

2013 Annual Report

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featured stories and videos at: www.andrusstories.org



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 and their families by delivering a broad range of vital services and by providing research, training and innovative program models that promote standards of excellence for professional performance in and beyond our service community.

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Letter from the Board Chairman

Dear Friends,

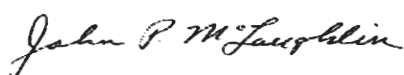
On behalf of the Board of Directors, it is my pleasure to present our 2013 Annual Report. This year, for the first time, we are publishing our annual report in an on-line format. We hope that you will find it informative. The 2012-2013 fiscal year was full of noteworthy accomplishments. A few highlights are:

- The Andrus Early Learning Center in Tuckahoe celebrated its first year and plans are underway to construct an additional classroom to accommodate growing enrollment.
- Our school-based mental health clinic program was expanded in Yonkers and is now present in a total of nine schools – seven in Yonkers and two in Peekskill.
- Sanctuary training was expanded to include Singapore and ANDRUS was awarded a significant grant from the Robert Wood Johnson Foundation to begin developing an evidence base for the Sanctuary Model.
- On the campus, the residential therapeutic environment continued to be enhanced through the use of sports, an innovative music program, sensory rooms and animals.
- The first class of staff members who strive to be future leaders at ANDRUS graduated from our new Leadership Academy.

The year 2013 gave us opportunity to look back proudly on our long history of service when Nancy Woodruff Ment, ANDRUS's talented and respected President and CEO retired. Over many years Nancy contributed significantly to innovation and growth at ANDRUS. Looking to the future, the Board of Directors, after a thoughtful search process, selected Mimi Clarke Corcoran, an outstanding non-profit leader and thinker, to take the helm. She has our enthusiastic support as she leads ANDRUS into its next phase of growth and change.

The work which ANDRUS does could not happen without the dedicated and highly skilled staff located at our 16 sites. We are pleased that you will have a chance to meet a few of them throughout this report. This able group is supported by loyal volunteers, donors and partners who join with us to improve the lives of children and families.

The Board wishes to thank all who made the past year a success.



John P. McLaughlin

Letter from the President

Dear Friends:

The 2012-2013 fiscal year marks our 85th year of service! It is hard to imagine that 85 years ago the first children climbed the front porch steps of the former Dyckman family farm house in North Yonkers fulfilling John Emory Andrus's dream to create a "City of Orphans" in memory of his beloved and orphaned wife, Julia. And just six months ago, I had the privilege of walking up those same steps, as the new President and CEO of ANDRUS.

This past year has brought many changes and opportunities. We said good-bye to Nancy Ment, who retired after 26 years of service. Nancy was President and CEO for 10 years. She cared deeply about our mission and we will always be grateful to her for her superb leadership. As we look back over the accomplishments of the past year, I also look forward to continuing traditions of the ANDRUS culture and creating new opportunities to innovate and grow strategically together. It is only with the support, dedication and vision of the Board, leadership, staff and our loyal supporters and volunteers, who believe in our mission, that our work with our children and families is so effective and dynamic.

None of the accomplishments of the last year could have been possible without a shared vision. Each achievement grew from an idea that was backed by hard work, humor, and talent. Realizing our vision together is what we do for our children and families and for each other. It is our culture – it is the ANDRUS way!

On behalf of the leadership and staff, it is my pleasure to share with you the highlights of our past year through the eyes of our staff.



Mimi Clarke Corcoran

Featured Story

Going Above and Beyond

ANDRUS nurtures a culture of innovation and change, constantly growing and encouraging not only the children and families we serve to break the barriers and think outside the box, but our staff as well. In this past year, we employed over 400 staff at 16 locations. Staff have helped us build new programs, improve on existing ones and weather through challenges. This year we accomplished remarkable results and behind each one, a story, a person.

ANDRUS fosters innovation, leading to entrepreneurship and success.

We see the value of investing in our staff and aim to provide opportunities for training and advancement. It is our innovative staff that will lead ANDRUS into the next decade. Over the past year, we launched and implemented the Leadership Academy, a true testament of our commitment to the growth of our employees. An eleven month hands-on management training program to create the next generation of leaders, the Academy sets us apart from organizations in our field.

For the children we serve, success happens in and outside of the classroom. At ANDRUS we look to provide innovative ways to help our children experience success. We use animal therapy, ropes course elements, motorbikes and more to stimulate their senses, spark their imagination and increase their opportunities for success.



It is proven that music can be extremely healing and therapeutic for children.



Carefully selected music can be used to address physical, emotional, cognitive and social needs, helping children in crisis to learn and use positive coping skills and express difficult feelings and emotions. Music therapy has been shown to have a significant effect on one's outlook and behavior. From this notion, grew the idea of the Realizing Artistic Potential (RAP) studio, which was developed and launched on our campus this year.

Our nation experienced both triumphs and tragedies over the year as well. ANDRUS was proud and humbled to be a resource when our Chief Operating Officer was invited to the

White House for a conversation on gun violence. Using the core elements of the Sanctuary Model, he helped explain our reasoning in asking “what has happened” rather than “what is wrong” as a response to the tragedy in Sandy Hook. ANDRUS’s goal to become a leader and expert in our field lies within our staff to spread the message and become a resource for information and support.

The culture of the organization encourages staff to go above and beyond.

In 2012, one of our own was recognized nationally for his heart, warmth, compassion and complete dedication to our children. This serves as a true testament to the loyalty of our staff and how they live the ANDRUS mission each day. As part of our culture, we encourage recognition of staff in many ways, but to have one of our national membership organizations, the Alliance for Children and Families, acknowledge an ANDRUS employee was truly a highlight for the entire organization.

In the fall of 2012, the forecast of Hurricane Sandy loomed over the tri-state area. Many panicked to gather supplies or vacate the area. Here on campus, we prepared for the worst in order to maintain our children’s safety and the safety of our staff who care for them.



After Hurricane Sandy, ANDRUS continued to look for ways to help our community. Our work in restorative care shows us that recovery is not immediate and support is always needed. Our staff launched a collaborative effort to collect donations for the affected areas, including food, cleaning supplies, baby products and more. A group of employees even went out to the Rockaways, one of the hardest hit areas, to deliver the supplies to a fire department and pantry in need. Not part of any of their job descriptions, but representative of how ANDRUS thinks of others.

The horticulture program at ANDRUS’s, Hope Space, has continued to thrive and provide a holistic approach to learning and engaging our students. In 2012, we saw huge benefits from the program for both children and staff. Both tend to our organic gardens, care for our goats, sheep, chicken and honey bees and help to grow plants in our restored greenhouses. Everyone has enjoyed a lunch of fresh salad, quiche made from fresh eggs and honey harvested right from the comb.

These areas on campus provide a peaceful and calming environment for children to grow and learn, while staff helps to enrich their lives.

To further promote the success of the greenhouses and horticulture program, ANDRUS was featured in the Wall Street Journal in October. Highlighting the support of longtime donors and Board Members Jenny and Dave Dobell, the article focused on ANDRUS' efforts to get back to the farm past that was started by John E. Andrus almost a century ago. The horticulture program, which has greatly impacted children and staff on campus, would not have been possible without the significant support of friends and donors.



Affecting Children's Futures, Today



In 2012, we expanded our satellite school-based mental health programs to serve children at seven public schools in Yonkers and Peekskill. Our work in these schools brings our services right into the community and reduces the stigma all too often associated with mental health. ANDRUS staff, along with their case load at the clinic, spends part of their week directly in the schools helping children, teachers and administration manage emotions and stress.

Our premier childcare center in Tuckahoe, the Andrus Early Learning Center, celebrated its first birthday this Spring, and in true child-like fashion, we threw a party! The Center has maintained near full capacity since its opening in early 2012. Soon to be moms were so impressed and eager to enter their newborns in the program that our infant program quickly developed a waiting list for much of the year. Our first year was so successful that by the end of the year, we were seeking to expand further into the building to create yet another classroom for our toddlers. The Carter Arts Wing flourished with enrichment including: Suzuki violin lessons, visiting artists and music programming from Concordia Conservatory.

Fostering the necessary resources for our children's healthy and vibrant futures is ANDRUS's priority. Whether it is providing Thanksgiving baskets for our families in financial need, or a warm coat for a child in our mental health program, our staff finds ways to ensure all aspects of our children's young lives are tended to. At the Andrus Early Learning Center, healthy, nutritious meals are provided each day to the children – instilling in them the importance of healthy fuel for their growing bodies. The nutrition program is led by a chef who wants to make sure the children have a 'home cooked' meal even while at school.

A highlight of each year is celebrating the accomplishments of our students and witnessing a group of them graduate from the Orchard School with such pride. This year was no different as 23 students who have overcome hurdles and hardships, beamed with excitement as they walked across the stage and accepted their diplomas.

Each summer, the staff and students at our Orchard School focus on a targeted theme for the six week session, this past year we went for the gold. The summer Olympics were beginning and we held our own display of a global spectacle on campus. Groups of students representing countries from all over the world marched the campus in our own Opening Ceremonies, torch and all! The next weeks were devoted to learning about the cultures and history of those close and far off lands. They used creativity and imagination to replicate traditions and taught lessons about their findings. Our children achieve feats greater than a Gold Medal!



Growth and Change

The Sanctuary Model, our trauma-informed organizational model, takes ANDRUS outside of our borders and around the globe. Over the course of its history, The Sanctuary Institute has trained over 300 organizations worldwide, in seven countries and 27 states. The Model transforms the culture of organizations and the staff and clients within them. This is what sets us apart and is a game changer for the human services field. In the past year, we have expanded our reach to Singapore – beginning to implement the Model into the country's residential care. Our growing network provides real life examples of everything the Institute is committed to doing. To keep the network of members strong and supported, the Institute launched the Sanctuary Academy- an online portal for resources, tools, webinars and forums, all connected to practicing the Model. The online access connects people as close as New York State and Philadelphia to as far as Australia. Another way members connect is at the annual Sanctuary Network Conference. This past year we hosted our annual conference in Philadelphia, a city that has committed itself to wide-spread implementation of the Sanctuary Model in many of its social and human service organizations. Over 300 people attended to share successes, challenges and innovative ideas surrounding Sanctuary.

Supporters

Contributors to our Success!

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2013 Light Up the Night gala raised \$245,000.

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 Program
 Mr. and Mrs. Neal Pilzer



Jenny and Dave Dobell stand near an October 2012 Wall Street Journal article highlighting the ANDRUS horticulture program.



Former CEO Nancy Woodruff Ment greets Emeritus Board member Peg Cady at Light Up the Night, where Nancy was one of the honorees.

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 Mr. and Mrs. John R. Graf
 Ms. Dina Grant
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Golfers get ready to tee off at the annual Golf Fore Kids outing which raised \$177,000.

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 O'Connor Davies, LLP
 Mr. David Pellon



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Lyon and Elin Howe enjoy the festivities at the Light Up the Night gala. Elin has served on the ANDRUS Board of Directors for over 40 years!

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Shydlo Communication LLC
The Business Council of Westchester
The Garden Club of Dobbs Ferry
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Tuckahoe Paint & Glass Inc.
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Ms. Patricia A. Tursi
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Ms. Sarah Yanosy

Friends

Up to \$299

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Mr. Joseph P. Delfino
Ms. Barbara Deller
Ms. Lina D'Ercole
The Desperito Foundation
Mr. Francisco Diaz



Celebrating our Light Up the Night gala: Honoree William Harrington, Senator Andrea Stewart Cousins, Honoree and former ANDRUS CEO, Nancy Woodruff Ment, Harrington's son Will and Mayor Mike Spano.



Andrus Early Learning Center celebrates it's first Birthday!

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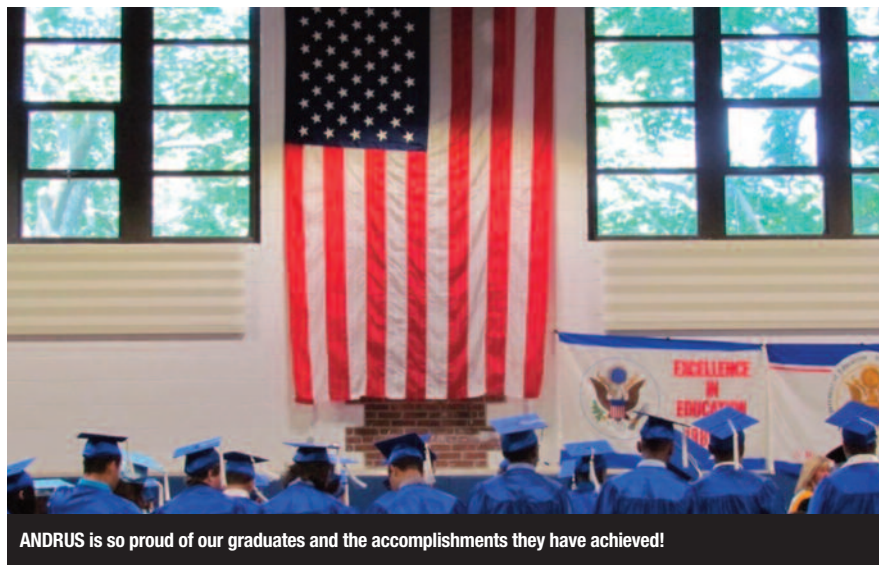
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 Dr. Herbert Newman
 Mr. Manuel Noguera



Andrew Malcolm, who lived at ANDRUS in the 1940's, returns each year as Santa to spread holiday cheer to our youngest residents!

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 Ms. Lianne Shaw
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ANDRUS is so proud of our graduates and the accomplishments they have achieved!



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Mr. and Mrs. Russell E. Watson
Ms. Julia Weimer
Ms. Sandra Welkes
Westchester ARC
Westchester Independent Center

Mr. Brendan Whitney
Ms. Ann B. Williams and
Mr. Douglas A. Volkmer
Mrs. Serena L. Wilson
Ms. Judith Wood
Mr. and Mrs. John Woods
Mr. and Mrs. Kim Worm
Mr. and Mrs. Edward W. Wynne
Mrs. Beverly Yunich
Mr. and Mrs. Daniel Zane
Ms. Cindy L. Zautner
Mr. and Mrs. Peter Zerrle
Dr. and Mrs. Michael M. Ziegelbaum

In Kind Gifts



Volunteers help prepare the ANDRUS campus for spring during the annual "A Clean Scene" day of service.

Acorda Therapeutics, Inc.
All Star Marketing
Mr. Edward M. Azif
Ms. Mary Boland
Bronx-Southern Westchester Kiwanis
Bronxville Book Club
Bronxville High School
Caramoor Center for Music and the Arts
Ms. Mary E. Carr
Children's Collective
Children's Hope Chest, Inc.
Mr. and Mrs. Thomas Condon
Connecticut Business Systems
Mr. and Mrs. Robert Cote
Crabtree's Kittle House
Mr. and Mrs. David S. Dobell

DORF & NELSON LLP
EB Brands
Edgemont Schools
Eileen Fisher
Mr. and Mrs. Brian J. Farragher
Ms. Katie Farragher
Mr. and Mrs. John Federico
The Fine Arts Gallery
Gap Inc.
Mrs. Diana Gardella
Mr. Bill Gaskey
Gavi Italian Restaurant
Mr. and Mrs. Christopher Goff
Gus's Franklin Park Restaurant
Hendrick Hudson Leo's Club
Mr. and Mrs. Herbert Homes
Immaculate Heart of Mary Church
The Iron Horse Grill
Jacob Burns Film Center, Inc.
Mr. and Mrs. George Kooluris
Mr. Andrew Malcolm
Mr. and Mrs. Larry McCrudden
Meadowood Napa Valley
Most Holy Trinity Catholic Church
Mount Kisco Medical Group
Mr. and Mrs. Bryan Murphy
The New Choral Society
Ocean House

Mrs. Elisa Owen
Pajama Program
Mr. Joe Pizzimenti
Posto 22
Mr. and Mrs. Andrew Reimann
The Suzie Reizod Foundation
The Ritz-Carlton, San Francisco
The Ritz-Carlton, White Plains
The Rotary Club of Eastchester and Tuckahoe
Sam's of Gedney Way
Mr. and Mrs. Bob Singleton
Mayor Michael Spano
Mr. and Mrs. Gary Spilatro
Thurston Foods
Today Show Charitable Drive

Ms. Virginia Trevor
Tuckahoe Girl Scouts
United Healthcare
Wilson Vega Jr.
Virgin Mary Church
Westchester Marine Corps League
Westchester Philharmonic
The Westchester Restaurant Group
Valerie Wilson Travel, Inc.
Mr. and Mrs. Yusuf Yaziu
Yonkers Motorcycle Club
Yonkers Police Benevolent Association
Yorktown Leo Club Community Service
Mr. and Mrs. Peter Zerrle



Andrus Early Learning Center celebrates St. Patrick's Day with the help of volunteers.



Financial Statements 2013

Statement of Financial Position as of 6/30/2013

Assets

Cash and cash equivalents	\$3,858,174
Accounts receivable	\$4,351,646
Investments.....	\$38,419,114
Prepaid expenses and deferred costs	\$411,921
Fixed Assets	\$12,626,115
Total Assets.....	\$59,666,970

Liabilities

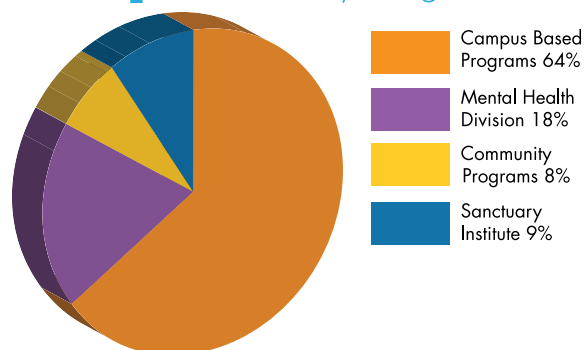
Accounts Payable and accrued expenses....	\$3,600,252
Capital lease & loan obligations	\$5,723,904
Total Liabilities.....	\$9,324,156

Net Assets

Unrestricted	\$49,967,358
Temporarily Restricted	\$343,497
Permanently Restricted.....	\$31,959
Total Net Assets	\$50,342,814

Total Liabilities and Net Assets..... \$59,666,970

Expenses by Program



Statement of Activity Year Ended 6/30/2013

Program Revenue

Residential income	\$9,095,725
Tuition income	\$9,010,944
Patient Services	\$5,721,852
Government Grants and Contracts	\$2,450,951
Training Services	\$1,568,093
Total Program Revenue	\$27,847,565

Supporting & Other Revenue

Contributions	\$1,373,329
Endowment Support for Operations	\$2,010,002
Other Revenue	\$249,595
Total Support & Other Revenue	\$3,632,926

Total Revenue **\$31,480,491**

Program Services Expenses

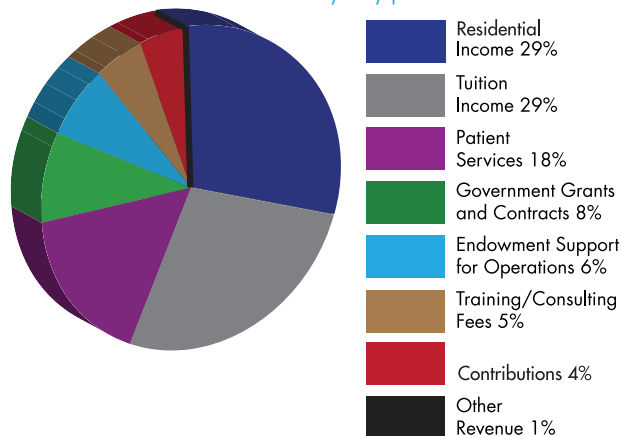
Campus Based Programs	\$17,376,270
Mental Health Division.....	\$4,923,012
Community Programs	\$2,223,705
Sanctuary Institute	\$2,468,465
Total Program Expenses	\$26,991,452

Supporting Services Expenses

Management & General	\$3,709,599
Fundraising	\$780,378
Total Supporting Services	\$4,489,977
Total Expenses	\$31,481,429

Change in Net Assets from Operations.....(\$938)

Revenue by Type



Leadership Team

Nancy Woodruff Ment

President and CEO (retired June 2013)

Brian J. Farragher

Executive Vice President and COO

Lorelei Atalie Vargas

Vice President for Strategic Initiatives

Derek Kolleney

Vice President and CFO

Stephen Seward

Vice President for Institutional Advancement

Kerron D. Norman

Vice President for Community-Based Programs

Bryan R. Murphy

Vice President for Campus Programs and Operations

Nancy Woodruff Ment

In June 2013, we bid farewell to our President and CEO, Nancy Woodruff Ment, who retired after 26 years of service to ANDRUS. Nancy's leadership helped ANDRUS journey through its most significant era of growth and change in the organization's history.

When Nancy arrived as Clinical Director in 1987, ANDRUS provided long-term care to 57 children on its Yonkers campus with a \$2 million budget. Today, the annual budget has grown to more than \$30 million and we are serving 2,500 children and families each year across Westchester County. Nancy diligently collaborated with local advocacy groups, policymakers, business leaders and other nonprofits to improve our communities, create opportunities for youth, and provide solid supports for Westchester families. Among the many successes through her tenure as President and CEO, Nancy led two mergers which helped to preserve much needed services in communities across Westchester County; and, oversaw the



creation of the ANDRUS Sanctuary Institute, through which ANDRUS has worked with close to 300 nonprofit organizations in 27 states and 7 countries around the world, in creating better environments for service provision.

Nancy's contributions to the nonprofit field are truly remarkable.

As a leader at ANDRUS Nancy reshaped a once small organization, into a true community resource; and also provided the support, time and expertise to help other organizations around the globe transform their organizational cultures to better serve the children and families in their respective communities. Nancy left ANDRUS well positioned to help children and families realize a bright future for themselves and their communities.

ANDRUS is grateful to have had the leadership of Nancy Woodruff Ment.

Board of Directors

John P. McLaughlin
Chairman

Conrad Harris
Vice Chairman

Steven J. Friedman
Treasurer

Deborah A. Clark
Secretary

Dr. Philip Andrus
Thomas J. Condon
Patricia E. Daye
David Dobell
David G. Earley
James Foy
F. Christopher Gilbert

Dr. Lawrence S.C. Griffith
Susan Guma
Elin E. Howe
Phyllis Hyacinthe
Martin Kest
Dr. Mary L. Meador
William H. Mulligan, Jr.

Hamlin A. Pakradooni
Patrick Premdas
Barbara Z. Smith
Nancy C. Spensley
Dr. Richard S. Thorpe

Emeritus

John E. Andrus, III[†]
Joseph T. Butler

Margaret Cady
Sharlyn R. Carter

A. Tappen Soper

[†] Deceased

Awards, Accreditations, Licenses and Memberships

Awards

2012 Spirit of the Alliance Award from the Alliance for Children and Families-
Roger Burton

2012 Westchester's Most Influential Woman from 914INC magazine-
Nancy Woodruff Ment

2013 New Voices Civic Engagement Fellowship from the Alliance for Children and Families-
Lorelei Atalie Vargas

Accreditations and Certifications

Council on Accreditation, (COA)

Healthy Families America

The Sanctuary Institute

Operating Authority

New York State Department of Education

New York State Office of Children and Family Services

New York State Office of Mental Health

Memberships

Alliance for Children and Families

American Association of Children's Residential Centers

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

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

Yonkers Chamber of Commerce