





Growth

Independence





Recovery

Annual Report 2016

115 East Stevens Ave., Suite 203
Valhalla, New York 10595
914-428-5600
www.searchforchange.org

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A Message from the Chief Executive Officer

In 2016 Search for Change proudly celebrated its 40th Anniversary of service to many of our region's most vulnerable citizens. Since 1976, SFC has helped individuals with mental illness and other health conditions to achieve lasting stability and self-sufficiency through the acquisition of stable housing, gainful employment and other meaningful life roles. We offer a full continuum of supportive residential services, respite, mobile care management and vocational rehabilitation throughout Westchester and Putnam Counties and surrounding areas. We recently added Home and Community Based Services to our rapidly growing service portfolio, and we are excited to bring these recovery-oriented services to an expanded clientele.

We pursue our mission in partnership with our clients, their families and friends, fellow healthcare providers and countless others who share our commitment to service. It is therefore fitting that our 40th Anniversary celebration should highlight our enduring partnership with St. Vincent's Hospital Westchester. SFC and St. Vincent's Westchester boast a complementary array of behavioral health services that benefit a common clientele. This partnership has emerged naturally through a shared mission and vision.

Our behavioral healthcare system is in the midst of a transformation that aims to produce better outcomes at reduced cost, and partnerships are essential to our success in this environment. A movement to reimburse providers according to the value of services delivered demands newfound efficiencies that cannot be easily achieved by smaller organizations. Behavioral health providers are now poised for the consolidation that characterized the primary care sector in recent decades.

We will surely evolve in accordance with our ever-changing environment, and partnerships of various types will be integral our success, much as they have always been.

Our mission, however, will remain unchanged. Our commitment to improve the quality of life of the most vulnerable among us will guide us through uncertain terrain.

Your continuing support is essential to our success.

Ashley Brody, MPA, CPRP Chief Executive Officer

40 Years of Service...and Counting!

Search for Change celebrated its 40th anniversary in 2016, and we observed this milestone with a gala at the Mamaroneck Beach and Yacht Club on a beautiful spring evening in May. We also honored our partnership with St. Vincent's Hospital Westchester and its Executive Director, Bernadette Kingham-Bez.

As the Chief Executive of St. Vincent's and a member of the Board of Directors of the Burke Rehabilitation Center, Ms. Kingham-Bez has dedicated her career to recovery in all its forms. We were pleased to honor her contributions and support of our agency and its mission.

St. Vincent's has embraced the ever-changing needs of its clientele, and it now boasts a diverse array of service offerings which include inpatient treatment, outpatient clinic, Personalized Recovery Oriented Services (PROS), care management, Assertive Community Treatment (ACT), a Crisis Prevention and Response Team (CPRT) and various supportive residential services, among others.

Throughout the past 40 years SFC has similarly expanded and diversified its services in order to serve individuals with increasingly varied and complex health conditions. This is consistent with our agency's mission and emerging trends in healthcare reform that necessitate innovative and cost-effective approaches to meeting the needs of our most vulnerable citizens.

For many years Search for Change and St. Vincent's Westchester have offered complementary services borne of a shared mission. We celebrate our enduring partnership and hope to deepen it in the years to come.



Bernadette Kingham-Bez and Ashley Brody

Partnerships

Search for Change cherishes its partnerships with fellow service providers, advocates, governmental sponsors, friends and family members, among many others. We require the support of our entire community in order to fulfill our agency mission. As the forces of healthcare reform demand greater value and increasingly coordinated approaches to service delivery, partnerships are now essential to providers' continuing viability.

We were proud to establish a partnership with fellow providers in Putnam County in order to explore new service opportunities and other strategic considerations essential to our enduring success. This collaborative was comprised of five participating organizations, including SFC, Putnam Family and Community Services (PFCS), the MHA in Putnam, PEOPLe, Inc. and Independent Living, Inc. These organizations pooled their resources to engage the services of a consulting firm with expertise in healthcare policy and reform efforts presently underway. Consultants guided members of the collaborative in exploring organizational strengths and deficiencies and applying newfound insights to emerging challenges.

We are also proud to partner with two major regional healthcare centers in their pursuit of various projects associated with the Delivery System Reform Incentive Payment (DSRIP) program. This program emerged through a statewide initiative to reduce potentially preventable hospital readmissions and to promote improved health among vulnerable populations. DSRIP projects are currently executed through a network of Performing Provider Systems (PPSs), coalitions of healthcare and community service providers that apply shared expertise, personnel and resources toward the attainment of program goals. Throughout 2016 SFC participated in the activities of two PPSs operating under the auspices of Westchester Medical Center (WMC) and the Montefiore Hudson Valley Collaborative (MHVC), and we look forward to enhancing our affiliation in the coming year.

Various market factors and regulatory considerations are leading behavioral health organizations to consolidate their operations, much as primary care providers have in recent decades. This trend presents unique challenges and opportunities for organizations and the individuals they serve.

As we contemplate our future we remain as committed to our mission as we were at our agency's inception. Our clients must continue to enjoy opportunities to live, learn, work and grow in the manner of their choosing. Our capacity to deliver these opportunities requires our successful navigation of an ever-changing landscape. Partnerships that build upon existing relationships with organizations that share our mission and values will enable us to thrive for years to come.

Empire State Supportive Housing Initiative

New York State is in the midst of an affordable housing crisis that disproportionately affects families and individuals with disabilities and special needs. Advocates have repeatedly called for the development of additional units of subsidized and supportive housing for these populations. In June of 2016 representatives of the Office of Mental Health (OMH) and other oversight agencies announced the Empire State Supportive Housing Initiative (ESSHI), one designed to promote the development of affordable and supportive housing throughout NYS. This initiative provides funding for 1,200 new housing units, and it is expected to be followed by additional allocations in order to fulfill the Governor's promise to fund 6,000 units during the next five years.

Search for Change collaborated with several of its partner organizations in the development of a proposal to construct and operate approximately 50 new units of housing in Putnam County. This proposal received a conditional award by an Interagency Workgroup comprised of various state oversight agencies, including the OMH, Office for Alcoholism and Substance Abuse Services (OASAS), Department of Health (DOH), Office for the Prevention of Domestic Violence (OPDV) and Office of Temporary and Disability Assistance (OTDA), among others. These agencies serve different populations with disabilities and special needs, each of which will receive housing opportunities through this initiative.

In accordance with its mission to improve the quality of life and increase the self-sufficiency of individuals with emotional, social and economic barriers, SFC's proposed housing project will support people with mental illness and substance use disorders, survivors of domestic violence, military veterans with disabilities, chronically homeless individuals and others with special needs. This project will also support individuals with limited income who require rental subsidies in order to access decent and safe residential accommodations.

By the close of 2016 SFC had retained the services of CSD Housing, LLC, a private firm with extensive experience in the financing and development of supportive housing projects of this type. SFC has also engaged the services of a local realtor who will assist the agency and its partners in selecting an appropriate site for this project.

This project is in its preliminary phase of development but it enjoys widespread support among the agency's fellow service providers and patrons in local and state government. We hope to secure a site by mid-2017 and to commence construction as soon as possible!

"I know if I have problems or concerns Search for Change is only a phone call away. Also they are always available to give me transportation which I need. They also provide special trips and holiday programs which I very much appreciate!"

Mobile and Transitional Outreach Programs

SFC recently launched its Transitional Outreach Program (TOP) with generous support from the Westchester County Department of Community Mental Health (WCDCMH). This program offers intensive, mobile and highly flexible rehabilitative support services for individuals in state-operated psychiatric centers who wish to exit institutional care and reestablish homes and lives in the community.

The TOP is comprised of a Program Manager, Peer Specialist and Licensed Practical Nurse (LPN) that function as a team in the delivery of various services designed to promote recipients' successful transition and enduring community tenure. By employing a designated Peer Specialist the TOP leverages the power of lived experience in recovery in service of some of our most vulnerable recipients. This is fully aligned with the agency's established history of employing current and former service recipients who apply invaluable insights into the recovery process.

The TOP builds on the success of the Mobile Outreach Team (MOT), a program launched in 2015 that also supports individuals with intensive service and support needs and histories of institutionalization in state-operated psychiatric centers.

These programs enable SFC to extend its service offerings to additional recipients for whom the provision of mobile and intensive care management is essential to successful outcomes. These programs are also consistent with emerging trends in healthcare reform that promote the integration of primary and behavioral healthcare, person-centered and recovery-oriented practices and service delivery in community-based settings. As such, they have been well received by recipients, service professionals and patrons in local and state government.

The MOT served 55 individuals in 2016, a vast majority of whom were enrolled directly from a stateoperated psychiatric center. The remaining recipients had histories of hospitalization in stateoperated facilities or were deemed at imminent risk of readmission in the absence of MOT services.

By the close of 2016 the TOP had enrolled a full census of individuals receiving inpatient treatment at a state-operated psychiatric center who aspired to achieve stability and success in the community. We wish them much success in 2017!

"I think the program I am in is marvelous, and has helped me in ways others could not understand."

Supported Housing

Search for Change established its Supported Housing program in the early 1990s in order to provide long-term residential accommodations for graduates of the agency's supervised housing programs. Supported Housing includes both rental subsidies and care management services that enable tenants to secure and maintain independent living arrangements. This intervention promotes enduring stability and community tenure among its recipients, many of whom are unable to maintain stable housing in its absence.¹

SFC currently supports 167 individuals in Supported Housing arrangements throughout Westchester and Putnam. These include graduates of the agency's supervised residential programs, formerly homeless individuals and some who were hospitalized or incarcerated prior to admission. All receive financial support and access to flexible, individualized rehabilitative services designed to maximize their success.

In 2016 SFC received a grant to provide Supported Housing services to four individuals recently released from state correctional facilities who fulfill other criteria required for placement. Sadly, it is not uncommon for individuals with serious mental health conditions to encounter law enforcement officials during period of heightened acuity or co-occurring substance use. These encounters frequently lead to repeated arrests, incarceration and enduring involvement in the criminal justice system. The provision of Supported Housing to this population has been proven to reduce recidivism and promote favorable outcomes.²

SFC proudly operates an enhanced Supported Housing program in Putnam County that provides intensive care management services for individuals who require them in order to achieve lasting community tenure. These services are provided within two homes in the Village of Brewster that offer shared living accommodations and intensive access to agency support staff.

Healthcare professionals, policymakers and other key stakeholders recognize Supported Housing is vital to the recovery of individuals with significant behavioral health concerns. This intervention has enabled many to exit institutional care settings and to achieve lasting success in their communities of choice. As such, it is central to our mission to improve the quality of life and increase the self-sufficiency of individuals entrusted to our care.

We are also proud to report a 2016 survey of our agency's Supported Housing residents revealed an average satisfaction rating of 92%!

¹Center on Budget and Policy Priorities, 2016.

²Columbia University Mailman School of Public Health, 2014.

Vocational Rehabilitation

Our Vocational Rehabilitation program has continued to support individuals with significant health concerns to achieve an often elusive component of the American Dream...meaningful and productive work activity at a fair and decent wage.

As this program enables its recipients to overcome obstacles to success it faces certain challenges of its own. Continued state funding for these essential services is in question amidst a move toward Medicaid-funded vocational service interventions administered through contracts with privately-operated Managed Care Organizations (MCOs).

Although SFC has secured contracts for the provision of newly-established Home and Community Based Services (including a suite of vocational rehabilitation supports), these services have not yet achieved the scale and speed of implementation required to effectively serve individuals in need.

Nevertheless, SFC is prepared to seize new opportunities to fulfill its mission despite continual changes in its service, payment and regulatory landscape.

We are also proud to report some notable achievements in 2016:

- 114 individuals were employed, 66 of whom secured new positions during the year
- 16 individuals were employed on a full-time basis and 11 received fringe benefits
- 85% of employees retained their positions for a minimum of three months
- A survey of vocational service recipients revealed an average satisfaction rating of 92%
- Recipients performed a total of 100,183 hours of work and earned a total of \$1,001,081.00 in wages
- Recipients paid a total of \$229,247.50 in taxes

An emerging body of evidence now confirms our intuitive understanding of the importance of work in the recovery process. The empowerment and self-actualization that accrue to those who find meaningful roles in the workplace often transcends their pecuniary benefits.³

SFC will continue to promote purposeful work activity as a critical component of our recipients' enduring success and an essential element of our agency mission.

³Provencher, H.L., Gregg, R., Mead, S., & Mueser, K.T. (2002). The role of work in the recovery of persons with psychiatric disabilities. Psychiatric Rehabilitation Journal, 26, 132-144.

OMH-Licensed Residential Services

Search for Change continues to operate Congregate and Apartment Treatment programs that provide transitional and intensive residential support services to individuals who require them in order to achieve enduring stability and community tenure. These programs include supervised residences (i.e., group homes) and semi-supervised shared apartment units throughout Westchester and Putnam Counties.

These programs will likely undergo significant changes in coming years as payers, policymakers and other stakeholders seek increasingly independent and integrated living accommodations for individuals with disabilities. Nevertheless, they offer essential resources for some of our most vulnerable service recipients, many of whom struggle to access intensive support services in less restrictive settings.

Residents of Congregate and Apartment Treatment programs receive considerable assistance in developing service plans tailored to their individual needs and preferences. Rehabilitation counselors are available on a 24-hour basis to support residents in a variety of domains including symptom management, community integration, activities of daily living, health and wellness management, vocational rehabilitation and substance use recovery, among many others.

We are pleased to report 21 residents of our Congregate and Apartment Treatment Programs were graduated to more independent living arrangements in 2016.

In addition, an analysis of historical claims data revealed a cost savings of \$220,870.00 associated with the provision of these residential services during an 18-month survey period. These savings were achieved through reduced use of inpatient hospital services among clients sampled for analysis. This finding is significant when considered in the context of current initiatives that seek to reduce expenditures associated with potentially preventable emergency department and inpatient hospital encounters. Congregate and Apartment Treatment residential programming clearly constitutes a cost-effective and recovery-oriented alternative to institutional care.

These programs will surely evolve in concert with the ever-changing needs of our recipients and the priorities of the broader behavioral health community of which they are a part. Nevertheless, we expect they will continue to provide an essential foundation for many of our clients...and for many years to come.

"These people that are by your side every step you take. They have respect, consideration and always an ear to listen."

Respite Services

Search for Change continues to utilize both a designated housing unit and temporarily vacant beds within its residential programs for the provision of respite services in Westchester and Putnam Counties.

Respite generally includes short-term housing and psychosocial rehabilitation services, and it is customarily offered to individuals who require it in order to avert emergency department or inpatient hospital encounters. Respite also aids recipients in achieving successful transitions following periods of inpatient hospitalization. Such "step down" services promote recipients' reengagement with essential community-based resources in a safe and supportive environment before they return to their permanent (preadmission) living arrangements. As such, they constitute essential elements of our continuum of care and vital resources in our campaign against potentially preventable hospitalizations.

In the spring of 2015 we began to utilize temporarily vacant beds in our Congregate and Apartment Treatment programs to meet the needs of individuals who require these services but are unable to access them within our designated respite unit. This has enhanced our service capacity and increased the flexibility with which respite can be offered to individuals of various needs and preferences.

In 2016 we delivered 262 days of respite service within our designated unit in Westchester County and 46 days of service using temporarily vacant beds in our Congregate and Apartment Treatment programs.

We delivered an additional 76 days of respite service in Putnam County using temporarily vacant beds in our Congregate and Apartment Treatment Programs.

We expect our Respite program to play an increasingly meaningful role as alternatives to potentially preventable (and costly) institutional encounters gain currency with recipients, payers, providers and other key stakeholders.

"Having a temporary place to go so you can get your life back on track is very helpful-because you don't always need the hospital."

Our Valued Workforce

SFC's most valuable asset is its workforce. Our success depends on the steadfast commitment of skilled and compassionate individuals whose mission is more challenging than it has ever been. In recent years our healthcare system has sought increasingly integrated and community-based residential accommodations for individuals with complex health conditions, many of whom would have received institutional care in previous eras. This movement to support individuals in less restrictive settings in accordance with their expressed needs and preferences is entirely consistent with our mission. It also poses significant challenges for our personnel who must support many recipients with co-occurring psychiatric, substance use and primary (medical) health conditions in fully integrated (and unsupervised) settings. These challenges are being met without a commensurate increase in resources.

An analysis by the Association for Community Living (ACL), a trade association that represents residential service providers throughout New York State, confirmed what many have long suspected: our public funding has diminished significantly due to inflation. During the past 25 years many of our agency's programs have lost about 40% of their financial support when measured in real dollars.⁴

Simply put, our dedicated workforce must do more with less, and the added strain has produced an industrywide crisis in the recruitment and retention of qualified personnel. Nevertheless, we strive to recognize the commitment of our professionals and to support them to the greatest extent possible.

We offer a comprehensive fringe benefit package for most employees that includes health and life insurance, paid leave, tuition reimbursement, internship opportunities and retirement benefits, among many others. We recently witnessed an increase in employee participation in our retirement plan and shortened the period of time newly-hired employees must wait to earn paid vacation benefits.

In 2016 we also increased the minimum hourly wage for residential counselors. In accordance with our mission to promote economic self-sufficiency among individuals with special needs, we retained 13 former service recipients in positions of paid employment and recruited a Peer Specialist to support the activities of our Transitional Outreach Program. We were proud to recruit a Director of Utilization Management and Review in order to ensure our agency's adherence to the highest standards of compliance with applicable laws and regulations.

We are pleased to report employees' overall satisfaction rating (as obtained via an annual engagement survey) was 4.07 out of 5.

The Management Team and Board of Directors recognize the challenges inherent in the agency's mission and we thank our employees for their enduring commitment in the face of these challenges.

⁴Association for Community Living, 2016.

Special Events

Our 40th Anniversary Gala was one of several events that celebrated our agency, its staff, our partnerships with fellow service providers and, most importantly, our clientele.

On October 25th we held our annual Community Recognition Breakfast at the Crowne Plaza in White Plains. We were pleased to honor Michael Piazza, Jr., Putnam County Commissioner of Social Services and Mental Health. Mr. Piazza exemplifies public service through his steadfast dedication to individuals with behavioral health concerns. He and his department are acutely aware of the immense challenges our clients face amidst limited resources and a rapidly changing healthcare delivery system, and their attention to the most vulnerable among us is unwavering.

We were also pleased to honor Ray Dorritie, Deputy Director of Drug Crisis in Our Backyard, for his organization's commitment to combat substance abuse in our region. Mr. Dorritie was accompanied by his Executive Director, Susan Salamone, who founded their organization in 2012 in partnership with her husband, Steve Salmone, and another couple, Ms. Carol Christiansen and Mr. Lou Christiansen. The Salamone and Christiansen families established a bond and vision through shared tragedy. Both lost sons to an enduring opiate abuse epidemic.

During the past four years Drug Crisis in Our Backyard has delivered a broad array of education, advocacy and related support services to individuals with substance use issues, their families and others in need. Many of our agency's clients have benefitted from its programs and services, and we are deeply indebted to its dedicated staff.



Ashley Brody and Michael J. Piazza, Jr.



Ashley Brody and Ray Dorritie

Special Events (continued)

Our Community Recognition Breakfast featured additional honorees whose impact on the behavioral health community merited special recognition.

We were pleased to honor Ms. Sharon Amoruso, Search for Change Director of Residential Services (Westchester Division) as our Employee of the Year. Since 1992 Sharon has played an integral part in the operation of our supportive housing programs. She has held the positions of Case Management Specialist, Residential Program Director, Assistant Clinical Director and Director of Residential Services, and she has fulfilled each of these roles with the utmost skill, professionalism and dedication. She is appreciated as a teacher and mentor by many who continue to rely on her wisdom. Sharon is widely respected by our clients, staff and fellow service providers for her enduring contributions to the agency and its mission.

Mr. Joseph Houlihan was the recipient of the 2016 Art Lewis Outstanding Achievement award. This award bears the name of a cherished member of our extended "family" who applied his lived experience in recovery in service of others. Joseph (Joe) has followed Art's example through his tireless commitment to his personal recovery and service to fellow recipients. Joe exemplifies grace and good humor in the face of significant obstacles, and he is cherished by his peers and service providers for his continued perseverance. In recent years Joe has served as a valued employee of SFC and expanded his impact through his professional role.



SFC Employee of the Year Sharon Amoruso



Art Lewis Outstanding Achievement Award

Joseph Houlihan

Annual Staff Meeting



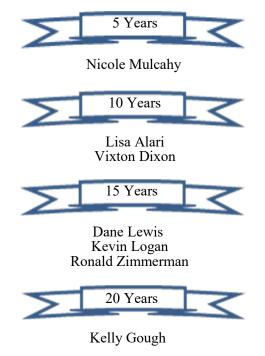
child suffers from a mental health disorder.

On September 28th our agency staff was treated to a screening of "No Letting Go," a film that depicts a young man's experience with serious mental illness and its impact on his family. A discussion with the film's screenwriter, Ms. Randi Silverman, followed. Ms. Silverman explored her film's biographical account of her son's battle with bipolar disorder, his circuitous path to recovery and her family's enduring struggle to reestablish equilibrium in the wake of these events. Ms. Silverman's presentation was both moving and educational, and our staff emerged with a deeper understanding of the role families and collateral support networks may play in the recovery process.

We were also pleased to recognize many members of our staff for their lengths of service to the agency.



1 Year



3 Years

Courtney Braun Melissa Cedrac Jorge Dominguez Christopher Maloney Michelle MacKessy Kimberly Smith

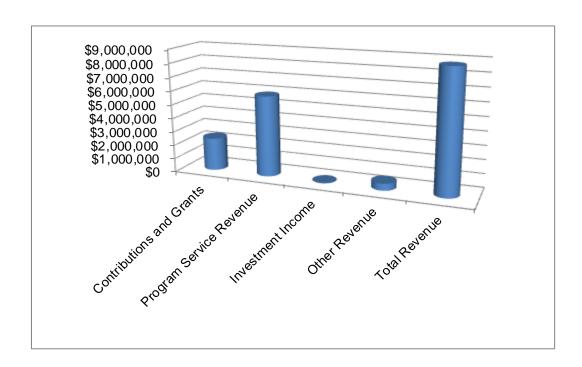
Congratulations to all our recipients!

Agency Financials

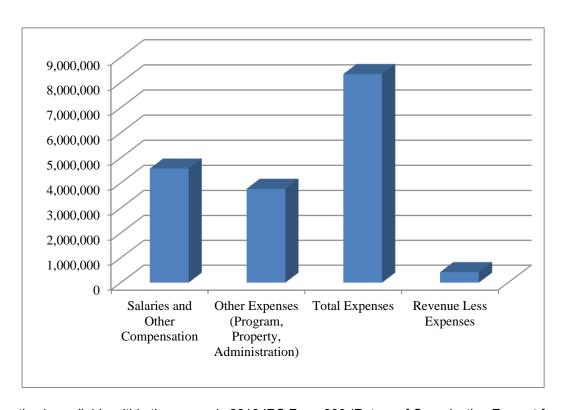
Revenue

Contributions and Grants	\$2,389,064
Program Service Revenue	\$5,857,939
Investment Income	\$13,700
Other Revenue	\$499,306
Total Revenue	\$8,760,009
Expenses	
Salaries and Other Compensation	\$4,570,792
Other Expenses (Program, Property, Administration)	\$3,765,599
Total Expenses	\$8,336,391
Revenue Less Expenses	\$423,618
Net Assets or Fund Balances	
Total Assets	\$5,070,711
Total Liabilities	\$2,536,578
Net Assets or Fund Balances	\$2,534,133

Revenue



Expenses



Additional information is available within the agency's 2016 IRS Form 990 (Return of Organization Exempt from Income Tax).

Search for Change relies on revenue from publicly-funded grants and contracts that seldom cover the full costs of services provided, and we are extraordinarily grateful to our donors and sponsors. Your support is integral to our success and vital to those we serve.

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Lisa Breakstone

Warren & Julie Breakstone

\$100-\$499 (continued)

12 Apartment Associates

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Andrew Stucchio

Anka & Vladimir Kundid Cynthia & Craig Cioffari David & Judith Gilberg Donald & Ann Mortimer

Donald Nathan & Katherine King

Donna & Zwi Schreiber Elizabeth Wallace Eleanor Hutchinson Elinor Kavanaugh Elinor Whalen

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Kerin Orbe Marian Charton Paul Olson

Paul & Daria Barrett Peter & Rita Cote Peter Murray Ruta Sinusas

Scott & Linda Hyman Steven Baptiste

Steven Grossblatt & Elise Kamen

Steven Shainmark, MD Susan Statowski-Rivalsi Susana & Efrain Lara Vladimir & Anka Kundid \$25-\$99

Nancy Jo & Erik Rambusch Aimee Burstein & Joel Feerst

C.J.G Rambusch Heather & Marc Katzin David Projansky Sequitor Partners, LLC. Raymond & Kerry Kirby

Howard Charton

NCADD of Putnam, Inc.

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Adam Stern

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Mariella Gallagher Susan Etkin Barbara Gough

Robert & Carol Arnold Elenore Steinberg Evan & Paula Gilder John & Jeanette Ogrady

Melissa Bane

\$25-\$99 (continued)

Michael & Joyce Bohnen Renana Rosenbloom Alison & Terrence Carroll

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Search for Change also gratefully recognizes those whose in kind support is crucial to our success.

We regret any errors or omissions



115 E. Stevens Avenue, Suite 203 Valhalla, New York 10595 914-428-5600 www.searchforchange.org