### Administrative Headquarters

- **Upstate New York**
  - Address: 101 Hamilton Avenue, Auburn, NY 13021

- **New York City**
  - Address: 1916 Park Avenue, New York, NY 10037

### Regional Offices

- **Auburn, NY**
  - Address: 101 Hamilton Avenue, Auburn, NY 13021

- **Delaware**
  - Address: 292 Carter Drive, Suites A & B, Middletown, DE 19709

- **New York City**
  - Address:
    - 2417 Third Avenue, Suite 701, Bronx, NY 10451
    - 1916 Park Avenue, New York, NY 10037

- **Allegany County, PA**
  - Address: 1010 Western Avenue, Suite 300, Pittsburgh, PA 15233

- **Southeast Florida**
  - Address:
    - 1301 N Congress Ave, Suite 130, Boynton Beach, FL 33426
    - 8900 SW 107 Avenue, Suite 205, Miami, FL 33176
    - 14645 NW 77 Avenue, Suite 204, Miami Lakes, Florida 33014

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Dear Friends of Cayuga Centers,

Annual reports – by definition – are reflective. What were our goals and aspirations of the last year? How did we do?

Certainly, an annual report can be a pathway to strutting one’s achievements and expressing one’s pride. But those are limiting uses. Hopefully – if used for introspection - an annual report can help us see what we are doing right and – more importantly – how we can do things better.

We do this by embracing serving those whom other providers may shy away from. We do this by offering and mastering state-of-the-art interventions which are evidence-based or research-informed.

Sometimes we fall short. Many with whom we work have experienced high levels of trauma and are distrustful of the system. To be of service to them, we need to always maintain realistic hope, be willing to relentlessly pursue engagement, and engage in self-care so we do not internalize the pain of those we serve.

As my dear friend Dr. Thomas Sexton, a developer of Functional Family Therapy (FFT) always reminds me: “Our first job is to help a family restabilize hope that things can change. Our second is to deliver so that hope is not misplaced in us.”

This is a challenging array of tasks. It takes special people to do this. I am regularly awed by our wonderful staff and our incredible foster parents who do these things with both graciousness and humility. While those we serve are the heart of Cayuga Centers, our staff and foster parents are our soul. They are the Cayuga Centers difference. This report reflects on our last year to both remind us of what we have done and to challenge ourselves to do it – and more – again. Those we serve deserve both our inspiration and our perspiration and our staff and foster parents deliver both which helps us change lives.

So please, join us in our reflections and – if you have been part of our journey by being someone we serve or someone who licenses or refers to our services or a donor or a foster parent or a staff member or part of the support system for one of our staff or foster parents – thank you. And – if you are not one of these – please consider joining us in our work. Thank you.

LETTER FROM OUR CEO

Edward Myers Hayes
President and CEO

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OUR MISSION
NUESTRA MISIÓN

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.

Ayudar a niños, familias e individuos a 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.

OUR COMPETENCIES
NUESTRAS COMPETENCIAS

We demonstrate team work & partnership
Nous demostramos trabajo en equipo y colaboración

We deliver results while embracing excellence and efficiency
Entregamos resultados basados en excelencia y eficiencia

We lead with a strong belief in the values we hold at Cayuga Centers
Lideramos con gran convicción en los valores que mantenemos en Cayuga Centers

We act and lead with human sensitivity and respect
Actuamos y lideramos con sensibilidad humana y respeto

We embrace change, innovation, and opportunities
Aceptaremos el cambio, la innovación y las oportunidades

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Edward Myers Hayes
President and CEO
We Asked Our Changemakers... Which agency competency resonates with you the most?

- **Jen Hayes** | 16 Years
  - Assistant Director of Diversion Programs | Auburn, NY
  - **Teamwork and Partnership.**
  
  "It's a great feeling when you know you can rely on your co-workers. When it comes to working with the youth and families, teamwork and partnerships help them feel like they are part of the solution. By working together they will get out of the situation they are in and will learn that there are people out there that want them to be successful."

- **Erin Herr** | 4 Years
  - Care Manager | Rochester, NY
  - **Acting and leading with human sensitivity and respect.**
  
  "I am a firm believer that we need to meet youth and families where they are, respect their abilities, and build on their current strengths. It is paramount that we adopt a 'support, not rescue' philosophy and continue to encourage confidence in their autonomy and individuality. With this approach, I hope my clients feel validated and proud as we achieve their short and long-term goals."

- **César Rodriguez**, MSW | 5 Years
  - Director of Home Study and Post Release Services | New York City
  - **Teamwork and Partnership.**
  
  "I believe that having trust in your team while providing them with the necessary tools and knowledge to succeed in their role will create effective case workers, positively impacting the services we provide as an agency. Those we serve warrant the right to be provided with quality care and we as a department strive to do so."

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**STAFF WELLNESS**

Cayuga Centers is proud of the work we have put in over the last couple of years to address the health and safety needs of our staff. As the pandemic ends, we have shifted to new initiatives to help staff be proactive with their health and safety. Some of this year’s initiatives include:

**Wellness Challenges**

We have held numerous walking challenges, a nutrition challenge, and a mental and emotional health challenge through our new platform, Navigate, that allows our staff to earn points towards gifts and gift cards.

**Wellness Webinars**

We continued our Mindful Monday webinar series this year that covered topics such as handling stress, mindfulness techniques, self-empowerment, and anxiety.

**Fitness Discounts and Reimbursements**

We partnered with over 25 gyms and wellness centers across the country to provide staff fitness discounts and offered the opportunity to get up to $200 a year back for wellness reimbursements.
Diversity, Inclusion, and Belonging Mission Statement

At Cayuga Centers, we embrace Diversity, Inclusion, and Belonging (DIB). We do this by taking a firm stance against hatred, inequality, bias, and injustice. We do this by providing our staff with the training, coaching, and resources necessary to grow and serve with cultural humility, acceptance, and understanding. We are responsive to the diverse needs of those we serve and staff, and are committed to ensuring that everyone feels respected, valued, and a sense of belonging.

Approved by the Cayuga Centers Board of Trustees April 26, 2023.

“Cayuga Centers is setting itself apart by remaining steadfast and reaffirming our commitment to being a more diverse, inclusive, and equity-centered organization where we all are valued, respected, welcome, and proud to work. We are taking intentional and meaningful steps forward in our collective journey toward not only being the kind of workplace, but also, the kind of world that we know is possible. Advancing diversity, inclusion, and belonging requires sustained, long-term commitment, investment, and ensuring that it always remains a core value and organizational priority. As we view all that we do through a diversity, inclusion, and belonging lens as well as staying focused on equity, accessibility, and justice, we more directly align our organization with the children, individuals, and families we serve, to our staff, and to the communities in which we live and are a part.”

Andrea Willis, LMSW, MPH
Deputy for Diversity, Inclusion, & Belonging

The Importance of Kinship Foster Care

The past year, Cayuga Centers has been taking on more kinship care cases. Kinship care allows a unique opportunity for extended family to care for foster youth and avoids the youth having to stay in an unfamiliar foster home. Kinship care can also help keep siblings together.

A Kinship Success Story

Gabriella, a devoted big sister, intervened when the adoption world failed her much younger siblings. The minute she found out her sisters, ages 8 and 12, had to be removed from their adoptive family, she reached out to Cayuga Centers’ Treatment Family Foster Care Program in Central New York to start having overnight visits and begin the process of becoming their kinship caregiver. Being a foster parent to her sisters came easily as they quickly fell into a rhythm of a tight-knit family who enjoys playing games and taking lots of family vacations. Gabriella’s support from Cayuga Centers has given her the parenting skills to be more confident, and the therapy the family receives is invaluable.

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“A foster care provider is giving a child that does not have a voice, is displaced, left behind, (or) scared, love and a family. Somewhere to feel comfortable enough to express themselves, to release emotions that they’ve been holding. And it’s also a place where you are able to help put a family back together.”

Andrea Willis, LMSW, MPH
Deputy for Diversity, Inclusion, & Belonging

Our Strategy for Change

• Deliberate, meaningful, sustained, and impactful action fully aligned with Cayuga Centers’ mission, values, and promise
• Opportunities to connect, listen, build trust, learn, and do better
• Sustained, long-term commitment to invest and prioritize diversity, equity, inclusion, belonging, and justice

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Article 29i
In November 2022, we announced the Article 29i Team as our newest department. Licensed by the Department of Health in consultation with the NYS Office of Children and Family Services, the team allows the sharing of pertinent information internally and expands the reach of our bundled support services to benefit all children and youth in our ACS Foster Care Program. Located in our NYC office, the team is split between Core Health and Mental Health Services. We are thrilled to be taking strides to integrate highly specialized medical professionals into our service model to support case workers and ensure we deliver quality mental health and other health-related services to the youth and families we serve.

WE CONTINUE TO GROW
Growth in Upstate New York
In Yates County, our resiliency programs expanded to include our Family Support Program and Enhanced Foster Care Support. In Madison County, our therapy and juvenile justice services expanded to include Multisystemic Therapy (MST) and Restorative Case Management (RCM).
In Schuyler County, we have also continued to grow and adapt to community needs by offering our Family Support Program.
Our Cayuga County contract expanded to include Diversion Case Management.

Delaware Expansions
Delaware extended their offerings to include Home and Community Based Treatment and Support. These programs include Outpatient Counseling, Mobile Outpatient Counseling, and Therapeutic Support for Families (TSP). These new services provide additional therapeutic support to our existing Functional Family Therapy (FFT) and TFFC programs serving the community.

New Space for Individuals with Intellectual and/or Developmental Disabilities
In early 2023, we launched a two-phased renovation plan for our I/DD program spaces. These renovations allow the individuals to better engage with one another and overall enhance their day-to-day experiences. Launching these renovations in two phases allowed the programs to continue uninterrupted, enhancing one space at a time. The first phase began in March, adding an arts and crafts area, electronics area and updating furniture. The second phase, in April, included new flooring, fresh paint, updating furniture, and purchasing arcade games funded by a donation from the Italian American Club Lodge.

A SafeCare Success Story
In the midst of a challenging situation, our dedicated SafeCare team joined forces with a courageous mother caught in the grip of a domestic violence relationship. Her children were removed from her home.
Step by step, we worked with this resilient mother through the 3 modules of the SafeCare curriculum. Together, we empowered her to take a bold step towards change by finding refuge in a domestic violence shelter. As her journey continued, she embraced personal growth by securing a new home, aking her GED, and seizing a promising job opportunity.
The mother was then able to be reunited with her beloved children in the comfort of her new home. The success of our services brought immense satisfaction to her, and we stand in awe of her spirit, strength, and unyielding determination.
Her journey is a testament to the profound impact that can be achieved when compassion and resilience unite.
Learn more at cayugacenters.org/safecare

What do parents learn from SafeCare?
How to manage their child’s behavior
How to increase positive time with the child
How to keep their child healthy and safe

LONGEVITY: CELEBRATING 6 YEARS OF SafeCare
Since 2017, Cayuga Centers has been providing SafeCare, a free, in-home, evidence-based prevention program for parents of children ages 0-8 focused on parent-infant/child interactions, home safety, and child health. The program started in Cayuga County, NY, and has expanded to serve Cortland, Onondaga, and Oneida counties.

FAMILIES SERVED IN FOUR COUNTIES
485 FAMILIES SERVED
50 CORTLAND COUNTY
51 ONONDAGA COUNTY
97 ONEIDA COUNTY
287 CAYUGA COUNTY
Merging with the Institute for Child and Family Health

In an exciting Cayuga Centers’ first, September marked our merger with a Miami-Dade-based agency formerly known as the Institute for Child & Family Health. This addition has enabled us to welcome seven new community-based programs to our service array, along with the dedicated and knowledgeable staff who provide those services.

The integration and post-merger growth of the Florida Programs is under the leadership of Dr. Tamaru Phillips, LMFT, who joined the agency in July as the Senior VP of Florida Programs. Dr. Phillips attributes the post-merger contract renewals and contract expansions to the talents and creativity of the Florida leadership team. Most recently, the team secured funding to provide community-based mental health services to immigrants in Miami-Dade County, students and parents at an underserved elementary school in the Treasure Coast, and community youth in Broward, Palm Beach, and St. Lucie Counties.

The merger increased our footprint beyond the Treatment Family Foster Care (TFFC) programs we provide in the Treasure Coast, Palm Beach and Broward Counties, and positions us to bring this successful approach to foster care to Miami-Dade County. In recent months we have increased the services we provide to our foster parents and youth by offering psychiatric services, targeted case management and we are laying the groundwork to become a wraparound provider in the near future.

FLORIDA PROGRAMS

All-Aboard After School
Miami-Dade County
All-Aboard Parents as Teachers
Miami-Dade County
Substance Abuse Prevention
Broward County
Child and Family Counseling
Palm Beach, Treasure Coast, Miami-Dade and Broward Counties
Functional Family Therapy (FFT)
Miami-Dade County
Healthy Steps Program
Miami-Dade County
Parent and Child Enrichment (PACE)
Miami-Dade County
Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)
Miami-Dade County
Treatment Family Foster Care (TFFC)
Palm Beach, Treasure Coast, and Broward Counties

NEW PROGRAMS

70 EMPLOYEES ADDED
7 NEW PROGRAMS
2 NEW OFFICES

Dr. Tamaru Phillips, LMFT
Deputy for Florida Programs

In July of 2022, Cayuga Centers hired Dr. Tamaru Phillips, a Licensed Marriage and Family Therapist (LMFT), to serve as Senior VP of Florida Programs. In this role, Dr. Phillips ensures operations are running smoothly and families and children are getting care of the highest quality.

“...In Miami-Dade, Palm Beach, Broward, and the Treasure Coast, program growth and success have soared with staff engagement at their core. During my first year, enthusiastic collaboration among dedicated professionals has driven innovative initiatives and strategic partnerships. This dynamic approach, rooted in local insights and community needs, has positioned the region as a model for program development and community involvement.”

THANK YOU TO OUR PARTNERS

Mother’s Day Event

In May, our All-Aboard Parents as Teachers program hosted a Mother’s Day event. The event focused on self-care and wellness. The 19 attendees ate lunch together and participated in a variety of activities. Those activities included manicures, crafting picture frames, raffles, and the ability to “shop” through donated clothing for their families. Parents shared testimonials of how the program has impacted them, and staff talked about the importance of parent self-care in order to better take care of their families.
170 YEARS OF
longevity, resilience & evolution

170th Anniversary Celebrations
In 2022, Cayuga Centers celebrated a historic milestone – 170 years of dedicated service to children, families and communities. This occasion gave us an opportunity to reflect on our journey that began in 1852, express gratitude, and reinforce our commitment to serving our communities. Throughout this momentous anniversary year, we organized a series of celebratory social events, and invited our communities to join us in commemorating this achievement.

Open Houses
We opened our doors to the community and provided an opportunity for everyone, including those unfamiliar with us, to learn about the impact our programs have made over the years. These events were held at many of our offices including:

- Rochester, NY
- Utica, NY
- Albany, NY
- Boynton Beach, FL
- Port St. Lucie, FL
- Middletown, DE
- Pittsburgh, PA
- Fort Lauderdale, FL

670 ATTENDEES
Reaffirming their belief in our mission and celebrating our programs’ successes in the lives of countless families.

New York City and Auburn, NY Celebrations
At our main headquarters in New York City and Auburn, NY surrounded by the history that shaped us, we hosted social events, where we connected with our roots and embraced the future with renewed enthusiasm. We extend our heartfelt gratitude to everyone who joined us in this milestone celebration. With the continued support of our communities and the dedication of our teams across the organization, we look forward to creating an even brighter and more transformative future for the families we serve.

Beyond the on-site celebrations, we also took the opportunity to document our legacy. We created a series of events featuring staff who were there when programs began. We published an 8-chapter history booklet offering a deeper narrative of pivotal milestones and paired that with an interactive website that allows visitors to explore years of our organization’s rich history and growth.

THANK YOU TO OUR CHANGEMAKER SPONSORS

170 YEARS
Paving New Ways
Read more about our history at cayugacenters.org/our-history
Foster a Love of Reading Book Drive
MARCH 2023
During National Reading Month, we organized our inaugural Foster a Love of Reading Book Drive to benefit the youth and families in our Cayuga Centers foster care programs. Twenty-two community partners from Upstate New York, New York City, South Florida, and Pennsylvania joined us, helping collect over 3,000 books. During the drive, we also hosted a #WhyILovetoRead campaign, where 19 supporters shared their love of reading on our social media channels. Visit cayugacenters.org/bookdrive for highlights.

COMMUNITY EVENTS & ENGAGEMENT

Manhattan Borough President and Literacy Inc. Reading Event
MARCH 2023
Cayuga Centers partnered with Manhattan Borough President Mark Levine and Literacy Inc. (LINC) to host a reading event for children in our Transitional Foster Care program. The event included an interactive game of bilingual Bingo, lunch, and a reading of the Spanish version of the children’s book Dreamers. LINC also donated 100 books in multiple languages.

Foster Care Night at the Children’s Museum of Pittsburgh
MAY 2023
Cayuga Centers teamed up with the Children’s Museum of Pittsburgh to hold a community night for foster parents and families in Allegheny County, PA to celebrate National Foster Care Month. The event hosted foster families from various agencies who were invited to participate in engaging activities and explore the entire museum. The event had 134 attendees from foster care agencies, including Cayuga Centers.

Foster Care and Mental Health Month Fundraisers
MAY 2023
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Thank you to our partners:

- Dine-to-Donate events: $3,500+
- Community partners: 29
- In-kind donations received: 10
- Discounts for families & staff: 7

THANK YOU TO OUR PARTNERS
ELEVATING our funding IMPACT

Our Mini-Grants Program
These grants fund projects and enhancements suggested by staff that directly benefit those we serve. These ideas are submitted twice a year and reviewed by a cross-departmental committee. We are able to fund these initiatives thanks to the incredible generosity of our staff during our fall campaign. Starting this year, you can contribute to our Mini-Grant Fund and help staff enhance the lives of those we serve. Every dollar raised helps improve the lives of those in care. Visit cayugacenters.org/donate to contribute.

2022-23 DONORS

Cayuga Centers is proud of how we invest your donation. We know our generous donors expect us to use our funds wisely, and we are committed to fulfilling that trust by maximizing the funds dedicated to meeting needs and enhancements for those served.

Visit our donation page at cayugacenters.org/donate to make a one-time donation or sign up for monthly donations.

ELEVATING our funding IMPACT

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2022-23 DONORS

Cayuga Centers is proud of how we invest your donation. We know our generous donors expect us to use our funds wisely, and we are committed to fulfilling that trust by maximizing the funds dedicated to meeting needs and enhancements for those served.

Visit our donation page at cayugacenters.org/donate to make a one-time donation or sign up for monthly donations.

ELEVATING our funding IMPACT

Our Mini-Grants Program
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Longevity, Resilience & Evolution
Our national footprint now spans 23 offices across 8 states and we are comprised of over 1,100 passionate changemakers who work tirelessly to show up, support, and advocate for those we serve. Our programs are not static; they are dynamic and ever-evolving to meet the changing needs of communities. We believe in the power of progress, and our expanding array of services reflect our determination to make a lasting impact. But our success would be impossible without our incredible staff and foster parents. We are eternally grateful for their unwavering dedication, compassion and resilience. They are the heart and soul of our organization, and it is through their tireless efforts that we are able to touch the lives of so many.

OUR IMPACT

New York City
177
Treatment Family Foster Care & Family Foster Care
2,966
UC Transitional Foster Care
78
UC Long-Term Foster Care

Upstate New York
376
Preventive Case Planning
269
On-Site Programs
14
Treatment Family Foster Care

Florida
100
Palm Beach Treatment Family Foster Care
6
Treasure Coast Treatment Family Foster Care

Pennsylvania
56
Broward Treatment Family Foster Care
1,831
Home and Community Based Treatment and Supports

Delaware
76
Treatment Family Foster Care
2,275
Home and Community Based Treatment and Supports

Nationwide
100
Preventive Case Planning
267
UC Home Study

39
Functional Family Therapy
3,524
UC Post Release Services

(Unaudited)
July 1, 2022 to June 30, 2023

Operating Income
Programs and Services Fees $ 143,229,457
Contributions & Other Income 277,718
Interest & Dividends (net of fees) 48,106
Total Revenue 143,555,281

Operating Expenses
Foster Care Programs 103,734,517
Community-Based Treatment & Supports 18,573,140
I/DD Supports Programs 1,720,935
Management & General 24,467,805
Total Operating Expenses 148,496,397

Net Income (Loss) $ (4,941,116)
In October 2022, Faye Hylton was elected as our new Board Chair and five new board members were added. The new members increase Cayuga Centers’ board from 15 to 21 members, a reflection of our recent expansion to new states.

Hylton has served on the board since 2018. A Florida resident, Hylton is the owner of Seastar Technologies, a disaster recovery and business continuity services provider, and has worked in the information technology services industry for more than 25 years. Hylton succeeds former Cayuga Centers Board Chair David Warren Connelly, who has served on the board since 1997 and as Board Chair since 2016.

“I believe strongly in Cayuga Centers’ mission of helping children and families in need through innovative, impactful practices and I couldn’t be more proud to serve as Chair of the Board of Trustees. I look forward to working with Edward and the entire Cayuga Centers team to support the agency during this exciting period of growth.”

Faye Hylton
Chair, Cayuga Centers Board of Trustees

Cayuga Corner Blog

In April of 2023, we launched our new foster care blog, Cayuga Corner, providing a new resource to new and existing foster parents. The blog highlights some of Cayuga Centers’ amazing foster parents, and provides guidance on issues and topics surrounding parents, youth, and the foster care system.

An Award-Winning Year

In 2022-2023, Cayuga Centers received four prestigious awards for its impact and excellence in the industry. These awards include Great Place To Work ®, Ragan Communications’ 2022 Workplace Wellness Award, MUSE Creative Award’s Best Non Profit Campaign, 2023 Silver Award, and Graphic Design USA’s 59th Annual American Graphic Design Award. These awards recognize Cayuga Centers’ commitment to creating a positive and fulfilling work environment, delivering quality services and unwavering support, celebrating 170 years of history, and prioritizing employees’ mental, physical, social, and financial health through the Cayuga Cares wellness program.

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

Faye Hylton
Chair
Glenn Fletcher
Co-Vice Chair
Juan Carlos Polanco, Esq.
Co-Vice Chair
Gilda Brewer
Secretary
Richard Barbieri
Treasurer
David Warren Connelly
Immediate Past Chair
Alejandra Malave, LMSW

Cayuga Corner

Learn more at cayugacenters.org/cayuga-corner

SCAN THE QR CODE TO SUBSCRIBE

Learn more at cayugacenters.org/cayuga-corner
Cayuga Centers is nationally accredited by the Council on Accreditation (COA) and has been accredited since 2000. 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.

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

cayugacenters.org