2016 Leadership Academy Graduates.

Volunteers from Regeneron make Weighted Work Buddies.

ANDRUS staff comes together after a successful Gala.
Dear Friends,

2016 proved to be a pivotal year for ANDRUS. We officially opened the Graf Sensory Barn, a unique new space to serve as home to our extensive sensory therapy services. ANDRUS launched Parent University, a program that provides support services directly to the families of children in our residential care to help them better engage with their children. We became among the first organizations established as a Health Home, a care management program which provides a continuum of care across multiple therapeutic and service disciplines to best help children in all aspects of their lives. Our fundraising events, the Golf Fore Kids outing at Siwanoy Country Club in Bronxville and the Annual Gala at the Ritz-Carlton in White Plains, raised record-breaking funds in support of our programs. Our residential program welcomed ANDRUS’ first therapy dog, Teddy Romner, who provides an abundance of love, snuggles and laughter to our children. Lastly, we embarked on a comprehensive strategic planning process that resulted in an ambitious roadmap for our future.

As you know, ANDRUS serves children from birth throughout childhood and strengthens families and communities. At our campus in Yonkers we provide special education for emotionally fragile children, including children from the New York Metropolitan area and beyond who need residential care. ANDRUS is also a training and research resource to human service organizations around the world. In addition to our campus-based programs, ANDRUS operates from multiple sites around Westchester County to offer enriching early childhood and after-school programs and deliver community-based mental health services.

The Strategic Plan builds upon these strengths and reflects the thoughtful creative efforts of the ANDRUS community including our staff and board, professional colleagues, families, donors, and partners from our local, national and international community. The actions contained in the plan also build on a robust history of leadership and innovation as well as the remarkable legacy of John Emory Andrus who founded us in 1928 as an orphanage dedicated to the memory of his loving wife, Julia Dyckman Andrus. Over the years, with the ongoing assistance of the Andrus family, the Surdna Foundation, and many other individuals and organizations, ANDRUS has modified and expanded its mission to meet evolving needs in our society.

Throughout the pages of this Annual Report, we share key goal areas as guideposts to the direction in which ANDRUS is headed, translating our vision into specific innovations, mission-driven programs, strong operating practices and sustainable structures. It is only through the partnership of the individuals, corporations, institutional funders, government agencies, community groups, and staff that we move ahead in the spirit of sanctuary, hope, and new beginnings. We thank you for joining us on this journey.

Respectfully,

Bryan R. Murphy
President & Chief Executive Officer

John P. McLaughlin
Chair, Board of Directors
The ANDRUS Community

In 1928, Yonkers-born philanthropist John E. Andrus created an orphanage on a beautiful, 110-acre property overlooking the Hudson in memory of his wife, Julia, an adopted child of the Dyckman family. Today ANDRUS serves children from birth throughout childhood and strengthens families and communities. Serving nearly 4,500 people, ANDRUS offers enriching early childhood and after-school programs, provides community-based mental health services, and offers special education for emotionally fragile children, including children who need residential care.

In addition to our campus-based programs, ANDRUS is in multiple sites around Westchester County and the New York Metropolitan area. Our training and research resources reach human service organizations around the world. At heart ANDRUS remains a family-centered organization that is singularly focused on reinforcing the hope, health and resilience of children and families. It is that goal which brings us all together as one to create the ANDRUS community.

Campus-Based Programs

The Residential Treatment Program: During the year, over 100 children with severe mental and behavioral health issues reside in ANDRUS’ Tudor-style cottages under the full-time guidance of trained and dedicated staff. Benefiting from innovative and highly personalized care and treatment, generations of ANDRUS alumni have gone on to greater independence and stability.

The Day Program: While continuing to live at home, more than 110 children and adolescents and their families utilize the agency’s comprehensive educational, social and psychological services each day, helping them address issues and behaviors disrupting their lives.

Orchard School: Each one of the more than 200 children enrolled in ANDRUS’ Orchard School receive highly specialized instructional services, enabling them to learn at their own pace, without stigma. Orchard School teachers utilize a classroom management plan that is proactive, positive, and instructional, and that aids in the students’ behavioral management. The Orchard School has been designated a Blue Ribbon School of Excellence by the U. S. Department of Education three times.

School and Community-Based Programs

Home Visiting and Community Support Services: More than 220 families and 480 children participated in our home visiting programs, Healthy Families New York (HFNY) and the Therapeutic Parent Aide Services (TAPAS) program. Within their homes or in neighborhood centers, ANDRUS works closely with each family to help promote the healthy development, school readiness, and literacy skills of their children at critical junctures in their lives. Our home visiting services promote the inner strength of families by building their capacities to handle stress, negotiate service systems, and provide nurturing and effective parenting for their children.

Care Management: A new program of ANDRUS in partnership with the Collaborative for Children and Families Health Home provides care coordination services to over 200 Medicaid eligible children ages 0 to 21 residing in Westchester, the Bronx, and upper Manhattan. Children enrolled have one of the following conditions: a history of Complex Trauma, 2 chronic medical conditions such as diabetes, categorized as Severe Emotional Disturbance, or a diagnosis of HIV/AIDS. Members are linked to the necessary resources such as primary care, mental health, the
Department of Social Services, and a variety of other supports to assist the child and family.

The Early Childhood Initiative (ECI): ANDRUS is the lead agency in ECI, a collaboration of families, elected officials, non-profits, hospitals, schools, businesses and others who have joined together to ensure that children born in Yonkers receive adequate support to maintain good health and maximize their potential.

ANDRUS Early Learning Center (AELC): AELC offers day care and preschool services for children six weeks to five years old and served over 150 children during 2015 - 2016. With social and emotional development, literacy and Kindergarten readiness at the core of the Center’s efforts, young learners thrive in this uniquely nurturing atmosphere. Special features including indoor/outdoor play spaces, a toy lending library, and the Carter Arts Wing with an art studio and children’s theater make the AELC unique in Westchester.

Eastchester After-School Youth Program (EASY): Housed at the Anne Hutchinson School, EASY provides homework support, projects, mentoring and supervised recreation for children in grades K-6 five days a week.

Mental Health Clinics: Licensed by the NYS Office of Mental Health, more than 1500 adults, adolescents and children per year are served in outpatient mental health clinics in Peekskill, Yonkers and White Plains. In addition to clinical services to families, ANDRUS also operates school based mental health clinics in twenty-three schools throughout Yonkers, Elmsford, Peekskill, and Lakeland and in several childcare centers throughout the county.

The Sanctuary Institute: The Sanctuary Institute provides training and consultation services on the Sanctuary® Model, a trauma-responsive model of organizational change for organizations that work with vulnerable adults, children and families. The Sanctuary Institute aims to help an agency’s leaders reclaim a culture of hope and innovation. The Sanctuary® Model’s transformational process requires deep commitment, but rewards participants with powerful and measurable organizational change. The model has been implemented in more than 350 organizations worldwide.
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Accreditations and Certifications
- Council on Accreditation (COA)
- Healthy Families America
- The Sanctuary Institute

Operating Authority
- New York State Department of Education
- New York State Department of Health
- New York State Office of Children and Family Services
- New York State Office of Mental Health
- Westchester Department of Social Services

Recognition
- Blue Ribbon School of Excellence by the U.S. Department of Education
- National Family Week Award

Memberships
- Alliance for Strong Families and Communities
- American Association of Children’s Residential Centers (AACRC)
- American Psychological Association
- Business Council of Westchester
- Child Care Council of Westchester
- Coalition of Behavioral Health Agencies, Inc.
- Community Planning Council of Yonkers
- Council of Family and Child Caring Agencies (COFCCA)
- New York State Coalition of 853 Schools
- New York State Principals for the Education of the Emotionally Disturbed
- Nonprofit Westchester
- Parents as Teachers International Affiliates
- Westchester County Association
- Westchester Medical Center Collaborative
- Yonkers Chamber of Commerce

Awards
accreditations, licenses and memberships
Strategic Planning at Andrus

In the summer of 2015, ANDRUS embarked on a comprehensive strategic planning process, one that would build upon our strengths, honor our mission, and benefit from the perspectives and experiences of a broad range of ANDRUS’ stakeholders.

Over nine months, more than a hundred individuals participated in the process, including board members, staff, ANDRUS families, its donors, as well as professional colleagues and partners from our local, national, and international communities. These hard-working participants reviewed key trends in family mental health services, considering how they would impact ANDRUS’ challenges and opportunities.

Priorities were identified in six critical areas:

- Campus Activities
- Mental Health and Community Programs
- ANDRUS’ Center for Learning and Innovation/Sanctuary
- Human Resources
- Facilities
- Institutional Advancement

The Board of Directors and Staff worked collaboratively to review and update ANDRUS’ mission, vision, and values, and subsequently reviewed a set of goals, strategies, and action steps. The Board approved the full plan in June of 2016.
GOAL #1
Build the Highest Quality Programs and Services.

Whether they suffer from neglect, abuse, poverty, and violence or the challenges of living with mental illness or autism, our students struggle to communicate and process the emotional impacts of their experiences. ANDRUS must respond to a changing world by teaching students the skills they need to thrive and to express and cope with strong emotions. The most important skill we can give them is the ability and independence to handle themselves, along with the flexibility to evolve and grow in a dynamic environment.

ANDRUS will:
- Enhance and expand high-quality campus programs that deepen our students’ experiences and encourage family engagement.
- Recruit and serve more children and families in our region and beyond.
- Reaffirm our role as a preeminent hub of innovative therapeutic and health and wellness programs.

GOAL #2
Embrace the Needs of an Evolving Constituency.

Today’s children and families inhabit a world in which they increasingly face the impacts of adversity, including severe emotional, behavioral, and mental health issues. Through our innovative programs, highly personalized services, and superior training and research we must continue to excel in providing family support, prevention, intervention, and educational services for families.

ANDRUS will:
- Enhance and expand mental health and support services for social and emotional enrichment to school children, young adults, and families throughout the region.
- Improve and develop new programs, opportunities, and resources for our homecare and community-based clinics.
- Broaden our level of commitment and service through increased public and private partnerships.
GOAL #3  Lead in Innovative Research, Training, and Program Models.

ANDRUS is committed to facilitating dialogue among professionals in the social and public sectors, including organizational and individual practitioners, funders, policy makers, researchers, and the public on an international basis. Our staff will continually explore and apply new and effective pedagogies to enrich teaching and learning and serve as an inspiration to others on an international basis.

ANDRUS will:

- Enhance and Expand the Andrus Center for Learning and Innovation, Sanctuary training, and professional development curriculums.
- Develop additional public and private collaborations with social and public service organizations internationally.
- Implement strategies that effectively measure and demonstrate impact.

GOAL #4  Support Growth and Excellence in our Educators and Staff.

Maintaining a staff and educators of true distinction requires ANDRUS to offer a highly competitive compensation structure, in which we include salary, professional development, housing, and other benefits.

We reaffirm our commitment to ensuring we are in a strong competitive position vis-à-vis our peers in the area of recruitment and retention.

ANDRUS will:

- Develop competitive compensation to attract, develop, and retain Educators and Staff of true distinction.
- Enhance and expand high-quality management training and career path opportunities for professional development of Andrus staff.
- Invest in state-of-the-art technology to support academics, communication, and operations.
GOAL #5

Develop and Maintain High Quality Facilities and Infrastructure.

ANDRUS needs to address and provide a physical framework to best support our program and personnel.

ANDRUS will:
- Affirm and address the importance of facilities, land usage, and management information systems at our campus as well as community spaces.
- Develop a master plan to support the existing physical plant and the need for future facilities.
- Address long-term space requirements as Andrus’ services to the region expand through the Community Mental Health Division.

GOAL #6

Sustain Our Financial Future.

ANDRUS is at an exciting juncture in its history, and we are well positioned to sustain our positive momentum. In the near term we will strengthen our brand and diversify revenue sources in order to build long-term institutional strength and security.

ANDRUS will:
- Ensure that the current and future financial well-being of the Agency is a priority and that adequate resources are available to invest in students, teachers, staff, programs, campus facilities, and technology.
- Advance the Andrus brand and develop a 21st century capacity to promote the organization’s identity and strength.
- Protect and grow the endowment while expanding earned and contributed income.
Generous Friends

July 1, 2015 – June 30, 2016

Donors

Julia Dyckman
Andrus Society
$10,000 or more
Blackstone Heating and Air Conditioning
Mr. Joseph T. Butler Estate
Mr. and Mrs. John Cady
The Thomas and Agnes Carvel Foundation
Mr. and Mrs. Bruce Clark
Community Fund of Bronxville, Eastchester & Tuckahoe
Mr. and Mrs. David S. Dobell
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$5,000 - $9,999
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Mr. and Mrs. Eric Gies
The Honorable Janet DiFiore
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Mr. and Mrs. John H. Cassidy
Cortlandt Contracting Corp.
Mrs. Antoinette Daniele
Mr. Richard DeMartini and
Ms. Jennifer Brosen
The Desperito Foundation
Mr. and Mrs. Thomas Devlin

So much fun at Fall Festival 2016!
An ANDRUS student gets comfortable with her horse as part of an 8-week program in partnership with Endeavor Therapeutic Horsemanship.
Statement of Financial Position as of 6/30/2016

Assets
- Cash and cash equivalents: $4,370,862
- Accounts receivable: $4,459,481
- Investments: $36,814,765
- Prepaid expenses and deferred costs: $561,583
- Fixed Assets: $12,738,392
  Total Assets: $58,945,083

Liabilities
- Accounts Payable and accrued expenses: $3,789,982
- Capital lease & loan obligations: $5,685,648
  Total Liabilities: $9,475,630

Net Assets
- Unrestricted: $48,752,560
- Temporarily Restricted: $684,934
- Permanently Restricted: $31,959
  Total Net Assets: $49,469,453

Total Liabilities and Net Assets: $58,945,083

Statement of Activity Year Ended 6/30/2016

Program Revenue
- Maintenance income: $10,736,687
- Tuition income: $10,012,933
- Patient Services: $6,388,461
- Government Grants and Contracts: $2,341,308
- Training Services: $2,408,735
  Total Program Revenue: $31,888,124

Supporting & Other Revenue
- Contributions: $1,850,002
- Endowment Support for Operations: $1,680,000
- Other Revenue: $361,218
  Total Support & Other Revenue: $3,891,220

Total Revenue: $35,779,344

Program Services Expenses
- Campus Based Programs: $19,775,804
- Mental Health Division: $6,071,935
- Community Programs: $2,913,028
- Sanctuary Institute: $2,365,701
  Total Program Expenses: $31,126,468

Supporting Services Expenses
- Management & General: $4,050,067
- Fundraising: $599,230
  Total Supporting Services: $4,649,297

Total Expenses: $35,775,765

Change in Net Assets from Operations: $3,579
How to Stay Involved

Financial Contributions
Cash, stock, and bequest gifts help us to make up the gap between our funding and our programmatic needs. Choose a specific area you would like to contribute to, or let ANDRUS direct your gift to the area most in need.

In-Kind Donations
Moving? Upgrading? Extra inventory at your business? Or just have a desire to make a meaningful donation? ANDRUS is happy to work with you to arrange for a donation that will impact the people we serve and further our mission. Past donations have included computers, sporting equipment, new clothing, books, and many other items. ANDRUS is also always in need of toys, coats, and backpacks. Ask us about our “Donation Drive Kits”. ANDRUS will put together a donation box, flyers, and letters in order to engage your workplace or community.

Auction items
Every spring and fall, ANDRUS holds two major fundraisers: Golf Fore Kids and the ANDRUS Gala. Two successful components of these events are the Silent and Live auctions where attendees have an opportunity to bid on items such as dinners, vacations, outings, and more. ANDRUS is always accepting auction items and can help you tailor an appropriate request for donations from local businesses, family, and friends.

Service Opportunities
Mitzvah and Community Service Projects
We firmly believe that learning to care for others and being socially responsible starts at a young age. We are able to hold one-time Mitzvah and Community Service projects to help engage young men and women and their friends in caring for their communities. Projects may be tailored according to your group size and interests.

Corporate and Individual Volunteerism
You can volunteer your time and skills at many of our programs spread throughout Westchester. Visit our website to learn more about our screening requirements and find the correct opportunity for you in roles ranging from volunteer administrative assistants to volunteer tutors.

ANDRUS can coordinate volunteer days to help maintain and revitalize some of our sites or organize learning workshops, field days, literacy projects, or social events for the people we serve. We will coordinate a meaningful event that will help keep ANDRUS a safe and welcoming place for our clients, and plan activities that will align with you or your organization’s interests.

For more information contact us at institutionaladvancement@jdam.org

Bid cards raised high for Parent University at the 2016 ANDRUS Gala.
VISION
ANDRUS nurtures hope in children by providing care that empowers them to succeed and by promoting innovation and standards of excellence in the care of children in our community and beyond.

MISSION
ANDRUS nurtures social and emotional well-being in children, families, and communities by delivering a broad range of vital services and by providing research, training, and innovative program models that promote the standard of excellence for professional performance in and beyond our service community.

VISIT US ONLINE: www.andrus1928.org
VISIT US ON FACEBOOK: facebook.com/AndrusChildren
FOLLOW US ON TWITTER: @AndrusChildren

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