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Senior celebrations get creative for Hillside Work-Scholarship Connection

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Difference Every Day

Each day, our dedicated Hillside teams engage with thousands of youth, adults and families in communities throughout New York State and Prince George's County, Maryland. Our work is a partnership with those we serve, and we help them build pathways to the stronger futures they deserve.

In this year's Hillside Impact Report, you'll read about moments in time for some of the youth and families with whom we partner. It's our privilege to be a part of their success—and to share their stories with you, whose generosity makes our work possible.

On behalf of the entire Hillside community, thank you for your invaluable support. We're deeply grateful for your commitment to our mission, and the impact of our work on the communities we all call home.

We wish you a happy, healthy and safe 2022.

4notra On Sall

Maria Cristalli President and CEO Richard Hargen 10.

Richard Gangemi, MD Chair, Board of Governors







"New Piece of the Puzzle

A pilot program helps youth prepare for on-the-job success

While receiving residential treatment at Hillside, a handful of youth are also getting a head start toward a specific life goal: entering the workforce.

They're participating in a 10-month pilot, based on Hillside Work-Scholarship Connection's Youth Employment Training Academy, that emphasizes communication, collaboration and other "soft" and "hard" skills essential to on-the-

job success. The pilot currently augments Hillside's Developmental Abilities Services Transition Program, which serves youth with intellectual and developmental disabilities.

Past sessions have involved counting change at a cash register, job interviews and even navigating public transportation. Today, conceptual problemsolving is on the table: The youth are paired up to solve jigsaw puzzles—but after briefly discussing a plan, they're not allowed to speak while doing the work. Later, they're asked about the experience.

What was their role on the team? How did they work together? Did strategy help the process?

When one youth asks about working with someone they might not like, another responds, "You don't have to like people. You just have to respect them."

"They're really up to the challenge," says **Christine Kunz**, who co-leads the sessions. "One young lady had been with me since the very beginning of her time at Hillside. At our initial meeting, she put her head down on the table and didn't make eye contact. She barely spoke above a whisper. But when she left, she was a bright and bubbly person who could effectively communicate her goals and ideals. I was so thrilled to see those changes."

Miranda, 19, says the pilot is helping her pursue her dream job. "I want to be a baker," she says. "Miss Chris helped me visit places and learn how to ride the bus. We went to the bakery and learned how it worked. She's teaching me how to get ready for my job, and to work with different people."

The workforce-readiness pilot was funded by a gift from **Dr. Richard Hagen** of Rochester; with future community support, the program will expand to serve more youth. "Initiatives like this support the independence of youth as they prepare to transition to adulthood," Dr. Hagen says. "Without traditional government funding for this effort, philanthropy must fill the gap."



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ⁿParenting Partnership

Foster care was the path to reunification for a family in need

January 8, 2016, was a life-altering day for **Jessica** and her family, when a serious traffic accident left her confined to a wheelchair. Her 2-1/2-year-old son, **Nikko**, was placed into foster care while she began a long, painful journey of rehabilitation.

"Jessica is one of the most capable moms I've ever met," recalls **Katelyn Goodrich**, Hillside Care Coordinator. Goodrich understood the importance of finding an appropriate foster family for Nikko, whose diagnosis of apraxia was known to present speech and communication challenges. But she also shared the same goal as Jessica, to eventually help reunite mother and son.

"Hearing Jessica's story really hit me hard," recalls **Penny**, a foster parent who shares Hillside's view of foster care as a path to family reunifications whenever possible. "I knew Nikko needed to be home with his mom."

As part of the Hillside foster care team, Goodrich provided Penny with support and guidance in caring for Nikko, while encouraging regular communications between the two moms, helping them navigate court appearances and paperwork, and celebrating every success with them along the way.

"Katelyn walked me through every step of the process and let me know what I needed to do and what the courts expected of me," Jessica reflects today. And she maintained a strong ongoing connection with her son, as well as with Penny: the two women "started talking and texting, and building a great relationship," she says.

"It was a partnership," Penny agrees.

In February 2021, 8-year-old Nikko returned to live happily with his biological mom—and today, their relationship with Penny continues through frequent visits. "I hope to continue to watch Nikko grow, and be a part of their lives," Penny says.

Both women credit Hillside for helping to create a relationship that strengthened a family for life.

Hundreds of children in your community are in need of stable, caring families who can provide a loving home as part of Hillside's foster care network. To learn more about foster parenting, visit hillside.com.

"Hearing Jessica's story really hit me hard. I knew Nikko needed to be home with his mom."



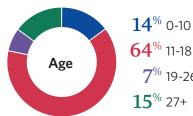


Hillside at a Glance

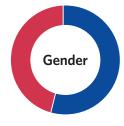
At the time of leaving select Hillside programs in the 2021 Fiscal Year:

of clients were **living with their families**, in adoptive homes

Based on surveys conducted with clients served by Hillside in the 2021 Fiscal Year:











- **39**% African-American
- 36[%] Caucasian
- 14[%] Hispanic/Latino
- **9**[%] Multiracial
- 2[%] Other

2022 **National Teen** MAY **Self-Esteem** Month

How We Serve Our Communities

Behavioral Health

Hillside's comprehensive behavioral health services address symptoms related to the complex medical, mental health, substance abuse or social needs of youth and adults.

Crisis Support

Working closely with youth facing imminent risks and their families, Hillside offers connections to safe havens, counseling and life-skills training to help youth find pathways to a confident, hopeful future.

Education and Vocation

Hillside works with families, community partners and school districts to provide individualized services that address broad challenges affecting learning, academic success and graduation.

Family Resources

Through neighborhood- and home-based services, Hillside partners with families to ensure they have the life-enhancing resources to fulfill their potential as guardians, leaders and caregivers.

Foster Care, Kinship & Adoption

Hillside's adoption and therapeutic foster care services connect youth and families with the stability and support needed to give youth the best opportunities for happy, healthy lives.

In-Home and Community Support

From home-based support to juvenile-justice diversion programs, an array of services channel researchinformed practices into the lives of the youth and families with whom we partner.

Residential Treatment

For young people facing emotional, behavioral and social challenges, Hillside offers preventive and interventional care along with customized treatment that adapts to each youth's unique life situation.

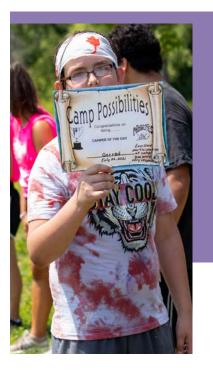
Visit hillside.com for more information about any of these services or related programs.

*Day Possibilities

In July and August, every day brings new summer fun and adventures for youth receiving treatment in various Hillside programs. At **Camp Possibilities**, a 240-acre day camp facility in Henrietta, NY, trained staff provide counseling and support while letting young people get outside to create summer memories that can last a lifetime.

These therapeutically enriched Camp experiences are funded solely by donors. **Thank you** for opening your hearts to the Possibilities!













National Play Outside Day







Regional Profiles



4,162

Total families served in the Monroe Region**

Monroe Region

Monroe, Ontario, Seneca, Wayne and Yates counties

- 1,032 Employees
 - 3 Day Treatment Sites
 - 7 Individual Residential Alternative Group Homes (47 beds)
 - 2 Residential Campuses in Rochester: Crestwood Campus (34 beds) Monroe Campus (101 beds)
 - 14 HWSC Sites in Monroe County Schools

Families Served, by Service

- 145 Adoption
- 357 Adult Health Homes*
- 599 Children's Health Homes*
- 9 Customized
- 405 Day Treatment Education
- 54 Developmental Disabilities
- 216 Early Childhood Development
- 512 Family Development
- 62 Family Finding
- 53 Foster Care
- 428 Home- and Community-Based Services
- 15 Non-Secure Detention
- 216 Residential Treatment/Education
- 1.634 Youth Development

12



3,143

Total families served in the Central Region**

Central Region

Broome, Cayuga, Chenango, Cortland, Herkimer, Jefferson, Lewis, Oneida, Onondaga, Oswego, Madison, St. Lawrence, Tioga and Tompkins counties

- 411 Employees
- 3 Community-Based Team Offices
- 1 Day Treatment Site
- 2 Residential Campuses: Finger Lakes Campus in Auburn (56 beds) Stillwater Campus in Greene (18 beds)
- 14 HWSC Sites in the Syracuse City School District
- 2 HWSC Sites in Binghamton and Union-**Endicott School Districts**

Families Served, by Service

- 53 Adoption
- 372 Adult Health Homes*
- 629 Children's Health Homes*
- 25 Customized
- 35 Day Treatment Education
- 1 Early Childhood Development
- 30 Family Development
- 83 Famlily Finding
- 64 Foster Care
- 149 Home- and Community-Based Services
- 140 Residential Treatment/Education
- 1,733 Youth Development



552

Total families served in the Southern Tier Region**



1,341

Total families served in the Western Region**

Southern Tier Region

Chautaugua, Cattaraugus, Allegany, Steuben, Chemuna and Schuvler counties

- 126 Employees
- 1 Residential Campus in Bath (30 beds)
- 3 Community-Based Offices

Families Served, by Service

- 109 Adult Health Homes*
- 186 Children's Health Homes*
- 23 Customized
- 45 Family Development
- 85 Foster Care
- 213 Home- and Community-Based Services
- 47 Residential Treatment/Education
- 10 Youth Development

Western Region

Erie, Genesee, Livingston, Niagara, Orleans and Wvomina counties

- 191 Employees
- 5 Community-Based Team Offices
- 4 Individual Residential Alternative Group Homes (25 beds)

Families Served, by Service

- 17 Adoption
- 214 Adult Health Homes*
- 501 Children's Health Homes*
- 67 Customized
- 24 Developmental Disabilities
- 105 Early Childhood Development
- 226 Family Development
- 145 Foster Care
- 414 Home- and Community-Based Services
- 42 Youth Development

Prince George's County, Maryland

- 12 Employees
- 12 HWSC Sites in the Prince George's County Public School District

Families Served, by Service

441 Youth Development

MARCH 2022 World **Social Work** Day

- * Health Homes service totals only include clients and families actively enrolled in the programs.
- ** Totals are less than the sum of all service numbers because many families have children enrolled in multiple programs.

13

Prince George's County**

Total families served in

TeleCare Bridges the Gap

During COVID-19, vital connections are maintained with supportive technology

Michele remembers the first day when she and her family used TeleCare videoconferencing services to connect virtually with Hillside's **Kristin Pusey**.

"It took some getting used to," mom Michele recalls of the initial online meetings between her family and Pusey, a Clinician in Hillside's General Prevent program. "There were some complications at first—COVID made everything more complicated, really. But we figured it out with Kristin."

Today, she says, "everybody's gotten up to speed. We all know what to do." When it's time for a regularly scheduled appointment, the family gathers around their laptop computer on a living room table to talk with Pusey. This makes connecting easy, and most of all safe and convenient.

For Michele and her husband, **Hector**, those criteria—particularly safety—have been top of

mind. Pusey has been working with their kids on a range of behavioral issues, even as physical health concerns have left some family members immunocompromised. This has required caution in arranging sessions with Pusey during the COVID-19 pandemic: Face-to-face when possible, but when not, TeleCare bridges the gap.

That assistive technology "has really made a huge difference" in her work with this family, Pusey says—and the same can be said throughout Hillside. Even during the pandemic's worst days, this secure, encrypted tool has allowed essential connections to be maintained. These include families meeting with Hillside clinicians; youth in residential treatment engaging with their own families; and teachers leading remote learning when in-person classes were not in session.

Demand for this HIPAA-compliant technology skyrocketed with the arrival of COVID-19, and has remained strong: TeleCare visits across Hillside numbered approximately 2 per day, pre-pandemic, compared to more than 300 per day today.

Thanks to TeleCare and the adaptive partnership between Pusey and Michele and Hector's family, their children—**Angel**, 16; **Wyatt**, 13; **Alex**, 12; and **Ellie**, 4—are getting the support they need during a challenging time.

"Kristin is great to work with, and it's great not having to miss sessions when an in-person meeting won't work," Michele says. "It's good for the kids to have her to talk to. It really helps."

Thank you to all our donors for the support that makes TeleCare and other technology investments possible.





"It's great not having to miss sessions when an in-person meeting won't work. It's good for the kids to have [Kristin] to talk to. It really helps."



From left, Angel, Ellie, Hector, Alex and Michelle have grown accustomed to making online connections with Hillside.

Thank You to our Donors

The following list reflects donors who made gifts to Hillside between July 1, 2020 and June 30, 2021. Your generosity directly supports our mission to help vulnerable youth and families overcome their challenges. With your donations, you make a profound impact in countless lives, every day.

Although we have strived to appropriately recognize our donors, we hope you will report any errors to the Hillside Foundation at (585) 256-7515 to ensure accurate future acknowledgment of your support.

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International Day of Charity

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200 Years & Generosity

With its 185th anniversary in 2022, Hillside is one of the country's oldest nonprofit organizations. But an even longer history is enjoyed by Hillside's founder, the **Rochester Female Charitable Society**, which turns 200 this year.

In the earliest days of the RFCS, their philanthropic acts were a literal door-to-door affair. "It was a 'boots on the ground' effort then," says **Laura Swett**, the Society's president. "The ladies saw profound needs among the poor, the sick, the needy, and they would go to people's homes to help."

Matching their resolve to the needs of the community, the Society members secured the funding that resulted in the February 28, 1837, creation of the Rochester Female Association for

the Relief of Orphan and Destitute Children—known today as Hillside.

"Hillside is deeply grateful for the foresight and partnership of the Rochester Female Charitable Society," says **Maria Cristalli**, Hillside President and CEO. "Philanthropy makes our work possible, and that's never been more true than in the case of the RFCS."

Today, the Society's 27 members meet six times a year—including an October 2021 gathering at Hillside's Monroe Campus in Rochester (above)—and continue to review requests for funding for worthy community causes. "Our mission has been consistent through all these years," Swett says.

The Society's enduring legacy is remarkable—and its ongoing charitable impact remains strong.

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*Deceased

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Our Pinnacle Society honors those individuals and families who have informed us of their planned gifts to Hillside. These acts of generosity create a lasting legacy that helps to ensure Hillside's partnerships with youth and families for generations to come.

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Austin E. Hildebrandt*

J. Lawrence Hill, Jr.*

Robert C. Horton*

Samuel T. Hubbard*

Mr. Alan* &

Mrs. Elizabeth Illig^o

Robert M. & Ruth E. Johnson*

Francis D. Jungo*

Louise H. Klinke*

Dr. & Mrs. Gerald W. LaMarsh Stephen T. Hoysic & Joy

Landauer

Harry H. Lang, Jr.°*

Fred Lawrence*

T.C. Lewis

Zalie & Bob Linn

Lawrence & Cynthia Lovejoy

Arthur E. Lowenthal^{o*}

Mary C. Lyon*

Katherine E. MacKerchar* Nancy S. Mangan*

Jeff & Linda Mapstone

Mr. Jeffrey Martin

Mr. & Mrs. Myles McHale, Jr.°

Dr. & Mrs. Robert S. Menchel°

Thelma D. Mertz*
Florence M. Muller*

Ann Mowris Mulligano*

Mary S. Mulligan*

T.S. Newell III*

Jenny C. Overeynder Margaret R. Paaschen*

Bruce & Charlotte Patt*

John & Dawn Piccirilli Angela B. Pichichero

Patricia Prince^o* Carol Rees^o*

Kathy P. & Dennis M. Richardson

Mary Ann Ritzenthaler*

Suzanne R. Robinson
Troy & Torri Robinson
Diane Rathjen-Rock*
Lucia R. Root*

Robert & Jeanne Sandholzer
Janet S. Sarro*

Elizabeth Schenk

Dr. & Mrs. W. Winslow Schrank

Paula & Steven Smith

Margaret E. Somerset°
Jane W. Steinhausen°

Mr. & Mrs. David J. Stoddard

Kate Louise Trahey*

Mrs. Mary G. Tuthill*
R. Marsden Tuthill*

Marjorie Van Demark*

David A. Vasile^o
Barbara Schmucker

Whittemore John E. Wise

*Deceased

°Charter Member

SEPTEMBER 2022

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World
School Milk
Day



"We celebrate You"

To honor graduating seniors, Hillside Work-Scholarship Connection gets creative

Graduation Day is a major event for any senior—and particularly for students in Hillside Work-Scholarship Connection, which for more than 30 years has helped youth stay in school and earn diplomas that can unlock so many of life's doors.

In every HWSC-participating school district, pre-graduation Senior Celebrations are a tradition that even the pandemic couldn't defeat. Faced with mask mandates and remote constraints, staff and leaders in all regions rallied last spring to honor the Classes of 2021 for their hard work.

Online video yearbooks saluted students in school districts from Rochester and nearby Gates-Chili; Syracuse; and Prince George's County, Maryland. (To watch the celebratory videos in their entirety, visit youtube.com/BelieveInHillside.)

The Rochester/Gates-Chili video, spotlighting 370 and 13 students from Rochester and Gates-Chili, respectively, included praise from district leaders for seniors' perseverance. "You have served as role models to fellow students," said **Dr. Leslie Myers-Small**, Superintendent of the Rochester City School District.

In a two-night event at Syracuse University, 240 students and their families each took turns accepting congratulatory certificates at a small stage on the SU campus. A similar event was held on a smaller scale in New York's Southern Tier, to celebrate the first HWSC graduates from Binghamton High School and Tiger Ventures in the Union-Endicott School District.

"Throughout this trying and unpredictable year, our students have given 100 percent in all they do and have continued to stay positive," said **Karinda Shanes**, Regional Executive Director of HWSC programs in Syracuse, Binghamton and Union-Endicott.

In Prince George's County, where COVID-19 infection rates were particularly challenging, nearly 100 future HWSC alumni were feted with a 34-minute video that aimed "to treat our seniors like stars."

The video featured Youth Advocates echoing the mantra "We celebrate you."

Prince George's youth also participated in a virtual senior bingo competition, and received special deliveries at their homes: celebration packets with mementos of their accomplishments, hand-delivered by their YAs.

"We wanted to do all we could to make our seniors feel honored," recalls **Karene Brodie**, Regional Executive Director of the Prince George's County HWSC program. "They deserved all that and more."

Congratulations to the Classes of 2021!

We're deeply grateful for the community support that allows HWSC to make a difference, every day.

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International Never-Give-Up Day

"We wanted to do all we could to make our seniors feel honored. They deserved all that and more."



Financial Performance



Program Impact

July 1, 2020 through June 30, 2021

Services	Revenues*	Families Served		
Adoption	\$51,067			
Adult Health Homes	\$2,481,810			
Children's Health Homes	\$8,006,327	1,915**		
Customized	\$318,957			
Day Treatment Education				
Developmental Disabilities	\$12,228,606			
Early Childhood Development	\$517,839	322		
Family Development	\$4,037,061	813		
Family Finding				
Foster Care	\$6,351,389			
Home- and Community-Based Services				
Non-Secure Detention	\$646,559			
Residential Treatment/Education	\$58,674,697			
Youth Development	\$9,583,402	3,860		
Total Services	\$122,539,706	0.504		
Philanthropy and Other	\$5,212,671	7,304		
Total Revenue	\$127,752,377	Total Families Served***		

* Philanthropy and other revenues support services across regions above and beyond amounts presented.

** Health Homes client totals only include actively enrolled children, adults and families.

*** Totals are less than the sum of all service numbers because many families have children enrolled in multiple programs.

Operating Report

Year ended June 30, 2021

Operating Revenues

Reimbursement from
Government Agencies
(fees for service) \$122,650,851
United Way \$760,181
Public Support \$2,050,486
Other Revenue \$2,290,859
Total Operating
Revenues \$127,752,377

Operating Expenses

Services\$109,809,833
Management and General \$13,653,663
Fundraising\$1,051,498
Grants and Other \$1,313,350

Total Operating Expenses \$125,828,344

Summarized Consolidated Balance Sheet

At June 30, 2021

	Cash and Investments \$40,673,538
	Accounts Receivable \$21,530,105
	Property\$47,129,32
	Other\$8,812,093
П	

Total Assets......\$118,145,057

Liabilities								\$63,431,64
Net Assets								\$54,713,41

Total Liabilities and Assets\$118,145,057



96% Reimbursement from Government Agencies (fees for service)

 $1^{\%}$ United Way

2[%] Public Support

 $1^{\%}$ Other Revenue



87% Services

11[%] Management and General

1% Fundraising Expenses

 $1^{\%}$ Grants and Other

Hillside | Fiscal Year 2021 Report

Board Members - and Regional Advisors

The members of Hillside's Boards provide essential governance and input, informed by years of experience in leadership and community advocacy. We deeply appreciate their dedicated service.

Hillside Board of Governors

Officers

Richard J. Gangemi, MD Chair

Jill Knittel Vice Chair

James C. Haefner *Treasurer*

Monica L. Monte Secretary

Edward White Past Chair

Maria E. Cristalli President & CEO

Governors

Virginia Biesiada O'Neill
H. Todd Bullard
Nancy L. Castro, EdD
Caroline A. Critchlow, EdD
Christopher B. Eckert
Richard Feldman, PhD
Melissa N. Gardner
Cecilia Griffin Golden, PhD
Portia Y. James
Anne L. Komanecky
Duncan T. Moore, PhD
Richard C. Notargiacomo
Christopher J. Richardson,
DO, FACOS
Leonard J. Shute

Governors Emeriti

Roger B. Friedlander Robert B. Stiles

Hillside Foundation Board of Trustees

Officers

Anne L. Komanecky Chair and Treasurer

Richard J. Gangemi, MD Vice Chair

Maria E. Cristalli Secretary

Regional Advisory Councils

Hillside's Regional Advisory Councils provide guidance that helps our agency remain responsive to the diverse needs of the communities we serve. Their partnership strengthens our services and impact.

Binghamton, New York

Tracey Fish Melissa Hardesty Jeffrey Jacobs Suzanne McLeod Carla Murray-Scott Nicole Rouhana

Greater Bath, New York

Michelle Anuszkiewicz Brooke Bradt Deborah Daum Paul Forestell Edna Kayes Tracey McCaughey John McNelis Jo Slovak Teresa Stever David Sutton

Prince George's County, Maryland

Gable Barmer Kirk Blackman Gloria Brown Henry Davis Ayana Douglas Mike Gorski Howard Stone, Jr.

Syracuse, New York

Jaime Alicea
Maritza Alvarado, MD
Nathan Franz
Amy Kremenek
Robert Linn
Vincent Love
Tim McDevitt
Lisa Mondello
Virginia Biesiada O'Neill
Jonathan Stadin

Leadership

Chief Executive Team

Maria E. Cristalli President and CEO

Theresa Kane Gringer Interim Chief Human

Interim Chief Human Resources Officer

Elizabeth Nolan

Chief Operating Officer

Cindy Odom

Chief Advancement Officer

Christopher Peterson

Chief Financial Officer

Darlene Ryan

Chief Performance Officer

Michael Snyder, JD General Counsel

Executive Directors

Leslie Barnes

Developmental Opportunities Services and Monroe Region Community-Based Services

Ann Cott

Health Care Services

David Fluellen

Residential Services, Monroe Region

Roderick Green

Hillside Work-Scholarship Connection

Nestor Hernandez

Western & Southern Tier Regions

Brenda Pacheco

Education

our Mission

Hillside provides community-based services, education and residential treatment to positively impact lives, in partnership with youth and families who have experienced trauma.

our Vision

Youth and families overcoming challenges to heal and thrive in their communities.

out Philosophy of Service

Hillside provides services that are family-driven, youthguided, trauma-informed and culturally competent.

Accreditations

Council on Accreditation
Standards for Excellence Institute

Licenses

New York State Department of Health
New York State Education Department
New York State Office of Children and Family Services
New York State Office of Mental Health
New York State Office for People with Developmental Disabilities

Memberships

Adoptive and Foster Family Coalition of New York
Alliance for Strong Families and Communities
Association of Children's Residential Centers
Business Council of New York State
Catalogue for Philanthropy
Children's Health Home of Upstate New York
Council of Agency Executives, Rochester
Developmental Disabilities Alliance of
Western New York
Early Childhood Development Initiative —

Families Together in New York State
Greater Rochester Chamber of Commerce
Greater Rochester Health Home Network
Greater Rochester Quality Council
Health Homes of Upstate New York
Human Services Leadership Council
Maryland Nonprofits

Rochester/Monroe County

Maryland Nonprofits

National Council for Behavioral Health

New York State Association of Training and

Employment Professionals

New York State Coalition for Children's Behavioral Health

New York State Coalition of 853 Schools New York State Council of Family and

Child Caring Agencies

Nonprofit Prince George's County

North American Council for Adoptive Children

Parents as Teachers National

Person-Centered Services of Western New York

Prince George's County American Job Center Community Network

Prince George's County Chamber of Commerce

St. Joseph's Care Coordination Network

Health Homes

United Way of Buffalo and Erie County

United Way of Central New York

United Way of Cayuga County

United Way of Greater Rochester

Washington Regional Association of Grantmakers

we are Hillside Strong

Hillside's website is going through some exciting changes! Visit us at hillside.com all year long to see new and updated success stories, read a monthly message to the community from President and CEO Maria Cristalli, and explore our new *Hillside Strong* area that describes Hillside's commitment to strengthening families, innovative research, and being part of a more diverse and inclusive community.



