A journey of 1,000 miles begins with a single step.

-Lao-Tzu

Cayuga Centers

Lives in their journey.

cayugacenters

2013-2014 Annual Report
To our Cayuga Centers friends,

A journey can last a decade, a year, a week, or even a day. Whatever the length, it begins with a step – a foot forward, a decision to make better choices, rolling ahead in a wheelchair, entering a treatment program, seeking help for your family.

Cayuga Centers is here today because of the many journeys we have traveled as an agency to best serve the needs of children, families and individuals in communities across New York State. Each year, through our Annual Report, we share our program highlights and achievements.

The journey was sometimes difficult this year. We closed our Rochester mental health clinic. While we can be proud of the quality of services provided to hundreds of families, the clinic could not achieve fiscal viability. We will continue to offer home-based therapies in the Monroe community. We have also closed our Seneca County satellite office. Home-based therapy services have declined over the past few years in that county, and the contract ended at the end of August.

Happily, our journey has taken several extraordinary turns.

We were awarded a $15 million grant to open 300 foster care beds in the New York City metro area to place unaccompanied immigrant children in foster home environments while they await reunification with family, or return to their home country. Read more about Fostering Success on page 9.

We are working with the NYS Office of Children and Family Services (OCFS) to develop a residential enrichment program for girls in May Cottage in Auburn. Cayuga Centers was the only facility upstate chosen to develop this intensive program as an alternative for girls awaiting possible placement in a secure facility. Read more about this program on page 4.

We invite you to read about our accomplishments, to learn more about this year’s journey. Cayuga Centers lives with each step we take to reach our mission – meeting the needs of children, families and individuals and being prepared to meet a new challenge that just might be extraordinary.

Edward Myers Hayes
President & Chief Executive Officer

Frederick N. Richardson
Chairman, Board of Trustees
Cayuga Centers 2013-14 Highlights

• Received $15 million federal award to open 300 foster care beds in the New York City metro area for short-term foster care placement of unaccompanied immigrant children awaiting reunification with family. The award is renewable each of the next two years. (See page 9)

• Developed a Residential Enrichment Program in May Cottage on the residential treatment campus to provide an alternative for young women currently being sent to Office of Children and Family Services (OCFS) limited secure facilities. (See page 4)

• Completed training to become a provider of Aggression Replacement Training® (ART®). (See page 5)

• Expanded both Emerson and Cowen Cottages from 12 to 15 residents, with each cottage offering a collection of individualized treatment programs.

• Expanded Medicaid Service Coordination efforts in Cayuga, Onondaga and Oswego Counties.

• Increased home-based services in Oswego County, now offering Functional Family Therapy, Multisystemic Therapy and Ready Respite. (See page 5)

• Expanded capacity to offer 1 to 1 staffing for consumers and families needing respite services from the agency’s Services for People with Developmental Disabilities (SPwDD) programs. (See page 10)

• Hosted three evenings of short films and community discussion on topics affecting our youth and our communities. The Real Life Reels series covered bullying, teen depression, and the needs of foster care youth.

• Raised over $30,000 through our annual golf tournament and Casino Night.

“I look in the mirror and see a girl who stares back at me. I don’t know who she is because she isn’t the girl I want to be. She asks herself, ‘Why am I not good enough, why am I second choice?’ They tell me I’ve got to stand up for myself. I’ve got to get a voice.”

Lee Ann, Residential Treatment
Residential Treatment –
More Youth, New Therapies, and a Brand New Program

Cayuga Centers Residential Treatment Center serves up to 52 youth at a time from around NYS offering residential treatment and substance abuse recovery.

The campus provides a safe and supportive environment that also includes recreation facilities and a Health and Wellness Center. Residents live in one of four cottages and attend classes at the on-grounds school run in partnership with the Auburn Enlarged City School District.

For each resident, the treatment team creates an Individual Treatment Plan that includes the youth, family members, therapists and support specialists. The goal is to develop strategies that help troubled youth gain emotional insight, improve life skills, and move forward in positive directions.

“A troubled young lady from my community came to sentencing with information she had researched about Cayuga Centers. She knew she had to make better choices for her life.

I called the CEO to find out about the Residential Treatment facility. I kept in weekly contact about her progress. She did extremely well. It’s a real success story. In my mind, it’s always about the best placement for the youth. Cayuga Centers changed her life, and the lives of two others I have sent to the program.”

Juvenile Justice Judge, New York City

CARE: A New Journey
An Intensive Program for Young Women

Cayuga Centers, in partnership with New York State Office of Children and Family Services (OCFS) has developed a new residential treatment alternative for young women, grades 7 – 11, who are in OCFS custody. The CARE (Creative Approach to Residential Enrichment) Program offers a safe, non-secure environment, intensive trauma therapy and enrichment opportunities that provide interventions and support not available in a facility in the community of origin.

The CARE Program is located in May Cottage and will house 10 girls. The Treatment Team includes cottage staff, therapists, and a case planner, skills trainer and recreation specialist who will support each girl’s needs, interests and talents.

Cayuga Centers is one of two sites in New York State, and the only facility in Upstate New York, to offer the innovative program.
The Journey for Excellence: A Leader In Evidence-Based Treatment Programs

Cayuga Centers is nationally and internationally recognized for its implementation of evidence-based and research-informed programs for youth. Cayuga Centers was the first agency in the nation that offered three evidence-based programs: Functional Family Therapy (FFT), Multisystemic Therapy (MST), and Multi-Dimensional Treatment Foster Care (MTFC). MTFC has been modified to a research-informed model, Treatment Family Foster Care (TFFC).

Advancing Treatment with Trauma Systems Therapy

Over the past two years we have added therapy that addresses trauma. A youth who has experienced trauma is at risk of emotional and behavioral problems. This disrupts healthy development. Trauma Systems Therapy (TST) provides the opportunity to understand what is driving the behavior of the youth so that Treatment Teams can develop more effective Treatment Plans.

Aggression Replacement Training®

Cayuga Centers has added a new dimension to treatment for youth in out-of-home placement. Core staff have been trained in Aggression Replacement Training®.

Aggression Replacement Training® (ART®) concentrates on the development of individual competencies to address various emotional and social aspects that contribute to aggressive behavior in youth. Program techniques are designed to teach youth how to control their angry impulses and take perspectives other than their own. The main goal is to reduce aggression and violence among youth by providing them with opportunities to learn prosocial skills in place of aggressive behavior. This new training adds an important facet to the Trauma Systems Therapy in use.

The Journey Out in the Field: Community-Based Interventions

Much of the work we do does not occur on the campus where out-of-home placement programs are administered. Cayuga Centers has an extensive network of therapists that visit homes to provide FFT and MST therapy services to youth and their families.

In addition to therapy services, Cayuga Centers has developed home-based Family Resiliency Programs. Within these programs, a social worker assists the family in identifying and utilizing their strengths, and building stronger relationships. The Family Preservation Program is a short-term intensive program, while the Family Support Program provides 4 – 6 months of assistance within the home.

The Journey Home: Whatever It Takes

Reunification with the family is always a goal. When a youth transitions from out-of-home care back into the community, Cayuga Centers plans for the transition by identifying the youth’s needs after release. Called Whatever It Takes, this evidence-based program offers wrap around services that meet defined goals and achieve higher success re-entering family life.

“...We know that every family has different needs. We believe every family has strengths. Our job is to help them find ways to build on those strengths – to look at their family life in a different way, and choose new directions."

Cayuga Centers Lives in communities!

Cindi Pagan, Vice President
Community-Based Interventions East
Ways to Give

When you give to Cayuga Centers, you join in a journey. In fact, you join in many journeys. Your gift helps pave the way for some of our most vulnerable individuals to take the first, or final, steps towards success. Those journeys take many forms at Cayuga Centers.

- Your gift provides safe passage for a child by surrounding him with foster parents and safety on a journey into adulthood.
- Your gift provides adaptive equipment for someone with developmental disabilities so that they can journey through life with more comfort and less strife.
- Your gift provides new, proven therapies and highly trained therapists that help a young person journey out of darkness.

Last year’s gifts covered a variety of items. Staff received certification in Aggression Replacement Training® and Autism Movement Therapy®, leaving them better prepared to treat youth and lead them on a journey away from trauma. Additional funding provided renovations to our residential cottages so that kitchens could be better utilized for skills training and daily living instruction, perhaps leading our residents on a journey to a career in the culinary arts.

Your one time or recurring monthly donations are very important to Cayuga Centers. These funds provide support for items not covered with contract payments and reimbursements, such as technology upgrades, training and licensing fees for evidence-based interventions, capital improvements, and comfortable, modern surroundings.

A journey of darkness, a journey of light, a journey of 1,000 miles, whether literal or figurative, a journey of love.

Thank you for embarking on the journey with us!

Individual Giving


Businesses/ Foundations

Other Ways to Give

Many people prefer to give legacy gifts. For more information on Planned Giving, Bequests, Memorial Gifts or Donations of Stock please contact Fundraising Specialist Christine Moulton at 315-253-5383, Ext 1145 or at christine.moulton@cayugacenters.org.

Cayuga Centers raises additional funds through various special events. The agency is grateful for the generosity of event sponsors throughout the year. To learn more about current corporate sponsorship opportunities, you may use the contact information referenced above.

Occasionally, other generous companies offer ways to support Cayuga Centers while doing your own shopping. AmazonSmile is a simple and automatic way for you to support Cayuga Centers every time you shop, at no cost to you. When you shop at smile.amazon.com, Amazon will donate a portion of the purchase to the agency.

Cayuga Centers is a 501(c)(3) not for profit agency. All donations are tax deductible to the fullest extent allowed by law. Please consult with your attorney or financial advisor for further information.

Andrew Leonello
Victoria Lesko
Norman Lesswing, Ph.D.
Jody Levine
Amber Liccion
Jamie Lockhart
Lindsey Macaluso
Brandi Mack
Mackenzie Malone
Molly Malone
Jennifer Malseed
Laura Manley
Joe & Donna Manning
M.E. Ramsey Marchese
Robert Martin
Dayana Maso - Hernandez
Michael Mastropietro
Amanda Matheson
Nichole McCarthy
Teresa McCarthy
Penny McClure
Alaina McDermott
Travis McLeod
Joseph & Janet McSweeney
Erin Merrill
Elizabeth Merz
Nicole Miceli
Michael Michella
Kendra Middleton
Andrea Morgia
Kenneth Murphy
Peter Navratil
Vanessa Neal
Marie Nellenback
Tameka Nelson
Cam Tu Nichols
Peter O’Kussick
Sherlyn Ortiz
Rhoda Overstreet-Wilson
Cindi Pagan
Elizabeth Palin
Kayla Parker
Kimberly Parker
Kristyna Pearce
David Pidlypchak
Leah Piels
Tara Pierce
Pabel Pimentel
Cara Plascencia
Maureen Polcovich
Lee and Betty Ann Porter in memory of Kate Chrzan
Karen Quest
Benjamin Rainbow
Dr. Daniel Rancier
Donna Richards
Frederick N Richardson
Candace Rifkin
Yadira Rivera
Kayla Rodriguez
Dee Dee Rohr
Michael Rose
Martha Russell
Richard Salmon
Lorraine Sánchez
Armand Sarnicola
Stacey Scharick
Christopher Schell
Diane Schenck
Nicole Sedorus
Michael Sheets
Andrew Simkin
Kari Smith
Pamela Smith
Rachel Smith
Jennifer Snyder
Howard & Elizabeth Snyder in memory of Kate Chrzan
Ryan Sofo
Brianna Sparhuber
Nate Spieker
William Stanzak
Mary Stapleton
Monique Stevens
Amy Stewart
Erica Tackabury
Anna Tagliatela
Christopher Tamul
Yaimara Torres
Isha Travers
Amanda Turner
Christine Valerio
Patrick Vescio
Anthony Viscuso
Lynn Walawender
Susan Walsh
Maria Ward
Kelly Ware
Robert Watson
Mindie Wedgwood
Katherine Weidman
Jessica Whitwood
Amy Widdall
Colleen Willis
Dontay Wilson
Freddie Wilson
Brooke Wingerter
Abigail Young
Daniel Zambito

Individual Giving

Andrew Leonello
Victoria Lesko
Norman Lesswing, Ph.D.
Jody Levine
Amber Liccion
Jamie Lockhart
Lindsey Macaluso
Brandi Mack
Mackenzie Malone
Molly Malone
Jennifer Malseed
Laura Manley
Joe & Donna Manning
M.E. Ramsey Marchese
Robert Martin
Dayana Maso - Hernandez
Michael Mastropietro
Amanda Matheson
Nichole McCarthy
Teresa McCarthy
Penny McClure
Alaina McDermott
Travis McLeod
Joseph & Janet McSweeney
Erin Merrill
Elizabeth Merz
Nicole Miceli
Michael Michella
Kendra Middleton
Andrea Morgia
Kenneth Murphy
Peter Navratil
Vanessa Neal
Marie Nellenback
Tameka Nelson
Cam Tu Nichols
Peter O’Kussick
Sherlyn Ortiz
Rhoda Overstreet-Wilson
Cindi Pagan
Elizabeth Palin
Kayla Parker
Kimberly Parker
Kristyna Pearce
David Pidlypchak
Leah Piels
Tara Pierce
Pabel Pimentel
Cara Plascencia
Maureen Polcovich
Lee and Betty Ann Porter in memory of Kate Chrzan
Karen Quest
Benjamin Rainbow
Dr. Daniel Rancier
Donna Richards
Frederick N Richardson
Candace Rifkin
Yadira Rivera
Kayla Rodriguez
Dee Dee Rohr
Michael Rose
Martha Russell
Richard Salmon
Lorraine Sánchez
Armand Sarnicola
Stacey Scharick
Christopher Schell
Diane Schenck
Nicole Sedorus
Michael Sheets
Andrew Simkin
Kari Smith
Pamela Smith
Rachel Smith
Jennifer Snyder
Howard & Elizabeth Snyder in memory of Kate Chrzan
Ryan Sofo
Brianna Sparhuber
Nate Spieker
William Stanzak
Mary Stapleton
Monique Stevens
Amy Stewart
Erica Tackabury
Anna Tagliatela
Christopher Tamul
Yaimara Torres
Isha Travers
Amanda Turner
Christine Valerio
Patrick Vescio
Anthony Viscuso
Lynn Walawender
Susan Walsh
Maria Ward
Kelly Ware
Robert Watson
Mindie Wedgwood
Katherine Weidman
Jessica Whitwood
Amy Widdall
Colleen Willis
Dontay Wilson
Freddie Wilson
Brooke Wingerter
Abigail Young
Daniel Zambito

Businesses/ Foundations

Andrew Leonello
Victoria Lesko
Norman Lesswing, Ph.D.
Jody Levine
Amber Liccion
Jamie Lockhart
Lindsey Macaluso
Brandi Mack
Mackenzie Malone
Molly Malone
Jennifer Malseed
Laura Manley
Joe & Donna Manning
M.E. Ramsey Marchese
Robert Martin
Dayana Maso - Hernandez
Michael Mastropietro
Amanda Matheson
Nichole McCarthy
Teresa McCarthy
Penny McClure
Alaina McDermott
Travis McLeod
Joseph & Janet McSweeney
Erin Merrill
Elizabeth Merz
Nicole Miceli
Michael Michella
Kendra Middleton
Andrea Morgia
Kenneth Murphy
Peter Navratil
Vanessa Neal
Marie Nellenback
Tameka Nelson
Cam Tu Nichols
Peter O’Kussick
Sherlyn Ortiz
Rhoda Overstreet-Wilson
Cindi Pagan
Elizabeth Palin
Kayla Parker
Kimberly Parker
Kristyna Pearce
David Pidlypchak
Leah Piels
Tara Pierce
Pabel Pimentel
Cara Plascencia
Maureen Polcovich
Lee and Betty Ann Porter in memory of Kate Chrzan
Karen Quest
Benjamin Rainbow
Dr. Daniel Rancier
Donna Richards
Frederick N Richardson
Candace Rifkin
Yadira Rivera
Kayla Rodriguez
Dee Dee Rohr
Michael Rose
Martha Russell
Richard Salmon
Lorraine Sánchez
Armand Sarnicola
Stacey Scharick
Christopher Schell
Diane Schenck
Nicole Sedorus
Michael Sheets
Andrew Simkin
Kari Smith
Pamela Smith
Rachel Smith
Jennifer Snyder
Howard & Elizabeth Snyder in memory of Kate Chrzan
Ryan Sofo
Brianna Sparhuber
Nate Spieker
William Stanzak
Mary Stapleton
Monique Stevens
Amy Stewart
Erica Tackabury
Anna Tagliatela
Christopher Tamul
Yaimara Torres
Isha Travers
Amanda Turner
Christine Valerio
Patrick Vescio
Anthony Viscuso
Lynn Walawender
Susan Walsh
Maria Ward
Kelly Ware
Robert Watson
Mindie Wedgwood
Katherine Weidman
Jessica Whitwood
Amy Widdall
Colleen Willis
Dontay Wilson
Freddie Wilson
Brooke Wingerter
Abigail Young
Daniel Zambito

Gwen, Inc.
HPE Sales
Hilton Garden Inn
Home Depot
House of Premier Catering, Inc.
ING
Inn at the Fingerlakes
Jacobs Press
J&J Limo
JFS Foods
Karpinski, Stapleton & Tahan
Keuka College ASAP Program
King & King Mechanical
Kostas Bar and Grill
Larry Brown Associates
Lowe’s
Lynch’s Furniture
M&T Bank
Malik Melodies Sisterhood, Inc.
MEDENT - Community Computer Service, Inc.
Mike Poorman Contracting, Inc.
Mission Investments
Moro’s Table
Nick’s Guns
Nucor
Polcovich Realty
Post Realty
Relph Benefit Advisors
Rx City Pharmacy
SIEU Local 200United
Solvay Bank
State Farm Insurance
StressDesign
Sysco
The Center
The Child Study Center at NYU Langone Medical Center
The Timberland Outlet Store #101
VisionQuest
Wadsworth Mechanical
WB Mason
Wegmans
Whiting’s Paint
Windstream
Xylem, Inc.
The Journey of a Foster Parent

Babe Ruth.
Dr. Ruth.
John Lennon.

All foster care children. They needed homes. They needed heroes.

Those heroes are called foster parents.

What does it take to become a foster parent in Cayuga Centers Treatment Family Foster Care program? It takes willingness to open your home and your family to a youth who, for whatever reason, is temporarily not able to reside at home. It takes training. It takes understanding. It takes heart.

The reward is the journey you travel with a youth and family in need.

Treatment Family Foster Care

Cayuga Centers provides Treatment Family Foster Care programs in CNY and the Bronx. TFFC is a research-informed, trauma based model. Treatment Plans are developed for each youth who are matched with highly trained foster parents. Our TFFC programs are proven, cost-effective alternatives to placing youth in a group or residential treatment program.

Cayuga Centers Treatment Family Foster Care components:

- We place youth in a certified foster home family setting, one youth per home in an individual bedroom. Cayuga Centers has over 30 homes available in Cayuga, Seneca and Onondaga Counties;

- Each youth has an individualized comprehensive case management plan that includes trauma based therapy;

- The birth family is included in the Treatment Plan;

- Foster parents receive intensive training and 24-hour on-call support and daily communication;

- Youth are matched to foster parents who are familiar with and can best meet their needs;

- The goal is reunification with the family.

“Whatever the child’s need, we must respond. They arrive hungry, exhausted, and scared. Within hours, they are fed, they receive medical examinations, and are united with a foster family that speaks their language and knows their culture. They are safe and nurtured as they await being reunited with their family. That’s a good ending of the journey.”

Kristy Aristy, Assistant Vice President
New York Programs
Fostering Success -
A Journey of 1,000 Miles

Meeting the needs of Unaccompanied Immigrant Children

In recent months, national media has aimed a spotlight on the plight of thousands of children, unaccompanied by an adult family member, crossing into the United States via southwestern borders. While the topic will cause emotional debate for years to come, there is one undeniable fact – these are children. And like all children, they need to be cared for and nurtured.

Cayuga Centers was awarded $15 million, administered through the US Department of Health and Human Services, to open 300 short-term foster care beds in the Metro NYC area, dedicated to housing these children while they await reunification with family, or return to home country. Unlike the many media stories that have shown children sleeping on floors in locked facilities, there is another reality. There are many agencies like Cayuga Centers who are dedicated to serving children and families, and have opened their services to meet the needs of this population.

Cayuga Centers Fostering Success program places these children in foster homes, pairing them with highly trained, bilingual foster parents. Our foster families receive 24-hour on-call support, and the agency provides medical assessment, schooling, day care and necessary support services as required by immigration law.

For Cayuga Centers, the foster care program for unaccompanied immigrant children will increase the number of employees and double the annual budget. As far as meeting our mission, the journey is priceless.

Los Viajeros (The Travelers)
(As told by Christine Moulton, Fund-Raising Specialist and member of the Fostering Success Implementation Team)

They came to us very late at night. They had been traveling since 2 a.m. that morning. A long journey for some – but not if the first part of your journey involved 64 days of walking through a desert, riding on top of a train known as ‘The Beast’ and risking your life to cross the Rio Grande River. Our first entrants into the UAC program at Cayuga Centers. Names on a page. Alien numbers on a form. Intakes. But so very much more when their little faces finally presented themselves at our door.

They were missing their mama, who sent them along on a perilous journey for a better life. How could a mother send her only two children, unaccompanied, so far away, you ask? She must be selfish, looking for handouts, trying to ‘work the system,’ right? Or maybe, just maybe, she was protecting them from the horrific domestic violence they had seen at home when Dad punched her in the face and broke her jaw. Or when their house was burned down by leaders of a drug cartel.

She had a rainbow backpack. Inside was a blanket and a small purple pony – ‘el caballito.’ He had more baggage – a small backpack and the responsibility of protecting and caring for her. He didn’t let her out of his sight. He was afraid he might never see her again. They were tired, hungry, thirsty and so very grateful. They were Henry and Johanna.

A month later, they were reunited with their grandmother. On the return trip to NY, the case manager stuck her hand in her coat pocket and found this note:

GRACIAS

Los Viajeros
(As told by Christine Moulton, Fund-Raising Specialist and member of the Fostering Success Implementation Team)
Services for People with Developmental Disabilities

Cayuga Centers has long been serving persons with developmental disabilities, offering early intervention, habilitation and Medicaid Service Coordination.

The Agency also offers three unique respite programs for residents of Cayuga County and surrounding areas. These programs serve families of any aged child with a developmental disability still living at home. We also offer one-to-one coverage on an as-needed basis. The programs provide respite for caregivers while encouraging socialization and recreation for the individual.

**In Between Respite:** Considered after school care, youth enjoy games, arts and crafts and outdoor activities. In addition, there is a study room with computers, and support staff assist with homework.

**After 5 Respite:** Consumers participate in recreation, arts and crafts, movies and other social activities during this evening program.

**Weekend Respite:** Cayuga Centers operates a weekend respite program. As weekend guests, individuals stay from Friday to Sunday afternoon and enjoy a range of recreational activities with other guests. Staff assist with personal care, medication, and support as needed.

**What is Medicaid Service Coordination?**

No matter what the age, individuals with developmental disabilities and their families or caregivers need help accessing services that support the highest quality of life. At Cayuga Centers, we offer Medicaid Service Coordination that helps our consumers reach the optimum level of independence, productivity and personal growth. The agency experienced a 200% growth in the MSC program last year, covering Cayuga, Seneca, Onondaga and Oswego Counties.

When a family includes a child with developmental disabilities, the family has very special needs. Our respite programs provide a planned break for the family and the consumer. Whether a few hours or a weekend apart, these services add to the quality of life for the family.

*Cayuga Centers Lives in each family!*

Shannon Abate, Vice President
Services for People with Developmental Disabilities
### Financial Review (Unaudited)
July 1, 2013 to June 30, 2014

#### Operating Income
- Program & Service Fees: $17,060,652
- Contributions: 98,269
- Net Investment Income: 65,000
- Total Operating Income: 17,223,921

#### Operating Expenses
- Residential Treatment Programs: 5,753,847
- Treatment Foster Care: 2,893,895
- Functional Family Therapy: 1,819,500
- Multisystemic Therapy: 474,024
- Family Resiliency Programs: 509,059
- SPwDD Programs: 2,332,781
- Monroe Youth & Family Center: 2,334,234
- Unaccompanied Alien Children: 816,625
- Management & General: 1,532,420
- Total Operating Expenses: 18,466,385
- Change in Market Value of Endowment: $(777,039)

#### Upcoming Journeys:
- We are continuing our relationship with New York University’s Child Study Center, working with them to adapt their Trauma Systems Therapy model to out-of-home care settings.
- We are exploring adding 10 Treatment Foster Care beds in Central New York.
- We will continue to develop respite opportunities, especially for those who need individualized staffing.
- We are in discussions to provide contracted services outside of New York State.
- We will continue to meet our mission to serve children, families and individuals with exceptional programs and services.