



2021-22 Annual Report

Paving New Ways



Administrative Headquarters

AUBURN
101 Hamilton Avenue
Auburn, NY 13021

NEW YORK CITY
1916 Park Avenue
New York, NY 10037

Regional Offices

AUBURN
101 Hamilton Avenue
Auburn, NY 13021

DELAWARE
292 Carter Drive, Suites A & B
Middletown, DE 19709

NEW YORK CITY
2417 Third Avenue, Suite 701
Bronx, NY 10451

1916 Park Avenue
New York, NY 10037

PITTSBURGH
1010 Western Avenue, Suite 400
Pittsburgh, PA 15233

SOUTHEAST FLORIDA
1301 N. Congress Ave, Suite 130
Boynton Beach, FL 33426

Area Program Offices

Auburn, NY
Albany, NY
Arlington, TX
Baltimore, MD
Boynton Beach, FL
Canandaigua, NY
Chicago, IL
Fort Lauderdale, FL
Los Angeles, CA
Middletown, DE
New York, NY
Pittsburgh, PA
Port St. Lucie, FL
Rochester, NY
Syracuse, NY
Utica, NY

Our Mission

To help children, families and individuals to grow as independent, healthy and productive citizens through quality counseling, out-of-home care and support services. We do this in partnership with those we serve as well as government agencies and other service providers.

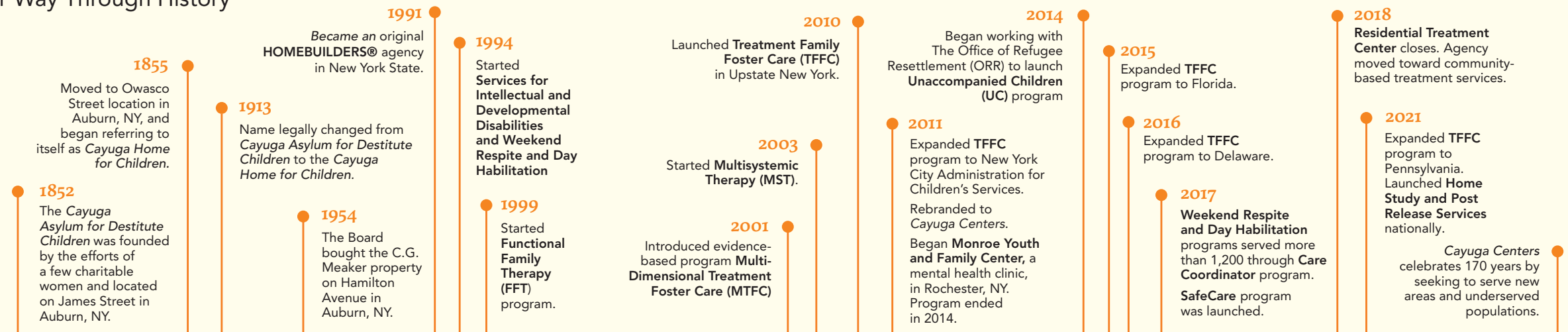
Nuestra Misión

Ayudar a niños, familias e individuos crecer como ciudadanos independientes, saludables, y productivos por medio de asesoramiento profesional, cuidado fuera de hogar y servicios de apoyo. Nosotros hacemos esto con asociación a aquellos a los que servimos como también con agencias gubernamentales y otros proveedores de servicios.

Tales from the Archive: Paving Our Way Through History



Scan here to learn more about Cayuga Centers History



cayugacenters.org/our-history

2022 is Cayuga Centers 170th Anniversary of ***Paving New Ways in Serving Families***.

Certainly an anniversary is an occasion to look back at accomplishments. And in 170 years, we have had many:

- We were one of the early established orphanages in New York in the mid-1800s. Our joining the movement to create **child-focused care** was a major advancement from settlement houses where vulnerable children were mixed in — without protective factors — with adults.
- In the 1950s — as old orphanages changed to serve children in the child welfare system — we were an early adopter of the cottage model, attempting to create a more home-like environment for youth served.
- In 1991, we were chosen to be one of New York State's first **HOMEBUILDERS®** providers.
- In 1999, we became an **early adopter of evidence-based (EB) interventions** - starting with Functional Family Therapy (FFT). By 2003, we were also operating Multi-Dimensional Treatment Foster Care (MTFC) and Multisystemic Therapy (MST) — becoming **the only agency in the world** delivering all three of the only interventions the Blueprints Study validated for high need adolescents.
- In 2010, we, in partnership — first with the New York University Child Study Center and later with the Center for Trauma Training — infused a trauma-treatment basis into our Treatment Family Foster Care (TFFC) programs.
- In 2014 — we began working with Unaccompanied Children (UC) — fleeing for safety from dangerous home countries to join family already in the United States — insisting on serving them in caring, culturally competent fosterhomes — as opposed to in camps, dormitories or other congregate care settings.

- Starting in 2015 — we began our national expansion — bringing TFFC to Delaware, Florida and Pennsylvania and support services to Unaccompanied Children (UC) and their families in all 50 states.

And this is just a partial list.

While being proud of our accomplishments, we know those we serve do not benefit by what we did yesterday but rather by **what we are doing today and what we will do tomorrow**.

We have always embraced serving those with challenging needs whom other providers might shy away from. We strive to be on the cutting edge of new modalities - embracing what research determines is effective as opposed to our old tried and trues. We have worked to listen and respond to those we serve - creating true partnerships and what Martin Buber calls an *I-Thou* and not an *I-It* relationship. And we will continue to do this for the next 170 years if possible and the 170 beyond that.

What is the most important thing we have done in our history? My hope is that it will be what we do tomorrow and in the days that follow. While tremendously proud of our past, I hope our best service is yet to come.

Thank you for your support.



Edward Myers Hayes

President &
Chief Executive Officer

New Interventions and Expanded Programs

Preventive Case Planning

We partnered with the Oneida County Department of Family and Community Services in Utica, NY and launched our inaugural Preventive Case Planning program, a unique multi-systems approach. The program is research-informed and incorporates the evidence-informed Solution-based Casework (SBC) model, an intensive family preservation framework that focuses on identifying consistent problems facing the family unit and working in partnership with the family to develop

harm-reduction skills. The program utilizes Motivational Interviewing (MI) as a counseling technique to help families make impactful behavior change. The primary goals are to avert the disruption of a family that could result in the placement of a child in foster care; enable a child placed in foster care to return safely to their family earlier than would otherwise be possible; and reduce the likelihood that a child who has been discharged would return to foster care.

3 New Interventions

Expansion to New Regions

Allegheny County, PA

As our first program in Pennsylvania, the Allegheny County TFFC program serves families and children in Pittsburgh, PA and the surrounding areas. A team of nine staff members have worked to establish our presence, build partnerships and recruit foster parents to establish a foundation for placing up to 24 youth in our care beginning in Fall 2022.

Treasure Coast, FL

Building on our success for serving foster children and youth in Broward and Palm Beach Counties in Florida, we partnered with CCKids in the Treasure Coast and expanded our TFFC program north to St. Lucie, Indian River, Martin and Okeechobee Counties. 5 new program staff have been recruiting foster parents in anticipation of placing up to 12 youth in our care beginning in late 2022.

Oneida County, NY

We launched our new TFFC program in Utica, NY. The program serves children and families in Oneida County. A team of 2 has been added to the Mohawk Valley Hub and has been hard at work recruiting foster parents in anticipation of placing up to 12 youth in our care beginning in early 2023.

Upstate New York

Within our Upstate NY Home and Community-Based Support Services Division, we expanded SafeCare to Cortland and Onondaga counties. We also expanded Functional Family Therapy and Multisystemic Therapy to Schuyler and Albany counties and High Fidelity Wrap Around services to Seneca County.



Youth Peer Advocate and Family Peer Support

Youth Peer Advocates are trained individuals (18-30 years old) who have personally received mental health and/or addiction treatment services. Our Youth Peer Advocate works closely with the family members and/or caregivers of youth receiving services in the agency’s Children and Family Treatment and Support Services and Care Management Programs. The Youth Peer Advocate assists youth in developing and generalizing new skills, and addressing concrete and/or subjective barriers that prevent participation in services. This partnership increases a youth’s self-advocacy skills, empowers them to make informed

decisions and facilitates connections to community and natural support networks. Family Peers have lived-experience as the parent (biological, foster or adoptive) or primary caregiver of a child or youth with social, emotional, behavioral, mental health needs or developmental disability. The Family Peer mentors families that are currently involved with community services such as Mental Health, Department of Social Services, Probation, local school districts or other community agencies in the county. The Family Peer partners with families to advocate, build skills, access referral services and promote the practice of family-driven and youth-guided approaches.

5 Programs Expanded Into 10 New Areas

20 Years of Treatment Family

Foster Care

“All the team members surrounding a child employ a relentless search for strengths as a treatment strategy. This foundational approach is the cornerstone of not just Cayuga Centers, but of child services. All children are our future. All children matter and all have the potential to do great things with their lives. All children deserve nurturing, kind, safe adults who listen and support their growth every day. Our TFFC staff support every child, every parent, every foster parent to succeed and thrive.”



Dr. Ann Sheedy
Chief Operating Officer
Upstate New York

Paving New Ways to Heal Foster Youth

TFFC is an evidence-informed, trauma-informed, and culturally-informed foster care model that provides bundled services and highly individualized treatment to youth with trauma experiences. In our TFFC program we place children with highly trained, licensed, and supported foster parents while providing intensive individual and family therapy, with the goal of keeping the youth in the least restrictive setting while maintaining a safe environment for everyone.

When we first started implementing TFFC as a program, the norm was that anti-social or delinquent youth were placed in residential settings. Highly aware that congregate care is too often ineffective, we took a radical yet research-informed approach and formed our first TFFC program in Auburn, NY as a solution to the negative effects of placing children



Two brothers embrace at a Carnival event held for foster youth and their foster families

in residential care. We insisted that troubled youth should instead be placed in a home and family setting. Though at first the program was mostly focused on behavioral issues, it quickly turned its focus to trauma, mental health treatments, attachment regulation and competence.

As one of the pioneers of TFFC, we were committed to a holistic approach to foster care and created an entire team that could support the physical, mental and emotional needs of a traumatized child. Our teams look at trauma as a root cause for behavior and create a bundled approach that considers the medical and psychological treatment each child would need. Every specialist, from skills coaches to clinicians, considered a family’s history, the accumulative instances of trauma, and the child’s unique needs and experiences, and conjunctively create a treatment plan that worked specifically for each individual.

Class of 2022

Our Central New York TFFC Team celebrated the graduation of a foster youth who was unable to attend the “Moving-Up” ceremony at their school. The event was complete with a procession and Ice Cream Party.



Our Bundled Support Approach

Why Bundled, Holistic Support is Crucial to Childhood Well-Being

By Edward Myers Hayes

When a child cannot live with their parents or bio-family, foster care is an effective healing alternative to congregate care if the foster care intervention can address the child’s trauma and other complex service needs. Most foster care children require individual and family therapy, skills building and coaching, educational support, and medical care. Without precise coordination between the providers of these services, fragmentation and inconsistency become the norm - and the child is negatively affected the most.

Programs have choices. A program can attempt to secure this needed support from other community providers or provide it in-house.

In our bundled treatment model, we take the latter approach. Certainly, given the rates foster care providers are paid and the difficulties of hiring in the current workforce environment, the easier, fiscally safer road is to turn to others rather than do it oneself. However, in our over 20 years of providing treatment foster care, we have found that doing such does not serve our foster children well - it does not help them heal from their pre-existing trauma and build the skills they need to create futures for themselves.

It goes without saying that there are obstacles to doing this; securing funding is a challenge.

Creating cooperation among different systems is daunting. Finding and supporting tenacious foster parents who won’t request reassignment after their first rocky day with a child requires a unique recruiting and training approach. Retaining and maintaining our teams stretches us. Nevertheless, those we serve need our best - not our reasons for why we could not overcome the obstacles we face. After all, we are always encouraging them to overcome their obstacles. The first step toward success is to model this behavior.

Ultimately, children are served best when we keep families safely and successfully together. In those situations where a removal must happen, a child needs to be treated with care safely, and effectively. Moreover, we must correct the drivers of race, class, poverty, and misogyny, which put so many families at risk. Our bundled approach is the answer to ensure we stay true to the mission of putting children and families first.

Foster Parent Recruitment

Our teams have been hard at work in local communities to find more loving foster homes.



NYC UC team hands out teddy bears at a Harlem Week event.



A recruiter from DE TFFC tables at a PRIDE event.



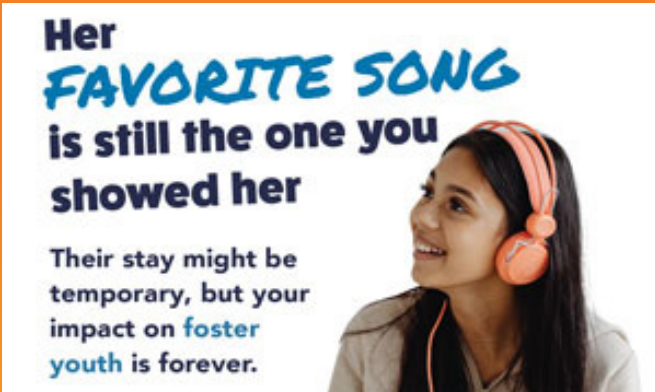
NYC ACS team tables at a health fair in the city.



CNY TFFC team teams up with Mohawk Valley TFFC team at a Pride Event in June 2022.



Treasure Coast TFFC team tables at a St.Lucie Mets game, where we are advertising for the 2022 season.



Our Communications team launched a new foster parent recruitment marketing campaign spanning the East Coast in all 9 regions of foster care.



Pittsburgh TFFC team poses with one of their new bus shelter billboard ads throughout the city.

Program Highlights

Unaccompanied Children (UC) Foster Care Programs

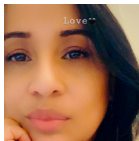
Our UC foster care programs have thrived with the collaborative work of our foster parents. As they accept unaccompanied migrant youth into their homes with love and support, they guide UC youth in paving new ways through hardships.



Silverio Messon’s five standout years as a foster parent have taught him how to ensure each youth feels at home.

“El que más sabe debe ayudar el que menos sabe” - “the one who knows the most should help the one who knows least.”

These are words he instills into each youth that comes into his care. Everyone in Silverio’s home is family; you must treat family with patience, empathy, and love. He expects the foster youth to help each other out, teaching them they are not alone even if times are tough. When UC minors reunite with their families, Silverio hopes they continue to heed his advice.



In Altagracia DeJesus’s home, cooking is essential to communicating with the UC youth. She prioritizes learning new dishes from their cultures to make them feel at

home and connected. Often Altagracia can be found driving to markets searching for the right ingredients. Together she cooks with the youth, sharing advice. In her three years as a foster parent, she emphasizes education and their careers.

“I always talk to them. It’s not how you came to the country. It’s how you will live the rest of your life here. Go to school, go to college, and make a difference for yourself and your family. Crossing the border as you did can be the hardest part of your life, but you’re still doing good. All those things are going to be worth it for you.”

Research and Development

Maintaining growth at an agency of our size requires a purposeful approach toward understanding national trends in legislation and advocacy as well as emerging models of evidence-based practice. The newly created Research and Development Department will provide exactly that. The department will help us understand how emerging research can spur growth while also initiating research on program outcomes. It will keep the leadership team apprised of how to best

position the agency in response to efforts being made by elected officials and advocacy groups throughout the U.S. Similarly, the Research and Development Department will help the agency solidify its position as an early adopter of evidence-based practice by identifying models for new and existing programs – recognizing that the Family First Prevention Services Act provides new federal funding for evidence-based prevention for children at risk of foster care.



Home and Community Based Treatment and Supports

Over the years, our Community-Based Interventions and Behavioral Health Support Services offered within Upstate New York have grown immensely. To ensure consistency and quality of programming we reexamined our systems and structure. As a result, these programs have been merged into Home and Community Based Treatment and Supports (HCBTS). Due to the size and complexity of these services, we have committed to a co-leadership model. This consists of a Senior Vice President and a Vice President, both of whom report directly to the Chief Operating Officer for Upstate New York. We still continue to have a regional focus through

our five program HUBs that are supported by Assistant Vice Presidents. This structure supports our desire to have a strong connection and understanding of the communities we are serving. As our evidence-based and research informed interventions require specialized training, we have established Subject Matter Experts to support our leadership. These identified seasoned staff members excel in the programs we offer and can act as internal agency consultants and help to ensure model fidelity. We are excited about this structural change that supports growth and maintains our high quality services for the communities we serve.



Blooming Kindness

After a hiatus due to the COVID-19 pandemic, Blooming Kindness, a community service project run by individuals with intellectual and developmental disabilities supported by Cayuga Centers has resumed! The program participants receive donated flowers and transform them into beautiful bouquets that they deliver with kindness and conversation to local hospitals and nursing homes in the Auburn, New York area. The service project has created over 600 bouquets since its inception!

Paving New Ways to Support Staff

In January 2022, we partnered with Great Place to Work® to survey our staff utilizing their Trust Model™. This provided us with an opportunity to learn from a global authority on workplace culture about how we are doing as an employer and benchmark ourselves against employers in other industries. 61% of our staff responded to the survey, which exceeded the threshold needed to certify the results as reliable and representative of our workplace culture. As a result of the participation rate and survey results, we achieved the prestigious status as a Great Place to Work.



NYC ACS staff wearing our 2021 Staff Campaign Tshirts



Exceeding Expectations

More importantly, we learned about what we are doing well and what we can do better. After reviewing the information and data we collected, a committee of staff members was formed to create strategies and draft plans for improvement. We called this plan *Exceeding Expectations: Building a Better Cayuga Centers* and, with Board approval, launched the plan in April 2022. The plan addressed 4 key areas:



Safety



Wellness and PTO



Time & Attendance Tracking



Staff & Supervisor Development

The plan and action items were divided into short, medium and long-term action items and were rolled out beginning in April 2022 and will continue to roll out as we commit to continuous evaluation and improvement to continue to support staff as they support the communities we serve.

Staff Development & Support

138

New
Positions

\$276,751

Tuition Reimbursement
given to 131 staff

140

Staff were
promoted

Safety & Wellness

Our Safety and Wellness team continued to manage the effects of the COVID-19 pandemic. In addition they facilitated many safety and wellness initiatives this year including:

- Mobile mammograms events and flu shot clinics at our Auburn and NYC locations
- A Mindfulness Mondays series during Mental Health Month, expanded into a year-long, monthly series on various wellness concepts
- Navigate, a wellbeing platform for staff, that includes resources to support overall health and wellbeing, an incentive point program linked to a Cayuga Cares online store, and an employee walking challenge
- A corporate discount program including gyms, driving classes, and other wellness discounts
- \$100 Fitness Reimbursement for all staff
- Staff Appreciation “Remember Fred Day”
- Defensive Driver course
- Introductory Active Shooter training



Inaugural Year of Staff Mini-Grants

\$52,000

Raised

19 Proposals
Funded

\$23,370

Awarded

as of April 11, 2022

Thank you to all of the employees who donated to the staff campaign.



This year we launched a new Staff Mini-Grant Awards program where we ask staff to submit ideas of how to use the funds raised during the fall staff campaign. The Staff Mini-Grant Awards program is designed to accept applications submitted by staff that propose enhancements to a program or service. These ideas are submitted twice a year and reviewed by a cross-departmental committee. In the first round of grants, \$26,000 was available. Staff submitted 39 applications, of which 16 were deemed eligible to be funded through program dollars (totalling \$55,815) and 19 Staff Mini-Grants were awarded totalling \$23,370.



Youth and Family Resource Center youth care worker poses with Calm Kits funded by mini-grants.



Cayuga Centers staff and foster youth enjoy a fun day at Six Flags Amusement Park.



Foster youth enjoyed a day at Playland.

Enhancements funded by Mini-Grant Awards included:

- Sensory tools
- Services to move furniture for clients
- Educational activities
- Zoo and park passess for clients
- Emergency services
- Vocational enhancements
- Interactive therapy activities
- Foster Parent lunch and learn series
- Gift cards for youth and families
- Incentives to achieve treatment hours
- Calm kits
- Crafting and scrapbooking supplies
- Youth shark tank
- Cribs and beds for foster families

Our Impact: Youth, Individuals & Families Served

Upstate New York		New York City		Delaware	Florida	Nationally
530	50	131	53	22	60	295
Preventive Case Planning	Treatment Family Foster Care	Treatment Family Foster Care	Family Foster Care	Treatment Family Foster Care	Palm Beach Treatment Family Foster Care	UC Home Study
338	2,374	2986	70	28	28	3,313
On-Site Programs	Home and Community Based Treatment and Supports	UC Transitional Foster Care	UC Long Term Foster Care	Functional Family Therapy	Broward Treatment Family Foster Care	UC Post Release Services

Thank you
to our donors

Every dollar raised goes to enhance the lives of those we serve. We are proud of how we invest your money. You are changing someone’s life for the better.

Patricia Albee
Gerald Allen
Marc Almanzor
Jose Ardon
Richard Babiarz
Sara Beam
Anne Marie Bernardoni-Smith
Ozzie Black
Donnell Boles
Johnny and Rita Bramble
Marcus Briddell
Mary Jean Bulla
Desley Charles
Patrick Cihon
Laura Cochran

Charles Cole
Robert & Elaine Colletti
Penny Craven
Caitlin Cregg
David Crolick
Sarah Damico
Kevin Days
Derek De Vries
Vincent Dinuzzo
Nora Diweis
Dorothy Echebiri
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Laura Miner
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Carol Wisnoski
Barbara Wiston
Marliese Zimmerman
Ted Zorick
Theodore Zorick
The John A. Hartford Foundation

Kendra Scott LLC
Goldman Sachs Gives
Number Ten Foundation

Ileany Lozada
in-kind donation

Miguel Martinez
Park Terrace Cafe Corp.
in-kind donation

Diane Lempert
Bear Givers Inc.
in-kind donation

Brian Anderson
CaterPlace
in-kind donation

Jill Hand
Play Space
in-kind donation

Jacob’s Press
in-kind donation

*Donors from 7/1/21 - 6/30/22.

A special thanks to everyone not included here who purchased gifts for our Toy Drive.



We are celebrating our 170th anniversary with our communities in 10 locations!

September 27, 2022
Rochester, NY

September 29, 2022
Utica, NY

October 11, 2022
Boynton Beach, FL

October 12, 2022
Fort Lauderdale, FL

October 13, 2022
Port St. Lucie, FL

October 18, 2022
The Players Club
New York, NY

October 25, 2022
Moro’s Table
Auburn, NY

November 1, 2022
Albany, NY

November 3, 2022
Middletown, DE

November 10, 2022
Pittsburgh, PA

Join us at an event and follow along with us at

cayugacenters.org/170-years

cayugacenters.org/donate



PayPal
Make a one time donation or sign up for monthly donations.

amazon smile
If you shop Amazon.com, please use Amazon Smile to give a percentage of your purchase to Cayuga Centers.

Community Engagement

Mobile Mammogram Events

Auburn

For the third year in a row, we partnered with Rochester Regional Health on June 3, 2022 to provide 11 free and private mammogram screenings to women over 40 in the Auburn, NY community, including our staff.

New York City

Based on the success of our Auburn Mammogram events, we partnered with the American Italian Cancer Foundation to provide 9 free and private mammogram screenings to women in the community and our staff on April 20, 2022 in Harlem, NY.



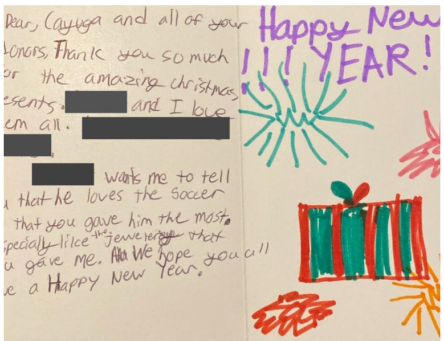
Foster Parent Appreciation Carnival Event

In celebration of Foster Care Month and Foster Parent Appreciation Day, our Central New York TFFC team hosted a carnival on May 25, 2022, creating an environment where children and foster parents could bond and have fun. Activities included a Playdough craft provided by *Play Space*, a basketball shootout inflatable provided by *Schafer Electric LLC*, ring toss, tie-dying, face painting and more. Participants enjoyed a meal, carnival-style snacks, and cupcakes provided by *Wegmans*.



Holiday Toy Drive

We hosted a holiday toy drive benefiting foster youth across Delaware, Southeast Florida, Upstate New York, and New York City. The event consisted of a virtual toy collection drive, a fundraising campaign, and an in-person event in New York City. All donated gifts were given to foster parents, empowering them as gift-givers to the youth in their care for the holidays. Gifts were available for purchase online and monetary donations were also accepted. Over 600 gifts were collected for youth in our foster care programs.



Pittsburgh Children's Museum Event

During National Child Abuse Prevention Month, our Allegheny County TFFC program partnered with Children's Museum of Pittsburgh to offer art activities that recognize the importance of supporting children in order to produce thriving families. Letters and drawings that illustrate how a youth feels loved were collected and formed into a Family Resilience Rainbow, displayed at the Children's Museum in May in recognition of Foster Care Month.



Foster Families Event in Florida

In December, our Southeast Florida programs hosted foster families at a local park and celebrated the holiday season with food and games.



Financial Review

(Unaudited)

July 1, 2021 to June 30, 2022

Operating Income

Programs and Services Fees	\$	118,284,817
Contributions & Other Income		664,367
Interest & Dividends (net of fees)		(493,815)
Total Revenue		118,455,369

Operating Expenses

Foster Care Programs	88,669,073
Community Based Interventions and Behavioral Health Support Services	7,461,148
I/DD Supports Programs	4,847,523
Management & General	17,102,744
Total Operating Expenses	118,080,488

Net Income (Loss)	\$	374,881
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Board of Trustees

Many thanks to our Trustees who choose to share their time, expertise, and support with Cayuga Centers.

David Warren Connelly
Chair

Glenn Fletcher
Co-Vice Chair

Gilda Brower
Secretary

Hugh Lawrence
Co-Vice Chair

Richard Barbieri
Treasurer

Dr. Saadi Ghatan
Susan Hannigan
Faye Hylton
Luther Isler
James Loperfido
Alejandra Malave

Jodi Morales
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Juan Carlos Polanco
Anne Marie Smith
India Sneed

“Culture is subtle — an assumption we soon make, an attitude, the air we breathe. I grew up on the West Coast in a different culture and when I moved 35 years ago I noticed that Auburn and the Finger Lakes were different in more ways than its beauty. There’s something about the way people watch out for each other — and for each other’s children. Maybe it’s a sense that there’s dignity even in strangers. Whatever it is, it’s why my wife and I stayed. It’s why Harriet Tubman picked the community for herself 140 years ago. It would also be part of why she visited us as an orphanage, as we know she did. Do I see it in the way Cayuga Centers’ people treat each other? I do. It’s all about the infectious kindness shown to our children.”

David Warren Connelly | Chair

Explore Opportunities

Join our team

We are a growing organization and always seeking talented individuals to join us as employees.

cayugacenters.org/careers

Become a foster parent

You can make a difference in a child’s life. Learn more about fostering at:

cayugacenters.org/become-a-foster-parent

Do you think your community could benefit from our services?

As one of the nation’s first and foremost evidence-based and research-informed providers, we can help. Email us at:

info@cayugacenters.org

Stay Connected

Keep up with everything going on at Cayuga Centers by going to our website, subscribing to our newsletter, and following us on social media.



cayugacenters.org



Cayuga Centers is nationally accredited by the Council on Accreditation (COA) and has been accredited since 1998. Organizations pursue accreditation to demonstrate the implementation of best practice standards in the field of human services. COA evaluated all aspects of Cayuga Centers' programs, services, management, and administration and affirmed that we have implemented best practices throughout our organization.

