr. Boyle Head Start Child Care /UPK**
3044 Hull Avenue
Bronx, NY 10467

- BX-13 Saint Anthony's Head Start /UPK**
1750 Mansion Avenue
Bronx, NY 10460

- BX-14 Saint Martin of Tours Head Start /UPK**
695 East 182nd Street
Bronx, NY 10457

- BX-15 Concord Avenue Head Start /UPK**
560 Concord Avenue
Bronx, NY 10455

EAST HARLEM

- EH-1 Family Connections Prevention & Family Treatment Rehabilitation Programs**
2082 Lexington Avenue
Suite 203
New York, NY 10035



ROCKLAND

WESTCHESTER

WESTCHESTER

BRONX

MANHATTAN

BRONX

MANHATTAN

WC-5 PEEKSKILL

WC-3 CORTLANDT MANOR

WC-4

NORTH SALEM

WC-12

KATONAH

WC-10

WC-2 OSSINING

RK-2

WEST NYACK

RK-1

TAPPAN

WC-1

VALHALLA

WC-6

ELMSFORD

WC-7

WC-8

WHITE PLAINS

YONKERS

NEW ROCHELLE

WC-9

MT. VERNON

WC-13

WC-11

BX-12

BX-4

BX-7

BX-8

BX-6

BX-14

BX-13

BX-10

BX-3

BX-9

BX-7

BX-2

BX-15

BX-11

EH-1

- ★ Gold Star = Main Offices
- Red Circle = Head Start Locations
- Blue Circle = Children's Residential Locations
- Yellow Circles = Individual Residential Alternatives (IRAs)
- Orange Circle = Intermediate Care Facility (ICF)

WAYS TO GIVE

In these challenging economic times, CMCS is more reliant on private philanthropy than ever. In an effort to make it even easier for you to make a gift, we have several methods for you to help CMCS continue its life-changing work. You can make your tax-deductible contribution to CMCS in any of the following ways:

CHECK:

Please make your check payable to Cardinal McCloskey Community Services and mail it to us in the enclosed envelope.

CREDIT CARDS:

We accept American Express, Visa, and MasterCard. Please fill out the enclosed envelope, contact us by phone or visit our secure website: www.cmcs.org

MATCHING GIFTS:

You can double your gift to CMCS if you or your spouse, work for an organization with a Matching Gift Program.

REAL ESTATE:

Gifts of personal residence can also be made with a retained life estate. The retained life estate allows the donor or a designee of the donor to live in their home for rest of their life. After that time, the real estate is owned outright by CMCS, without the complications of probate proceedings. This gift allows the donor to receive current income tax deductions for the discounted value of the property.

IRA DISTRIBUTION:

For those who are 70 ½ years or older, you can make a distribution from your IRA to CMCS for up to \$100,000 without reporting the withdrawal as taxable income.

SECURITIES:

You can avoid capital gains tax on securities held long-term and provide an income tax deduction equal to the fair market value at the date of transfer. To transfer securities to CMCS please provide your broker with the following information:

- Account Name: Cardinal McCloskey School and Home for Children; Account #: Y1 13273; UBS Financial: DTC# 0221.
- Once you transfer securities, please contact Christina Camardella at (914) 997-8000 ext 151 or CCamardella@cmcs.org notifying her of the date and time of the transfer so that she may relay that information to our broker.

Thank you for your generous support. We could not continue our life-changing work without your help!



Cardinal McCloskey
COMMUNITY SERVICES

70

YEARS OF SERVICE

1946 - 2016



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