## BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Hamlin A. Pakradooni</td>
<td>CHAIR</td>
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<tr>
<td>Susan Guma</td>
<td>VICE CHAIR</td>
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<tr>
<td>Steven J. Friedman</td>
<td>TREASURER</td>
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<td>Nancy C. Spensley</td>
<td>SECRETARY</td>
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<td>Elin E. Howe</td>
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<td>John P. McLaughlin</td>
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<td>Mary L. Meador, M.D.</td>
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<td>William Mulligan Jr., Esq.</td>
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<td>Paul Scharf</td>
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<td>Barbara Z. Smith</td>
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<td>Richard S. Thorpe, M.D.</td>
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<td>Margaret Cady</td>
<td>EMERITUS</td>
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<td>Sharlyn R. Carter</td>
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<td>Deborah A. Clark</td>
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<td>Conrad Harris</td>
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<td>Phyllis Hyacinthe</td>
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<td>Martin Kest</td>
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<td>A. Tappen Soper</td>
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## 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.

## VISION

Communities where all children and families can thrive.

## AWARDS

## ACCREDITATIONS, LICENSES AND MEMBERSHIPS

### 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

### 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.
- Collaborative for Children and Families
- Community Planning Council of Yonkers
- Council of Family and Child Caring Agencies (COFFCA)

- Montefiore Hudson Valley Collaborative
- 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
Dear Friends,

We are pleased and proud to share with you our fiscal year 2017 ANDRUS Annual Report. The images on these pages only begin to depict the impact on children, families and community that your support, and the support of so many has made possible. We are deeply grateful for each of you and the role you play in supporting the mission and vision of ANDRUS.

During the past year, we proudly embarked on the first year of our Strategic Plan to ensure the continued vitality of our mission and programs into the next decade and beyond. Having heard from teachers, administrators, staff, parents, and students about their hopes and dreams for the future, and the continued need to serve an at-risk population, the Board of Directors held a retreat in June to further assess implementation of a strategic plan that would enable ANDRUS to continue to meet the needs of the community and hopefully continue to expand our reach. As former Board Chair Jack McLaughlin noted, “We have always been leaders and innovators in responding to the needs of children and families, and this time is no different.”

Highlights of last year’s work include enhancements to our Sensory Program, including the dedication and opening of the new Graf Sensory Barn on our main campus. We continued to enhance our program for Animal Therapy at our campus farm with the addition of mini goats, and the children continued their daily visits with the campus therapy dog - Teddy Romer. In addition, we are proud to have been able to continue our growth of the RAP recording studio program. We also established a working group on serving children on the autism spectrum.

We advanced the development of our Community-based Services through implementation of our Care Management Services, increased school-based mental health services (SEED program) for children in Westchester and Putnam Counties, and developed new public and private partnerships to enhance program effectiveness. We are pleased that our commitment to professional development programs is stronger than ever, and included the inception of a robust plan for an expanded Andrus Center for Learning and Innovation, including preliminary outcome measures for evaluation and research.

As many of you know, ANDRUS is about to embark on our 90th anniversary year. When John E. Andrus founded this Memorial in 1928, as an orphanage that was a tribute to his beloved wife Julia, an orphan herself, he committed this land to the service of those who needed help the most, and those who couldn't help themselves. Over time the ANDRUS organization, with the help and support of so many, has been able to translate his vision for the care of orphans into an organization that continues to serve those in need through innovation by investing in sustainable structures, strong operating practices, and mission-driven programmatic investments.

Thank you for recognizing our promise and continuing to invest in our future. We consider ourselves fortunate to be part of it and we look forward to another great year working together to make ANDRUS a leader in our region.

Bryan R. Murphy
President & Chief Executive Officer

Hamid A. Pakrakooni
Chair, Board of Directors
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.

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: Every one of the over 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.
Home Visiting and Community Support Services: More than 170 families and 229 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 240 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, two chronic medical conditions such as diabetes, categorized as Severe Emotional Disturbance, or a diagnosis of HIV/AIDS. Families 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 their child.

ANDRUS Early Learning Center (AELC): AELC offers day care and preschool services for children six weeks to five years old and served over 160 children during 2016-2017. With social and emotional development, literacy and Kindergarten readiness at the core of the Center’s efforts, young learners thrive in this 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. EASY served over 90 children during 2016-2017.

Parent University (PU): A cross-divisional approach providing trauma informed support via home visiting and parent workshops for the families of the children enrolled in ANDRUS’ Residential and Day programs. PU served 50 families through home visiting or parent workshops.

Mental Health Clinics: Licensed by the NYS Office of Mental Health, more than 1,500 adults, adolescents and children per year are served in outpatient mental health clinics in Peekskill, Yonkers and White Plains. In addition to clinical services for families, ANDRUS also operates school-based mental health clinics in twenty-one schools in Yonkers, Elmsford, Ossining, Peekskill and Lakeland districts.

The Sanctuary Institute: The Sanctuary Institute provides training and consultation services on the Sanctuary® Model, a research-informed trauma responsive training model. Sanctuary Institute serves human impact agencies, social impact organizations, education systems and communities that have experienced trauma, vicarious trauma and social inequity. The Sanctuary Institute focuses on helping leaders reclaim a culture of hope and innovation. The Sanctuary® Model’s transformational process requires deep commitment, rewarding participants with powerful organizational and cultural change. The model has been implemented in more than 350 organizations worldwide.
DONORS
July 1, 2016 – June 30, 2017

JULIA DYCKMAN
ANDRUS SOCIETY
$10,000 or more
Anonymous
Blackstone Heating and Air Conditioning
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Children’s Hope Chest, Inc.
Mr. and Mrs. Bruce A. Clark
Community Fund of Bronxville, Eastchester & Tuckahoe
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Mr. and Mrs. David S. Dobell
Mr. and Mrs. Eric Gies
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The Virginia McGuire Foundation
Michael Pellegrini Construction Management
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Dr. and Mrs. Michael C. Spensley
Surdna Foundation, Inc.
The Thomas and Agnes Carvel Foundation
Titan Advisors, LLC
Van Ameringen Foundation, Inc.
Mr. Oliver Wriedt

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Mr. and Mrs. Brad Barr
Benjamin F. Edwards Co.
Mr. and Mrs. Daniel Bernstein
Mr. and Mrs. James Black
Bleakley Platt & Schmidt, LLP
Bronxville Women’s Derby
Mr. and Mrs. David E. Brunner

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Mr. and Mrs. Peter L. Briger Jr.
Mr. Joseph T. Butler Estate

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Carmelo Apollonio Contractor
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Mr. and Mrs. Walter J. Dillingham Jr.
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Mr. and Mrs. Martin J. Keest
Mr. and Mrs. Colin E. King
Ms. Victoria Lasseter and
Mr. Marc Weinberg
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LightPath
Ms. Lisa A. Linsky Esq.
Lynn Sobel and Associates, LLC
Mr. and Mrs. Andrew Malcolm
Mr. Anthony Maucieri
Mr. and Mrs. Peter B. McGee
Dr. and Mrs. David M. Ment
Mr. and Mrs. Hamlin A. Pakradooni
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Pilzer Foundation Inc.
Power Performance Industries
Mr. and Mrs. Jon R. Pundyk
The Raffiani Family Foundation, Inc.
Rakow Commercial Realty Group
Mr. and Mrs. Richard Rakow
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Mr. and Mrs. Eric J. Sobel
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Mayor Michael Spano
Mr. and Mrs. Gary Spilatro
Mr. Frank Stone
The Hector M. and Phyllis Corsbie
Hyacinthe Foundation
Ms. Rosario Velez and
Mr. Fabian Burgos
Ms. Geraldine Violetti
Marty & Iris Walshin Foundation
Webster Bank
Mr. Philip Weingord
Wells Fargo Advisors
Mr. Mark Werbeck
WolfBrown
Mr. and Mrs. Len Wolman
Yonkers Auto Body

**ORCHARD CIRCLE**

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Mr. and Mrs. Robert Belson
Bielory CPA, LLC
Bob’s Discount Furniture Charitable
Foundation, Inc.
Caperberry Events
Mr. David Choe

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Cortlandt Contracting Corp.
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Mr. and Mrs. Bill Deakins
Mr. R. Tito Del Pilar Jr.
Ms. Pauline A. Del Rosario and
Mr. Patrick Mansfield
Mr. Seth Denenberg
The Despeno Foundation
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Mr. and Mrs. Michael DiLorenzo
Mr. and Mrs. John A. Dimling
Mr. and Mrs. David G. Earley
Dr. and Mrs. Raymond Effinger
Four Winds Hospital
Mr. and Mrs. Steven J. Friedman
GAP Foundation - Money for Time
Mr. and Mrs. Gary R. Grossman
Mr. and Mrs. Conrad Harris
Mr. and Mrs. Jason R. Honecker
The Jandon Foundation
JFJ Fuel, Inc. - Valley Oil Company
Mr. and Mrs. Robert Johnson
Mr. Georgios Karayiannis
The Kensico Cemetery
Ms. Kathleen Kingston
Mr. and Mrs. W. Philip Laughlin
Levitt-Furst Associates Ltd.
Libby Electric Inc.
Mr. and Mrs. Donald H. McCooe
Mr. and Mrs. Lance G. Minor
Mr. and Mrs. William H. Mulligan Jr.
MVP Basketball Camp
Ms. Christine Novak Micka
Ms. Jennifer L. Pakradooni
Ms. Genevieve Pimentel
Mr. and Mrs. Donald H. McCooe
Prestige Laundromats, LLC
Mr. Ryan Ricci
Richmond Capital Management, Inc.
Mr. Robert Roosa
Ms. Bernadette Santos
Pictured (L-R) Corine Lurry and Senator Andrea Stewart-Cousins at a family engagement night; Pumpkin decorating at Fall Festival 2016; Jennifer Pakradooni and E. Andrus Healy at Golf Fore Kids 2017

Mr. and Mrs. Frederick J. Schramm
Mr. Walter Simon
Mr. Frank Siragusa
Mr. and Mrs. Lee Spiegel
Mr. and Mrs. Neal Stanger
Mr. and Mrs. Timothy D. Thorpe
Tuckahoe-Eastchester Lions Club
Mr. and Mrs. David Williams
Ms. Emily Wygod Bushnell and Mr. Oliver Bushnell

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$300 - $499
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Ms. Rosa Bautista
Mr. Charles Berolo
Mr. and Mrs. Lucien D. Burnett III
Ms. Diaon M. Clarke
Mr. Buddy Cooper
Corey Glass, Inc.
Empire Energy Specialists, Inc.
Ms. Elizabeth V. Ferris
Mr. and Mrs. F. Christopher Gilbert
Goldman Sachs
Mr. Michael Goldstein
Mr. Christopher Guardino
Mr. and Mrs. Tyrone Hodge
Mr. Grant Hutchinson
Ms. Kristen Kutka
Ms. Corine E. Lurry-Mabin
Scarsdale Congregational Church
Superior Communications Inc.
Tuckahoe Paint & Glass Inc.
Westchester Office World
Dr. and Mrs. Leonard H. Zamore M.D.

FRIENDS
Up to $299
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Mr. William Alker
Alperson Party Rentals
Mr. Matthew Andrews
Ms. Patricia Baldeo
Mr. William T. Barnes
Mr. and Mrs. Robert Beachman
Mr. Bruce Bellmare
Ms. Yvonne Bell-Wesbee
Mr. and Mrs. Gene Blumenthal
Mr. Doug Borok
Ms. Symra Brandon
Mr. and Mrs. Stephen J. Brown
Ms. Jacqueline Bruskin
Mr. and Mrs. Joseph Bucello
Mr. Gabriel Bundschuh
Ms. Julie Bylesby
Mr. Raymond Caggiano
Ms. Kristen Cardenas
Mr. Alex Celcis
Ms. Deborah Chmielnik
Mr. and Mrs. Barry D. Citrin
Mr. and Mrs. David Clarke
Ms. Janna Cohen
Mr. and Mrs. Felix T. Colón
Corporate Computer Solutions
Mr. and Mrs. Samuel A. Cote
Ms. Betty A. Cox
Mr. and Mrs. Robert Cox
Ms. Virginia Curry and Mr. Harold Miller
Mr. and Mrs. Larry Dais
Mr. and Mrs. Joseph C. D’Andrea
Mr. and Mrs. Robert A. Davis
D’Bugger Pest Control Inc.
Mr. Christopher Demartini
Ms. Lina D’Ercole
Mr. Chuck DiAmbrosio
Mr. and Mrs. Ralph Dimpel
Det. and Mrs. Burton Eisenberg O.D.
Ms. Deborah Engel and Mr. David Goldstein
Entergy Nuclear Northeast
Mr. Adrian Fagauar
Ms. Mary Flynn
Mr. Henry Foreman and Ms. Blanché Muscia
Mr. and Mrs. Lawrence Forte
Ms. Karen M. Frey
Ms. Ellen MacDonald and Mr. Richard Gagnon
Ms. Diana Gardella
Mr. Dominic Gatt
Mr. and Mrs. Jeffrey C. George
Mr. and Mrs. Jack Giattino Jr.
Ms. Rosemary Giovannelli
Mr. Lawrence Gomez
Ms. Yolanda Gonzalez
Gregory Sahagian & Son Inc.
Mr. and Mrs. Gordon Harriss
Mr. and Mrs. Joseph P. Hendron
Hillsboro Club
Mr. Ernest A. Hood and Mr. David McCorkle
Mr. and Mrs. Martin E. Hopkins
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Hon. and Mrs. Kenneth Jenkins
Ms. Jane Johnston
Mr. and Mrs. Norman Jones
Ms. Carter Kahle
Mr. and Mrs. Albert Kauer
Mr. and Mrs. Herman Keith
Ms. Florence Kennedy
Ms. Judith Knispel
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Mr. and Mrs. John J. Lynagh
Mr. and Mrs. Clive Mascarenhas
Ms. Siobhan Masterson
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Dr. Mary L. Meador and Mr. Bruce D. Abernethy
Mr. Chris Meagher Esq.
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Mr. Joseph J. Mullen Jr.
Mr. and Mrs. John L. Murphy
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Mr. Alexander Nahoum
New York Hospitality Group
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Ms. Lucia Nixon
Ms. Christine Norman
Mr. Michael Olguin  
Ms. Julia B. Pakradooni  
Mr. Tyler Pakradooni  
Pellegrino, Saccocmani & Wells LLP  
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Mr. and Mrs. Thomas E. Stuetz  
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The Beveity Community Impact Fund  
The Kahle Foundation, Inc.  
The New Fun Services  
Ms. Nora Thompson-Perry  
Mr. and Mrs. Peter Thorp  
Dr. and Mrs. Richard S. Thorpe  
Mr. and Mrs. Samuel S. Thorpe, IV  
Thurston Food  
Ms. Vickia Tolla  
Ms. Caren Travaglini  
Mr. and Mrs. David B. Tulchin  
United Way of Westchester & Putnam  
Mr. Hector Vargas  
Mr. and Mrs. Brian E. Walsh  
Ms. Susan V. Watson  
Mr. and Mrs. Glenn Weiss  
Ms. Ann B. Williams and Mr. Douglas A. Volkmer  
Ms. Sandra Wintman-Welkes

**IN-KIND GIFTS**

Aurora Restaurant  
Brad and Barbara Baran  
Benefit Cosmetics Boutique  
Benjamin Steakhouse  
Edward and Madeleine Birnbaum  
Caffe Regatta  
Kim Calchico  
Caperberry Events  
Children’s Hope Chest, Inc.  
Clutch, Palmer & Purchase  
Dannon  
Dave and Jenny Dobell  
Edgemont Schools  
Faraway Farm Alpacas  
FC Yonkers Association  
Diana Gardella  
H. Carlson Florist  
Health Through Massage  
Mark and Diane Holland  
Phyllis C. Hyacinthe  
iFLY Westchester - Indoor Skydiving  
Joe Allen Restaurant  
Jeffrey and Ruth Libin  
Life Time Athletic - Westchester

MasterCard International  
Morgan Stanley & Co  
Bryan and Brooke Murphy  
New York Cares  
The Olde Stone Mill  
P.C. Richard & Son  
Neal and Anita Pilzer  
Red Hat on the River  
Ritz-Carlton Westchester  
SellCalculators.com, LLC  
Eric and Lynn Sobel  
Stephan Spilkowitz  
Sprague Energy  
The 808 Bistro  
The Beauty Box  
The Rock Club  
The Today Show Toy Drive  
US Open Tennis Championships  
Walin & Wolff  
Brian and Angela Walsh  
Westchester Philharmonic Inc.  
Brendan Whitney  
Yonkers Motorcycle Club  
Joanne Zammit

_Pictured (Clockwise from top)_ Artwork from ANDRUS Children at the gala; Arts and crafts at the Community Division holiday party sponsored by Children’s Hope Chest; NYPUM instructors with the 5-gears award; Mary Calvi accepts the honoree award on behalf of her husband Mayor Mike Spano.
FINANCIAL STATEMENTS 2017

Statement of Financial Position as of 6/30/2017

Assets
Cash and cash equivalents ...................... $3,547,785
Accounts receivable ................................ $5,322,967
Investments ...................................... $39,644,537
Prepaid expenses and deferred costs ........ $810,601
Fixed Assets ........................................ $12,979,606
Total Assets ...................................... $62,305,496

Liabilities
Accounts Payable and accrued expenses .... $4,326,825
Capital lease & loan obligations ................. $5,162,508
Total Liabilities .................................... $9,489,333

Net Assets
Unrestricted ........................................ $51,803,566
Temporarily Restricted .......................... $980,638
Permanently Restricted ......................... $31,959
Total Net Assets .................................. $52,816,163

Total Liabilities and Net Assets .......... $62,305,496

EXPENSES BY PROGRAM

Statement of Activity Year Ended 6/30/2017

Program Revenue
Maintenance income ......................... $11,657,088
Tuition income ............................ $10,313,416
Patient Services .......................... $6,700,447
Government Grants and Contracts .... $2,252,958
Training/Consulting Fees ............... $2,161,959
Total Program Revenue ........... $33,085,868

Supporting & Other Revenue
Contributions .................................. $2,474,774
Endowment Support for Operations .. $1,876,385
Other Revenue ................................ $119,949
Total Support & Other Revenue ...... $4,471,108
Total Revenue ................................ $37,556,976

Program Services Expenses
Campus Based Programs .................. $19,813,187
Mental Health Division .................. $6,014,204
Community Programs .......................... $3,513,636
Sanctuary Institute ......................... $2,621,448
Total Program Expenses .......... $31,962,475

Supporting Services Expenses
Management & General .................. $4,451,895
Fundraising ....................................... $725,382
Total Supporting Services .......... $5,177,277
Total Expenses .......................... $37,139,752

Change in Net Assets from Operations ......... $417,224
HOW TO STAY INVOLVED

There are many ways you can help ANDRUS fulfill its mission to nurture hope and well-being in children, their families and communities. We depend upon charitable contributions to nurture hope and healing. No gift is too small.

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
SUPPLY DRIVES AND SPECIALTY ITEMS
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. In fact, you can participate in our drives taking place every fall and winter. 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
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 institutionaladvancement@jdam.org