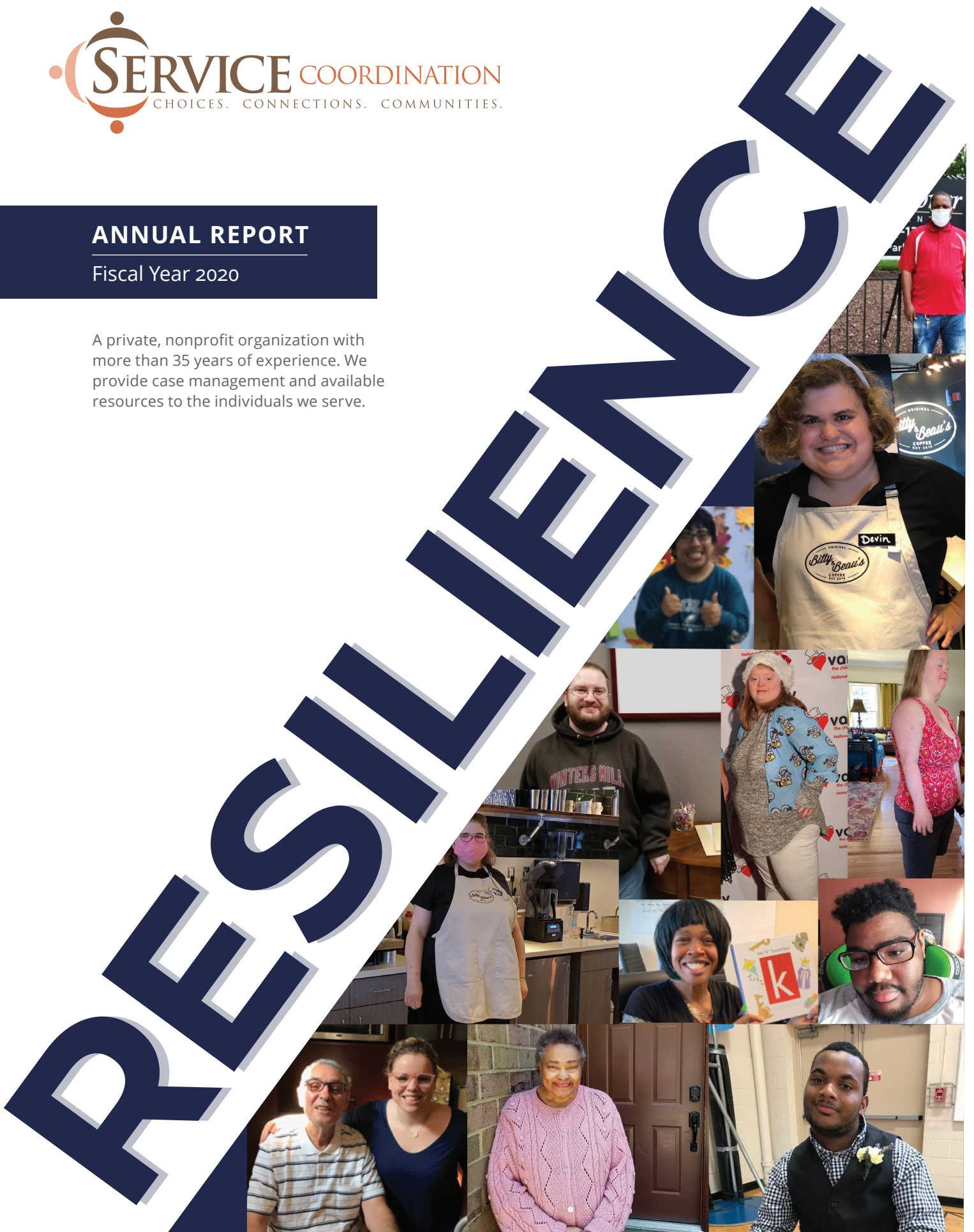




## ANNUAL REPORT

Fiscal Year 2020

A private, nonprofit organization with more than 35 years of experience. We provide case management and available resources to the individuals we serve.



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# A Message from the CEO



For almost 40 years, Service Coordination, Inc. (SCI) has supported the choices of people requiring our case management services and worked to identify available resources. We began as one of the nation's first independent case

management provider agencies serving people with intellectual and developmental disabilities and have since expanded our services and offerings to children, families, older adults, and veterans.

Choice has always been the foundation of our case management and other related services, and we believe that services should be tailored to meet the desires of people and their choices. As a non-profit case management agency, SCI does not operate to earn a profit, but rather to support community members in need of our services and to fulfill our mission of providing the highest quality Case Management services.

SCI is governed by a Board of Directors consisting of a volunteer group of community members. Each Board Member brings the integral skills and passion required to oversee our organization and ensure that we adhere to our mission and commitment to our community. Our Team Members work directly alongside the people we help serve. On average, our Team Members have seven years' experience and

are highly educated. They are part of a mobile workforce that can perform their work from anywhere in their communities, thus providing greater convenience, accessibility, and flexibility in our services.

In order to continuously evolve and provide the highest quality services, we recently had the opportunity to review and update our Strategic Plan. We examined the internal and external environment of the organization and updated the mission, vision, and values that guide the organization. SCI's FY20-25 Outcomes are Quality Customer Services, Team Member Development, and Organizational Development. These include seven driving strategies with accompanying goals and objectives, each with action steps that will steer our organization over the next several years. This plan serves as a management tool for SCI's Board of Directors and Team Members as we work together to advance the organization's mission. Successful implementation of this strategic plan requires a commitment to shared leadership between the Board of Directors, the CEO, and all Team Members of SCI.

With our new Strategic Plan and Standards for Excellence Accreditation, with commendations, SCI is in a pivotal position to continue to offer the highest quality services, consistently evolving to meet the needs of those we serve.

John Dumas, CEO

# Resilience:

## Year in Review 2020

A year ago, we could not have imagined the path that lay ahead. FY20 started off steady with plans to expand the organization in size and structure. By the third quarter, we made SCI history by welcoming our largest group of new hires. We were preparing to reach even higher goals in FY21.

Then COVID-19 began to spread around the world. We quickly pivoted our operations and programs to meet the new needs of our Team Members and community. Despite a global pandemic, our Team Members remained committed, working remotely to continue providing community members the exceptional care they have come to expect from SCI.

On May 25, George Perry Floyd, Jr's senseless death left the country reeling after years of injustice, racism, and discrimination. As an organization founded on equality and freedom, we began to speak more openly about our core values. In an organization-wide journey of self-reflection, we listened as Team Members shared personal and professional stories of racism and bias. Our new diversity, equity, and inclusion initiative strives to create an inclusive culture where all are treated fairly—which will better all aspects of the organization and our community.

This past year, our organization stood strong through the unimaginable. We revised our procedures to meet challenges. We came together, and we prepared for the future. Our Team Members are the heart of SCI, and the reason why we thrive.

As we reflect on the past year, let us remember the accomplishments of FY20. While many companies could not sustain the circumstances of 2020, SCI prospered. Let us continue to grow together. In FY21 we look forward to the launch of Montcordia, the relaunch of SCNET, a heightened focus on our strategic alliances, and a host of other achievements. Let's keep the momentum going.



# The SCI Story

In 1982, The Arc of Frederick County established one of the nation's first independent service coordination initiatives serving people. The service coordination division was founded on the belief that people with disabilities could benefit from having service coordinators act as brokers within the service delivery system to help ensure that services were tailored to meet people's needs.

The initiative began with seven service coordinators who served 173 people. In the 36 plus years since the initiative was created, the service coordination division expanded into 14 counties across Maryland and Baltimore City.

In 2005, Service Coordination, Inc. (SCI) was established as an independent, nonprofit organization and spun off from the Arc of Frederick County. The spinoff was necessary due to the tremendous growth the agency experienced and the need to have one organization focused on providing service coordination for so many people. SCI formed a new Board of Directors, adopted new bylaws, and began operations as an independent organization on January 1, 2006.

SCI preserved the skilled staff leadership, the team of service coordinators, an effective approach to coordinating services, the relationship with the DDA, and the founding belief about the role and value of service coordination for people with intellectual and developmental disabilities.

## Mission

Service Coordination, Inc. provides quality case management and other related services by helping people understand what their choices are and connecting them to resources in their communities in ways that respect their dignity and rights.

## Meaning Behind the Mission

Choices, Connections, and Communities: We welcome all people who can benefit from our services. We help people understand options in a dignified and respectful way. We provide quality information and helpful options that can guide people to resources of their choice, ultimately supporting their decisions to connect to available services.



LaTanya Neverdon is proudly supported by SCI Team Members from Baltimore City.

## Our Role in the Community

SCI is a nonprofit organization in Maryland that supports people of all ages to make choices affecting their lives and to access resources and services in their community.

SCI is currently the largest case management agency in Maryland, serving more than 14,000 people. We also employ over 410 Case Managers in three regions in Maryland. Team Members are highly qualified: 95% have a bachelor's degree or higher and an average of seven years' experience, and 27% have master's degrees. SCI is also unique due to our community based and technological capabilities which allow us to work from anywhere in the communities in which we serve people.

SCI continues to reduce the ratio of case managers to individuals by increasing its staffing levels. SCI reduced that number to 35 and plans to further reduce the number in FY2020.

## 2026 Vision

People experience the quality of life they choose. They are connected to an array of quality supports and services that are tailored to each of their unique wants and needs. People are valued in and by their communities.

## IMPACT STORY



### Kathryn Masser

Disney-loving Kathryn “Katie” Masser and her helper Tristen Burkholder share a love of wearing costumes in public (even when they’re the only ones). Katie is diagnosed with Down Syndrome and Hyperthyroidism, and in 2019, her bloodwork showed signs of Celiac Disease. Her doctors wanted to build healthy habits, but any overt exercise routine was a no-go for Katie. Instead, her family and care team began taking her on adventure walks through “enchanted forests.” Today, Katie’s quests to find magical waterfalls and bridge-dwelling water spirits span up to two miles a day. She’s enjoying a healthy, gluten-free diet—including chocolate pudding made from avocados—and she’s lost 31 pounds since the start of 2020.

# Our Services

## Coordinator of Community Services (CCS)

### Case Management

We provide quality case management services to people residing in the Southern, Central, and Western Regions of Maryland. These services, referred to as coordination of community services or service coordination, are provided to people with intellectual and/or developmental disabilities across their lifespan, including but not limited to:

- ◆ People with traumatic brain injuries
- ◆ People with court or forensic involvement
- ◆ People with a co-occurring mental health diagnosis
- ◆ Youth transitioning from school
- ◆ Those with autism
- ◆ People transitioning from state hospitals, state residential centers, and nursing homes

### Service Categories

SCI provides case management services for people in a variety of situations or Service Delivery Categories:

#### Waiting List

SCI provides support to people on the DDA Waiting List. The DDA Waiting List is comprised of adults and children with intellectual and developmental disabilities who are waiting for funding from DDA to obtain community-based services. Waiting List includes services to youth

and their families as they transition from school into adulthood. Waiting List categories include:

**CRISIS RESOLUTION:** The highest priority level is reserved for people in emergent circumstances who require immediate intervention or will require it shortly. Often, the situations that meet this category's criteria arise suddenly (e.g., the death of a caregiver). Crisis Resolution is for people who are:

- ◆ Homeless or will be homeless within 30 days
- ◆ Victims of abuse or neglect
- ◆ At a serious risk of causing physical harm to others
- ◆ Living with a caregiver who is unable to provide adequate care due to the caregiver's impaired health

**CRISIS PREVENTION:** This category is for people with an urgent need who are in deteriorating circumstances that put them in danger of meeting one or more Crisis Resolution criteria within one year. Crisis Prevention priority also includes people who have caregivers over age 65. Because age alone is not always a good predictor of the need for services, priority recommendations and determinations should also address risk for the Crisis Resolution category within a year. The Crisis Prevention category is also appropriate in situations where less intense intervention or support, provided sooner, might delay or eliminate the need for a more extensive service in the future.

**CURRENT REQUEST:** The Current Request priority is the lowest level of priorities. There are no crisis implications associated with Current Request, however, there is an expectation that the individual has an actual need for DDA funding. The test for this category is “Would the person take the service, if it was offered today, or is there an anticipated event within the next three years, such as exiting school, retirement of caregiver, aging out of children’s residential placements?” This category is not for people who simply want to be identified for planning purposes as potential service recipients.

### Community Coordination

SCI provides person-centered case management to coordinate community services to match an individual’s wants and needs. Some of these include employment, housing, recreation, community involvement, and more.

### Comprehensive Assessment

Comprehensive assessments are completed for DDA to make a determination about an individual’s eligibility for DDA services.

### Transition Service

SCI provides services to people transitioning to the community from state hospitals, state residential centers, correctional facilities, and nursing homes.

## IMPACT STORY



### Davon Green

When Maryland issued stay-at-home orders in March 2020, Davon Green’s building management denied access to his Personal Support Provider. His team knew they had to act quickly: Davon’s 79 hours of weekly personal supports include budgeting, paying bills, getting groceries, going to medical appointments, and administering daily medication. His Service Coordinator of eight years, Shaniah Cherry, advocated for Davon and negotiated with the building management. After exchanging more than 40 emails, Davon’s team was allowed to come for visits. Today, Davon and his support providers follow CDC guidelines about wearing masks and distancing while Davon receives the help he needs.



## Supports Planning Services (SPS)

Supports Planning Services include assisting those with activity or daily living needs with accessing and receiving Medicaid and non-Medicaid funded home and community-based services and supports, as part of Maryland Department of Health's Long-Term Services and Supports (LTSS).

### Regions and Counties Served

**WESTERN REGION**—Allegany, Carroll, Frederick, Garrett, Howard, Montgomery, and Washington Counties

**NORTHERN REGION**—Baltimore City, Baltimore, and Harford Counties

**SOUTHERN REGION**—Anne Arundel, Calvert, Charles, Prince George's, and St. Mary's Counties.

### SPS Programs Served

#### Community Personal Assistance Services (CPAS) program:

- ◆ Personal Assistance Services
- ◆ Nurse Monitoring
- ◆ Supports Planning

#### Community First Choice (CFC):

- ◆ Personal Assistance Services
- ◆ Nurse Monitoring
- ◆ Supports Planning
- ◆ Personal Emergency Back-up Systems
- ◆ Transition Services
- ◆ Consumer Training
- ◆ Home-delivered Meals
- ◆ Assistive Technology
- ◆ Accessibility Adaptations
- ◆ Environmental Assessments

#### Community Options (CO) Waiver and Increased Community Services (ICS):

- ◆ Personal Assistance Services
- ◆ Nurse Monitoring
- ◆ Supports Planning
- ◆ Personal Emergency Back-up Systems
- ◆ Transition Services
- ◆ Consumer Training
- ◆ Home-delivered Meals
- ◆ Assistive Technology
- ◆ Accessibility Adaptations
- ◆ Environmental Assessments
- ◆ Medical Day Care
- ◆ Nutritionist/Dietician
- ◆ Family Training
- ◆ Behavioral Consultation
- ◆ Assisted Living
- ◆ Senior Center Plus



Ethel "Dee" Swanston-Williams is proudly supported by SCI Team Members from Howard County.

## Community Partners and Events

SCI, as a provider for both Coordination of Community Services (CCS) and Supports Planning Services (SPS), was invited to collaborate with the Maryland Department of Health and other agencies that provide both services. The purpose of the collaboration was to determine what information would be beneficial for the DDA to know about Supports Planning Services to ensure that people served by both agencies get the most appropriate services. Some of the activities and events we annually participate in are listed below.

- ◆ National Leadership Consortium
- ◆ Maryland Association of Community Services (MACS) Direct Support & Supervision Conference
- ◆ DDA Training Workgroup
- ◆ Howard County Legislative Breakfast
- ◆ DDA Transformational Committee
- ◆ The National Leadership Consortium on Developmental Disabilities
- ◆ Employment First State Leadership Team
- ◆ Developmental Disabilities Day at the Legislature
- ◆ Maryland Association of Community Service (MACS) Providers Legislative Breakfast
- ◆ Maryland Association of Community Services (MACS) Annual Achievement Awards
- ◆ Maryland Association of Community Services (MACS) Volunteer Recognition

## Quality

SCI employs a Comprehensive Quality Review (CQR) process which includes verification of documented activities for at least one individual per Case Manager per month; a thorough review of the notes content and quality; and a thorough review of that individual's record, person-centered plan, monitoring, and services received for the last full quarter. Individuals are selected for review as part of a random sample stratified by a Case Manager. This sampling methodology ensures the results of the year's CQR can be generalized to the total population of individuals served with a confidence level >98% and a <2.5% margin of error. Through the CQR, supervisors are required to review all aspects of a Service Coordinator's (SC's) work on a regular basis to ensure that Team Members are well trained in all job responsibilities and are delivering services that are of very high quality. People we support, their families, and providers are contacted to verify the SC's work and to learn what we are doing well and what areas we could improve on. Through this two-pronged approach, supervisors provide support, guidance, and instruction to team members, reinforcing strengths and identifying areas in need of improvement in both the technical and personal aspects of their work. The CQR assesses the overall quality of the CCS service provision and the nature of the SC's work with people, including but not limited to self-direction, person centeredness, and implementation of SCI procedures. This broad assessment of quality is accomplished through the following review components:

### Customer Satisfaction Survey

- ◆ Visit Verification
- ◆ Person-Centered Plan Review
- ◆ Monitoring Review

- ◆ Data Integrity and Progress Notes Review
- ◆ Service Coordinator Competencies Review
- ◆ Regulatory Compliance

In a previous fiscal year, people we support noted areas that are most important to them are responsiveness, being connected to resources, and "knowing me." In FY20, in these areas, people we support have indicated:

## Responsiveness

- ◆ Case Managers do what they said they would do on time or well ahead of time for more than 92% of people we support.

## Knowing Me

- ◆ More than 90% of people we support say their case manager knows what makes them happy and unhappy.

## Being Connected to Resources

- ◆ More than 93% of people we support say their case manager helps them get what they need/what is important to them.

### IMPACT STORY



#### Devin Fairweather

Devin goes to school in Annapolis, so an accommodating job at Bitty & Beau's Coffee Shop fits perfectly with her class schedule. She applied for the job in summer 2019, and forgot all about it until she got hired. She's excited to make her own money at her first-ever job as she continues her studies.

### IMPACT STORY

#### Robyn White

From volunteering at Sunrise Assisted Living to participating in the Special Olympics, Robyn loves to be productive and independent. When she heard about Bitty & Beau's, Robyn couldn't wait to apply. She was energized and excited for her interview, and she received good news within the week: She got the job!



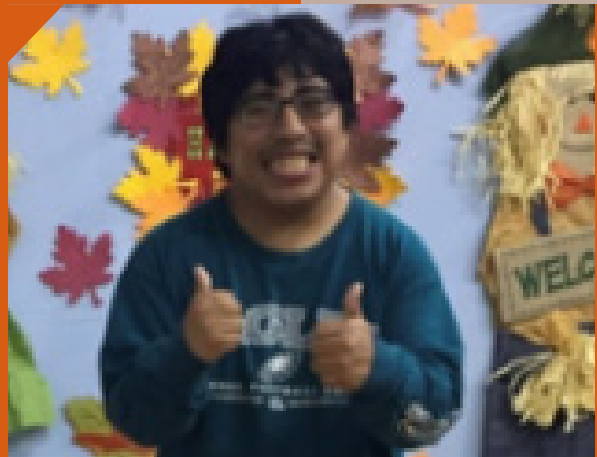
Driving solutions and developing strong relationships leads to high measures of customer loyalty. One widely accepted measure of customer loyalty across many industries is the Net Promoter Score® (NPS). On a scale from -100 to +100, SCI's NPS for FY2020 among people we support, their families, and guardians is +67, compared to an industry benchmark of +37. In addition, nearly 90% of people surveyed in FY20 said they want to continue working with their case manager.

Our focus on continual quality enhancement yielded improvements to an already strong program, demonstrated by high levels of satisfaction among the people we support:

1. Always or often agreed that their SC supports their choices about who provides their services.
2. Always or often agreed that their SC listens to their ideas and makes changes based on what they say.
3. Always or often agreed that their SC helps them get what they need/what is important to them.
4. Always or often agreed that their SC helps them and their team think about job options.
5. Always or often agreed that their SC supports them with developing relationships with people in their community (family, friends, neighbors, vendors, community leaders, church).
6. Always or often agreed that their SC helps them if there are things about their living situation that they would change (like roommates, privacy, locks, food, clothing, furnishings, decorations, freedom to come/go, access to phone computers, visitors, location, etc.).

7. Always or often agreed they are comfortable telling their SC if they have a problem or concern.
8. Always or often agreed their SC makes a difference in their life.
9. Always or often agreed they want to keep working with their current SC.

## IMPACT STORY



### Jeremy Markovic

When Jeremy Markovic began working with supports planner Sara Jacobs, he wanted to become more independent in his daily life. Sara developed a Plan of Service that used adaptive technologies so that Jeremy could do more on his own. Outfitting his kitchen with extra-long oven gloves, a one-touch can opener, a splatter screen, a Swedish cutting board, and a rocker knife allows Jeremy to cook meals with little to no help. With his family and care team on his side, Jeremy keeps growing more confident as he advocates for his own independence.



## Core Operating Values

Our core operating values guide the way in which our Board Members, Team Members, and volunteers want the community to experience our organization. We want to be known as resourceful, educated, and respectful. We want to demonstrate daily excellence by embracing and living out these core operating values in the way we work.

- ◆ **People come first**—Show respect and honor for ALL people in words and actions.
- ◆ **We drive solutions**—Persistently seek opportunities and overcome obstacles. Navigate systems masterfully to make possibilities a reality.
- ◆ **We build connections**—Because relationships are the foundation of our work, we share strong working relationships with each other and with those outside our organization.
- ◆ **We educate**—Raise awareness in communities to appreciate the similarities and unique gifts of each person. Explore choices with people we support.

## Core Competencies

*Relationships*—At SCI we operate with an understanding that it is primarily through effective relationships that we are able to achieve positive change on the individual and systems levels.

*Navigational Expertise*—At SCI we listen closely to people telling us their dreams and goals. With that knowledge and our expertise, we provide resources, connections, and linkages to make dreams a reality.

## Theory of Action

The following principles and beliefs guide the development of our programs and operations:

- ◆ It takes great expertise to find resources and to connect people to them. Success results from the quality of abundant creativity and resourcefulness.
- ◆ Positive working relationships reflect the commitment that we have to each other, the organization, and the people we support. Solid relationships are built upon trust and mutual respect.
- ◆ As a mobile workforce based in the communities of the people we serve, we focus our abilities to affect positive change in systems and within communities.
- ◆ All people should be able to make choices that affect their life. Our role is to help people discover and explore possibilities, weighing the value of all available options.
- ◆ With an increased understanding of people with differences comes appreciation of the value all people bring to their communities.
- ◆ As a strength-based, person-centered organization, we engage the people we support, their families, our team, and others in making decisions, developing processes, and creating the structures that support the highest quality case management services.

## Mobility & Technology

SCI continues the endeavor to better serve the people who count on us for case management with our mobile program. Our Team Members are equipped with technology and training to perform their duties at places that may better meet the needs of those receiving our services. Our services have since become more flexible and more accessible to people we support. Although we retained two regional offices located in Frederick and Owings Mills, Maryland, our Team Members are able to perform most of their work anywhere.

Our mobility allows our Team Members to work directly in the community without the need to travel back to an office. Because this work can now be done directly and immediately, our mobility allows us more time to spend in the community with people we serve and to be more accessible to them. This was especially true in FY2020. When stay-at-home orders were issued by the state due to COVID-19, SCI was quickly able to shift operations and services to remote only. This meant services continued with minimal disruption, and the community was supported during this critical time.

### IMPACT STORY



#### Jordan M

When JM began full DDA services in 2017, finding the right provider took some time. After working with two other providers, he found a perfect fit with his current coordinator, Patreace Gayle.

JM decided to continue his education in 2020 at Prince George's Community College. Despite the changes COVID-19 brought to the semester, JM adapted to distance learning and even got involved with an anime group. At home, he weathered the pandemic by making healthy choices like cooking for himself and taking walks every day. Through it all, JM's adaptability and positivity help him make choices about his life. He plans to continue college in 2021.

## IMPACT STORY

### Mr. Gavrielov

Mr. Gavrielov has been enrolled in the Community First Choice (CFC) Program for a little over a year. He started with 18 hours of personal assistance when he first entered the program. This service allowed him to receive support in the comfort of his home when his family was not home to assist him. Unfortunately, in June 2019, Mr. Gavrielov suffered a mini stroke, causing him to lose his balance and tumble down a few steps.

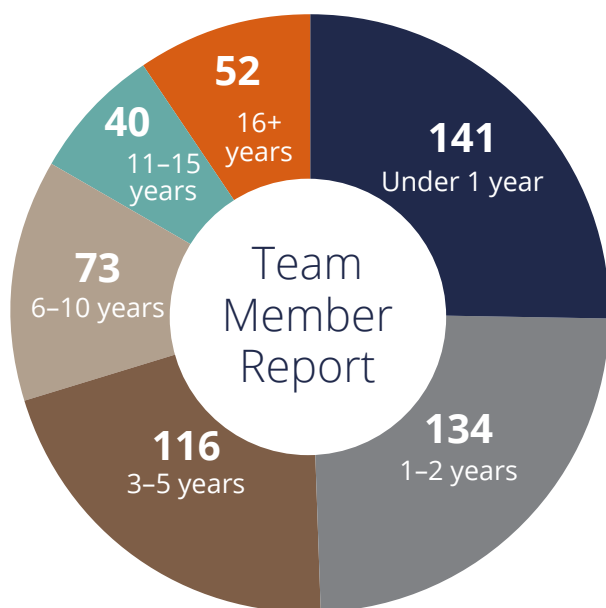


He required maximum assistance. His Supports Planner, Brooke, was able to gather medical documentation from his hospital stay and submit a revised Plan of Service (POS). During his recovery period, Mr. Gavrielov was unable to participate in physical or occupational therapy due to the extent of his injuries. When his annual Plan of Service (POS) was due, he discussed the need for additional personal assistant hours to accommodate him. Mr. Gavrielov and Brooke then created a task list indicating what days and times a personal assistant would be needed. With the task list and most recent clinical notes, Mr. Gavrielov's annual Plan of Service (POS) was approved for 28 personal assistant hours per week.

Mr. Gavrielov stated, "I am very thankful for the services available to me. As my needs increased, I was able to increase my services. I know in the future if additional needs arise, they will be addressed with the utmost care. I have a wonderful relationship with my Supports Planner, Brooke. She feels like an extension of my family because of the genuine interest she shows in my well-being."

## Team Member Tenure & Retention

SCI would like to thank our Team Members for their hard work and dedication in making a positive difference in the lives of so many across the state every day. Over the past fiscal year, SCI has added 137 new Team Members and had an annual retention rate of 82.66%.



### COUNT OF POSITION ID

Year Range	Total
16+ Years	52
11-15 Years	40
6-10 Years	73
3-5 Years	116
1-2 Years	134
Under 1 Year	141
<b>Grand Total</b>	<b>556</b>

## Team Training and Resources

SCI understands the impact and importance of supporting the learning and growth of all Team Members. Continuing our effort to support and retain qualified, engaged, and productive Team Members, SCI has added a Training Manager to the HR team.

Our training team delivers New Team Member Training and ongoing professional development through our in-house Training Specialists and our partnerships with online providers NonprofitReady.org and Open Future Learning. NonprofitReady.org is an online learning platform that offers customized curriculum and free training to support career and professional development for nonprofit teams. With Open Future Learning, we prepare our Team Members in the DDA Program to better support the people they serve, covering a broad range of subject areas while remaining dedicated to the field of intellectual disabilities.

The SCI Training Team is working with the University of Baltimore to lay the groundwork for the Service Coordination University (SCU), a state-of-the-art quality training and development program to maximize workforce service quality and to provide career development opportunities for all Team Members. The SCU will provide instructor-led and self-directed learning opportunities and career management for all Team Members.

NonprofitReady.org leverages Cornerstone OnDemand's state-of-the-art learning technology to create an online career development tool that provides free training to nonprofit teams and volunteers with access to a collection of e-learning and other training resources. The Cornerstone OnDemand Foundation established NonprofitReady.org to address the critical need for professional development in the nonprofit world.



# Standards for Excellence Accreditation



The Standards for Excellence Institute® promotes “the highest standards of ethics, effectiveness, and accountability in nonprofit governance, management, and operations.” The foundation of this program is the published Standards for Excellence®: An Ethics and Accountability Code for the Nonprofit Sector. Six major areas of nonprofit governance and management are identified which contain 27 different topic areas. Each topic area includes specific benchmarks and measures that provide a structured approach to building capacity, accountability, and sustainability in organizations. The six major areas are:

1. Mission, Strategy, and Evaluation
2. Leadership, Board, Team Members, and Volunteers
3. Legal Compliance and Ethics
4. Finance and Operations
5. Resource Development
6. Public Awareness, Engagement, and Advocacy

SCI was evaluated on fundamental values such as honesty, integrity, fairness, respect, trust, responsibility, and accountability. Our programs and services, management, fundraising, and financial practices were subject to in-depth examinations by the Standards for Excellence Institute®, culminating in our Final Accreditation with commendations for our Program Evaluation and Quality Monitoring system, including the Comprehensive Quality Review (CQR) process, resulting in our Accreditation in 2017.

As stated by our CEO, John Dumas, “This Seal of Excellence confirms the organization’s well-defined mission and adherence to the highest level of quality.”



Leon Billups is proudly supported by SCI Team Members from Baltimore County.



Peter is proudly supported by SCI Team Members from Carroll County.

# Statement of Financial Position & Activities

STATEMENT OF FINANCIAL POSITION	FY20	FY19
Assets		
Current Assets	\$13,643,617	\$5,098,619
PP&E (net)	1,505,843	1,097,342
Other	337,677	365,429
<b>Total Assets</b>	<b>\$15,487,137</b>	<b>\$6,561,390</b>
<b>Liabilities and Net Assets</b>		
<b>Total Liabilities</b>	\$12,066,913	\$4,218,981
Net Assets		
Temporarily restricted	–	–
Unrestricted	3,420,224	2,342,409
Total Net Assets	3,420,224	2,342,409
<b>Total Liabilities and Net Assets</b>	<b>\$15,487,137</b>	<b>\$6,561,390</b>
STATEMENT OF FINANCIAL ACTIVITIES	FY20	FY19 (Restated)
<b>Revenue</b>		
Total Revenue	\$41,733,329	\$36,794,333
Expenses		
Program expenses	36,672,777	32,607,451
Administrative expenses	3,982,737	3,402,357
Total Expenses	\$40,655,514	\$36,009,808
<b>Change in Net Assets</b>	<b>1,077,815</b>	<b>784,525</b>
Net assets at beginning of year	2,342,409	1,557,884
<b>Net assets at end of year</b>	<b>\$3,420,224</b>	<b>\$2,342,409</b>

## Service Coordination, Inc. is a nonprofit organization governed by our Board of Directors:

### BOARD MEMBERS:

**William V. Stack**, Chairman

**Michelle Wright**, Vice President

**Paula Blue**, Secretary

**John M. Halley**, Treasurer

**Eric Zimmerman**, Director

**Marlene Hendler**, Director

**Vlady Gorny**, Director

**Allen Kampf**, Director

**Jody Luttrell**, Director

**Shonyel Lyons**, Director

**Teresa M. Berman**, Past President

## Service Coordination, Inc. Leadership Team:

**John Dumas**, USMC (Ret) MBA, CEO

**Allan Sheahan**, Program Director

**Mindy Propst**, Operations Director

**Tenneille Aleshire**, CCS Program Director

**Marc Weinstein**, CCS Program Regional Director

**Amy Buhrman**, CCS Program Regional Director

**Lora Hawkins**, RN, Supports Planning Services Director

**Rebekah Goetz**, MSM, Vice President, Older Adults Program

**Gerri Hammond**, Finance Director

**Karen Dalton**, PHR, Human Resources Director

**Maurice Easter**, IT Director

**Kristen Ryan**, Quality Systems Director

**Kicheko Driggins**, MS, Marketing and Communications Director



We work in communities throughout Maryland to support more than 14,000 individuals.

With our fully mobile workforce, we work in areas of the state that are most convenient and important to you, including your work or home. We provide our case management services to individuals residing in the Southern, Central, and Western Regions of Maryland.

#### **WESTERN AND SOUTHERN REGION HEADQUARTERS**

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Frederick, MD 21703  
301-663-8044, 888-240-6835  
Fax: 301-663-9609

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SCI successes and day-to-day operations would not be possible without a strong team of organizational and program partners. The strong relationships SCI has established and built with these external partners allow us to carry out our mission. Below is a short list of our partners.

