Cardinal McCloskey Community Services - Biennial Report 2011-2012
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,

It is my pleasure to present you with the Cardinal McCloskey Community Services 2011-2012 Biennial Report. A lot can happen in two years! As you may know, we have changed our name and redesigned our logo to stay true to our distinguished roots, yet speak more eloquently of our life changing work with New York’s impoverished children, families, and developmentally disabled adults. Our new image was born of a multi-year, carefully planned and deliberately paced process, full of self-reflection and collaboration. Our new name speaks to the work we do, and where we do it: in the communities we serve - with the people we serve. And so we remain today, a force for good and a voice for the marginalized among us. We are still a proud member of the Catholic Charities Federation, but non-denominational in the service to those seeking our care.

Much has changed outside of our agency too, as our world has witnessed great turmoil: civil unrest in the Middle East, the Greek financial crisis, and our own fragile domestic economy. Yet despite the turbulence around us, CMCS has remained clearly focused on its mission of protecting, empowering, and promoting independence for at-risk children and families, and those living with developmental disabilities through quality community based services.

This keen organizational focus continues to be our hallmark; by no means is Cardinal McCloskey a static entity. We embrace change and see opportunities where others see obstacles. We share the resilient spirit of those we serve: be it the young single mother holding down her first job while also raising a toddler, the developmentally disabled adult learning to work in the local hardware store, or the foster youth abandoned by his family but determined to get an education. We stand shoulder to shoulder with those we serve, and are proud to face their challenges with them. To the alienated, we are an advocate; to the lonely we are a friend; to the homeless, we provide a home.

As a matter of fact, the term "home" seems to have been a common theme during these past two years for our agency. After occupying our 149th Street administrative office in the Bronx, which we called home since 1960, we moved to a beautiful building around the corner on Courtlandt Avenue better suited to the needs of our clients. Now the family trying to reunite can meet in the dignity of a private consultation room, instead of an open waiting room. We have also settled nicely into our new home in Westchester – our headquarters in Valhalla. Perhaps the greatest benefit of this move was bringing our Day Habilitation Program in house. It gives all of our employees, and our developmentally disabled consumers, the opportunity to interact on a daily basis. As I mentioned before, our mission is never out of focus.

We also added a new home, Locust Road, for four autistic young adults who have recently aged out of their out of state placement; a public private partnership which we hope will be a model for our agency and others going forward. We also welcomed the St. Theresa’s intermediate care facility into our family; this dynamic home is the residence of 12 medically frail adults living with developmental disabilities. Many of our employees seem to enjoy calling McCloskey home as well. At our agency wide professional development day, we recently celebrated the anniversaries of dozens of employees, several of whom have been here more than 35 years!

For over 65 years, Cardinal McCloskey Community Services has been a trusted pillar of the communities in which we work, a virtual beacon to those in need. Each year, and especially in these trying economic times, the number of people who seek our life changing care grows exponentially. However in the tradition of those who came before us, we meet the needs of each and every one regardless of the resources available to us.

In addition to our staff’s ability to do more with less, you are the reason we don’t turn anyone away. We know you would expect nothing less from McCloskey, and we know we can count on you to stand with us and those we serve. Your past support has changed lives. Your continued support will allow us to turn even more lives around. Please know that we are truly appreciative of your efforts, and that we are humbled by your kindness and dedication to CMCS.

Sincerely,

Beth Finnerty, President & CEO
## PROGRAMS AND SERVICES

*For the Period: July 1, 2010 to June 30, 2012*

<table>
<thead>
<tr>
<th>DIVISIONS</th>
<th>NUMBER SERVED July 2010-June 2011</th>
<th>NUMBER SERVED July 2011-June 2012</th>
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<tbody>
<tr>
<td><strong>Foster Care Services</strong></td>
<td>667 Children and Youths</td>
<td>653 Children and Youths</td>
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<tr>
<td>Family Foster Care</td>
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<tr>
<td>Treatment Family Foster Care</td>
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<tr>
<td>Preparing Youth for Adulthood Program</td>
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<td>Strategies for Success Program</td>
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<tr>
<td>Adoption Services</td>
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<tr>
<td><strong>At-Risk Services</strong></td>
<td>875 Children / 365 Families</td>
<td>1,456 Children / 132 Families</td>
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<td>Drop-In Center</td>
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<td>Preventive Services</td>
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<td>Food Pantries</td>
<td>7,690 Adults / 2,428 Children</td>
<td>2,793 Adults / 1,220 Children</td>
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<tr>
<td><strong>Residential Services for Children</strong></td>
<td>49 Children</td>
<td>42 Children</td>
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<tr>
<td>Hayden House Emergency Residence and School</td>
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<td>Adolescent Girls Group Home</td>
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<tr>
<td><strong>Specialized Clinical Services</strong></td>
<td>977 Children / 75 Families / 78 Adults</td>
<td>1,184 Children / 132 Families / 95 Adults</td>
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<td>Medical &amp; Clinical Services</td>
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<td>Bridges to Health (B2H)</td>
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<tr>
<td><strong>Services for Persons with Developmental Disabilities</strong></td>
<td>229 Adults</td>
<td>239 Adults / 20 Families</td>
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<tr>
<td>Individual Residential Alternatives (IRA) Group Homes</td>
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<tr>
<td>Intermediate Care Facility (ICF)</td>
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<td>Service Coordination Program</td>
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<td>Day Habilitation Center</td>
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<td>Short Term Family Assistance</td>
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<tr>
<td>Supportive Employment</td>
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<tr>
<td><strong>Early Childhood Services</strong></td>
<td>2,534 Children</td>
<td>3,787 Children</td>
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<td>Little Angels Head Start</td>
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<tr>
<td>Family Day Care</td>
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<tr>
<td>Day Care Centers</td>
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<tr>
<td>Food Program</td>
<td>1,582 Children</td>
<td>2,120 Children</td>
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The mission of our Foster Care Services Division is to engage, empower, and advocate for children, youth, and families in need of services and to promote safety, permanency, and well-being. We provide case management, clinical, medical and educational services with the goal of empowering families to achieve positive outcomes. We believe in a professional approach to services based on integrity, effective collaboration and strength-based philosophy. Our Foster Care Services (Family Foster Care, Treatment Family Foster, Preparing Youth for Adulthood, Strategies for Success, 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.

**FAMILY FOSTER CARE**

For over 40 years, our Family Foster Care (formerly known as Foster Boarding Home) Program has been providing temporary homes with trained and certified foster parents to children whose families are unable to care for them. All of the children who come into our care have a trauma history and have suffered some level of neglect, emotional, physical or sexual abuse, and are removed from their home and placed in an unfamiliar environment. The goal of our devoted staff is to help each child overcome their emotional deprivation or abuse by meeting each child’s unique needs for counseling, medical care, mental health services 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 parenting skills programs and mental health services with the expectation of reunification once a healthy environment can be established. 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**

Since 1991, our Treatment Family Foster Care (formerly known as Therapeutic Foster Boarding Home) Program has addressed the needs of New York City’s “hardest to place” children. Treatment Family Foster Care provides specialized care to youth, age 3 through age 21, who require more intensive services, through the development of a strength-based individualized treatment plan. 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 health 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 health specialists work 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. In addition to fulfilling the requirements to become a foster parent, treatment foster parents complete a twenty-seven hour skill training program in positive parenting and behavior modification that includes problem solving and working with birth families to understand and recognize the impact of trauma. Additional training is also required on an annual basis.

**PREPARING YOUTH FOR ADULTHOOD PROGRAM**

Our Preparing Youth for Adulthood (PYA) Program is designed to prepare our young people, ages 14 to 20, for the transition from foster care to self-sufficiency. Through the provision of educational workshops, tutoring and SAT preparation sessions, and weekend life-skill retreats, CMCS offers vital support to enhance, empower and 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. In addition, CMCS has established an alumnae group which has become a trusted and valuable resource to our agency. This group of former foster care youth has reunited with the community and has become mentors for the current children and youth of CMCS.

**STRATEGIES FOR SUCCESS PROGRAM**

Strategies for Success is our educational advocacy program 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. Over the past three decades, 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 need. Through Strategies for Success we aim to interrupt this cycle and provide positive alternatives, creating motivation to succeed in school and building self-esteem. The overall goal of our program is to increase the success that our students experience in school to be measured ultimately by increased high school graduation rates and enrollment in college or vocational schools. This is done by conducting workshops and creating individual customized educational plans, assisting youth by establishing goals, and then by supporting them in achieving them, with the aim of ultimately bringing them academic success. The Strategies for Success Program will be further strengthened by our continued partnership with Advocates for Children’s (AFC’s) Project Achieve, an innovative program that brings educational expertise directly to families involved with the child welfare system. AFC’s mission is to ensure equal access to a quality public education for all of New York City’s children, especially those at greatest risk of school discrimination and academic failure. 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**

Our adoption unit has been consistently awarded New York City’s highest honor of “Outstanding Achievement” in Adoption Services. While our goal is to keep the family unit together, the safety of our children is our top priority. Unfortunately, there are situations where it is impossible for a child to remain with or return to their birth parents. In these very sad situations, our adoption unit social workers are dedicated to finding loving and stable permanent homes for these children. During Fiscal Year 2011, the adoption unit secured homes for 57 children, once again surpassing its goals and making it one of the preferred providers of adoption services in the New York City area. Additionally, of all agencies in the City of New York, CMCS achieved the highest adoption score.
AT-RISK SERVICES

Our At-Risk Services’ mission is to promote a safe and nurturing environment for at-risk children and youth and the goal is to keep children safe, prevent abuse and strengthen biological families. We aim to ensure that all children and youth in our care who are at-risk of being removed from the home or becoming homeless have every ancillary service available at their disposal to prevent that outcome.

■ 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 inviting location 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, or LGBTQ youngsters. 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. Through daily workshops, case management services are offered and 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.

■ PREVENTIVE SERVICES

Our Preventive Services Program was launched in 1984 as a proactive measure to keep families together through early intervention. We were one of the first agencies in New York City to provide in-depth counseling and case management services to at-risk families. In the 1990s our services in this area expanded further in response to the societal pressures associated with the crack epidemic. The goal of this program is to strengthen families as they cope with the day-to-day pressures that sometimes result in placing their children in danger of intervention by the Administration for Children’s Services (ACS). Most 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 assess the environment 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.

In 2011, CMCS again responded to the needs of the communities we serve by contracting with the city to operate two Family Treatment and Rehabilitation Programs. In addition, CMCS was selected to provide Special Medical and Developmental Preventive Services 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.

■ FOOD PANTRIES

Our Preventive Service Programs at our Bronx and East Harlem Family Outreach Centers continue to provide families struggling to overcome adversities with resources through our two food pantries. These pantries, which are open four days a week, are entirely staffed by CMCS employees who volunteer their personal time and provide children and families with all of the items necessary to sustain a nutritious and well-balanced diet.

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Our Children’s Residential Services provide a therapeutic home for young people in Westchester and Rockland Counties. The overriding philosophy of the program follows the Sanctuary Model, which promotes a trauma-informed culture and 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 culture that is trauma-sensitive with an emphasis placed on the culture of the entire organization.

**HAYDEN HOUSE EMERGENCY RESIDENCE AND SCHOOL**

Our Hayden House Emergency Residence carries on the legacy of CMCS’s original facility for abused or neglected children in Westchester County. Each year Hayden House provides around-the-clock emergency intervention to approximately 40 children in crisis between the ages of 8 and 18. 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 put their lives back together. During the past 20 years, more than 2,250 of Westchester’s most severely abused children began the road to recovery at Hayden House. These children arrive both during the day and night, usually with just the clothes on their backs.

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.

We have continued to provide students with academic support, personalized intervention and remedial education through ASPIRE, our after-school program that uses computers to help the children catch up academically. We have been blessed to witness many of our children passing the Regents exams and advancing 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.

**ADOLESCENT GIRLS GROUP HOME**

As an alternative to the traditional foster home, our Tappan Girls Group Home provides girls, ages 12 to 21, some of whom have been physically and sexually abused, with a safe place to live and services to meet their educational, vocational and social needs. Their health care and mental health needs are also met through the program. 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, maintaining part-time jobs and participating in community activities. The program is a huge success with many of the residents going on to attend college.
Our Specialized Clinical Services provide additive services that help to support the critically important work being conducted across numerous agency programs and locations. Over the years, we have made considerable investments in this area so that it is a well-established partner in our service delivery systems. 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.

**MEDICAL & CLINICAL SERVICES**

Our Medical & Clinical Services Program provides comprehensive medical and clinical care to every child, family and individual with developmental disabilities in our care. The program, designed to address both mental and physical health services, includes routine immunizations, physical examinations, diagnostic and preventive care in addition to a wide array of direct clinical services including individual and family therapy. Registered Nurses, Licensed Practical Nurses, Master’s Level Psychologists and Licensed Psychologists and 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 ensures that the highest quality of care is always available.

**BRIDGES TO HEALTH (B2H)**

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. 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. 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. •
SERVICES FOR PERSONS WITH DEVELOPMENTAL DISABILITIES

Our Developmental Disabilities Division provides those supports necessary to assist individuals to live the life they want to live. Through person-centered planning and respecting individual choices, 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. Whether a school graduate needs help to transition into adulthood and find employment, or an older woman needs supports to continue to live in her own home, we work together with the person’s natural supports and mobilize all available resources to help each individual reach his/her goals.

■ INDIVIDUAL RESIDENTIAL ALTERNATIVE (IRA) GROUP HOMES

Our Residential Services Program currently operates 15 individual residential alternative (IRA) group homes, for people with developmental disabilities throughout the Bronx, Westchester and Rockland Counties, including homes that serve young adults with autism and those who are medically frail. 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 attending day programs and vocational training. The comprehensive range of services offered is tailored to enable each unique resident to reach his or her true potential. In 2011, we opened a new home for young adults with autism, in partnership with their families. With the opening of this home we have implemented a new approach to service provision using the Applied Behavior Analysis (ABA) model.

■ SERVICE COORDINATION PROGRAM

Our Service Coordination Program serves approximately 100 children and adults with developmental disabilities. It is designed to provide each participant with their own Medicaid Service Coordinator who advocates on behalf of those individuals who cannot do so for themselves. Our service coordinators navigate the complex provider system, in an effort to ensure consumers receive the best possible services. The program continues to offer family support case management services that provide assistance to 26 families in the community including help obtaining benefits such as Medicaid and Social Security.

■ DAY HABILITATION PROGRAM

Our Day Habilitation Program provides programs and services for 21 adults with developmental disabilities that foster growth in areas such as personal development, social skills, and vocational readiness. Our goal is to provide opportunities for individuals to further develop their social, recreational and daily living skills in a supportive and nurturing environment. 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. Several of our participants volunteer in the community at day care centers and local food pantries.

■ SHORT TERM FAMILY ASSISTANCE

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

■ SUPPORTIVE EMPLOYMENT

With a grant from the New York State Office for People with Developmental Disabilities (OPWDD), our developmental disabilities division has been approved to provide enhanced supportive employment services as part of a pilot across NY State. In 2011 we became certified as a supportive employment (non-enhanced, non-pilot) provider through OPWDD as well. We also continue our supportive employment services through a contract with Acces-VR (formerly VESID). Our “Wish to Work” program enables us to provide job training, greater vocational skill building and one-on-one support for several individuals. The job developer works with prospective community employers in order to educate them regarding the benefits of employing a person in supportive employment. The tax credits to employers and the training opportunity for the individuals we support make our “Wish to Work” program invaluable and rewarding for everyone involved.
CMCS provides Early Childhood Services through two distinct services: our Day Care Programs and Little Angels Head Start. For years, CMCS has been the largest provider of subsidized child care in New York City. In 2009, we welcomed Little Angels Head Start into the CMCS family further expanding our services in this arena. CMCS Early Childhood Services provide a nurturing environment to promote the healthy development of young children. Each of our programs within this division operates with the same goals in mind:

- Cultivating positive self-esteem, independence, and self-sufficiency.
- Developing fine and gross motor skills.
- Developing strong interpersonal and socialization skills.
- Developing multi-faceted language skills via conversations, interactive activities, visual aides, and dramatic play.
- Developing an interest and love of reading, the arts, natural sciences, and the world around them.
- Embracing diversity in the classroom and in the community.
- Building strong relationships with peers.

**LITTLE ANGELS HEAD START**

Since 2009, Little Angels Head Start has been a member of the CMCS family and has grown to 14 centers with 69 classrooms and serves nearly 1,500 children and families in the Bronx and Manhattan. Little Angels continues to strive to ensure children receive quality educational, health and nutritional services in a classroom setting. The goal of the program is to improve the lives of low-income children and families by providing exceptional preschool education to 3 and 4 year-olds in half day, full day and extended day sessions. Emphasis is also placed on family enrichment through engaging parents in their children’s learning and helping parents progress toward their educational, literacy and employment goals. In addition, the program offers support services to parents to enable them to help their children thrive in school.

**DAY CARE PROGRAMS**

CMCS currently operates a Family Day Care network and four Group Day Care centers. Our Family Day Care Program is the largest provider of subsidized child care in New York City, for children ages 6 weeks to 13 years, on a daily basis. We have a long-standing history of service throughout the Bronx and have been in operation since 1973. The families we serve live in one of the five boroughs of New York City, with the majority of the recipients of services residing in the Bronx. Many of the current families served are low income families working in vocational or accredited educational programs and/or have physical, emotional, or intellectual challenges that prevent them from adequately meeting the needs of their children without additional supports. Our staff provides support to the families and providers and function as liaisons and advocates for the children in their care. With this direct support and supervision, the family child care network provides comprehensive service to each family receiving services and each child care provider. Every child participating in one of our day care programs is enrolled in the Child and Adult Care Food Program to ensure that they receive nutritional meals and snacks. In addition, CMCS offers individual and group trainings to the child care providers as well as technical assistance and support to enhance their services to the children in their care. This valuable program allows parents to enter the workforce and be assured that their children are safe and secure.
Since its inception, CMCS has been an agency that anticipates industry trends, rather than an agency that merely reacts to them. CMCS was one of the first organizations to embrace decentralized foster care way back in 1966, nearly twenty years before some of our competitors. That type of forward thinking not only continues today, but is recognized industry wide. The number of people who need our life changing services has grown exponentially and, as we have done for over sixty-five years, we have met the needs of each and every one. As a result of this increased demand, we expanded by leaps and bounds and literally outgrew the Bronx Office we occupied for over 52 years. CMCS had called 349 East 149th Street “home” since 1960, but it was time to say goodbye and prepare for the promising future that lies ahead. As of December of 2011 the office relocated to 529 East Courtlandt Avenue – just around the corner – to a beautiful new space. We are excited to write the next chapter in the storied history of this fine organization, founded by Cardinal Spellman and the Dominican Sisters in 1946. To that end, we have added some exciting new programs and services to the CMCS family!

**LOCUST ROAD INDIVIDUAL RESIDENTIAL ALTERNATIVE HOME**

As of October of 2011, we welcomed a new Individual Residential Alternative (IRA) Group Home to our family, an addition which will continue to broaden our services offered for people with developmental disabilities. Located in Ossining, NY, the new residence will house four young adults with Autism, two young men and two young women, who have recently aged out of residential schools. Following several Town Hall meetings and engagement with the Ossining community, the opening of this residence was met with a tremendously positive response from its new neighbors. For over a year, CMCS has been working to implement an ABA (Applied Behavioral Analysis) model of operation for this residence. The home is staffed by professionals who have specialized skills that allow them to understand the impact of environment and external stimuli on the behavior of the individuals who live in the home. We are excited to see the implementation of the ABA model and hope to replicate it in the future to provide even more residential options for people with developmental disabilities.

**ST. THERESA’S INTERMEDIATE CARE FACILITY**

In 2011, we welcomed the St. Theresa’s Intermediate Care Facility (ICF) as part of our residential continuum. Twelve medically frail individuals with developmental disabilities reside at St. Theresa’s in Mt. Vernon. 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.
# CARDINAL McCLOSKEY COMMUNITY SERVICES

## Operating Expenses Allocation
July 1, 2010 – June 30, 2012

### REVENUE

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<td>Government Grants &amp; Service Fees</td>
<td>$38,334,983</td>
<td>$38,228,985</td>
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<td>Medicaid Revenues</td>
<td>18,181,712</td>
<td>21,157,602</td>
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<td>Contributions, Interest &amp; Other Income</td>
<td>2,635,807</td>
<td>4,680,815</td>
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<td>Parent, Private &amp; Client Fees</td>
<td>1,585,332</td>
<td>1,907,891</td>
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<td><strong>TOTAL REVENUE</strong></td>
<td>$60,737,834</td>
<td>$65,975,292</td>
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### EXPENSES

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<th>FY 2010-2011</th>
<th>FY 2011-2012</th>
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<td>Foster Care Services</td>
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<td>Caring Hearts (FBT)</td>
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<td>Preparing Youth for Adulthood Program</td>
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<td>Strategies for Success Program</td>
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<td>Adoption Services</td>
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<td>At-Risk Services</td>
<td>$4,508,017</td>
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<td>Drop-In Center</td>
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<td>Food Pantries</td>
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<td><strong>Residential Services for Children</strong></td>
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<td>Hayden House Emergency Residence and School</td>
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<td>Specialized Clinical Services</td>
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<td>Bridges to Health (B2H)</td>
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<td>Services for Persons with Developmental</td>
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<td>Disabilities</td>
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<td>Supportive Employment</td>
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<td><strong>Early Childhood Services</strong></td>
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<td>Food Program</td>
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<td>Administration</td>
<td>$5,199,874</td>
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<td>Fundraising</td>
<td>$473,602</td>
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<td>Unrealized Pension (Gain) Loss</td>
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<td>$(1,307,166)</td>
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<td><strong>TOTAL EXPENSES</strong></td>
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<td>$65,657,975</td>
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<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>($77,332)</td>
<td>$317,317</td>
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*Financial statements for FY 2012 are currently being reviewed by the auditors. These numbers are pending approval by the Board of Directors.*

*For additional detail, the Consolidated Audited Financial Statements will be available upon request.*
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<tbody>
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### Westchester County

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>WC-1 Administrative Offices</td>
<td>Day Habilitation Center, Supportive Employment &amp; Short Term Family Assistance&lt;br&gt;115 East Stevens Avenue&lt;br&gt;Suite LLS&lt;br&gt;Valhalla, NY 10595</td>
</tr>
<tr>
<td>WC-2 Hayden House Emergency Residence and School</td>
<td>155 North Highland Ave.&lt;br&gt;Ossining, NY 10562</td>
</tr>
<tr>
<td>WC-3 Waterbury IRA</td>
<td>46 Waterbury Parkway&lt;br&gt;Cortlandt Manor, NY 10567</td>
</tr>
<tr>
<td>WC-4 Deveau IRA</td>
<td>8 Deveau Road&lt;br&gt;North Salem, NY 10560</td>
</tr>
<tr>
<td>WC-5 Susan Lane IRA</td>
<td>15 Susan Lane&lt;br&gt;Peekskill, NY 10566</td>
</tr>
<tr>
<td>WC-6 Elmsford IRA</td>
<td>1900 Saw Mill River Road&lt;br&gt;Elmsford, NY 10523</td>
</tr>
<tr>
<td>WC-7 Dekalb IRA</td>
<td>55 Dekalb Avenue&lt;br&gt;White Plains, NY 10606</td>
</tr>
<tr>
<td>WC-8 Whitney IRA</td>
<td>42 Whitney Street&lt;br&gt;White Plains, NY 10606</td>
</tr>
<tr>
<td>WC-9 Truman IRA</td>
<td>240 Truman Avenue&lt;br&gt;Yonkers, NY 10606</td>
</tr>
<tr>
<td>WC-10 Locust Road IRA</td>
<td>4 Locust Rd.&lt;br&gt;Ossining, NY 10562</td>
</tr>
<tr>
<td>WC-11 St. Theresa's Intermediate Care Facility</td>
<td>30 South 10th Avenue&lt;br&gt;Mt. Vernon, NY 10550</td>
</tr>
</tbody>
</table>

### Bronx County

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
</tr>
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<tbody>
<tr>
<td>BX-1 New York City Office</td>
<td>Family Foster Care, Treatment Family Foster Care, Bridges to Health &amp; Medical &amp; Clinical Services&lt;br&gt;529 Courtlandt Avenue&lt;br&gt;Bronx, NY 10451</td>
</tr>
<tr>
<td>BX-2 Family Day Care</td>
<td>404 East 152nd Street&lt;br&gt;3rd Floor&lt;br&gt;Bronx, NY 10455</td>
</tr>
<tr>
<td>BX-3 Child Care Center (Site II)</td>
<td>899 East 180th Street&lt;br&gt;Bronx, NY 10460</td>
</tr>
<tr>
<td>BX-4 Rosa Wardell Day Care&lt;br&gt;Center</td>
<td>1275 Westchester Avenue&lt;br&gt;Bronx, NY 10459</td>
</tr>
<tr>
<td>BX-5 Illeana Rodriguez&lt;br&gt;Day Care Center</td>
<td>500 Southern Blvd.&lt;br&gt;Bronx, NY 10455</td>
</tr>
<tr>
<td>BX-6 Olinville IRA</td>
<td>3650 Olinville Avenue&lt;br&gt;Bronx, NY 10467</td>
</tr>
<tr>
<td>BX-7 Family Outreach Center</td>
<td>951-953 Southern Blvd.&lt;br&gt;3rd Floor&lt;br&gt;Bronx, NY 10459</td>
</tr>
<tr>
<td>BX-8 Gunther IRA</td>
<td>3111 Gunther Avenue&lt;br&gt;Bronx, NY 10469</td>
</tr>
<tr>
<td>BX-9 Co-op City IRAs</td>
<td>Apt. 2B, 2L, 3L, &amp; 5E&lt;br&gt;120 Elgar Place, Co-op City&lt;br&gt;Bronx, NY 10475</td>
</tr>
<tr>
<td>BX-10 Head Start Main Office</td>
<td>404 East 152nd Street&lt;br&gt;Bronx, NY 10455</td>
</tr>
<tr>
<td>BX-11 St. Nicholas of Tolentine&lt;br&gt;Head Start</td>
<td>2331 University Avenue&lt;br&gt;Bronx, NY 10468</td>
</tr>
<tr>
<td>BX-12 Saint Simon's Head Start</td>
<td>2195 Valentine Avenue&lt;br&gt;Bronx, NY 10457</td>
</tr>
<tr>
<td>BX-13 Holy Spirit Head Start</td>
<td>1960 University Avenue&lt;br&gt;Bronx, NY 10453</td>
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</table>

### East Harlem

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
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</thead>
<tbody>
<tr>
<td>EH-1 Family Rehabilitation Center</td>
<td>205 East 122nd Street&lt;br&gt;2nd Floor&lt;br&gt;New York, NY 10035</td>
</tr>
</tbody>
</table>

### Manhattan

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
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<tbody>
<tr>
<td>MN-1 Queen of Martyrs&lt;br&gt;Head Start</td>
<td>71–91 Arden Street&lt;br&gt;New York, NY 10040</td>
</tr>
<tr>
<td>MN-2 Annunciation&lt;br&gt;Head Start</td>
<td>461 West 131st Street&lt;br&gt;New York, NY 10027</td>
</tr>
<tr>
<td>MN-3 Cardinal Spellman&lt;br&gt;Head Start</td>
<td>137 East 2nd Street&lt;br&gt;New York, NY 10009</td>
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